

**IMPACT OF TALENT MANAGEMENT ON ORGANIZATION  
PERFORMANCE IN PUBLIC SECTOR: A CASE OF TANZANIA REVENUE  
AUTHORITY IN MWANZA REGION**

**JOHN B. MHAGAMA**

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REQUIREMENTS OF THE DEGREE OF MASTER OF HUMAN  
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TANZANIA**

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**CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled; "Impact of Talent Management on Organization Performance in Public Sector: A Case of Tanzania Revenue Authority at Mwanza City Council" in partial fulfillment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

.....

Dr. Janet Isanzu  
(Supervisor)

.....

Date

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.....

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.....

Date

**DEDICATION**

This work is dedicated to my Parents, Mr. Barnaba Mhagama & Mrs. Suda Mhagama, my loved wife Esther Charles Mhagama, my son Bright, my beautiful daughter Brianna, my brothers and sisters to whom I owe my life and achievements.

I appreciate all your support and motivation for my studies.

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God bless you all.

## ABSTRACT

The local and global success of organizations is largely determined by the ability to employ talented people for best organization performers. The aim of this study was to assess impact of talent management on organizational performance in public sector. Specifically, the study was to examine roles of talent attraction on organization performance in public sector, influence of talent retention on organization performance, determining influence of talent development on organization performance and to examine influence of talent identification on organization performance in public sector. The population of this study was 96 respondents, including employees in all departments of Tanzania Revenue Authority in Mwanza City Council. The study used randomly sampling method to select the sample size of 96 employees. Data analysis was conducted to generate descriptive and inferential statistics. The findings of the study revealed that talent attraction, talent retention, talent development and talent identification had positive and significant effect on organizational performance in public sector at 5% significance level. Further, the study found that the talent management had positive and significant influence on organization performance. The findings therefore conclude that talent retention, talent attraction and talent identification was important in organizational performance because in order to effectively develop and manage talent, organizations first need to be able to identify the right talent and provide a conducive work environment. The study recommends that talent management practices should be emphasized as doing so brings about superior organizational performance. The particular practices should include talent attraction, talent retention, talent development and talent identification.

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**LIST OF ABBREVIATIONS**

BSA	British Sociological Association
CIPD	Chartered Institute of Personnel and Development
COGTA	Cooperative Governance and Traditional Affairs
HRM	Human Resource Management
LGRP	The Local Government Reform Programme
PSRP	Public Service Reform Program
SPSS	Statistical Package for the Social Science
T.R.A	Tanzania Revenue Authority
TM	Talent Management
UK	United Kingdom
URT	United Republic of Tanzania

## **CHAPTER ONE**

### **INTRODUCTION**

The aim of this study was to assess impact of talent management on organization performance in public sector. This section consists of the background of the study, problem statement, and objectives of the study, research questions, significance of the study, limitation and organization of the study.

#### **1.1 Background to the Study**

Globally, pressure for speed improvement and the increasing competition for talented workers have given organizations added incentives to review their employee relationship in order to attract, motivate and retain the workforce that will help them be successful (Hongoro & Normand, 2006). Mudoli (2015) outlines that the talented employees precisely who says that talent or talented employees seem to be based on individuals who are special, have competencies valued by the organization, behaviors aligned with the company's values, are hard to find, are hard to replace, can add a great deal of value to the company, have options to leave at any time and can help shape the future strategic directions of the organization.

With regards to this, talent management is very useful in public sector organizations performance. Apart from that, progress of talent management is very important in developing and discovering new talented employees in the workforce. Both developed and developing countries continue to face retention challenges in most of their organizations. There is a growing need to strengthen the service offered by public sector organization Talent management is the use of an integrated set of activities to ensure that the organization attracts, motivates, develops and retains the



talented people it needs now and in the future (Armstrong, 2014). It refers to all those practices which let the employees loyal to an organization for a longer time. Chaminade (2011) explains that the task of finding and managing talent in a new economic world has become more complex, turbulent and contradictory than ever before. Today talent is harder to find and nurture, and easier to waste and lose. When talent management capabilities are highly integrated, aligned with the organization's business strategy and embedded in operations (Meyer, 2012).

In order for an organization to remain competitive and continue building good service they must learn to leverage their top talent (Chaminade, 2015). The performance of talented employees directly affects organization operations in several ways from innovation and service offered. Talent management requires that managers shift their focus from recruitment as a static process to one that becomes embedded in the entire culture of the organization and performed by all employees rather than delegated solely to the human resource department (Dovlo, 2005).

Organizations need talents as they have the capability to change the current and future performance (Oladapo, 2014). It is expected that organizations take initiatives to attract the talents as the number of talents in the labor market is limited (Athey, 2016). Thus, attracting the talents has become a challenge as well. Employer branding can be a good way of attracting talents toward the organization. It is a systematic way of presenting organization with the intention of making it distinctive from others for the potential and current employees. Employer branding is the sum of all efforts from the company to communicate to existing and prospective staff that it is a desirable place to work (Armstrong, 2014).

In addition, Kehinde (2012) also noted that talent management system have failed in most organizations today due to lack of planning and implementation of management policies, processes and programs which have positive impact on the process of acquiring, developing and retaining talents to sustain organizational competitive advantage. The need for organizations to continually search for new and better means of achieving competitive advantage requires that the capacity of every functional areas in the organization requires improvement to align with organizational performance.

Obviously, it is difficult to locate and nurture talent, and quite easier to dissipate and lose talent. In view of this, it is advisable for management to take note of the following issues in mind; worldwide surplus of talent but local shortage, scarcity of young people and abundance of aged people, increasing demands for innovative skills and rising deficit in fundamental skills, novel work settings, more diverse and distributed workforce, shifts in nature of works (Iqbal *et al.*, 2013) for organizational growth and sustainability.

Public sector organizations have large number of formal processes that appear to be essential to its functions, these process optimize people's performance and stems around the belief that future success is based on having the right talent. Managing and nurturing talent is part of the everyday process of organizational life. Furthermore, not only do these processes display more degrees of formalization, they also involve more red tape. According to Abraham (2015) noted that talent management system in public organization have failed in most organizations today due to lack of planning and implementation of management policies, processes and

programs which have positive impact on the process of acquiring, developing and retaining talents to sustain organizational competitive advantage. Public and private leaders are both concerned with meeting their staffing needs, motivating subordinates, and obtaining financing to maintain efficient operations. Both sectors' leadership must address issues internal and external to their organizations (Van der Wal, 2011). With those arguments there is a need to research on the impact of talent management on public sector organizations and see how talent management is performed for organization performance.

## **1.2 Statement of the Problem**

Talent Management according to Lewis (2013) comprises of three different conceptions which are as follows: a collection of typical human resource department practices, the flow of human resources throughout the organization and sourcing, developing and rewarding employee talent. At a time when organizations need to optimize their workforces, most agree that talent management is of strategic importance. Determinants of talent management include; talent identification, talent attraction, talent development and talent retention.

Sears (2013) indicates that failure to perform proper talent management increases the cost of the organization due to unnecessary training and repeated deployment which could be avoided if proper talent management was put in place. According to Hertz *et al.*, (2014) various researches confirm that the total cost for replacing an employee is estimated to be 50% to 80% of annual salary of the position, with higher percentage for managerial staff. According to 6<sup>th</sup> International Conference on Humanities, Geography and Economics (2014), shows that failures in service

delivery is the consequence of poor strategies implemented on managing talent. Studies reveals that better practice of talent management normally increases morale of doing job to employees and motivates them, this results to better performance of the individuals and the organization.

According to a report by Republic Of Kenya (2010) on strategic planning and economic survey, the public sectors was experiencing difficulties in recruitment and retaining employees particularly where they compete with private firms for skilled and talented workers. A survey by Boston Consulting Group (2015) in UK indicated that 87% of all authorities encountered difficulties in recruiting people with professional skills. Specifically, 72% of councils reported skills gap. The Organization for Economic Co-operation and Development Survey (2013) on migration and the brain drain reported that only 20% of authorities had no any form of talent management in UK.

Vaiman and Holder (2011) in their research on talent management in the public sector noted that although there was no doubt that talent management plays a greater role within public services, there was however little research and few guidelines on how government in practice can implement effective talent management. Tanzania Public sector organizations have undergone a massive process of restructuring in the last two decades. The country has had justification for the reforms to make it more responsive to the needs of the citizen by increasing the levels of accountability, promoting efficiency and effectiveness, introducing participative decision making and adopting a customer focused practices in ministries, Local Authorities and Government department. The public sector grew from 15% of GDP to over 27%

over the past 15 years. However, the talent management domain is not given specific attention within the public sector as evidenced by the ever-increasing numbers of employees that leave this sector of the economy to join the private sector or to take up self-employment. Simply put, the public service continues to lose its talented employees to the private sector this movement out of the public service does affect the way the public service machinery functions as the impacts are quite significant (URT, 2016).

To gain competitive advantage through greater performance, the demand for human capital drives talent management in Public sector organization. To the researcher's knowledge there is limited empirical study done locally on the impact of talent management on organization performance in public sector organization. This study seeks to fill the existing research gap by conducting a study to determine the impact of talent management on organization performance in Public sector organization by exploring talent identification, talent development, and talent retention and talent attraction.

### **1.3 Objectives**

The general objective of the study was to assess the impact of talent management on organization performance.

#### **1.3.1 Specific Objectives**

The study was guided by the following specific objectives.

- i. To examine roles of talent attraction on organization performance in public sector

- ii. To examine influence of talent retention on organization performance in public sector
- iii. To determine influence of talent development on organization performance in public sector
- iv. To examine influence of talent identification on organization performance in public sector

#### **1.4 Research Questions**

- i. What are the roles of talent attractions on organization performance in public sector?
- ii. How talent retention influence organization performance on public sector?
- iii. How talent developments influence organization performance in public sector?
- iv. How talent identification influence organization performance in public sector?

#### **1.5 Significance of the Study**

The study it will be of great benefit to the management of various organizations since it will identify the practice, process, benefit and challenges that hinder effective implementation of talent management in public sector organization. Furthermore, this study will be of great benefit to the scholars since it will increase the body of knowledge in the field of talent management. Finally, the decision makers through this study it will enable them to design appropriate policy on talent management.

## **1.6 Limitation of the Study**

Data was collected from interview and questionnaires submitted to the respondents, the researcher encounter different problem during data collection in this study such as respondents do not answer and submit the answered question in time. Also researcher face the challenges relates to time, funds and logistics constraints, which limited the intensity of the spread or area of coverage of the study. Moreover, researcher face the problem of reluctance of some respondents to complete the questionnaires promptly and those who even failed to complete them at all.

## **1.7 Organization of the Study**

This study is organized in five chapters. Chapter one present background of the study, statement of the research problem, research objectives, research questions, significance of the study, scope of the study and organization of the study. Chapter two present, conceptual definitions, theoretical review, empirical review of relevance study, research gap identified and conceptual framework. Chapter three covers research paradigm, research design, area of the study, population of the study as well as sample and sampling techniques. In additional, this chapter presents data collection, types of data, data collection methods, data processing and analysis. Chapter four makes interpretation of data, analysis and discussion of the findings. Finally chapter five present summary of the findings and their implications, conclusion, recommendation, and suggested areas for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter covered the conceptual definitions, theoretical literature review, empirical studies from earlier studies concerning to impact of talent management and organization performance and on top of that, the chapter indicated the research gap existing between previous studies and conceptual framework.

#### **2.2 Conceptual Definition**

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

Talent management is a strategic management that is the systematic identification of key positions in which these posts are the key to sustainable competitive advantage (Sheokand and Verma, 2015). Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential, who are of particular value to an organization (Davies and Davies, 2015). According to Armstrong (2014) talent management includes all organizational activities for the purpose of attracting, selecting, engaging, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve organizational strategic priorities).

The term 'talent management' as concluded by academicians, researchers and practitioners refers to the activities related to recruitment, selection, development and retention of employees. The foremost contribution by talent management is the willingness of the system to analyze and bridge the gap between talent demand and talent supply by determining the weakness and strength of the employees and



management as well as by the strategic flow of talent through an organization, which helps to connect individual goals to organizational goals and workforce strategies to business strategies (Kaur, 2013; Hilal, 2012; Iles, 2015).

### **2.2.2 Organization Performance**

Puja *et al.*, (2016) define organizational performance as a set of financial and non-financial index which provides the information on the level of achievement of its goals and objectives. The organizational performance is considered to be high when all of its parts function together in order to achieve tremendous results and these results are measured in terms of the value that it creates and delivers to employee and staffs. Moreover, Short *et al.*, (2014) point out that organizational performance refers to how well an organization is doing to reach its vision, mission, and goals. Assessing organizational performance is a vital aspect of strategic management.

Executives must know how well their organizations are performing to figure out what strategic changes, if any, to make. This study adopts the definition by Bernadin (2016) who points out that organization performance should be defined as the sum of the effects of work, because they provide the strongest relationship with the organization's strategic objectives, the customer's satisfaction and the economic contributions. As the author says, performance must take into account both inputs (the effort put in) and outputs (the result of the effort put in). This definition equates performance with the sum of the effects of work. Performance is achieved when all efforts are focused towards achieving the set objectives and meeting customer's satisfaction.

## **2.3 Theoretical Literature Review**

### **2.3.1 Maslow Needs Hierarchy Theory**

Maslow (1908-1970) need hierarchy theory was used to expound on concept talent attraction and is based on the assumption that, human needs can be classified into five categories as follows; at the bottom is the physiological needs which are fundamental and must be satisfied before all other needs. Saleem, (2011) noted that an organization can help individuals satisfy their needs by providing good pay, proper working conditions and other benefits. In the context of this study, the researcher argued that Maslow's theory could be used by Tanzania revenue authority to attract employees through favourable working conditions as supported by Mwangi (2012) who observed that organizations could provide basic needs through fair wages and safe working conditions.

Once the physiological needs are satisfied, safety needs become significant. This needs consists of physical safety or protection against fire, accident and economic securities against unemployment. An organization can influence safety needs by providing job security, pension plans, Insurance plans, safe and healthy working conditions (Nzuve, 2012). It was deduced that employees could be attracted to organizations that satisfied their safety needs by having job benefits such as pension plans and safe working conditions. Next in the hierarchy is the social needs; man is a social being, therefore he has a need to belong and to be accepted by others.

Social needs include need for love and affection, association with and acceptance by various social groups (Saleem, 2011). It could therefore be inferred that employees were attracted to work for an organization that satisfied their social needs by having

good work ó life balance as well as having good social net-working (Kellyservice, 2013). Self esteem involve how others see us at work and can be enhanced by working for an organization with good employer brand and allowing employees to gain qualification at work. In addition, employees would be attracted to work for organizations that give them room to grow to their full potential thus realizing self actualization (Mwangi, 2012).

### **2.3.2 Theory on Talent Retention**

The following theories was used to explain the concept of talent retention and organization performance; the equity theory of motivation as advanced by Adams (1965) .The theory is related to the potential rewards that are promised to an individual. The major tenet of the theory is balance or equity. For example, an individual motivation level is determined by how he/she perceive equity, fairness and justice practiced by the management (Nzuve, 2012). 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 and hence they are loyal to the organizations and are likely to remain there for long.

This theory is based on the assumptions that individuals are concerned both with their own rewards and also with the reward of others in the same rank, and employees anticipate that an organization will treat them with fairness and equitability in terms of the input they make and the reward they receive. Moreover, Adam (1965) argues that those employees who perceive that their job input does not match the reward they get will seek to address this perception by either low performance or turnover.

In the context of this study, equity theory was important for employee retention, as it influenced the perception of employees working in public sector organization that they are getting fair and equal rewards. Drafke and Kossen, (2002) in support of this relationship argue that employees are probable to compare the inputs they devote to the work with the outputs they receive from the organization. Once they feel they get less output for the work they have done, they perceive this as unfairness and unequal and tend to be unsatisfied or not motivated and hence are likely to leave the organization .On the other hand, if employees perceive fairness and equity they are unlikely to leave. In the context of the current study it was inferred that organizations could retain their employees by having policies and strategies that employees perceive as fair and equitable for instance having competitive compensation system that has both internal and external equity.

### **2.3.3 Resource Based Theory**

Resource based view was used to explain the concept of talent identification and talent development. The resource based view of the organization is a mixture of theories and it is a strategic management theory that seeks to identify the resources that may provide the organization with sustainable competitive advantage. The resources include: talents, employment of skilled personnel, machinery etc. These resources are bundles of tangible and intangible assets such as a firm's management skills, its organizational processes and routines, and the information and knowledge. Talents are important to the organizations since they are valuable, rare, and are source of sustained competitive advantage to the extent that there are no strategically equivalent resources, (Armstrong and Shimizu, 2010).

The resource base view explains value creation superiority, competitive advantages, and resulting rents of firms through their possession of valuable resources (talents). The resource base view argues that valuable resources have to be protected, that is closed to externals, to ensure competitive advantages and growth of the organization. Organization performance improves, if resources are cared for, development and protected.

When an organization identifies the talents which will provide it with competitive advantage the organization is sure to fulfill its objectives, satisfy and even delight customers and this resulted to growth of that organization since the firm will also care for those talents by ensuring that there is no way they could be taken away. The theory also stresses the need to develop talents and protect them from competitors. Development helped to improve the capabilities of the talents and even enable them exceed their performance and the outcome of this was high productivity and growth of the organization (Armstrong, 2012).

### **2.3.5 Organization Performance Measurement**

Organizational performance in this study referred to the process of improving some measure of an organization success either by boosting top line or revenue of the business with greater product sales or service income or by increasing the bottom line / profitability of the operation by minimizing costs (Wurim, 2012). Therefore most commonly used methods for measuring organization performance will be measured by increase of revenue collection, increase of clients and employee satisfaction (Tonga, 2013).

### **2.3.6 Talent Retention Measurement**

Talent retention aims to take measures to encourage employees to remain in the organization for the maximum period of time. Talent retention measured by employee motivation, Non-monetary rewards and internal recruitment policy (Tonga, 2013).

### **2.3.7 Talent Attraction Measurement**

Talent Attracting includes policies and practices that recruit and select talented individuals. In the context of this study, this definition was used to imply to the ability of organization to attract the right talent (Nzuve, 2012). The components of talent attraction measured by employee motivation, non monetary rewards and internal recruitment policy (Armstrong, 2014).

### **2.3.8 Talent Identification Measurement**

Cook (2011) postulates that talent identification is a process of locating the right people for each role within the organization by understanding what constitutes high performance in each role. It is the identification of candidates with the abilities that was facilitates the achievement of goals thus enabling support for the long term goals of the organization. Therefore in this study talent identification will be measured by competence in function area.

### **2.3.9 Talent Development Measurement**

Talents development makes employeesø knowledge, skills and capabilities more unique and/or valuable. It makes employees more committed to the needs of the organization and hence improves its growth; people (employees) feel good about

themselves, and find new ways of using their strengths for the organization's benefit and since they feel valued by their organization, they desire to stay longer with their firm and so there is continued growth of that organization (Armstrong, 2014). Therefore the talent development measured by training and development, in service development programme and leadership skills development.

#### **2.4 Empirical Literature Review**

In the study Botha *et al.*, (2011) which intended to develop an employer brand model that would enhance talent attraction and retention, the research paradigm adopted in the study was non empirical and a model building approach. A total of 129 manuscripts were reviewed by means of key words to identify data of relevance. Research findings indicated that employers who first established target group needs were able to attract talented employees. Further findings indicated that communication of employer brand message was also an important determinant of whether the right job seekers would be attracted to the organization.

Kelly (2013) on a survey of 100 businesses involved in engineering, finance, government, IT, manufacturing and telecommunication sector, findings indicated that the major components of talent attraction included salary packages, benefits, company culture, recruitment styles, staff turnover, work-life balance, and social networking. The support and active involvement of line managers is very critical at the stage of talent attraction, as in all the other stages of talent management (Vaiman, 2011). This is because; line managers interact with employees on a daily basis and therefore the relationship between line managers and employees, determine the duration the employees stay in the organization or the input they make at the work

place. This implies that line managers are directly involved in the creation of an employer brand. The study was initially carried out through literature review and later empirical study. Findings from both the literature review and the survey were compared to establish whether there was any distinction between the findings of the literature review and practices of talent retention in Zambian Banks.

The study found that successful talent retention involved planning the goals of the organization through to succession planning. However, workers complained that the compensation and reward system was biased and therefore many employees felt that their career progression was jeopardized. Moreover, there was problem of adoption of organizational culture among the respondents to poor perception of the same. Talent development was measured by whether the organizations has acquired new knowledge and skills, and mastering new ways of doing things, identification of the employees who need learning and development, minimal leadership gaps, availability of the qualified and experienced employees, existence of in-house development programmes, coaching.

Johnson (2012) research carried out through literature review is a good indicator of how poor learning and development of employees can hamper effective performance. The study indicates that appropriate strategies have to be put in place to ensure that learning and development leads to organization performance. The researcher, therefore, seeks to find out which strategies these are and whether the public sector organization practices these strategies. Moreover, the researcher will seek to link these strategies to organization performance. Lockwood (2013) found talent development as an important component in the maintenance of competitive



advantage in an organization. The study identified that developing manager capability, retaining high performers, developing succession pool depth and addressing shortages of management or leadership talent were among the challenges facing human resource managers and business leaders.

Blackman *et al.* (2013) sought to investigate the relationship between talent management and succession planning processes. The study, which was carried out using descriptive and inferential statistics revealed that talent management and succession planning within government organizations met the requirements and therefore impacted on talent absorption, talent retention and talent development which gave the organizations a competitive edge. This study provides useful insights as to the relationship between career development and talent management. Though the study does not discuss this aspect in depth, it is evident that the existence of one depends on the other.

This study therefore will act as a good base for further exploration of the relationship between career development and organization performance in the public sector organization with formal succession plan for the top managerial post enjoy a higher return of investment than those that do not have (Heimen *et al.*, 2004). Janardhanam *et al.*, (2011) in their study "Talent management practices in public sector", to examine how talent management is currently being used by a diverse range of organizations and to discover the practices of an effective talent management program. In this competitive environment it is very important for the companies to manage their talent well, and then only they will be at a competitive edge in comparison to their rivalries. The finding illustrates talent management provides an

overview to all management areas and principles and it has become a top priority for the organizations.

Sheokand *et al.*, (2011) have conducted a study on "Impact of talent management in nurturing future leaders", with having aim to highlights the need for the significance of an increased effort towards the use of talent management for managing human capital in the organizations. The study has been conducted by taking 184 companies of U.S. Findings of the study reveal that talent management system is recognized with positive intentions for an organization and its individuals but the actual accomplishment of the paybacks proposed may be more challenging than expected to succeed.

Downe *et al.*, (2012) have conducted a research on "Corporate talent needs and availability in Malaysian service industry", to find out the gaps between corporate needs and the availability of skills and attributes among the talent pool of the Malaysian services sector. The research findings indicated a gap between industry needs and the availability of important competencies within the pool of prospective works. Further, individuals with competencies in communication, information technology and customer relationship management, and those with high motivation and career commitment were most sought by service industry employers.

Kehinde (2012) has conducted a work on "Talent management" with having purpose to examine the effect of talent management and its practices on organizational performance. The data for this study were collected through the administration of structure questionnaires to a sample of top executive from the level

of CEO or COO or Director or above one questionnaire per firm was distributed among top firms in Lagos metropolis. Lagos was chosen for the purpose of this study because studies have shown that over 60% industries including Banks head office is located in Lagos.

The analysis revealed that talent management has positive impact on the organizational overall performance. Furthermore the results showed that there was evidence that talent management, profitability and return on investment were highly correlated. However talent management index had a higher correlation with profitability level at 3.72 than with return on investment at 3.64 which was attributed to the general belief in Nigeria that the organizations pursue the profit motive at all cost including the use of talent management .The study results showed that 95%of organizations visited were either applying talent management or partially applying talent management.

Otaide (2014) conducted a study on the òimpact of talent management on organizational efficiencyö on Central Bank of Nigeria, Kaduna. Fifty respondents were randomly selected from the managerial cadre. Data was collected with a well-structured questionnaire and analyzed. The study found out that talent management has significantly impact on organizational efficiency on the Central Bank of Nigeria, Kaduna. Poorhosseinzadeh (2012) study that was carried out through a quantitative research design on Malaysian multinational companies found a positive and significant relationship between talent attraction and success in an organization with correlation of 0.543 and p value of 0.000 at 0.05 level of significance. They also noted that a company's probability of attracting the right talent depends on the

company's values and how the supposed talent views the organization. Also Poorhosseinzadeh *et al.*, (2012) study found positive and significant relationship between talent retention and success with correlation of 0.684 and p value of 0.000 at 0.05 of significance level.

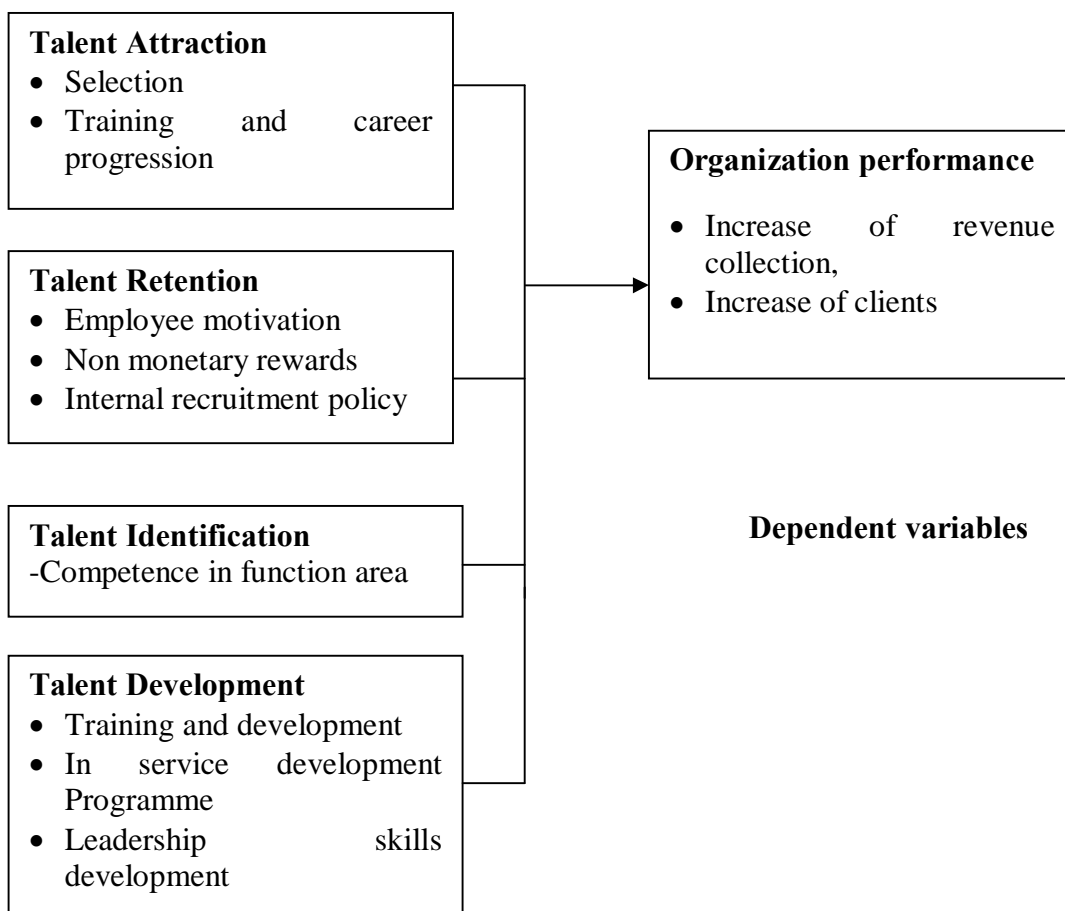
Chartered Institute of Personnel and Development (CIPD), (2013) study on learning and talent development results indicated that in house development programmes at 56% and coaching by line managers at 51% ranked among the top effective learning and development practices. E-learning was also identified as key in learning and development. Moreover, the study found that senior managers and the human resource department were tasked with ensuring that courses were delivered and overall planning of the learning process carried out effectively. This study was carried out through a survey of various organizations. The study also found that the skills the employer said they needed to focus on in order to meet their business objectives were mainly leadership skills at 65%, frontline people management skills at 55% and business awareness at 51%.

## **2.5 Research Gap**

From the results of the reviewed literature it is observed that most of the talent management studies there is limited empirical study done in Tanzania. Also most of talent management studies reviewed did not directly link talent management with the organization performance in public sector and therefore, there is a need to fill the existing research gap by conducting a study locally to determine the impact of talent management on organization performance in public sector.

## **2.6 Conceptual Framework**

A conceptual framework explores the relationship between the independent and the dependent variables. An independent variable is the presumed cause of changes in the dependent variable (Kothari, 2009). The conceptual framework hereunder illustrates the perceived link between the independent variables (talent management components) and the dependent variable that was organizational performance in public sector measured by increase of revenue and increase of clients.



**Figure 2.1: Conceptual Framework**  
**Source:** Developed by the researcher, 2018.

## 2.8 Chapter Summary

The chapter in depth has provided conceptual definitions theoretical review, empirical review which is concerning to impact of talent management to public sector organization performance Also the chapter has provided the related variable

of the study as it has been discussed by other researchers. The discussed variables are talent management process and relationships between talent management and organization performance. Lastly the existing knowledge gap and conceptual frameworks and its variables was explained and shown. The next chapter presents the research methodology employed to generate data for the study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents procedures, and methodological aspects that will be employed for data collection from the field on the study about the impact of talent management in public sector organization performance. The chapter presents research design, the area of study, target population; sample size and sampling techniques, methods and instruments for data collection. Lastly the chapter details on data analysis procedures and issues of ethical consideration.

#### **3.2 Research Design**

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kumar, 2014). Therefore this study focuses on the impact of talent management on organization performance in public sector. For this study, the researcher used descriptive survey. Descriptive survey design enables the researcher to summarize and organize data in an effective way (Kireru, 2014). It provides tools for describing collections of statistical observations and reducing information to an understandable form. This study adopted a descriptive research design since the design helps to understand the characteristics of a group in a given situation, offer ideas for further probe and research and help to make certain decisions (Mugenda and Mugenda 2010).

#### **3.3 Target Population**

The target population is the entire aggregation of respondents that meet the

designated set of criteria (Kumar, 2014). The target population of the study was employees of Tanzania Revenue Authority at Mwanza city council office. The distribution of the population is in departments, there are four departments namely; Domestic revenue department, Large tax payer department, customs and excise department and Tax investigation departments. All departments are headed by the deputy commissioners also there are three sections namely information communication technology, Finance and Human Resources and Administration sections. All sections are headed by directors.

### **3.4 Study Area**

The study was conducted in Mwanza city council offices that are located in Mwanza region, it is at the extreme northern part of Tanzania Mainland dominated by Africa's largest lake named Lake Victoria. The northern part of the region is surrounded by the waters of Lake Victoria locally known as Lake Nyanza. These waters in turn separate the region from the neighboring countries of Kenya and Uganda. To the west is Kagera region while the south and south eastern parts border Shinyanga region. Mara region borders Mwanza in the northeast. Mwanza city council selected to be a study area because it is a public sector organization also easy to access information from targeted population.

### **3.5 Sampling Design and Procedure**

#### **3.5.1 Sample of the Study**

Sampling is the process of selecting a few (a sample) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group



(Kumar, 2014). The sample size was obtained by using formula for finding unknown population Kothari (2010) as calculated below

$$n = \frac{(Z / 2)^2 P(1-P)}{e^2}$$

n = sample size

p = maximum possible proportion of employee. (50%)

(Z / 2)<sup>2</sup> = Confidence interval (95%)

e<sup>2</sup> = Maximum error (10%)

$$n = \frac{(1.96)^2 0.5(1-0.5)}{0.1^2} = 96$$

Therefore, the sample size was 96 employee selected randomly from 4 departments.

### 3.5.2 Sampling Procedure

A sampling procedure refers to the process of selecting a number of individuals or objects from a population such that the selected group contains elements that are representative of the characteristics found in the entire group (Kothari, 2010). In this study two sampling procedure were employed namely purposively sampling technique and random sampling techniques.

**Purposive Sampling** is one that is selected based on the knowledge of a population and the purpose of the study (Connaway *et al.*, 2013). In this study, purposive sampling techniques was to select the heads of departments to ask questions related to their specific department.

**Random Sampling** techniques It is one in which each element of the population has an equal and independent chance of being included in the sample i.e. a sample

selected by randomization method is known as simple random sample and this technique is simple randomizing (Connaway *et al.*, 2013). In this study random sampling techniques was used to select 91 employees from 13 selected departments.

### **3.6 Sources of Data Collection**

A method of data collection refers to the procedure which the researcher uses to obtain research data from the research participants (Kothari, 2010). The choice of the techniques used in this study was dictated by the tasks and key questions for which data and answers are gathered by a particular instrument. This study employed both qualitative and quantitative data collection techniques. In this study the following data collection techniques were used to both primary and secondary data was collected.

#### **3.6.1 Primary Data Collection**

Primary data is the data which is collected a fresh and for the first time and thus happen to be original in character. Primary data was collected through questionnaires, interviews, observations and focus group discussions (Kothari, 2010).

#### **3.6.2 Secondary Data Collection**

Secondary data involves the data collected using information from studies that other researchers have made of subject Dawson (2009). All the information that was retrieved from already existing literature or sources for the purpose of this study was treated as secondary data. existing reports, census data, reports, archival records, journal, periodicals, and data from relevant academic sources based on the impact of

talent management to the organizational performance was used (Kothari, 2010).

### **3.7 Data Collection Methods**

Zikmund (2013) defines data collection method as the methods employed to collect research data. The choice of the methods to use is influenced by the nature of the problem and by the availability of time and money. For the purpose of this study questionnaire, interview and documentary review was used as method of data collection.

#### **3.7.1 Questionnaire**

A questionnaire is a data collection tool, designed by the researcher and whose main purpose is to communicate to the respondents what is intended and to elicit desired response in terms of empirical data from the respondents in order to achieve research objectives (Mugenda and Mugenda, 2010). Also this study was obtaining data through questionnaires where by both closed and open questionnaires was employed by researcher. Through structured questionnaires the respondents was in position to answer the questionnaires easily and it helped the researcher during the analyzing process.

#### **3.7.2 Interview**

According to Kumar (2014), an interview is a verbal interchange, often face to face, though the telephone may be used, in which an interviewer tries to elicit information, beliefs or opinions from another person. Any person-to-person interaction, either face to face or otherwise, between two or more individuals with a specific purpose in mind is called an interview. In this study interview was used to gather information

from respondents with respects to all three specific objectives.

### **3.7.3 Documentary Review**

Documentary review is defined as a process of collection of secondary data through extensive review of both published and unpublished materials such as , survey reports, books, pamphlets, journals and other relevant information concerning to the respective research problems (Kumar, 2014). This method involved reviewing of various documents related to impact of talent management in organization performance which the management and employees may not remember but they are recorded in the files, report books, minutes of the past meetings, computers and any other equipment of record keeping, to know the impact of talent management in organization performance.

## **3.8 Validity and Reliability**

### **3.8.1 Validity of Instruments**

Validity is concerned with the smartness of the measure, being realistic in explaining the causal relationships, ability to generalize and reflection of the respondents' context (Bryman 2012). To ensure validity the present study used an evidence triangulation technique, a technique which encourages collection of information from multiple sources with the aim of corroborating the same fact or phenomenon. In a way, the study was ensuring that all rival explanations and possibilities for causal relations were considered and that all the evidences were converged and made airtight.

### **3.8.2 Reliability of Instruments**

To determine the reliability of the instruments, the study conducted a pilot study and

analyzed data using Cronbach's alpha which is a coefficient of reliability. According to Zinbarg, (2015), Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. In this study obtained data was reliable since data obtained from all independent variables (talent attraction, talent retention, talent development and talent identification) had a value ranging between 0.814 to 0.941 for all variables and this was above 0.75 as commented by Nzuve (2012). According to Nzuve (2012), if Cronbach's alpha coefficient is higher than 0.75 indicates that the gathered data had relatively high internal consistency and could be generalized to reflect opinions of all respondents in the target population.

### **3.9 Data Processing**

The processing of data includes all operations undertaken from when a set of data is collected until it is ready to be analyzed either manually or by a computer. Data processing in quantitative studies starts with data editing, which is basically cleaning your data. This is followed by the coding of data, which entails developing a code book, pre-testing it, coding per se and verifying the coded data (Kumar, 2014).

### **3.10 Data Analysis**

Bouma *et al.*, (2014) asserts that, data analysis consists of examining, categorizing, tabulating, testing or otherwise recombining both quantitative and qualitative evidence to address the initial propositions of the study. Bryman (2012) argued that, the aim of data analysis is to discover patterns among the data patterns that point to a theoretical understanding of social life. Statistical Package for Social Science (SPSS) version 20 for windows is a comprehensive and flexible statistical analysis

and data management system. In this study data analysis was based on both qualitative and quantitative analysis. Qualitative analysis was done to analyze qualitative data based on content theme obtained through interview and focus group discussion while quantitative analysis was based on descriptive statistics analysis and inferential statistics.

Descriptive statistics includes frequencies, percentages, mean, and standard deviation were used to assess respondents' characteristics and present key findings of the study. Statistical Package for Social Science (SPSS) version 20 was used as software for data analysis. Also inferential statistics multiple regression analysis was used to establish the relationship between the study variables. The multiple regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby Y = organization performance, X<sub>1</sub>= Talent attraction, X<sub>2</sub>= Talent retention, X<sub>3</sub>= Talent identification and X<sub>4</sub>= Talent development while  $\beta_1, \beta_2, \beta_3$  and  $\beta_4$  are coefficients of determination and  $\epsilon$  is the error term.

Furthermore, the Pearson Bivariate correlation coefficient was used to test the strength of the relationship between independent and dependent variables. The Pearson correlation coefficient is a measure of how closely related two variables are. The coefficient of correlation (r), determines the degree (strength) of relationship and its value is between -1 and 1. A value 0 implies no relationship, 1 implies a perfect positive relationship, -1 means a negative relationship. An absolute value of r between 0.5 and less than 1 implies a strong relationship between the variables. If the value r is greater than 0.3 and less than 0.5 then the relationship.

### **3.11 Ethical Consideration**

The British Sociological Association (BSA) cited in Bryman (2012) provides useful guidelines on how researchers should approach ethical issues. It proposes that, those methods that have high risk of violating ethical issues should be resorted to only where it is impossible to use other methods to obtain essential data. In this study, ethical issues will deal with securing research permission from Mwanza city council. Also respondents will be informed beforehand of what supposed to do; and that their identity would not appear anywhere in the final report. Those involved in completing questionnaires were not required to write their names, and for those involved in focus, interviews, and semi-structured interviews pseudonyms will be used.

### **3.12 Chapter Summary**

This chapter has dealt with the methodology of this study, which was employed in obtaining and dealing with the collection of data. The instruments, which were used to obtain data in this study, include documentary review, questionnaires and interview guides also explain how the data was analyzed

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.1 Overview

This chapter presents data collected from the field, its analysis, and finally the interpretation of the findings on the impact of talent management on organizational performance. Also this chapter presents the characteristics of respondents and study findings based on objectives on the following themes, talent attraction on organization performance, talent retention on organization performance, talent development on organization performance and talent identification on organization performance. The data is presented in form of tables.

#### 4.2 Characteristics of Respondents

The characteristics of the respondents were sought in in order to help researcher have background information of the respondent. These characteristics include sex, age, education level and years of experience.

**Table 4.1: Characteristics of Respondents (n=96)**

<b>Sex</b>	<b>Frequency</b>	<b>Percents</b>
Male	63	65.6
Female	33	34.4
<b>Age category (years)</b>		
18-25	9	9.4
26-30	52	54.2
31-35	19	19.7
36-40	5	5.2
41-45	7	7.3
Over 46	4	4.2
<b>Level of education</b>		
Certificates	9	9.4
Bachelor degree/ equivalent	70	72.9
Postgraduate studies	17	17.7
<b>Years of experience</b>		
1 ó 5 years	21	21.9
6-10 years	63	65.6
11-15 years	12	12.5

**Source:** research Data, 2019



#### **4.2.1 Sex of Respondents**

The study sought to establish the gender of the respondents and as shown in the Table 4.1. The female respondents were less with 34.4 % compared to men who had a percentage of 65.6%. Based on the findings; it implies that more male participated in this study than female and only reason is number of male employee is bigger compared to female employees. This shows that the organization has attracted and retained male's talented employees more than females.

#### **4.2.2 Age of Respondents**

Findings on distribution of respondents by age category revealed that 54.2% of the respondents were of age category 26-30 years followed by those of age category 31-35 years at 19.7%. Age category 36-40 years was represented by 5.2% while age category 41-45 years made up 7.3%. Above 45 years made up 4.2% of the respondents while 18- 25 years made up 9.4% as shown in Table 4.1. This shows that majority of the staff in this organization were youth, therefore they need talent management for their career development that can influence organization performance.

#### **4.2.3 Education Level of Respondents**

Table 4.1 presents findings on distribution of respondents by the highest level of education attained. From the findings, 72.9% of the respondents had undergraduate first degree followed by 17.7% who had a postgraduate degree. 9.4% of the respondents had certificate education. The findings imply that most respondents had college level of education and above this imply that staffs has good education, it stance to reason that they can be easily trained and developed. Furthermore,

illustrated that they were able to understand the concept of talent management and organization performance

#### 4.2.4 Years of Experience

The respondents were required to indicate the period of time they have been working in the organization in their current position. The finding is shown on Table 4.1. Results indicated that majority (65.6%) of the respondents had been working in their in their current position for between 6-10 years followed by 21.9% working between 1-5 years and 12.5% working for between 11-12 years. The findings imply that most respondents had worked between 1 to 5 years and above indicated that they were able to articulate the issues in this study.

#### 4.3 Roles of Talent Attraction on Organization Performance

The study sought to identify how talent attraction is practiced in the study area. The purpose of this was to find out how talent attraction influences organizational performance. Descriptive statistics were used to assess the level of agreement. The mean and standard deviation (S.D.) were calculated, to establish the respondents, assessment of the extent to which their organization practices talent attraction. The study used a likert scale of 1-5 where 5= strongly agree t, 4=Agree, 3= Neutral, 2= Disagree and 1= strongly disagree. The findings were presented in Table 4.5 using mean score and standard deviation.

**Table 4.2: Talent Attraction (n=96)**

Statement for talent attraction	Mean	SD
This organization's good working conditions and good salary has enabled it to attract the right talents	3.61	1.261
This organizations values talent search matrix during selection in order to get experienced, qualified, expertise, potential and qualified employees.	4.09	0.884
This organization support employee training and career progression	4.18	0.656

Source: Research Data, 2019

#### **4.3.1 Selection of Right Talents**

Findings in table 4.2 shows that respondents agreed with the statements that the organization valued talent search matrix during selection in order to get experienced, qualified, and expertise employees (Mean score= 4.09 and Standard deviation= 0.884). The findings imply that T.R.A valued talent search matrix and this may have contributed positively to talent attraction. The findings also imply that the matrix used during selection in order to get experienced, qualified, expertise, potential and qualified employees may have contributed positively to organization performance.

The findings agreed with those of Davis *et al.*, (2014) who observed that talent search matrix allows recruiters to focus on the characteristics that are required on the job that has to be done. The talent matrix elements to shape the image of the employee needed includes experience, profile, qualification, expertise and potential which can be summarized to experience, profile and qualification. Expertise, potential and qualification are important to the future development of the person who the organization is seeking.

#### **4.3.2 Training and Career Progression**

Results in table 4.2 shows that respondents agreed with the statements that their organization supported employee training and career progression (Mean score = 4.18 and standard deviation = 0.656). The findings imply that Tanzania Revenue Authority is actively involved in employee training and career progression and this may have contributed positively to talent attraction. The findings also imply that training opportunities and career progression may have contributed positively to organization performance. The findings concurred with those in Oehley (2014) who

noted that the employees measure value proposition based on training opportunities, flexibility and reputation of the organization. It also agreed with those of Worldatwork (2014) which revealed that development and career opportunities were most important to attracting talented employees to all the big certified public accounting firms in the United States.

#### **4.3.3 Good Working Condition and Salary**

Results in table 4.2 shows that respondents agreed that the organization's good working conditions and good salary had enabled it to attract the right talents (Mean score = 3.61 and standard deviation = 1.261). The findings imply that Tanzania Revenue Authority attract employees through good working conditions and this may have contributed positively to talent attraction .The findings also imply that favorable working conditions and fair turnover may have contributed positively to organization performance. The findings concurs with those in Saleemi (2012) who noted that an organization can help individuals satisfy their needs by providing good pay, proper working conditions and other benefits. Findings also agreed with those in Mwangi (2011) who observed that organizations could provide basic needs through fair wages and safe working conditions.

#### **4.3.4 Relationship between Talent Attraction and Organization Performance**

The study then sought to find out whether there is any significant relationship between talent attraction and organization performance. The Pearson correlation coefficient (r) was employed to establish the relationship between talent attraction and organization performance. Findings presented in Table 4.6 Results show that there is strongly significance relationship between talent attraction and organization

performance (p-value < 0.05). This implies that any positive change in talent attraction on organizational performance led to increased acceptance of organizational performance.

**Table 4.3: Correlation Analysis of Talent Attraction and Organization Performance**

		Talent attraction	Organization performance
Talent attraction	Pearson Correlation	1	.709
	Sig. (2-tailed)		.029*
	N	96	96
Organization performance	Pearson Correlation	.709	1
	Sig. (2-tailed)	.029*	
	N	96	96

\*Correlation is significance at the 0.05 level of significance (2- tailed)

Source: Research Data, 2019

#### 4.4 Impact of Talent Retention on Organization Performance

The study sought to identify how talent retention is practiced in the study area. The purpose of this was to find out how talent retention influences organizational performance. Descriptive statistics were used to assess the level of agreement. The mean and standard deviation (S.D.) were calculated, to establish the respondents, assessment of the extent to which their organization practices talent retention. The study used a likert scale of 1-5 where 5= strongly agree t, 4=Agree, 3= Neutral, 2= Disagree and 1= strongly disagree. The findings were presented in Table 4.7 using mean score and standard deviation

**Table 4.4: Talent Retention (n=96)**

Statement for talent retention	Mean	SD
My organization offers attractive non-monetary rewards to employee	4.15	0.138
We have internal recruitment policy that helps to raise loyalty and morale to employee	4.42	0.514
My organization ensure employee are satisfied and motivated all the time	4.06	0.331

Source: Research Data, 2019

#### **4.4.1 Employee Motivation**

Results in Table 4.4 shows that respondents agreed that their organization ensured employee were satisfied and motivated all the time (Mean score= 4.06 and standard deviation= 0.331). Findings revealed that organization have emphasized on employee satisfaction and motivation and this may have contributed positively to talent retention. The findings also imply that the employee satisfaction and motivation may have contributed positively to organization performance.

The findings also concur with in Nzuve (2012) who asserted that motivational factors are those factors that lead to satisfaction of employees. These factors motivate employees to perform. These factors include recognition, sense of achievement, growth and promotion opportunities, responsibility and meaningfulness of the work. The findings also agrees with those of Hughes *et al.*, (2014), who said various organizations around the world have similarities and differences on the strategies they use to retain talent for example in Canada, the determinants of retention include employee satisfaction and motivation.

#### **4.4.2 Non-Monetary Rewards**

Results in Table 4.4 indicated that respondents agreed that their organization offered attractive non-monetary rewards to employees (Mean score= 4.15 and standard deviation= 0.138). The findings imply that organization offers attractive non-monetary rewards to employees and this may have contributed positively to talent retention. The findings also imply that attractive non-monetary rewards may have contributed positively to organization performance. The findings agree with those in

Armstrong (2015) who noted that other factors that influence talent retention are, learning opportunities as well as performance recognition and rewards which are all non monetary in nature.

#### **4.4.3 Internal Recruitment Policy**

Results in Table 4.4 revealed that respondents agreed that they had internal recruitment policy in their organization that helped to raise the loyalty and morale of their employees (Mean score= 4.42 and standard deviation= 0.514). The findings imply that internal recruitment policy may have contributed positively to talent retention and the organization performance. The findings agree with those in Armstrong (2015) who noted that before going out the organization to look for talent, it is prudent to consider in-house pool first as selecting an internal staff provides a moral boost for serving employees and allows them to grow.

#### **4.4.4 Relationship between Talent Retention and Organization Performance**

The study then sought to find out whether there is any significant relationship between talent retention and organization performance. The Pearson correlation coefficient ( $r$ ) was employed to establish the relationship between talent retention and organization performance. Findings presented in Table 4.8 Results show that there is strongly significance relationship between talent retention and organization performance ( $p$ -value  $< 0.05$ ). This implies that any positive change in talent retention on organizational performance led to increased acceptance of organizational performance.

**Table 4.5: Correlation Analysis of Talent Retention and Organization****Performance**

		Talent retention	Organization performance
Talent retention	Pearson Correlation	1	.961
	Sig. (2-tailed)		.035*
	N	96	96
Organization performance	Pearson Correlation	.961	1
	Sig. (2-tailed)	.035*	
	N	96	96

\*Correlation is significance at the 0.05 level of significance (2- tailed)

Source: Research Data, 2019

**4.5 Impact of Talent Development on Organization Performance**

The study sought to identify how talent development is practiced in the study area. The purpose of this was to find out how talent development influences organizational performance. Descriptive statistics were used to assess the level of agreement. The mean and standard deviation (S.D.) were calculated, to establish the respondents, assessment of the extent to which their organization practices talent development. The study used a likert scale of 1-5 where 5= strongly agree t, 4=Agree, 3= Neutral, 2= Disagree and 1= strongly disagree. The findings were presented in Table 4.6 using mean score and standard deviation.

**Table 4.6: Talent Development (n=96)**

Statement for talent development	Mean	SD
In my organization we take leadership skills development seriously	4.07	0.853
In my organization employees are continuously equipped with new knowledge and skills and mastering new ways of doing things	4.11	0.824
In my organization in service development programme is commonly practiced	4.00	0.961

Source: Research Data, 2019

**4.5.1 Training and Development**

Results in Table 4.6 revealed that respondents agreed that employees in their organization are continuously equipped with new knowledge and skills and



mastering new ways of doing things (Mean score= 4.11 and standard deviation= 0.824). the findings imply that the Tanzania Revenue Authority are actively consider training and development to their employee and that may have contributed positively to their organization performance. The findings concur with those in Harburg (2014) who asserted that the organizations which practice effective training and development began with their employees. This implied that they identified the employees who needed training and development, the level of training and development they needed and the duration during which learning took place.

#### **4.5.2 In-Service Development Programme**

Results in Table 4.6 revealed that respondents agreed with statement that in- service development programme is commonly practiced in their organization (Mean score= 4.00 and standard deviation= 0.961) The findings imply that Tanzania Revenue Authority practice in- service development programme that may have contributed positively to talent development and organization performance. The findings agreed with those of Chartered Institute of Personnel and Development (2013) study on learning and talent development results which indicated that in-house development programmes at 56% and ranked among the top effective learning and development practices.

#### **4.5.3 Leadership Skills Development**

Findings in Table 4.6 revealed that respondents agreed with the statement that in their organization they took leadership skills development very seriously (Mean score= 4.07 and standard deviation= 0.853). The findings imply that Tanzania revenue Authority is actively involved in leadership skills development and this may

have contributed positively to talent development and organization performance. The findings agreed with those of Lockwood (2014) who found talent development as an important component in the maintenance of competitive advantage in an organization. The study identified that developing manager capability, retaining high performers, developing succession pool depth and addressing shortages of management or leadership talent were among the challenges facing human resource managers and business leaders.

#### 4.5.4 Relationship between Talent Development and Organization Performance

The study then sought to find out whether there is any significant relationship between talent development and organization performance. The Pearson correlation coefficient ( $r$ ) was employed to establish the relationship between talent development and organization performance. Findings presented in Table 4.10 Results show that there is strongly significance relationship between talent development and organization performance ( $p$ -value  $< 0.05$ ). This implies that any positive change in talent development on organizational performance led to increased acceptance of organizational performance.

**Table 4.7: Correlation Analysis of Talent Development and Organization Performance**

		Talent development	Organization performance
Talent development	Pearson Correlation	1	.718
	Sig. (2-tailed)		.015*
	N	96	96
Organization performance	Pearson Correlation	.718	1
	Sig. (2-tailed)	.015*	
	N	96	96

\*Correlation is significance at the 0.05 level of significance (2- tailed)

**Source:** Research Data, 2019

#### 4.6 Impact of Talent Identification on Organization Performance

The study sought to identify how talent identification is practiced in the study area. The purpose of this was to find out how talent identification influences organizational performance. Descriptive statistics were used to assess the level of agreement. The mean and standard deviation (S.D.) were calculated, to establish the respondents, assessment of the extent to which their organization practices talent identification. The study used a likert scale of 1-5 where 5= strongly agree t, 4=Agree, 3= Neutral, 2= Disagree and 1= strongly disagree. The findings were presented in Table 4.11 using mean score and standard deviation.

**Table 4.8: Talent Identification (n=96)**

<b>Statement for talent identification</b>	<b>Mean</b>	<b>SD</b>
Employees in this organization are competent in function area is considered	4.28	0.580
Employees in this organization is a change catalyst in his her area of specialization and the way carries out their work	3.96	0.648
Employees in this organization consider the aspect of strategic thinking/planning putting a plan into operation as a skillfull manner	4.61	0.742

**Source:** Research Data, 2019

Findings in Table 4.8, revealed that respondents indicated that competence in functional area was considered during identification of employees with talents a mean score of 4.28, followed by establishing whether an employee is a change catalyst in his/her area of specialization and the way he carries out his work with a mean score of 3.96. The aspect of strategic thinking/planning/putting a plan into operation in as a skillful manner had a mean score of 4.61. Therefore, the results indicated that, respondents agreed that the aspect of strategic thinking/planning/putting a plan into operation in a skillful manner, competence in

functional area was considered during identification of employees with talents and establishing whether an employee is a change catalyst to a great extent.

The findings agreed with those of Tonga (2013, Armstrong (2015) and Cook (2011) who found that talent identification is critical in talent management for organizational performance and growth. The findings are also similar with the resource based view that valuable resources such as talents have to be protected to ensure competitive advantage and growth of the organization; an organization's performance improves, if resources are cared for, nurtured and protected. It is the identification of candidates with the required abilities that will facilitate the achievement of goals that will enable an organization to achieve its long term goals. Botha (2011) observed that a company should recruit based on personal traits and characteristics that are not easily taught or changed. He noted that if a person has the right competencies, specific tasks are easier and cheaper to educate.

#### **4.6.1 Relationship between Talent Identification and Organization Performance**

The study then sought to find out whether there is any significant relationship between talent identification and organization performance. The Pearson correlation coefficient ( $r$ ) was employed to establish the relationship between talent identification and organization performance. Findings presented in Table 4.9 Results show that there is strongly significance relationship between talent identification and organization performance ( $p$ -value  $< 0.05$ ). This implies that any positive change in talent identification on organizational performance led to increased acceptance of organizational performance.

**Table 4.9: Correlation Analysis of Talent Identification and Organization Performance**

		Talent identification	Organization performance
Talent identification	Pearson Correlation	1	.923
	Sig. (2-tailed)		.002*
	N	96	96
Organization performance	Pearson Correlation	.923	1
	Sig. (2-tailed)	.002*	
	N	96	96

\*Correlation is significance at the 0.05 level of significance (2- tailed)

Source: Research Data, 2019

#### 4.7 Organization Performance

This section intends to assess organizational performance in the study area. This was done to enable the study establish the influence of talent management on organizational performance of public sector. The respondents were therefore asked to indicate the level of organizational performance in terms of increase revenue collection and clients as presented in Table 4.10.

**Table 4.10: Organization Performance (n=96)**

Statement for organization performance	Mean	SD
In this organization we believe application of talent management practices increase revenue collection	4.51	0.820
In this organization we believe application of talent management practices increase number of clients	4.10	0.531

Source: Research Data, 2019

Results in Table 4.10, revealed that respondent agreed that application talent management practice lead to organization performance by increase revenue and increase number of clients (Mean score = 4.51 and 4.10). The findings imply that organizational performance was improved with the increase of clients (customers) and results to increase of revenue collection. The findings agreed with Wandia

(2013) observed that talent management increases productivity, market share; and sales revenue also Gichuhi *et al.*, (2014), noted that talent management increases growth and competitiveness of an organization.

#### 4.8 Multiple Regressions Analysis for Talent Management on Organization Performance

In this section multiple regression analysis was then used to test whether there existed interdependency between independent variables (talent attraction, talent retention, and talent development and talent identification) and dependent variable (Organizational performance). Multiple linear regression results for talent management on organization performance were shown in Table 4.11. The model's  $R^2$  was 0.62213; meaning that the independent variables in the model explained 62% of the variance in the dependent variable. All four independent variables regressed against organization performance measured by increase of revenue collection were positively significantly at  $p < 0.05$ .

**Table 4.11: Regression Coefficients for Talent Management on Organizational Performance (n=96)**

Variable	$\beta$ -Coefficient	S.E	P – value
Talent attraction	2.78001	1.769716	0.044*
Talent retention	8.67810	9.01482	0.041*
Talent development	3.71417	7.659178	0.019*
Talent identification	4.25012	3.371569	0.034*
Constant	100612.7	97157.1	0.004
$R^2$ squared		0.62213	
Dependent variable = organization performance			

Note: \* Significant at 5%

Source: Research Data, 2019

Talent attraction was found to have a positive significant effect on organization performance ( $\beta = 2.78001$ ,  $p < 0.05$ ) as talent attraction increased by 1 unit resulted to an increase in revenue collection by 2.8 %. This implies that talent attraction had great influence in organization performance. This concurs with Poorhosseinzadeh *et al.*, (2012) study that found a positive and significant relationship between talent attraction and success in multinational organizations in Malaysia. Talent retention was also found to have a positive significant effect organization performance ( $\beta = 8.67810$ ,  $p < 0.05$ ) as increased talent retention to employee within organization by 1 unit resulted to an increase of revenue collection by 8.7%. This indicated that talent attraction influences the performance of organization. the findings also agreed with Poorhosseinzadeh *et al.*, (2012) study found positive and significant relationship between talent retention and organization performance in Malaysia.

Talent development was also found to have a positive significant impact on organization performance ( $\beta = 3.71417$ ,  $p < 0.05$ ) as increased talent development to employee within organization by 1 unit resulted to an increase of revenue collection by 3.7%. This revealed that talent development influences the performance of organization. The findings concur with Khan *et al.*, (2011) found out that talent development has positive impact on the attitude of the employees and also the organizational performance

Talent identification was also found to have a positive significant influence on organization performance ( $\beta = 4.25012$ ,  $p < 0.05$ ) as increased talent identification within organization by 1 unit resulted to an increase of revenue collection by 4.3%. This revealed that talent identification influences the performance of organization.

The findings concur with Cook (2011) who found out that there is a significant positive association between the organization performance of firms and the talent identification in Sweden. Therefore, by locating the right people for each role within the organization by understanding what constitutes high performance in each role which will facilitate the achievement of goals thus enabling support for the long term goals of the organization.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This section summarizes the research findings and provides the conclusion and recommendations on the impact of talent management on organization performance. The summary focuses on the findings in relation to the objectives of the study it intends to achieve. The summary is followed by the conclusion, which is also based on the findings of the study and finally the recommendations.

#### **5.1 Summary of the Findings**

The main objective of this study was to find out impact of talent management on organization performance the study has four specific objectives. First, to examine roles of talent attraction on organization performance, influence of talent retention on organization performance, influence of talent development on organization performance and influence of talent identification on organization performance

##### **5.1.1 Findings on Talent Attraction on Organization Performance**

The study found out that Tanzania Revenue Authority had practiced talent attraction. This is due to the fact that respondents agreed with the statements that the organization valued talent search matrix during selection in order to get experienced, qualified, and expertise employees, organization supported employee training and career progression and the organization's good working conditions and fair turnover had enabled it to attract the right talents. Also results from inferential statistics indicated that talent attraction was found to have a positive significant effect on organization performance  $p$ - value  $< 0.05$ . This implies that talent attraction had great influence in organization performance.

### **5.1.2 Findings on Talent Retention on Organization Performance**

The study found out that respondents agreed with the statement that their organization ensured employees were satisfied and motivated all the time, organization offered attractive non-monetary rewards to employees and internal recruitment policy in their organization that helped to raise the loyalty and morale of their employees. Therefore, findings revealed that Tanzania Revenue Authority had practiced talent retention. Moreover, results from inferential statistics indicated that talent retention was found to have a positive significant effect on organization performance  $p\text{-value} < 0.05$ . This implies that talent retention had positive affect organization performance.

### **5.1.3 Findings on Talent Development on Organization Performance**

The study found out that respondents agreed with the statement that their organization are continuously equipped with new knowledge and skills and mastering new ways of doing things, in-service development programme is commonly practiced in their organization and their organization they took leadership skills development very seriously. Therefore, findings revealed that Tanzania Revenue Authority had practiced talent development. Moreover, results from inferential statistics shows that there is strongly and positive significance relationship between talent development and organization performance ( $p\text{-value} < 0.05$ ). This implies that talent development had positive impact on organization performance.

### **5.1.4 Findings on Talent Identification on Organization Performance**

The study found out that their organization practiced talent identification. This

observed when respondent agreed with statements that the aspect of strategic thinking/planning/putting a plan into operation in a skillful manner, competence in functional area was considered during identification of employees with talents and establishing whether an employee is a change catalyst to a great extent. Results from inferential statistics indicated that there is strongly positive and significance relationship between talent identification and organization performance (p-value < 0.05). This implies that any positive change in talent identification on organizational performance led to increased acceptance of organizational performance.

## **5.2 Conclusion**

Talent attraction was found to have a positive significant effect on organization performance. Therefore, the study conclude that talent attraction was important in organization performance in terms of increase revenue collection and number of clients (customers) because for the effective talent management the organization need talent attraction components like selection of righ talents, training and career progression and good working condition and turnover. Regarding to talent retention the study was found out that talent retention was found to have a positive significant effect on organization performance. Therefore, the study concludes that talent retention was very important for organization performance.

Furthermore, organization needs to invest in employee retention such as employee motivation, non-monetary rewards and internal recruitment policy in order to be successful. Moreover, the study found out that talent development had positive and significant effect on organizational performance. This study therefore concludes that talent development is very important for organizational performance. Therefore, for

organizations to reach prime performance when they recognize talented employees, they should develop in terms of training and development, in-service development programmed and leadership skills development and use the unique talents in order to achieve the organization goals

Furthermore, the study found out that talent identification had positive and significant impact on organizational performance. This study therefore concludes that talent identification was crucial for organizational performance. Therefore, organization need to build a strong body of talent starts with identifying, engaging and nurturing high-potential employees at all levels, and then working to develop their strengths and retain them for a long time.

### **5.3 Recommendation**

Based on the findings of the researcher has recommended certain recommendation which he thought to be very critical if considered and implemented by the organization accordingly and properly. Therefore, the following recommendations have been given.

Tanzania Revenue Authority should offer favorable good working environment and turnover to their employees as the best talented employees who contribute to good organization performance, will be attracted to work for an organizations that they think will be more able to satisfy their needs by providing job security , good pay package and career progression .

Tanzania Revenue Authority should keep valuing and ensuring that talent retention strategies are in place because the study found a great influence of talent retention on

organization performance. It is also recommended that departments with poor talent retention should improve as an improvement in talent retention practices contributes positively to organizational performance.

Tanzania Revenue Authority management should maintain learning and development practices like learning, coaching and in-service development programmes to improve their performance

Human resource managers in Tanzania Revenue Authority should factor in past experience in talent identification to ensure that their organizations acquire the best and brightest talent that has been tried and tested.

#### **5.4 Areas for Further Research**

Further research should be carried out on the following.

This study involved only one public sectors and its employees, future studies should be carried out with other private sectors as the respondents to indicate how talent management is conducted thereby enhancing our understanding of the influence of talent management on organizational performance. Research in other sectors might yield different results, in this regard; replicating this study in different settings would be worthwhile to establish the validity and generalizability of the present findings across different contexts.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE FOR EMPLOYEES

Dear Respondent,

My name is John B. Mhagama ; I am a postgraduate student at Open University of Tanzania taking Master Degree studies in Human Resources Management. I am carrying out a research study on the impact of talent management on organizational performance in public sector.

Kindly, complete and return the duly completed questionnaire to the Researcher. Your cooperation will be highly appreciated. The information given will be treated with utmost confidentiality and will be used for research purposes only.

#### SECTION 1: Demographic Variables (Please tick as appropriate inside the box)

1. Name (Optional) \_\_\_\_\_
2. Job title: \_\_\_\_\_
3. Department/ Section: \_\_\_\_\_
4. Gender:    Male     Female
5. Age Bracket:
 

Up to 25 <input type="checkbox"/>	26 to 30 <input type="checkbox"/>	31 to 35 <input type="checkbox"/>
36 to 40 <input type="checkbox"/>	41 to 45 <input type="checkbox"/>	Over 50 <input type="checkbox"/>
6. Highest education level
 

O- Level <input type="checkbox"/>	Certificate <input type="checkbox"/>	Diploma <input type="checkbox"/>
Undergraduate First Degree <input type="checkbox"/>	Postgraduate Degree <input type="checkbox"/>	
Other (Specify) _____		

7. For how long have you worked at Tanzania Revenue Authority in Mwanza City Council (in years)?

Up to 1 yr [ ]                      1 ó 5 [ ]                      6 ó 10 [ ]  
 11 ó 15 [ ]                      Over 15 years [ ]

8. How long have you been in your current position (in years)?

Up to 1 yr. [ ]                      1 ó 5 [ ]                      6 ó 10 [ ]  
 11 ó 15 [ ]                      Over 15 years [ ]

## SECTION 2: Influence of Talent attraction on Organization Performance

1. To what extent do you agree with the following statements relating to influence of talent attraction on your organization performance?

Statement of talent attraction	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
This organization's good working conditions and fair wages has enabled it to attract the right talents					
This organization values talent search matrix during selection in order to get experienced, qualified, expertise, potential and qualified employees					
My organization strives to build a good brand image to attract talented employees					
This organization assures employees job security, in order to attract the right talent.					
In this organization, we support employee training and career progression					
Work-life balance as well as social networking facilities in this organization is a motivating factor to our employees					
We ensure good organizational climate in order to attract the right talent					

2. Apart from those mentioned above how else does talent attraction affect your organization performance?

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**SECTION 3: Influence of Talent retention on Organization Performance**

3. To what extent do you agree with the following statements relating to influence of talent retention on your organization performance?

Statement of talent retention	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
We use effective leadership style and we are careful on how we handle employee issues					
My organization offers attractive non-monetary rewards to employees					
We have internal recruitment policy that helps to raise the loyalty and morale of our employees					
This organization ensures our company image remains good all the time in order to retain our talented employees					
My organization has competitive compensation system in comparison to other organizations in the same industry which is a motivating factor to our employees					
My organization ensures Employee are satisfied and motivated all the time					
My organization flexible working hours is a motivating factor to our employees					

4. Apart from those mentioned above how else does talent retention affect your organization performance?

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**SECTION 4: Influence of Talent development on Organization Performance**

4. To what extent do you agree with the following statements relating to influence of talent development on your organization performance?

Statement of talent retention	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
In my organization we take Leadership skills development very seriously					
In my organization employees are continuously acquiring new knowledge and skills, and mastering new ways of doing things					
In our organization in service development programme is commonly used					
In my organization appropriate learning and development strategies have been put in place					
My organization identifies the employees who need learning and					

5. Apart from those mentioned above how else does talent development affect your organization performance?

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### SECTION 5: Influence of Talent identification on Organization Performance

6. To what extent do you agree with the following statements relating to influence of talent identification t on your organization performance?

Statement of talent retention	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Employee in this organization are Competence in functional area is considered					
Employee in this organization is a change catalyst in his/her area of specialization and the way he carries out his work					
Employee in this organization consider The aspect of strategic thinking/planning/putting a plan into operation in as a skillful manner					

7 Apart from those mentioned above how else does talent identification affect your organization performance?

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### SECTION 6: Organization Performance

8. To what extent do you agree with the following statements relating to the impact of talent management on organization performance?

Statement of talent retention	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
In this organization we believe that talent management increase revenue collection					
Talent management increase number of client in our organization					
In this organization talent management lead to increase employee satisfaction on their job environment					

**THANK YOU!!!**

## **APPENDIX IV: QUESTIONNAIRE FOR DEPUTY COMMISSIONERS AND DIRECTORS**

Dear Respondent,

My name is John B. Mhagama ; I am a postgraduate student at Open Universit of Tanzania taking Master Degree studies in Human Resources Management. I am carrying out a research study on the impact of talent management on organizational performance in public sector.

Kindly, complete and return the duly completed questionnaire to the Researcher. Your cooperation will be highly appreciated. The information given will be treated with utmost confidentiality and will be used for research purposes only.

### **SECTION 1: Demographic Variables (Please tick as appropriate inside the box)**

1. Name (Optional) \_\_\_\_\_
2. Job title: \_\_\_\_\_
3. Department/ Section: \_\_\_\_\_
4. Gender: Male  Female
5. Age Bracket:
 

Up to 25 <input type="checkbox"/>	26 ó 30 <input type="checkbox"/>	31 ó 35 <input type="checkbox"/>
36 ó 40 <input type="checkbox"/>	41 ó 45 <input type="checkbox"/>	Over 50 <input type="checkbox"/>
6. Highest education level
 

O- Level <input type="checkbox"/>	Certificate <input type="checkbox"/>	Diploma <input type="checkbox"/>
Undergraduate First Degree <input type="checkbox"/>	Postgraduate Degree <input type="checkbox"/>	
Other (Specify) _____		
7. For how long have you worked at Tanzania Revenue Authority in Mwanza

City Council (in years)?

Up to 1 yr [ ]      1 ó 5 [ ]      6 ó 10 [ ]

11 ó 15 [ ]      Over 15 years [ ]

8. How long have you been in your current position (in years)?

Up to 1 yr. [ ]      1 ó 5 [ ]      6 ó 10 [ ]

11 ó 15 [ ]      Over 15 years [ ]

**Section 2: Relationship between talent management application and organizational performance**

1. Do you understand what talent is? Yes [ ]      No [ ]

2. Do you understand what talent management is? Yes [ ]      No [ ]

3. Is there talent management in this organization?

Yes [ ]      No [ ]      Not Sure [ ]

4. Is the organizations talent management process transparent?

Yes [ ]      No [ ]      Not Sure [ ]

5. Have you ever changed your job (Employer)? Yes [ ]      No [ ]

6. If YES from the above stated question, how many times? \_\_\_\_\_

7. What were the reasons for changing your job?

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8. If NO is your answer in question 5 above, give reasons.

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9. Is your current role aligned to your talent/ strengths?

Yes [ ]      No [ ]      Not Sure [ ]

10. If No or NOT sure is your answer in question 9 above, please state the reasons

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11. Have you witnessed any employee leaving the organization in the last 3 months?

Yes  No  If yes, how many? \_\_\_\_\_

12. What would be the main reason for the people to leave the organization to other employers? \_\_\_\_\_

13. Do you think talent management play a role in the organization performance?

Yes  No  Not sure

14. If YES from the above stated question, briefly explain how.

\_\_\_\_\_

15. If NO from the above stated question, please explain briefly

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16. Is the organization performance influenced by the talent management

Yes  No  Not Sure

17. :To what extent do you agree with the following statements relating to the impact of talent management on organization performance?

Statement of talent retention	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
In this organization we believe that talent management increase revenue collection					
Talent management increase number of client in our organization					
In this organization talent management lead to increase employee satisfaction on their job environment					

**THANK YOU!!!**