

**THE EFFECTS OF TALENT MANAGEMENT PRACTICES ON THE  
PERFORMANCE OF THE EXECUTIVE AGENCIES IN TANZANIA: THE  
CASE OF TANZANIA PUBLIC SERVICE COLLEGE**

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**CERTIFICATION**

The undersigned certifies that he has read and here by recommends for acceptance by the Open University of Tanzania a dissertation entitled; “The Effects of Talent Management Practices on the Performance of the Executive Agencies in Tanzania: The Case of Tanzania Public Service College” in Partial fulfillment of the requirement for the award of degree of masters in Human Resources Management (MHRM).

.....  
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Date

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Date

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## ABSTRACT

The study aimed at assessing the effects of talent management practices on the performance of the Executive Agencies in Tanzania a case of Tanzania Public Service College. The institution has faced the challenge of low productivity in relation to the number of employees it has and the study sought to find the role of employees' talent on the performance of the organization and hence to come up with proper strategies for managing employees talents. The main objective of the study was to assess the effects of talent management practices on the performance of the organization. A qualitative research design was used in the form of a case study as the study focused specifically at Tanzania Public Service College. The research population was 208 employees, a sample of 95 employees was selected using a purposive sampling procedures. Data was collected using questionnaire method and analyzed using SPSS and Excel. The findings show that poor talents management strategies such as poor succession plan policy, inadequate training and development programs, improper career development planning had significant effects to the organization performance. The budget, negative perceptions on succession plan, poor identification of potential employee were the key challenges revealed by the research in ensuring proper talent management. The study recommends that Tanzania Public Service College has to prepare budgets for employees training and development programmes, design and implement good succession plan policy, support employees career development, raised awareness to all employees about the benefits of proper succession plan as a way to reduce negative perception of it. Employees must be motivated, engaged, developed and retained for enhancing organizational productivity.

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**LIST OF ABBREVIATIONS**

HR	Human Resources
TM	Talent Management
TPSC	Tanzania Public Service College
MHRM	Master of Human Resources Management
RBV	Resources Based View
GOT	Government of Tanzania
PO - PSM	President's Office Public Service Management
CSD	Civil Service Department
UK	United Kingdom
USA	United States of America
PSRP	Public Service Reform Programme
HRDP	Human Resources Development and Plan

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

This section covers the origin of talent management, statement of problem, research objectives (both general and specific), research questions (both general and specific) and the relevance of the study. In today's challenging business environment in which global competition becoming intense, organizations have mounting pressure to perform better than before. Over the years, acquisition and up holding of talent has become a key tool in accelerating this competitiveness and enhancing organizational capabilities to respond to market changes wherein employees' skills and personalities are appropriately installed to optimize performance (Mathew, 2015).

Talent management as human resources management aspect emerged in the 1990s to incorporate developments in Human Resources Management which placed more emphasis on the management of human capital (knowledge, skills and capability possessed by a man) or talent (Nibha, 2017). Since a group of McKinsey consultants coined the phrase "The War for Talent" in 1997, the concept of talent management has acknowledged and conquers the interests of practitioner and academicians (Armstrong, 2014). Talent management contains strategies and protocols for the systematic attraction, identification, development, retention and deployment of individuals with high potential who are of particular value to an organization (Armstrong, 2014).

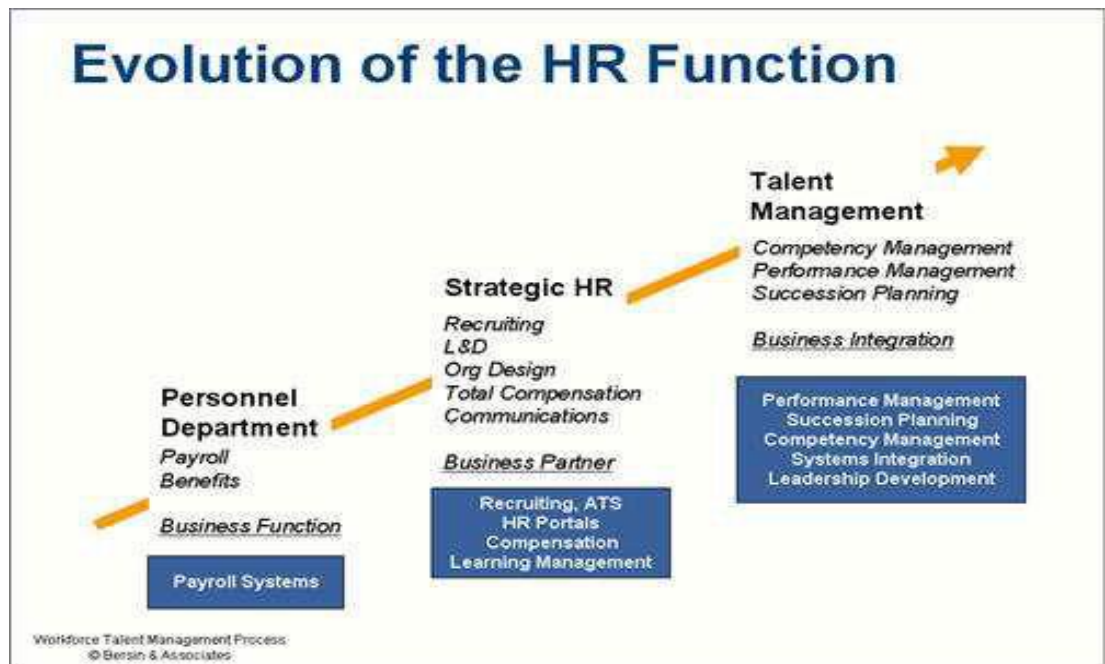
The concept of talent management as a process of ensuring that the organization has the skilled personnel it needs now and in the future. It has been acknowledged as

major resourcing activity strategies (Ibid.). Although the idea of talent management has been around for a long time, it has been re-labeled and that enables far-sighted organizations to review what they are doing and integrates some old ideas and gives them newness ideas (Armstrong, 2014). According to the researchers, talent management overlap practically about all activities of human resource management, such as recruitment, selection, hiring, developing, rewarding, etc., however the substance of these activities has particular differences. As a consequence, theoretically different perspectives arise such as the focus and application of talent management (Petkovic and Dordevic, 2013). The relatively recent emphasis on talent management represents a paradigm shift from personnel to strategic human resources to talent management (Nibha, 2017).

In the 1970s and 1980s the business function which was responsible for people was called "The Personnel Department." The role of this group was to hire people, pay them, and make sure they had the necessary benefits. The systems which grew up to support this function were batch payroll systems. In this role, the personnel department was a well understood business function (Nibha, 2017). In the 1980s and 1990s organizations realized that the HR function was in fact more important - and the concepts of "Strategic HR" emerged.

During this period organizations realized that Human Resources had a much Larger role: recruiting the right people, training them, helping the business design job roles and organization structures (organization design), develop "total compensation" packages which include benefits, stock options and bonuses, and serving as a central point of communication for employee health and happiness (Ibid.) The systems

which were built up to support this new role include recruiting and applicant tracking, portals, total compensation systems, and learning management systems. In this role, the HR department now became more than a business function: it is a business partner, reaching out to support (Ibid.).



**Figure 1.1: Evolution of HR Functions**

**SOURCES:** (<http://www.hrinasia.com/general/the-role-scope-of-hr-positions>)

Executive Agencies are 'semi-detached' central government bodies headed by Chief Executives Officers who have strong personal accountability in his/her employment contract (James et al, 2011). Executive agencies have become a common feature of the contemporary public sector management (ibid.). In Tanzania executive agencies have gained firm ground and their number has increased since the first group of seven agencies was launched in 1999 (PO-PSM 2004). Tanzanian government has embraced the agency idea and a number of agencies have been created including Tanzania Public Service College.



Tanzania Public Service College (TPSC) was established in 2000 under the Executive Agencies Act No 30 of 1997. Its creation followed demand training facility for public service that resulted from the expanding Government operations and the changing needs of Public Services and implementation of the Public Service Reforms. The main function of TPSC was to conduct training, research and consultancy service in public service (Tanzania Public Service College, 2018). TPSC operate in six campuses and namely TPSC Dar Es Salaam Campus, Tabora Campus, Mtwara Campus, Singida Campus, Tanga Campus and Mbeya Campus all headed by Campus Director (Tanzania Public Service College, 2018).

## **2.1 Statement of the Problem**

According to Sareen and Mishra, (2016) talent management is an important activity in that it enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of an organization. Over the course of the last decade, organizations seem to have become increasingly convinced that the deliberate identification of talent is crucial for maximizing organizational performance (Nijs et al. 2014). According to global survey report conducted by Stavrou–Costea and Morley, (2011) intended to examine the role of talent management on business operations to 26 countries, over 32,000 employees were surveyed and the findings revealed that, shortage of talented people in business has undermining performance of business operations.

Koketso and Rust (2012) conducted an exploratory study on the perceived challenges to talent management in the South African public service where they

revealed that, poor motivation strategies, inadequate training and development to employee were among of such challenges. Kambabazi (2012) examined the role of talent management and organization culture on employee engagement using the case of National Water and Sewerage Corporation in Uganda. The findings indicate that both talent management and organization culture predict employee engagement and therefore enhances the organization performance. Wambui (2012) studied talent management practices in commercial state corporations companies listed in Nairobi Security Exchange while Sareen and Mishra, (2016) examined the role of talent management on organization performance in IT company. These studies revealed that there was existence of a strong positive correlation between talent management practices and the performance of Companies.

In Tanzania, studies on talent management specifically were not evidenced rather talent management related studies were recognized. Mwemwezi, (2011) on her study intended to identify the challenges facing human resources succession planning in Tanzania work organizations a case of public and private work organizations based in Dar Es salaam region, confirms that sufficient talent pipeline in the organization had a strong influence on the organizational human resource succession planning. He argue that both academics and human resources practitioners were confident that talent management leads to valuable outcomes such as organizational performance, profits, good market positions and enhanced productivity, which in general can be termed organizational success. Still, there were limited amount of empirical studies to analyze the impact of talent management on organizational performance in Tanzania.

Tanzania Public Service College has been investing in physical infrastructures such as furniture, buildings and like as the way to enhance the provision of service. Huge efforts have been diverted on other issues other than enhancing human resources potentials. The expansion and launching new colleges from one Campus to six Campuses was seen as a step for the growth of the college however there were little consideration to development of human resources the college have. This situation causes the number of the college products to be greater but of poor quality. So when this situation was compared to afore study's findings on talent management, it seems there was a gap in managing employees potentials in TPSC and therefore this study seeks to fill the existing gap in by assessing on the effects of talent management on the performance of Tanzania Public Service College.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The main objective of this study was to assess on the effect of talent management practices on the performance of TPSC.

#### **1.3.2 Specific Objectives**

- i. To study on the kind of talent management practices that contributes to the performance of TPSC
- ii. To explore the role of Succession Planning on the performance of TPSC
- iii. To examine the influence of career development on the performance TPSC
- iv. To investigate the contribution of training and development on the performance of the TPSC
- v. To learn the challenges of effective managing Talents in TPSC

## **1.4 Research Questions**

### **1.4.1 General Research Question**

What is the effect of talents management on the performance of executive agencies in Tanzania?

### **1.4.2 Specific Research Question**

- i. What are the talent management practices that contribute to the performance of an agency?
- ii. Does the Succession Planning influence organizational performance at TPSC?
- iii. What are the influences of career development on organizations performance?
- iv. How training and development affect the performance of the TPSC?
- v. What are the challenges of effective managing Talents at TPSC?

## **1.5 Relevance of the Study**

The study intended to benefit the following stakeholders;

### **1.5.1 TPSC Management**

The study would benefit the management Tanzania Public Service College by helping them formulate their policy in order to develop programs that will positively affect employee performance. The management would also be able to plan and design how to employ well talented employees to be able to achieve their goals and meet their objectives. The knowledge acquired in the study could also be utilized in organizations on how to manage and exploit the talents of its employees as a way that will enable the organization to reach financial and organizational success.

### **1.5.2 Policy Makers**

The study also expected to assist the Government in the formulation of training policy for Executive Agencies and other institutions that will enable organizations to take their employees for talent management sessions or invite the trainers to train employees in their premises in order to develop them to improving the service delivery.

### **1.5.3 Researchers and Academicians**

The study findings also added the body of knowledge on talent thus serves as a reference for researchers and academicians, private and public organizations interested in the dynamics of organizations performance. It can also be used as stepping stone for further studies for young researchers.

### **1.5.4 Other Public Service Providers**

Public service providers in general would find the study valuable as it may rise the curiosity on formulating TM strategies for successful employee performance. It's believed from this study findings that, the HR managers in and outside TPSC would learn more on TM strategies and its impact on performance (both individual and team performance) and thus be able to inculcate these strategies and the acquisition, retention and developing high performers in their organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the review of various talent management related literatures. It entails review of both theoretical and empirical literatures. The chapter is structured to cater the concepts of talent and talent management, theoretical and empirical analysis, conceptual and theoretical frameworks.

#### **2.2 Conceptual Definitions of Terms**

##### **2.2.1 Talent Management**

A review of the talent management literature reveals a controversial in conceptualization of the terms. Indeed, Aston and Morton (2005) noted that there is not a single consistent or concise definition of talent and talent management. Talent refers as a set of competencies that, being developed and applied, allow the person to perform a certain role in an excellent way (González-Cruz et al., 2009). Also It might refer to a pool of employees who are exceptional in their skills and abilities either in a specific technical area (such as software graphics skills) or a competency (such a consumer marketing talent), or a more general area (such as general managers or high-potential talent) (Silzer and Dowell, 2010).

Ulrich and Smallwood (2012), Defined Talent as competence (knowledge, skills and values) required for today's and tomorrow's job (right skills, right place, right job, right time) and commitment (willing to do the job) to find meaning and purpose in the job (ibid.). Finding talented people is one of the most important managerial pre-occupations for this decade (Ulrich and Allen, 2014). Talent generates high

performance, which in turn attracts new talent and creates the means to reward it. It also drives improvements in productivity, quality, innovation and customer satisfaction, which in turn contributes to the bottom-line results (Methew, 2012).

Talent management refers to the process that involves the identification, development, recruitment, retaining and deployment of high potential individuals at the workplace (Wellins et al, 2009). Talent management includes sourcing (finding talent); screening (sorting of qualified and unqualified applicants); selection (assessment/testing, interviewing, reference/background checking, etc. of applicants); on boarding (offer generation/acceptance); retention (measures to keep the talent that contributes to the success of the organization); development (training, growth, assignments, etc.); deployment (optimal assignment of staff to projects, lateral opportunities, promotions, etc.) and renewal of the workforce, with analysis and planning as the adhesive, overarching ingredient (Schweyer, 2004; Methew, 2015). Academics, practitioners and consultants argued that if HRM wants to create added value for the organization, it has to become a strategic partner with the business in achieving its business goals. Recent studies have stated that, HR becoming a unique and differentiating asset, playing an increasingly important role in organization (Monga et al, 2009).

### **2.2.2 Organization Performance**

According to Criveanu, (2016), the concept of performance has gained increasing attention in recent decades, being pervasive in almost all spheres of the human activity. Performance is a subjective perception of reality, which explains the multitude of critical reflections on the concept and its measuring instruments. The

term performance emerged in the mid-nineteenth century and was first used in defining the results to a sporting contest. In the twentieth century, the concept has evolved and developed a series of definitions that were meant to encompass the widest sense of what is perceived through performance (Criveanu, 2016).

Gavrea et al, (2011) argued that organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational performance. Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept thus; organizational theories supported the idea of an organization that achieves its performance objectives based on the constraints imposed by the limited resources (Gavrea et al, 2011).

### **2.2.3 Talent Management and Performance**

Organizations provide individuals the opportunity and space for physically manifesting their talent into performance for achieving individual and organizational vision. According to Cappelli and Keller, (2014) talent management manifests into performance as a results of Vision/Mission /Strategy, Skills and Competencies, Role and structure, Opportunity, Encouragement and Recognition, Training and Development, Coaching, Action Plan and Goals, Resources Performance Management and System Performance. Thus the domain of talent management focuses not only on development of individual's intrinsic capacities, but also on culture building and change management to provide the other elements listed above for manifestation of talent into performance.



### **2.3 Theoretical Analysis of the Study**

In light to this study various talents management related theories were analyzed critically as follows;

#### **2.3.1 Human Capital theory**

The theory of HC can trace its origins to macroeconomic development theory. In the 1950s, the main factors of production comprised land, labor, physical capital and management (Becker 1993). By the 1960s, however, economists had great difficulty in explaining the growth of the US economy based on the aforementioned factors of production (Schultz 1961). It was the empirical work of Becker (1964), Schultz (1961) and Mincer (1974) that challenged the prevailing assumption that the growth of physical capital is paramount to economic success. The basic premise behind HC theory is that people's learning capacities are of comparable value with other resources involved in the production of goods and services (Lucas 1990). HC theory suggests that individuals who invest in education and training will increase their skill level and be more productive than those less skilled, and so can justify higher earnings as a result of their investment in HC.

Under the Human Capital theory, talent management is an important individual-and unit-level construct. Talent management is predominantly focused on developing talent from within the organization. Hence, there is a strong need to focus on employee development and the operation of a fair and equitable succession programme. According to Dowell (2010) 'talent management is an integrated set of processes, programs and cultural norms in an organization, designed to attract, develop and deploy and retain talent to achieve strategic objectives and meet future

business needs.’ It has already been highlighted that the HC approach to talent management favors developing employees from within. Hence, organizations operating under the HC model often favor internal recruitment over external recruitment. This is because the organization has invested valuable resources in developing the employee, allowing them to reach their full potential (Thomas et al 2013). However, not all roles can be filled internally and it is vital that firms have a strategy in place for the recruitment of upcoming talent which fits with the organization’s strategy.

### **2.3.2 The Resource-Based View (RBV) Theory**

Penrose (1959) introduced the concept of the RBV, which examines how firms create sustainable competitive advantage. Specifically, the theory looks at how organizations manage and deploy internal resources (Penrose 1959). Barney (1991) extended this view to argue that each organization possesses a unique bundle of resources, capabilities and competencies and it is the combination of these which allows it to create sustainable competitive advantage (Teece et al 1997). Thus, it is argued that the basis for a firm’s competitive advantage lies primarily in the application of a bundle of valuable tangible or intangible resources.

The RBV suggests that creating and exploiting specific investments in times of uncertainty is essential if firms are to attain long-term success. Barney (1991) argues that resources include ‘all assets, capabilities, organizational resources, firm attributes, information and knowledge controlled by a firm that enable the firm to conceive and implement strategies that improve efficiency and effectiveness’. He

further states a firm's resources can be grouped into three categories, namely, physical capital resources, HC resources and organizational capital resources.

However, it is important to note that regardless of the category grouping, any resource that creates a sustainable competitive advantage for a firm must have the following attributes (Barney 1991); It must be valuable, (that is, it exploits opportunities and/or neutralizes threats in a firm's environment), It must be rare among a firm's current and potential competition, It must be imperfectly imitable (the ability of a firm to obtain a resource is dependent upon unique historical conditions). Therefore, the key point is that the conditions for competitive advantage (valuable, rare, imperfectly imitable resources) also mirror the conditions for firm-specific HC. Specifically, when resources are valuable, rare and imperfectly imitable, it means that they are heterogeneous and not perfectly mobile (CIPD, 2017).

According to Armstrong (2014) resource based theory which recognizes that the strategic capability of a firm depends on its resource capability, specifically the human resources. The human or people are highly utilized as a resource and thus competitive advantage could be achieved by the firms, through developing human resources by way of learning organization and practicing before their competitors. Due to the philosophy of the RBV theory that human resources are the most valuable asserts the organization needs to take care of them if it requires excelling. The study conquers with the theory and it suggests having proper management of individual talents in order to achieve the organization goals.

## **2.4 Empirical Analysis of Relevant Studies**

### **2.4.1 General Studies**

Study conducted by Allen and Ulrich (2014) on talent accelerator to understand how talent delivers performance for Asian firms. The study aimed at examines way talent management practices influence business performance of a firm in Asia. To better understand this talent trend and how investment in talent ties to business results in top Asian companies, they gathered data from over 570 separate businesses in Singapore, China and India where they show the relative impact of talent management practices on business performance as moderated by the strategy and growth pattern of the firm.

The study reveals that investments in managing current talent have more impact on business performance than hiring new talent. They then recommend the implications of the study to line managers, HR professionals and various executive officers at Asia Company as this work will inform those charged with managing talent so that they can accelerate the use of talent to deliver business results. Weinberg (2016) conducted a study on the influence of talent recruitment on the firm performance a case of business of major league sports. The study took advantage of detailed information on workers performance and confidential information on firm revenue and operating costs to investigate the relationship between talent migration and firm profitability in major league sports.

The study uses confidential micro data from the 2007 Economic Censuses, and from the 2007 and 2008 Service Annual Surveys to investigate the link between individual worker performance and team profitability. The investigations in this study provide

limited support for the hypothesis that hiring talented individuals (stars) will increase a firm's profit. However, there is no convincing support for the incremental benefit of hiring superstars.

#### **2.4.2 Studies in African Countries**

Kehinde, (2012) conducted study on effectiveness of talent management on the organization performance in Multinational and national firm in Nigeria. The study revealed that talent management scheme has impact on the performance of the multinational and national firms but the small and medium scale firms have not been gaining from this new technique within Nigeria business environment. The study recommends that talent management scheme should be used for all categories of staff within the firm that have special talent and that firm should separate between their talent management scheme and the total human resources management style of the firm.

Koketso and Rust (2012) conducted an exploratory study on the perceived challenges to talent management in the South African public service where they revealed that, poor motivation strategies, in adequate training and development to employee were among of such challenges facing talent management in South Africa Public service. The study recommended that the government shall embark the effort in training and developing public servants as the way to improve the provision of public service as well as enhancing talent development.

In Uganda, Kambabazi (2012) examined the influence of talent management, organization culture and employee engagement on the organizational performance

using the case of National Water and Sewerage Corporation in Uganda. The findings indicated that both talent management and organization culture predict employee engagement and therefore impacts on performance. Wambui (2012) studied talent management practices in commercial state corporations while Lyria (2013) examined the role of talent management on organization performance in companies listed in Nairobi Security Exchange. These studies revealed that there was existence of a strong positive correlation between talent management and employee performance.

#### **2.4.3 Studies in Tanzania**

In Tanzania context, studies on talent management specifically was not evidenced rather talent management related studies were recognized and their findings had significant impacts on this study. Yusuph, (2015) conducted a study on impacts of investing in Human capital on employee performance success in Tanzania using a case study of National Micro finance Bank Mkwawa branch Iringa. The study employed exploratory and descriptive research approaches in which both quantitative and qualitative data analysis techniques used to analyze data.

The study reveals that there is great connection between human capital investments and the performance of the employee in which impacts on long term and sustainable outcomes such as enhancing customers trust due to improved service delivery. Due to observed challenges, the study recommends that there was a need of promoting in-service training and further education related to career development in order to enhance employee retention and commitment/engagement.

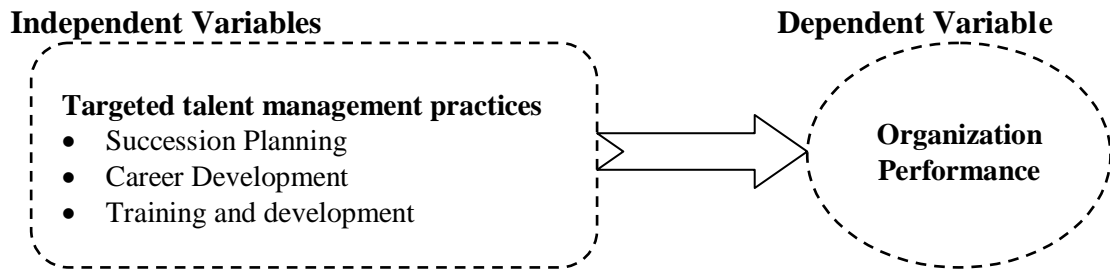
Calist (2015) on her study done to assess the factors influencing employee retention in Tanzania's Non Government sectors a case of Ifakara Health Institute (IHI). The study reveals that professional development through training and development, talent development and management were among of the factors that made people to stay or leave the organization. Thus, it recommended that if the organizations need to keep high performance, it supposed to develop and build the talents of its people.

### **2.5 Research Gap**

Most of the studies available in the link between organization performance and talent management practices were conducted in other organizations but no studies were conducted in the executive agencies. Therefore, this study aimed at advancing knowledge on the effects of talent management on the performance of executive agency using a case study of Tanzania Public Service College.

### **2.6 Conceptual Framework**

This study was guided by two variables that was affecting variables (talent management practices: succession planning, career development and training and development) and affected variable (organization performance). The assumption of the conceptual framework below was that there is strong relationship among variables. This means that proper succession planning, coherent career development, appropriate training and development of employee directly affect the performance of the organization. And the vice versa is true that, with improper and poor success planning, career development and training and development may result into poor performance of an organization.



**Figure 1.2: Conceptual Framework Showing the Relationship between Variable**

**Source:** Researcher, 2018

## 2.7 Theoretical Framework

The theoretical framework shows the variables and their relationships to predict and explain a phenomenon (Malhotra and Das, 2010). The figure 2 in conceptual framework above expresses the relationship between variables, i.e. independent and dependent variables. The figure tried to explain that targeted talent management: career development, succession planning and training and development (Independent variable) may affect positively or negatively organization performance (dependent variables). The link between talent management and organizational performance is not an exception in this regard. According to diverse studies there are numerous contextual or contingent variables that affect, determine or influence the nature of the above-mentioned relationship. Among variables influencing talent management are, organizational structure, firm's strategy (Sparrow et al, 2014), organizational climate or organizational environment variables (Garavan, 2012).

### 2.7.1 Succession Planning and Organization Performance

Rothwell (2010) defines succession planning as the process of identifying the key need for intellectual talent and leadership throughout the organization over time and preparing individuals for present and future work responsibilities needed by the



organization. Succession planning is about identifying the replacement and ensuring the successor is the right-fit for the position and if he/she is not a right-fit candidate, the onus is additionally on providing development experiences to make them ready for the role (Corporate Leadership Council, 2005). In terms of internal promotions, employee succession programmes are fundamental for ensuring that an organization has a pool of employees with the ability, knowledge, personal attributes and experience necessary to fulfill senior roles when they become vacant and contribute positively to realize the organization performance (Taylor 2014).

Organizations must plan for talent to assume key leadership positions or backup positions on temporary or permanent basis to avoid the risk of not having the knowledge and infrastructure to drive the business forward in the long term. It is believed that if personnel planning were not prioritized, key positions would end up being filled by ill prepared people (Rothwell 2010). An organization's succession plan must also promote equality and diversity. In other words, succession plans must be centered on the individual's ability, performance and degree of fit for the role that they are considered for it (Taylor, 2014).

### **2.7.2 Career Development and Organization Performance**

According to career development Institute (2017), a career refers primarily to the sequence and variety of work roles, paid or unpaid, that individuals undertake throughout their lives; but it is also the construct which enables individuals to make sense of valued work opportunities and how their work roles relate to their wider life roles. Career Development is a unique and lifelong process for each individual of managing learning, work, and transitions in order to move forward and participate

effectively in work and society. Successful career development is important to individuals' personal and economic well-being, social mobility and both economic productivity and social to justice (Ibid.).

Career development often used to close the gap between current performances and expected future performance. Many employees in the public sector have trained but they have remained stagnant with little evidence of career advancement. Kakui and Gachunga (2016) conducted a study to determine the effects of career development on employee performance in the public sector with reference to National Cereals and Produce Board and they reveals that, on job training influences the performance of an employee by expansion of key competencies, job specification, leads to motivation, reduces intimidation, provides additional skills knowledge and capabilities and employees are able to network and subsequently rises the organization productivity. Also career mentoring affects employee performance by counseling and supports learners and helps them to develop their own approach and solutions to problems (Ibid.).

### **2.7.3 Training and Development and Organization Performance**

Training and development are complementary parts of the same process. They are interlinked and interdependent, rather than sequential and hierarchical. Training and development is very crucial to the employees, the organization and their effectiveness (Devi and Shaik, 2012). According to Anike and Ekwe, (2014), the purpose of training and development programs is to improve employee capabilities and organizational capabilities. A training need can be said to exist when there is a gap between the existing performance of an employee (or group of employees), and

the desired performance to assess whether such a gap requires a skill analysis. Training and development enables organizations to act more effectively and increases organization performance because of having valued and high skilled employees (Anike and Ekwe, 2014), also they helps to eliminate fear to employee in attempting new tasks (NOUN, 2013).

## **2.8 Summary**

The chapter provides a brief analysis of various literatures as a basic foundation of this study. It describes both theoretical and empirical studies to guide the entire methodology of the study. The chapter acted as a framework that will guide the researcher to carry on this study following the path of the fore scholars.

## **CHAPTER THREE**

### **METHODOLOGY OF THE STUDY**

#### **3.1 Overview**

In this chapter, the research design is presented, the surveyed population, samples and sampling procedures, study area, data collection methods and data analysis techniques are also explained.

#### **3.2 Research Design**

Research design refers to the scheme, outline or plan that is used to generate answers to reach into better problem solving (Orotho 2005). A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevant to the research purpose with economy in procedure Kothari (2004). It is the decision regarding what, where, when, how much, by what means concerning a study. Designing Research as a way to carry on a study is crucial because it facilitates the smooth ways of the various research operations thereby making research as efficient as possible feeding maximum information with optimal expenditure of effort time and money (Ibid.). The study employed case study research design in which the collection of data focused on a single agency (TPSC) as a unit of study. A case study approach has been adopted because of its flexibility in terms of varied data in the agency and assures of in-depth investigation of the unity of inquiry. It was a plan structure and strategy of investigation so corrective as to obtain answers to research problem.

#### **3.3 Study Area**

The study was confined at Tanzania Public Service College; Singida Campus –

Singida, Tabora campus -Tabora, Tanga Campus- Tanga, Mtwara Campus – Mtwara and Mbeya Campus - Mbeya. A researcher decides to choose Tanzania Public Service College as a study area due to the factor of area awareness by a researcher and convenience of the area in respect to nature of the data needed to answer the research questions.

### **3.4 Population of the Study**

The study populations were 208 TPSC staff who included heads of HR and administrative departments, HR practitioners, Manager of Programmes, Examination and Admission Unit, and employee from other departments from each TPSC campus. The study intends to have a clear picture by meeting targeted person to ore the relevant information regarding the strategies for enhancing talent management practices on the performance of TPSC.

### **3.5 Sampling Technique and Sample Size**

#### **3.5.1 Sampling Technique**

The study employs non probability sampling procedures and uses purposeful sampling technique to come up with 95 respondents from among the five TPSC selected Campuses.

#### **3.5.2 Sample Size**

Sample size refers to the number of items to be selected from the universe to constitute a sample (Yusuph, 2015). It refers to actual figure that researcher opt to use as the respondents to give out the information pertaining a respective study. Since the target population,  $N$ , was known, the study adopted the formula of Israel

(1992) as shown in equation 1 below, to determine the sample size,  $n$ , of research respondents:

$$\text{Equation 1: } n = \frac{N}{1 + N(e)^2}$$

Where  $n$  is the optimum sample size,  $N$  the number of target population of employees at TPSC,  $e$  the probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level). For this case, Target population is 208 employees; implying  $n$  will be approximately 95 as derived in equation 2 below:

$$\text{Equation 2: } n = \frac{208}{1 + 208(0.05)^2} = 95$$

A targeted sample size were 95 respondents from five TPSC campuses but only 60 respondents managed to fill and return complete questionnaire form.

### **3.6 Study Variables and Measurement Procedures**

The study collected information and data that helps to explain whether the talent management practices may have negative or positive effects on organization performance. It uses two major variables as clearly shown from the construction of conceptual framework in the earlier chapter of literature review. Those variables were independent variables (Succession Planning, Career Development, Training and development) and organization performance (Dependent variable).

### **3.7 Methods of Data Collection**

Data refers to raw facts and other relevant materials of the past and present on a particular phenomenon. Data produce information when processed leading to

meaningful context (Moyo, 2015).

### **3.7.1 Data Collection Instruments**

A research questionnaire was used as the instruments and tools to collect the information from the respondents in a personally administered manner. Sekeran, et al (2003) emphasize that questionnaires are an efficient data collection tool when the researcher knows exactly what is required and how to measure the variable of interest. A researcher prepared and distributes questionnaire forms to the targeted respondents to collect responses from them in relation to the stated research questions. Closed ended questionnaire were used in this study. Researcher opt to use this method to collect data due to the time factor as with the use questionnaire massive data would be collected within short time to adhere the work plan schedule.

## **3.8 Validity and Reliability of the Study**

### **3.8.1 Validity**

Validity is defined as the extent to which a concept is accurately measured in a study (Heale, 2015). Researcher uses questionnaire method in collecting information from the selected sample. In order to ensure the validity of this study, researcher constructs kind of questions in questionnaire form that best conformed to the study variables in conceptual framework (Figure 2), relevant to study purpose and that answered the research questions. The researcher also uses expert judgment and advices done through contacting human resources officers and general employees to ensure the relevance, wording and clarity of the questions or items in the instrument. This was done in consultation with the supervisor to help improve the quality of the questionnaire.

### **3.8.2 Reliability**

Heale and Twycross, (2015) defined reliability as the degree of consistency that the instrument demonstrates. The researcher uses pilot method in testing up reliability of the data through the spread of questionnaire to some of the HR practitioners as it is expected that some items or questions could have several possible answers. The researcher established the reliability of the questionnaires by computing the alpha coefficient of the questions in the questionnaire.

### **3.9. Data Processing and Analysis**

The study analyzes the collected data by means of tables with little descriptions where sophisticated computerized tool “SPSS version 25” and Microsoft excel 2010 were used to process the collected data. A combination of descriptive and statistical data analysis was used in analyzing the collected data.

### **3.10 Ethical Considerations**

In order for a researcher to abide to ethical principles, researcher passes a letter to relevant authorities to issue to the management of Tanzania Public Service College stating who the researcher was and what type of research study the researcher was undertaking. The researcher also assured that the data collected would only be used for research purposes alone so as to maintain confidentiality of the collected data. The study did not involve plagiarism materials because this can lead to a serious and punishable offense.



## **CHAPTER FOUR**

### **THE STUDY FINDINGS AND DISCUSSION**

#### **4.1 Overview**

This chapter presents analyses and discusses the findings of the study. The study was about assessing the effects of talent management on the performance of executive agency in Tanzania. Presentation, analysis and discussion done under this chapter was based on the specific objectives of the study: to study on the kind of talent management practices that contributes to the performance of TPSC; the effect of Succession Planning on the organizational performance; the influence of career development on the organization performance; the contribution of training and development on the performance of the executive agencies; and challenges of effective managing talents in executive agencies.

#### **4.2 Demographic Characteristics of the Respondents**

This section aims to present analyses and discuss the respondents' profile. The demographic section of the questionnaire consists of gender, age, education level and years of working in the Tanzanian Public service to put clear the kind of persons participated in the study. In the study sample the number of male respondents are N= 40 (66.7%) while female respondents are N=20 (33.3%). Majority of respondents are middle aged between 25 and 45 years. Majority of the respondents are bachelor degree holder. Furthermore majority of the respondents fall between 6 and 15 years working experience in the Public Service of Tanzania. Further information relating to demographic characteristics of respondents is shown in Table 4.1.

**Table 4.1: Demographic Data of the Respondents**

Demographics	Number of Respondents (N)	Percentage (%)
Total sample	60	100
<b>Gender</b>		
Male	40	66.67
Female	20	33.3
Total	60	100
<b>Age</b>		
below 25	0	0
25 to 35	40	66.7
36 to 45	20	33.3
Total	60	100
<b>Education Level</b>		
Bachelor degree	50	83.3
Postgraduate	10	16.7
Total	60	100
<b>Years of experience in the Public Service</b>		
Less than 5 Years	20	33.3
Between 5 and 15 Years	30	50
Above 15 Years	10	16.7
Total	60	100

**Source:** Field Data, 2018.

The findings revealed that at TPSC the majority of the employees are middle aged group with bachelor degree level of education whom they worked in Public Service for more than six (6) years with gender proportionality of 66.7% male and 33.3% female. This implies that the agency has good working team who under proper management in terms of training, development and succession management they could contribute a lot to the prosperity of their organization.

#### **4.3 Findings on the Kind of Talent Management Practices that Contributes to the Performance of TPSC**

The study was interested in understanding awareness of the respondents on the concept of Talent Management by asking respondents “are you aware of a concept

talent management?” This question was very important as it shaped the direction to other questions. From the study revealed that all 60 respondents equal to 100% were familiar with the concept of talent management. A Table 4.2 illustrates the above study findings.

**Table 4.2: Awareness of Talent Management**

Response	Frequency	Percent
Yes	60	100.0
No	0	0%
<b>Total</b>		1000

**Source:** Field Data, 2018

#### 4.3.1 Talent Management Strategies

The study aimed at examining different strategies used to manage talent. The findings revealed that 10 (16.7%) of the respondents said Succession Plan was a major strategy used to manage talent of employees. 20 (33.3%) said Promotion and 30 (50.0%) said training and development. A Table 4.3 illustrates the findings discussed earlier.

**Table 4.3: Talent Management Strategies**

Response	Frequency	Percent
Succession Planning	10	16.7
Promotion	20	33.3
Training and Development	30	50.0
<b>Total</b>	60	100.0

**Source:** Field Data, 2018

From the finding, it seemed that all three strategies were used to manage talent at TPSC in different ways depending on several factors like time, budget, and nature of employee and alike. Therefore, TPSC management had to find a proper talent management strategy (ies) and implement them appropriately

#### 4.4 The Effect of Succession Planning on the Organizational Performance

The study sought to find out if there was a formal succession plan at TPSC. The study findings showed that there was a no formal succession plan. The Table 4.7 below shows a statistics of the findings in relation to existence of formal succession plan.

**Table 4.4: Existence of Formal Succession Plan**

Response	Frequency	Percent
Yes	20	33.3
No	40	66.7
Total	60	100.0

**Source:** Field Data, 2018

The findings above indicate that no formal succession plan was in place however in certain extent it seemed to be practice informally. Therefore, the agency has to ensure the existence of proper succession plan that has to be practiced formally.

##### 4.4.1 Methods Used to Identify Potential Successors

Another area this study sought to investigate was the methods used to identify potential successors. Regardless of several alternatives incorporated in the questionnaire form, respondents responded to only two alternatives. The findings revealed that both performance evaluation rating and supervisors appointment methods were the major methods used to identify potential successors in TPSC. The finding was supported by Central Society for Human Resource Management, (2011) that, Performance evaluations are one of the most important communication tools an organization can use since it provide feedback, recognize quality performance and set expectations for future job performance. Further information relating to findings

was shown in Table 4.5.

**Table 4.5: Methods Used To Identify Potential Successors**

Response	Frequency	Percent
Performance evaluation rating	30	48.4
Supervisor Appointment	30	48.4
Total	60	100.0
Total	60	100.0

**Source:** Field data, 2018

#### 4.4.2 Effectiveness of Agency Succession Plan Policy

The study was interested to know whether there was a succession plan policy and its effectiveness in making the practice successful. Data revealed the existence of succession plan policy however the major interest was its effectiveness. On this, 30 (50.0%) said that succession plan policy exists but its effectiveness was very poor, 20 (33.3%) said it was there and somehow adequate and 10 (16.7%) said it found and its effectiveness in relation to organization performance was very good. The following Table 4.6 shows the rate of effectiveness of succession plan policy in TPSC.

**Table 4.6: Effectiveness of Agency Succession Plan Policy**

Response	Frequency	Percent
Very poor	30	50.0
Adequate	20	33.3
Very good	10	16.7
Total	60	100.0

**Source:** Field Data, 2018

The findings above show that the present succession plan policy does not work appropriately. Therefore an agency has to ensure the policy is communicated to all employees and implemented accordingly.

#### 4.4.3 Relationship between Succession Plan and Managerial Level

The interest in this part was to identify in which managerial level succession plans work successfully. Researcher requested respondents to select a level of management from which succession could be more successful. 10 (16.7%) responded by saying succession could best be done at top management level while 50 (83.3%) state that at all management levels (top, middle and at lower management) succession of positions could be done successfully. A Table 4.7 shows the relationship between succession plan and managerial levels.

**Table 4.7: Relationship between Succession Plan and Managerial Levels**

Response	Frequency	Percent
Top management level	10	16.7
All management level	50	83.3
Total	60	100.0

**Source:** Field Data, 2018

From the findings it seemed that succession plan is possible and can be successful to each managerial level in order to make each position stable. With succession plan organization would be stable to all managerial position as each position retains individuals who could replace the roles of a particular position. Therefore the organization has to prepare succession plan at each managerial level if it needs to be stable and more productive.

#### 4.4.4 Purpose of Succession Plan

There are various aims of succession plan to every organization. This study aimed to identify the main purpose of preparing and practicing succession management at TPSC as an executive agency. Data shows that, 10 (16.7%) said succession management made easily identify replacements to fill key positions left, 20 (33.3%)

indicated to develop employee for future responsibilities, 10 (16.7%) said to achieve strategic goals of organization and 20 (33.3%) said succession management helps to retain talented employees for longer period. A Table 4.8 shows a statistics of the findings.

**Table 4.8: Main Purpose of Succession Plan in an Agency**

Response	Frequency	Percent
To easily identify replacements to fill key positions	10	16.7
To develop employee for future	20	33.3
To achieve strategic goals of organization	10	16.7
To retain organization talent for longer period	20	33.3
Total	60	100.0

**Source:** Field Data, 2018

From the data presented, it is observed that regardless of several purpose of succession plan the main purpose of it at TPSC was used as an employee retention strategy in which helps talented employee not to flee away to other institutions in steady remain working there for a longer period. Not only that but also succession plan helped an agency to develop employee to be competent for the future, helps an agency to achieve its strategic goals and also succession plan enable the organization to easily replace the gaps that will be left vacant due to various reasons like death, turnover of employee, sickness and alike.

The study findings are supported by the study of Mwemezi (2011) who contended that succession management has become an important talent management initiative at companies around the world. They argued that for some companies, succession management was a strategic process that minimized leadership gaps for critical positions and provided opportunities for top talent to develop the skills necessary for future roles.

#### 4.4.5 Succession Plan Methods Used

There are several methods in making effective succession plan but this study sought to find out the kind of methods used to make effective succession plan at TPSC. Respondents provided the following answers after being asked “which kind of Succession plan method used in your agency?” 20 (33.3%) said job rotation method, 20 (33.3%) said coaching and other 20 (33.3%) said on delegation. The findings are presented in a Table 4.9.

**Table 4.9: Kind of Succession Plan Practices Used in Developing Employee**

Response	Frequency	Percent
Job rotation	20	33.3
Coaching	20	33.3
Delegation	20	33.3
Total	60	100.0

**Source:** Field Data, 2018

The findings revealed that the most common methods used by an agency to practice succession management were job rotation, coaching and delegation. This study findings concur with the one conducted by Rothwell and Kazanas (2003) who found out that talent succession plan requires not only formal classroom training but also there are other approaches such as mentoring and autonomous learning. Therefore the organization needs to find other suitable succession plan method like mentoring, potential training, decentralization and encouragement (Day, 2007).

#### 4.4.6 Contribution of Succession Management on the Performance of an Agency

The study investigated knowledge of the respondents by rating the contribution of succession management to the prosperity of an agency. The study findings show that 10 (16.7%) of the respondents saw low contribution of succession management, 20



(33.33%) said moderate rate while 30 (50.0%) rate very high contribution of succession management on the performance of an agency. Respondents' response rate shown on the Table 4.10.

**Table 4.10: Contributions of Succession Plan to the Performance of an Agency**

Response	Frequency	Percent
Low	10	16.7
Moderate	20	33.3
Very high	30	50.0
Total	60	100.0

**Source:** Field Data, 2018

These findings showed that succession management has significant value on the agency prosperity as it ensures constant supply of the competent personnel in each managerial position. Furthermore, the study findings supports what was revealed by Erasmus (2009) when researched on the effectiveness of succession planning in SARS enforcement Port Elizabeth. The study revealed the importance of succession planning for the organizations' survival, which depends on the continuous supply of competent, experienced and well trained managers.

#### **4.5 The Influence of Career Development on Performance of TPSC**

Under this specific objective researcher intended to examine the influence of career development of employees on the performance of an agency by assessing the following aspects;

##### **4.5.1 Inclusion of Employees Career Development Programmes in the Policy**

The aim of this part was to assess whether various employee career development were being included in TPSC annual plan like budget, HRDP and other plans. 30 (50%) of respondents agreed that career development programmes has been included

in the TPSC plans while 30 (50%) were against the statement that they had never saw the inclusion of their career development plan to the organization plans. table 4.11 illustrates the findings.

**Table 4.11: Inclusion of Employee Career Development Programmes in Agency Policy**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	60	100.0	100.0	100.0
Total	60	100.0	100.0	

**Source:** Field Data, 2018

From the findings it implies that majority of the employee were benefiting from various career development programmes the thing that had significance influence on the performance of an agency.

#### **4.5.2 Role Played by Management Team in Finding and Funding Career Development Programmes to its Employees**

The intention of this part was to scrutinize management roles in finding what its people require to develop, where it found and the sponsorship responsibility. Respondents were supposed to rate the level in which their management team play in terms of career development programmes. The responses were 10 (16.7) rated greater role played, 10 (16.7%) also rated minimal role played while 40 (66.7%) rate normal or moderate role played as depicted in the Table 4.12.

**Table 4.12: Role Played by Management Team in Finding and Funding Career Development Programs to its Employee**

Response	Frequency	Percent
Greater	10	16.7
Moderate	40	66.7
Low	10	16.7
Total	60	100.0

**Source:** Field Data, 2018

From the findings it shows that management neither plays greater nor minimal role in funding and finding the career development programs to its people. Therefore in order to an agency to enhance the performance of its employees which subsequently enhances its performance, there is a need to expand the efforts to fund a lot of career development programmes to its employees.

#### **4.5.3 The Influence of Career Development on the Performance of TPSC**

The interest of the study here was to determine the extent to which career development impacts on the performance of executive agency. Respondents rate on the question “to what extent does career development has influence on the performance of your agency?” were as follows; 10 out of 60 respondents equal to 16.7% said there were little influence while 50 out of 60 respondents equal to 83.3% said there were great influence of career development on performance of an agency. A table 4.16 presents statistical data.

**Table 4.13: Influence of Career Development on the Performance of an Agency**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
High	50	83.3	83.3	83.3
Little	10	16.7	16.7	100.0
Total	60	100.0	100.0	

**Source:** Field Data, 2018

From the findings, it notifies that career development had significant and positive influence on the prosperity of TPSC and that both employees and the management teams of an organization have played mutual effort to ensure the persistence of the phenomenon.

#### **4.5.4 Responsibility of Career Development**

Researcher was interested to know whose responsibility on career development

between employees themselves and the employers. The question asked was “do you think employees should be held totally responsible for their career development?” From the 60 questionnaires, 40 (66.7%) replies yes that employees themselves are responsible for their career development while 20 (33.3%) said no as illustrated in a Table 4.14.

**Table 4.14: Employee Responsibility for Their Career Development**

Response	Frequency	Percent
yes	40	66.7
no	20	33.3
Total	60	100.0

**Source:** Field Data, 2018

From the findings it implies that a primary responsibility for finding career development programmes to advance their knowledge and skills belongs to the employees themselves where employer has to support the effort shown by the employee. Therefore employees should not wait for the organization to plan for their career development rather they have to find the path for their career advancement and seek assistance from the employer.

#### **4.6 Challenges Facing Executive Agencies in Managing Talents**

The main target at this part was to examine major challenges facing an agency in managing talents. Respondents were required to identify challenges facing the agency in managing talent. 10 (16.7%) of the respondents they saw identification of talent as a challenge, 29 (48.3%) saw challenge in developing potential talents while 21 (35.0%) of them saw engagement and or retention of potential individuals as a major challenges in managing talents. Table 4.18 shows a statistical presentation of

findings.

**Table 4.15: Challenges Facing Executive Agencies in Managing Talents**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Identification of talent	10	16.7
Development of potential talents	29	48.3
Engagement and or retention of an individuals who are of a particular value	21	35.0
Total	60	100.0

**Source:** Field Data, 2018

The findings shows that the challenges facing an agency in managing talents were identification of talented personnel in order to develop their talents, engaging and or retain potential individuals to stay longer in the organization and developing potential talents to employee due budget deficit and in appropriate personnel/career development plans of an organization.

The findings of this study concur with that of Knott, (2016) on his study on the effect of talent management practices on employee performance among real estate companies in Kenya. A study revealed that when an organization identifies and develops potential employees to their responsibility, they won't leave an organization rather leads to enhanced organization performance. Milkovich and Boundreau (1988) had argued on the same line when he asserted that regardless of the expansion or contraction of the total workforce in the organizations, retention of key talented employees is important. He further stated that the availability of the right number, right kind of management staff at the right time and in the right positions is imperative enhances organization performance.

#### **4.7 Effects of Training and Development on the Organization Performance**

This specific objective ought to determine the opinion of the respondents on to what extent training and development affected organization performance. Kind of questions asked were prepared in such a way that requires respondents to either agree, disagree to the statement or not sure to statements that they were not familiar with.

The findings revealed that, all 60 (100.0%) respondents agreed that training and development enhances interpersonal relation that contributes effectively toward organizational performance (Mean=1), the ultimate aim of training and development program designed by an agency was to add value to human resources (M=1), that there was strong relationship between training and development and the performance of an agency (M = 1), training and development increases efficiency in organization processes resulting in stability of an institution (M=1), training and development increases job satisfaction and morale among employee hence increases productivity (M=1), training and development has greater influence on a competitive advantage of an agency (M=1). Also majority of the respondents 49 (81.7%) agreed that training and development enhances teamwork that subsequently results into Organizational performance (M=1.18) while few respondents 11 (18.3%) disagreed with the influence of training and development on promoting teamwork.

The findings presented in a single table comprising frequency, mean and standard deviation of a questionnaire item generated from SPSS version 25 as illustrated in the Table 4.19.

**Table 4.16: Response to Determine the Effects of Training and Development on Organization Performance**

S/N	Questionnaire Item	Response							
		A		DS		NS		Mean	SD
		F	%	F	%	F	%		
i.	Training and development enhance Interpersonal relation that contributes effectively to organizational performance	60	100	0	0	0	0	1	0
ii.	Training and development enhances teamwork that subsequently results into Organizational performance	49	82	11	18.3	0	0	1.18	0.4
iii	The ultimate aim of training and development program designed by your institution is to add value to human resources	60	100	0	0	0	0	1	0
iv	There is strong relationship between training and development and the performance of your organization	60	100	0	0	0	0	1	0
v	Training and development Increases efficiencies in organization processes, resulting in stability of an institution	60	100	0	0	0	0	1	0
vi	Training and development Increases job satisfaction and morale among employee hence increases productivity	60	100	0	0	0	0	1	0
Vii	Training and development helps to gain a competitive advantage of your institution	60	100	0	0	0	0	1	0

Key: A = Agree, D = Disagree, NS = Not Sure, SD = Standard Deviation

Source: Field Data, 2018

$$A = \frac{\sum meann}{N}$$

Where A = Mean Average

$\Sigma$  = Sum of mean

N = Number of item

$$\text{Thus, } A = \frac{7.18}{7} = 1.03$$

According to the study findings in the table 4.19 above, majority of the respondents that made-up mean average of 1.03 agreed that training and development of employees has great effect on the performance of an agency. This was attributed from the respondents' response that training and development of employees builds team work among the organization members, enhances interpersonal relationship, increases efficiency in organization process, increases employees job morale and satisfaction and increases organization productivity. Not only has that but also effective training and development of employees helped an agency to gain competitive advantage edge.

Armstrong, (2014) argued that proper training and Development of employees has significant effect on not only to the employees' performance but also to the general organization Performance.



## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the conclusions, recommendations and areas for further study. The main objective of the study was to assess the effects of talent management practices on the performance of executive agency. A study conducted at Tanzania Public Service College.

#### **5.2 Conclusion**

Talent management is an important aspect on the performance of any organization since it enables organizations to have the right number, right kind of management staff in the right positions and at the right time (Milkovich and Boundreau, 1988). He had argued that retention of key talented employees is important to organization prosperity. The findings of the study showed that poor talents management strategies in the organization such as poor succession plan policy, inadequate training and development programs, improper career development planning had significant effects to the organization performance.

Likewise, the budget, like me bias, negative perceptions on succession plan, poor identification of potential employee were the key challenges revealed by the research in ensuring proper talent management at TPSC. Likewise a study findings notice the absence of proper strategies to engage and retain potential employees the thing that allow most of the potential employees under part time and contact basis to leave the organization regardless of how potential they are on the success of the organization.

### **5.3 Recommendations**

#### **5.3.1 The Kind of Talent Management Practices that Contributes to the Performance of TPSC**

Due to observation revealed by the study, it recommended that TPSC shall ensure effective implementation of planned talent management strategies by ensure enough budget re-allocation, proper strategies to engage and retain potential employee as the way to enhance organization performance.

#### **5.3.2 The Role of Succession Planning on the Performance of TPSC**

The study recommends that, the TPSC shall make sure all employees are aware on the benefits of succession plan and strategies to make it done. This can be done through mentoring process, job rotation, and delegation of some tasks and alike. By creating awareness to all employees the sense of negative perception about Succession plan will be ended.

#### **5.3.3 The Influence of Career Development on the Organization Performance**

The observation under this objective revealed that, individual career development has significant value to the organization success. The study recommends that, in order to enhance the organization performance, the TPSC shall take full responsibility for developing the career of its employee and not left it to employees themselves, to plan various career development programmes to its employee.

#### **5.3.4 The Contribution of Training and Development on the Performance of TPSC**

From this objective, the research recommends to TPSC that, they have to prepare

enough training and development budget for both short term and long terms training if they want super performance of its people. Training and development programmes are designed to update and sharpen employees' skills, knowledge and other capabilities.

### **5.3.5 The Challenges Facing Effective Management of Talent in TPSC**

From the revealed challenges of talent management, the study recommends to TPSC that, budget allocation shall be proper for employees' potential development; there should be special awareness campaign to all employees in order to build common understanding about succession plan. This will eliminate all negative perception about it, like me/us bias, poor identification of potential successor and maximizing the proper practice of it. Employees must be aware on their roles and skills required to accomplish them, motivated, engaged, developed and retained for enhancing organizational productivity.

### **5.4 Areas for Further Study**

The findings of this study did not exhaust all aspects of talent management. The study explored only effects of talent management practices on the performance of executive agencies. The study left wide gap of knowledge in which other researchers can chip in to explore other matters pertain talent management particularly in Tanzania organizations due to the fact that the field of talent management was not so much written (few studies done related to this study). Some of the issues for further studies are like influence of training and development on firm development focusing on private institutions, significant of proper talent management on employees' performance etc.

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## **APPENDICES**

### **APPENDIX I: RESEARCH QUESTIONNAIRE**

Dear respondent,

I am Fadhili Mtinda, a student at the Open University of Tanzania faculty of Business Management department of Leadership and Governance. You are invited to participate in a research project entitled: *The Effects of Talent Management Practices on the Performance of the Executive Agencies in Tanzania: A case study of Tanzania Public Service College (TPSC)* as my partial fulfillment of award of Masters Degree in Human Resources Management. The information obtained during this exercise will be used for academic purposes only and will be treated with absolute confidentiality, Kindly spare at least 10 minutes to complete the questionnaire form honestly. For anything concerning this study please don't hesitate to contact me or my supervisor.

**Researcher: Fadhili Mtinda (Contacts: +255 762 105 177)**

**Supervisor: Dr. Janeth Isanzu**

Thanking you in advance,

#### **Instructions**

- a. Circle letter(s) of appropriate response (s) as per statement that best present your attitude
- b. Please note that the questionnaires are not multiple choices as you're not limited to only one response (allowed to select more than one response).

### Section 1: Demographic Characteristics of Respondents

- i. **Campus**...../Job Position.....
- ii. **Gender:** a. Male      b. Female
- iii. **Age:** a. 25 to 35    b. 36 to 45    c. Above 46
- iv. **Years of Service:** a. Below 5 years    b. 6 to 15    c. 15 and above
- v. **Education level completed:** a. Certificate    b. Diploma    c. Bachelor    d.  
Post graduate

### Section 2: Response on the effect of talent management practices on the performance of an agency

- i. Are you aware on the concept of talent management?
  - a. Yes      b. No
- ii. Which strategies taken by your agency for managing talent?
  - a. Succession Planning      b. Promotion      c. Career Development
  - d. training and development    e. recruiting talented people    f. any  
other, .....
- iii. Are you familiar with succession planning?
  - a. Yes    b. No
- iv. Does your agency have a formal succession-planning in place?
  - a. Yes      b. No
- v. If yes, what are the methods used by your agency in identifying potential successors?
  - a. Self-nomination    b. Performance Evaluation Ratings    c. Supervisor
  - d. Head of Department.

- vi. How well is your company having succession plan policy?
- a. Very poor   b. Inadequate   c. Adequate   d. Very good
- vii. In your opinion, a succession plan system would be successful at which Managerial level?
- a. Top Management level   b. Middle Management level   c. Lower Management level   d. At all Management level
- viii. What do you think is the main purpose (s) of succession planning in the agency?
- a. To easily identify replacements to fill key positions   b. To develop employees for future   c. To achieve strategic goals of organization   d. To retain organizational talent for longer period
- ix. Which succession plan practices used in developing employees in your agency?
- a. Job Rotation   b. Job Enlargement   c. Job enrichment   d. coaching   e. On job Training
- x. How do you rate the contribution of a succession plan practices on the performance of your agency?
- a. Low   b. Moderate   c. Very High
- xi. Does your agency include employees' career development programs on its policy?
- a. Yes   b. No
- xii. Rate the role played by TPSC management in managing and funding various career development programs to its employees
- a. Greater   b. Moderate   c. Low

- xiii. Do you think employees should be held totally responsible for their career plans?
  - a. Yes b. No
  
- xiv. To what extent does career development has influence on the performance of your agency?
  - a. High b. Normal c. Little d. Less/No
  
- xv. What do you consider to be challenges facing your agency in managing talent?
  - a. Attraction of talented individuals’ b. Identification of talent c. Development of potential talents d. Engagement and or Retention and deployment of those individuals who are of particular value to an organization e. Any other, specify.  
.....  
.....
  
- xvi. Is there any considerable challenge in ensuring proper succession plan?
  - a. Yes b. No
  
- xvii. If yes then, what are the possible challenges in ensuring effective succession plan to better performance of your agency?
  - a. Deciding who to promote b. Like me bias c. Like us bias d. Negative perception on succession plan (some are not happy and avoid it often associate it with their own retirement, death, disability, or resignation)
  - b. Any other, specify.....

### Section 3: Response to Determine the Effects of Training and Development on Organization Performance

Please put a tick (✓) in the box that best present your response against a given item

S/N	Questionnaire Item	Response		
		Agree	Disagree	Not Sure
i	Training and development enhance Interpersonal relation that contributes effectively to organizational performance			
ii	Training and development enhances teamwork that subsequently results into Organizational performance			
iii	The ultimate aim of training and development program designed by your institution is to add value to human resources			
iv	There is strong relationship between training and development and the performance of your organization			
v	Training and development Increases efficiencies in organization processes, resulting in stability of an institution			
vi	Training and development Increases job satisfaction and morale among employee hence increases productivity			
vii	Training and development helps to gain a competitive advantage of your institution			

**Thank you for your Cooperation**

## Appendix II: Study Work Plan

Months → Duties	May 2018	June 2018	July 2018	August 2018	September 2018	October 2018	November 2018
Topic selection							
Discussion of topic and Supervisor allocation							
Proposal Writing							
Seeking clearance							
Data collection							
Data Analysis							
Report writing							
Final report							
Graduation							

**Appendix III: Budget Preparation**

<b>S/N</b>	<b>Expenditure item</b>	<b>Number of item (Frequency)</b>	<b>Price Per unit (in T-shs.)</b>	<b>Total (T-Shs.)</b>
1.	Supervised proposal printing (to cross check areas for rectification)	40 pages, 2 times	500@ page *2	40,000
2.	Acquisition of research permit (Fare to and fro Dar Es Salaam)	Single trip	35,000 *2	70,000
3.	Questionnaire photocopying	4pages*95copies	50@ Page	19,000
4.	Data collection process (Fare, lunch, lodging, airtime costs) from Singida to five TPSC campus (Dar es Salaam, Tanga, Tabora, Mbeya and Mtwara)	Two trips (to and from six TPSC campus)	Dar = 70,000*2 Tanga= 60,000*2 TBR = 40,000*2 Mbeya = 60,000*2 Mtwara = 110,000*2 Plus other costs approximately 850,000/=	1,530,000
5.	Research assistant payment (Data sorting, coding) and other secretarial costs including editing	Once	550,000	550,000
6.	Printing report draft about 100 pages	Twice/thrice	50,000	150,000
7.	Printing and Submission of hard bound copies	2 copies of 100 pages	100*2*50 + dissertation hard cover (20,000/=)	120,000
<b>Total</b>				<b>2,144,000</b>