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Talent Management Strategies And Employees' Productivity In Public Sugar Companiesin Kisumu County, Kenya

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Abstract: ***Organizations that are doing well proactively and systematically take motion to ensure that they have the human useful resource capability to fulfill their contemporary and future business prospects. Those companies have made expertise management a crucial force of their force for excellence. Although there are a variety of tactics to skills control, research shows that the underlying model utilized by excessive-performing groups consists of 3 associated talent management strategies, that is, talent attraction, retention and development. The study will assessed the effects of talent management strategies on employees' productivity in public sugar companies in Kisumu County, Kenya. The objective were: To find out the effect of talent attraction strategy, talent retention strategy, talent development strategy and moderating effect on employees' productivity in public sugar companies in Kisumu County. The study used cross-sectional survey research design and stratified sampling. Population was made up of 420 respondents which were composed of 130 managers and 290 operative level employees'. The range of sampled respondents of 205 respondents was picked. The tools for collecting data were questionnaires for agreeable personnel' in addition to file evaluation. Validity and reliability of research devices was guaranteed with the aid of a test re-test approach. Pearson's correlation coefficient and multiple linear regression models have been the principle tool hired to check for relationships amongst variables. The quantitative information was utilized using descriptive facts generated from statistical software program for social sciences (SPSS) and the qualitative facts analyzed using content evaluation.***

I. INTRODUCTION

A. BACKGROUND OF THE STUDY

Today's global and highly competitive markets have made firms to become adaptive to changes around them for their survival. Firm's need to strategize so as for them to deliver amazing products which can reap competitive area with their customers (Boudreau & Ramstad, 2007; SHRM, 2006). Organizations want to accumulate, maintain and develop its talented employees' to be able to keep their operations and keep growing and compete towards each other differently (Gardner, 2002). Thus, the time period "talent management" has been introduced inside the modern past so that it will provide one window answer for all issues added because of attracting and keeping the equipped human assets and growing them for destiny achievement (Boudreau & Ramstad, 2007; SHRM, 2006).

In the labour marketplace, massive corporations had been commonly rivaling for expertise as well. in 1998, America of the USA largest and maximum prestigious management consulting agency Mckinsey and business enterprise originated the time period "the struggle for skills" because of the truth the call for his or her precise research on know-how manipulate practices, mind and beliefs. it noted an increasingly more aggressive panorama for recruiting and preserving talented personnel' (Williams, 2000). williams (2000) notes that in the warfare for understanding, there are winners and losers, like in business there may be fulfillment and failure. consequently, an organisation with know-how management techniques in location has greater possibilities to be the winner in the war for talent (williams, 2000). therefore, corporations should adapt global exceptional practices of skills control and on the identical time adapt the local necessities and nearby tough work marketplace for abilities.

Poorhosseinzadeh & Subramaniam (2012) have a look at that was achieved thru a quantitative research design on

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Malaysian multinational businesses located that there is a high-quality and sizable courting among skills appeal and fulfillment in an enterprise with correlation of zero. Poorhosseinzader et al., (2012) on cross sectional look performed on Malaysian multinational groups additionally determined an effective and large relationship between growing capabilities and the fulfillment of the businesses with correlation of 0.728 and p-price of zero.000 at zero.05 of importance level.

Talent Management concept in Africa is not also new. Chief Executive Officers (CEOs) in Africa are hiring, but it's becoming more difficult to find the right people thus talent management has become top CEO agenda. A study carried out by Price Water House Coopers concerning talent management in Africa reviled that 85% of CEOs said that they planned to focus on the strategies for managing talent over the next years and 75% said that a lack of available talentwas a threat to growth (PwC, 2012).

The African Association For Public Administration and Management (AAPAM) located that African continent has now not been capable of recruiting and holding nicely-trained and skilled personnel due to several demanding situations which include, amongst others, terrible reimbursement, and un-conducive running surroundings (AAPAM, 2008). Those elements consequently result in low employees' productivity and the migration of human resources in African international locations such as Nigeria, Ghana, Kenya and Ethiopia, and are largely chargeable for talent scarcity (Gara, 2007).

According to Gara (2007), there is a big call in Egypt for professional experts of every kind, particularly the people with technical or quantitative abilities together with telecommunications engineers, information technologists, financial planners and funding bankers. Gara (2007) similarly observed that because the oil growth commenced in the gulf vicinity, the temptation for Egypt's satisfactory and brightest professionals to take up greater profitable positions remote places has been strong.

Kahinde (2012) looked at how expertise control effect on business enterprise general performance in Nigeria and had the following findings; the outcomes showed that there was evidence that information control, profitability and return on funding have been enormously correlated. But expertise management index had a better correlation with profitability level with return on investment at three. Sixty four which became attributed to the overall belief in Nigeria that the organizations pursue the income purpose in any respect fee in conjunction with the usage of skills control. the observe consequences confirmed that ninety five percent of enterprises visited have been either making use of skills management or partly applying expertise control.

Business review management magazine reports that Kenya faces the venture of shortage of talent (BRM, 2013). These demanding situations encompass hiring, maintaining, training and motivating expert expertise. Kenani (2011) observe that there appeared to be an urgent need for growing medical know-how and competencies of the personnel' at geothermal agencies in Kenya. Normally, it was found that geothermal businesses were challenged to attempt to paintings toward progressed balance among labour supply and call for, a higher skilled staff and elevated employability of the team of workers (Kenani, 2011).

A study conducted by Nancy (2014) on the influence of talent management on performance of Comply Limited Company in Nakuru Kenya reviled that effective talent management leads to organization performance in terms of high return on investment and organization competiveness. A similar study conducted by Lyria (2004) on effects of talent management on organization performance in companies listed in NSE in Kenya also reviles that talent management practices leads to organization performance in terms of increased profit, increased employees' productivity and high return on investment. Review of the past studies conducted in Kenya on the organization performance touch mostly on human resource practices.

A number of these researches have concentrated in different industries apart from sugar manufacturing industries at the same time as few had been carried out on talent control in sugar production industries and its outcomes on employees' productivity. Therefore, this study focused on assessing the outcomes of expertise management strategies on personnel' productivity in public sugar businesses in Kisumu County, Kenya.

B. STATEMENT OF THE RESEARCH PROBLEM

According to Kenya sugar industry strategic plan (2010 - 2014), the sugar enterprise is a primary contributor to the agricultural sector which is the mainstay of the Kenyan financial system. It supports at the least 25% of Kenyan populace and accounts for 15% of the rural GDP. The Sugar industry is also a source of employment for most households in Kisumu County. The rationale at the back of expertise management strategies is to attract, preserve and expand the fine brains to get advanced enterprise outcomes (Tonga, 2007). But, coping with expertise is an assignment to all groups as they compete for the same pool of skills (Gardner, 2002). Public sugar companies in Kisumu County have been experiencing acute shortage of talents especially in the top managerial position and this has resulted in poaching of talent from privatesugar companies through promising of high payment which in the long run may not be the case.

Public sugar companies have also lost some of its talented staffs to their competitors due to poor working conditions in the company, uncompetitive salaries and lack of learning and development opportunities. Employees of the public sugar companies have also complained that they are rarely promoted thus limiting their career prospects. These challenges have resulted to low employees' productivity in terms of few out grower farmers joining the company, low number of tones crashed per month, constant customers campaigns concerning and wastage of production time leading to low company performance. In light of these challenges, there may be a pressing need for adoption of talent management strategies which may help public sugar companies equipped themselves with the best talent to cope with these challenges and enhance productivity of employees' which will in turn lead to sugar companies' better performance.

Previous studies conducted in sugar companies in Kisumu County concerned themselves with effect of training and

career counseling on performance of public sugar companies (Egessa, 2005; Rapando, 2011) none of them examined the effects of talent management strategies on employees' productivity in public sugar companies. A number of interesting questions have been raised up by the researcher that is: what is the excellent manner to draw, preserve and broaden skills? Can talent management strategies salvage the public sugar companies' performance which is wanting? Therefore, this study will seek to bridge the knowledge gap in answering the above questions by investigating the effect of talent management strategies on employees' productivity in public sugar companies in Kisumu County, Kenya.

C. RESEARCH OBJECTIVES

a. GENERAL RESEARCH OBJECTIVE

The main objective was to assess the effect of talent management strategies andemployees' productivity in public sugar companies in Kisumu County, Kenya.

b. SPECIFIC RESEARCH OBJECTIVES

Specific objectives were as follows;

- ✓ To find out the effect of talent attraction strategy on employees' productivity in public sugar manufacturing companies in Kisumu County.
- ✓ To determine the effect of talent retention strategy on employees' productivity in public sugar companies in Kisumu County.
- ✓ To examine the effect of talent development strategy on employees' productivity in public sugar companies in Kisumu County.
- ✓ To establish the moderating effect of company factors on talent management strategies and employees' productivity in public sugar companies in Kisumu County.

D. RESEARCH HYPOTHESIS

- ✓ Ho_1: There is no significant effect of talent attraction strategy on employees' productivity in public sugar companies in Kisumu County, Kenya.
- ✓ Ho_2: There is no significant effect of talent retention strategy on employees' productivity in public sugar companies in Kisumu County, Kenya.
- ✓ Ho_3: There is no significant effect of talent development strategy on employees' productivity in public sugar companies in Kisumu County, Kenya.
- ✓ Ho_4: Company factors have no significant effect between talent management strategies and employees' productivity in public sugar companies in Kisumu County, Kenya.

E. SCOPE OF THE STUDY

The study was conducted in Kisumu County which captures data from PublicSugar Companies that entails, Chemelil Sugar Company and Muhoroni Sugar Company. The research focused on talent management strategies and employees roductivity.

F. SIGNIFICANCE OF THE STUDY

The findings of the study may benefit the management of public sugar companies in Kisumu County by means of helping them formulate their policy a good way to broaden applications on the way to definitely have an effect on employee productivity. The management may be capable to plan and layout the way to employ properly gifted personnel' for you to acquire their goals and meet their desires. the know-how obtained inside the take a look at can be implemented in corporations on a manner to control and take advantage of the talents of its employees' as a way in order to allow the business employer to gain economic and organizational achievement. In addition to contributing to the body of knowledge, the study will serve as a reference for researchers and academicians, private and public corporations interested in the dynamics of employees' productiveness.

G. LIMITATIONS OF THE STUDY

Hostility of the locals considering that respondents within the community couldn't tolerate the researcher he sought the permission from political control and given permission to carry out the examine in the region.

Language barrier-seeing that some respondents were not capable of study or write. the researcher managed to translate English to the nearby language inside the place

Some management officers had been no longer inclined to provide a few facts however the researcher used an introductory letter showing the real motive of research and how beneficial it became even to them.

H. ORGANIZATION OF THE STUDY

There are two public sugar companies in Kisumu County. These companies entail: Chemelil Sugar Company and Muhoroni Sugar Company. chemelil sugar corporation was founded in 1965 as a personal restrained organisation and later became a parastatal in 1974.the company is located along awasi-nandi hills street in nyando constituency, proximately 50kms from kisumu metropolis and 10kms west of muhoroni. muhoroni sugar organization changed into incorporated in 1964 as east africa sugar industries confined and commenced operations in 1966. It is located 50kms east of kisumu metropolis.

II. LITERATURE REVIEW

A. THEORETICAL REVIEW OF TALENT MANAGEMENT THEORIES

According to Kombo& Tromp (2006), a theory is a general assumption about nature of a phenomenon. To explain the overall concept of talent management strategies, the researcher will use human capital theory and resource based theory. Human capital theory emphasizes the cost brought that investment in personnel via employer generates worthwhile go back. The principle further shows that investment in people ends in financial advantage for the

individual and the agency as an entire (candy land, 1996). in addition, expertise manage and its link to the personnel' productivity may be expounded by using the use of the aid primarily based concept which offers reasons on how businesses can create fee via dealing with their assets together with its employees (Ngari, 2013). A number of theories have been developed concerning individual talent management strategies and its link to employees' productivity.

a. THEORY ON TALENT ATTRACTION

Maslow need hierarchy theory propounded by Abraham Maslow will be used to expound on the concept of talent attraction and is based on the assumption that, human needs can be classified into five hierarchical categories. As soon as a want within reason is satisfied, it does not motivate behaviour and man is then stimulated by way of the subsequent higher level of desires. Physiological desires are fundamental and must be satisfied before all other desires. In the context of this study, the researcher argued that public sugar companies in Kisumu County can use this theory to draw ability personnel through favourable working situations as supported with the aid of Mwangi (2009) who found that businesses could provide fundamental desires thru honest wages and safe operating conditions. Potential talented employees will only wish to be recruited in an organization that offers fair wages and good working conditions.

As soon as the physiological desires are met, protection desires end up extensive. Those desires consist of physical protection that is, protection against fireplace, coincidence and financial securities towards unemployment. A company that want to attract a skills pool through recruitment can impact safety desires through supplying activity protection, pension plans, coverage plans, secure and wholesome operating conditions to their employees (Nzuve, 2009). Subsequent in the hierarchy is the social needs; man is a social being, consequently he has a need to belong and to be established by way of others. Social desires include want for love and affection, affiliation with and popularity through various social businesses (Saleemi, 2006). To attract personnel social needs by having proper work-lifestyles balance in addition to having top social net-working with a purpose to inform others to enroll in that particular enterprise. Organization that periodically plans for employees sporting activities encourages potential talented employees to join them in order to maximize their talents (Mwangi, 2009).

b. THEORY ON TALENT RETENTION

Equity theory of motivation advanced by Adams (1965) explained the concept of talent retention and employees' productivity. The principle is related to the ability rewards which may be promised to a person. This theory is based at the assumptions that people are concerned each with their very own rewards and additionally with the praise of others inside the same rank. Personnel assume that an employer will deal with them in justice in phrases input made and received. Drafke & Kossen (2002) in support of this relationship argue that personnel are probable to compare the inputs they dedicate to the work with the outputs they acquire from the business enterprise. in the context of the current examine, corporations may want to hold their personnel by having regulations and techniques that personnel perceive as truthful and equitable as an instance having aggressive repayment machine that has each internal and external equity.

c. THEORY ON TALENT DEVELOPMENT

Employees' talents can be developed through implementing career development strategies that enhances a person achievement of full potential through promotion. The self-concept theory of career development which was developed by Super (1990) will be used to explain how talents can be developed through career choices in the course of employment. Brilliant (1990) advised that career desire and development is largely within the procedure of growing and imposing a person's self-idea. Self concept in step with Fantastic (1990) is a fabricated from complicated interactions amongst a variety of of things including personal stories, intellectual growth, surroundings and bodily boom.

Excellent (1990) believed that the diploma to which a given individual career improvement is successful relies upon on how that character is capable of placed into effect his or her profession self-idea. person's profession concept in line with wonderful is a manufactured from interaction of the man or woman's character hobby, experiences, skills and the values and the way wherein they combine these tendencies into their various life roles. as personnel revel in new situations, meet new employees and examine extra approximately the world of labor, they're probably to broaden new pursuits, open new opportunities of expressing self-idea and find new approaches of integrating their career desire (Super, 1990).

B. COMPANY SIZE

The scale of a firm influences productiveness in lots of methods. key features of a big firm are its diverse competencies, the abilities to exploit economies of scale and scope and the formalization of techniques. Those characteristics make the implementation of skills control techniques greater powerful and permit larger corporations to generate superior productiveness because of improved personnel' productiveness relative to smaller corporations (Lockwood *et al*., 2006). The financial base of the company associated with its size affects its ability to offer competitive compensation, have and elaborate talent attraction and talent development strategy. Companies with a wide financial base is associated with conducive working environment for employees', job security, job flexibility and job satisfaction which eventually leads to employees' productivity (Mwangi, 2009).

New era executives are searching out hard assignments with ok reimbursement to get expert delight whereas a powerful work-life stability strategy isn't always absolutely approximately complying with the regulation. Mwangi (2009) discovered that the respondents stated lack of space in the commercial enterprise business enterprise. congestion within the places of work, sharing of desks and extraordinary belongings were some of disabling environmental factors. Very few respondents discovered that they had ok running

area. Some of the respondents stated that lights and air flow inside the workplaces is also a problem.

In line with Logan (2000), companies that offer employee improvement programs are locating fulfillment with maintaining personnel. People choose firms that supplement their man or woman and agencies pick out people who have personalities that supplement the organisation. When this takes place, there may be a in shape which represents the degree of labor contentment. A look at carried through Mwangi (2009) revealed that bad remuneration and praise schemes might have contributed to loss of expertise.

C. COMPANY MANAGEMENT STYLE

A supervisor's style is decided with the aid of the scenario, the wishes and personalities of his or her employees', and by using the subculture of the enterprise. There was a pass away from the authoritarian style of control in which manipulate is fundamental idea, to one that favours teamwork and empowerment. Control style that focuses on managers as technical professionals who direct, coordinate and manage the works of others were changed through the ones that concentrate on managers as coaches, counselors, facilitators and team leaders leading to successful management (Miller *et al.,* 2004). Companies which have successful management practices will eventually increase their employees' productivity through ensuring that talent management strategies are developed, implemented and evaluated. A management style is evident through effective leadership in the company and the way the company management communicates its policies and strategies to the employees' (Robbins, 2002). Enterprises might be greater powerful in their skills management in the event that they inspire active leadership through managers.

Mwangi (2009) found out that a majority of both the modern and the past personnel' agreed that the character of management styles had an effect at the employees morale. The respondents had been of opinion that the management made them feels happy. Studies have indicated that effective communications enhance worker identity with their organisation and construct openness and trust lifestyle. More and more, corporations provide information on values, venture, techniques, competitive overall performance, and changes that could affect the employee's hobby (Gopinath & Becker, 2000). Senior manipulate want to actively create possibilities for employees' to be engaged in artwork that is hard Oehley (2007). Sutherland and Jordan (2006) of their findings propose that the employer want to boom and communicate compelling employee propositions that highlight the supply of the difficult activity challenge.

D. TALENT MANAGEMENT STRATEGIES AND EMPLOYEES' PRODUCTIVITY

Productiveness is generally described as a ratio among the output quantity and the quantity of inputs. in different phrases, it measures how effectively manufacturing inputs, consisting of labour and capital, are being applied in an economy to provide a given diploma of output (Encyclopedia, 2015). Productivity is considered a key supply of monetary boom and competitiveness and, as such, is primary statistical statistics for plenty worldwide comparisons and country performance measures.

Skills management strategies can create the maximum permanent aggressive benefits in comparison to new technology and improvements which may be effortlessly replicated by means of competition to generate simplest brief aggressive benefits. Sustained aggressive gain comes from skills management techniques in different phrases (Heinenet al., 2004). An agency's expertise injects talents which are very tough for competition to benchmark and mirror. Greater than every other asset, skills offers the capability for lengthy-time period competitive benefit (Lawler, 2008). Seventy three percent of executives in USA are of the same opinion on the nice relationship among skills control approach and enterprise method to attain the success of the corporations (Ballesteros *et al.,* 2010).

Consistent with Davis *et al* (2007), talent management is vital while the groups would really like to construct triumphing teams if you want to be fashioned by using gifted humans. According to Stockley (2007) professionally implemented talent control application not simplest advantages the businesses, but also benefits the body of workers. Its outcomes in extended efficiency and enthusiasm amongst them at the same time as on activity and promotes their employability. Powerful talent manage have an oblique excessive nice courting with organizational performance, mediated by using manner of work motivation, organizational dedication, greater characteristic behavior acting one after the other or in mixture with one another (Collings & Mellahi, 2009). In constructing organizational performance, businesses first ought to cognizance on individual performance.

Skills manipulate calls for HR experts and their customers to understand how they define understanding, whom they regard as 'the proficient' and what their everyday heritage might be (Frank & Taylor, 2004). Agus (2004, 2005) seemed that hr regulations, management commitment, schooling and development and other additives of talent are essential troubles that are important elements to provide employees' with the important expertise and skills to permit them to deal with problem fixing. however, profession development focusing on broadening personnel' knowledge and talents can constitute opportunities for individual boom and development and result in superb effects which includes extra gifted crew-associated capabilities and expanded employees flexibility (Agus, 2004).

Kahinde (2012) show that talents management impact on business enterprise normal performance in Nigeria and had the following findings; the consequences confirmed that there was proof that skills control, profitability and pass lower back on investment have been pretty correlated. but talent control index had a higher correlation with profitability degree at 3. seventy two than with go back on investment at three.64 which turned into attributed to the overall notion in Nigeria that the organizations pursue the income motive at all value inclusive of the use of abilities management. The results showed that 95% of groups visited had been both making use of talent management or partly applying skills management.

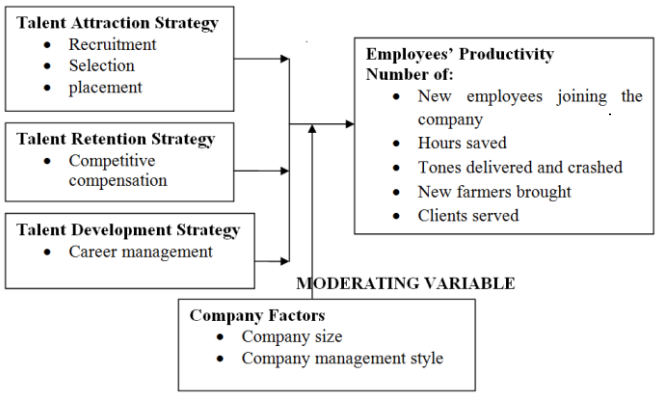
On talent enchantment, Poorhosseinzadeh & Subramaniam (2012) look at that become achieved through a

quantitative research design on Malaysian multinational organizations determined a high quality and good sized relationship between talent enchantment and achievement in an organization with correlation of zero.543 and p value of zero.000 at 0.05 of significance stage. They also noted that a employer's chance of attracting the proper expertise relies upon at the organization's values and the way the supposed skills views the agency. additionally Poorhosseinzadeh *et al* (2012) observe that become completed thru a quantitative research layout on Malaysian multinational agencies examine observed effective and tremendous dating among talent retention and achievement with correlation of zero.684 and p cost of 0.000 at 0.05 of importance level. Poorhosseinzader *et al.,* (2012) on sectional study done on Malaysian multinational agencies also determined a tremendous and vast courting between growing abilities and the fulfillment of the agencies with correlation of zero.728 and p price of 0.000 at zero.05 of significance.

E. CONCEPTUAL FRAMEWORK

This study will be guided by the conceptual framework in Figure 2.2. The independent variables are talent management strategies which include: talent attraction strategy, talent retention strategy and talent development strategy. The dependent variable is employees' productivity which is measured in terms of number of: new employees joining the company, hours saved, tones delivered and crashed, new farmers brought and clients served. The moderating variable is the company factors. Minus the moderating variable, however how much the organization establish and implement talent management strategies, the performance of organization will still be low. There is need for good organization management styles for enhancement of formulation and implementation of talent management policy and also company size determine its financial muscle to facilitate attracting, retaining and developing of talents.

INDEPENDENT VARIABLE DEPENDENT VARIABLE



Source:Researcher,2017.

Figure 2.2: Conceptual Framework of the study

F. RESEARCH GAPS

From the effects of the reviewed literature, it's far found that most of the skills management studies have been accomplished in different international locations and to the researcher's information, there's restrained empirical have a look at carried out domestically. Any renowned study focusing on talent management on employees' productivity in public sugar companies in Kisumu County is also lacking.

It can additionally be cited that most of skills management studies reviewed did not immediately link talent control strategies with the personnel' productivity. The studies done so far mainly focused on effects talent management on organization performance mostly in terms of profitability but failed to narrow down to employees' productivity (Ballesteros *et al.,* 2010).

On talent management and the organization performance, Collings and Mellahi, 2009) examine sought to set up the impact of expertise control on the organization performance, the researcher undoubtedly linked expertise control and corporation performance with the aid of pointing out that talent control changed into definitely correlated to organizational profitability and return on investment. This study failed to link effects of talent management strategies on employees' performance thus this study will fill this gap. Ballesteros *et al.,* (2010) also linked business strategy goals with talent management practices in the organization but failed to recognize talent management strategies effects on employees' productivity thus the study will fill this gap by conducting a study locally to determine the role of talent management on employees' productivity in public sugar companies in Kisumu County, Kenya.

III. RESEARCH METHODOLOGY

A. RESEARCH DESIGN

This research adopteddescriptive and cross-sectional survey design using both quantitative and qualitative approaches. Cross-sectional survey design is suitable because it gathers information on a population at a single point in time. The researcher used both open and closed ended questions and content analysis which met the criteria described by Cooper *et al*. (2006) about qualitative research design.

B. TARGET POPULATION

The target population was drawn from two public sugar companies in Kisumu County, that is, Chemelil and Muhoroni sugar companies. The target population comprised of 130 managers and 290 operational level employees' summing up to 420 employees. In the managers cadre, the human resource managers and supervisors were given prime priority since they were instrumental in matters concerning formulation, development and implementation of talent attraction, talent retention and talent development strategies. The operatives were also considered because they give information on the policies of the organizations as far as talent management strategies is concerned.

C. SAMPLE DESIGN AND SAMPLE SIZE

Stratified random sampling method was used to sample the survey respondents from the target population. The personnel' have been put into strata of managers and operative stage personnel.

Since the target population, **N**, is known, the study adopted the formula of Israel (1992) as shown in equation 1 below, to determine the sample size, ***n***, of survey respondents: (Equation 1)

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

Where n is the optimum sample size, N, the number of target population of employees' at the two sugar companies, e the probability of error (i.e., the desired precision, e.g., 5% significant level). For example, Target population of 420 employees', implying *n* will be approximately 205 as derived in equation 2 below: (Equation 2)

$$n = \frac{420}{1 + 420(0.05)^2} = 204.87$$

Using proportionate sampling, the sample size consequently comprised 63 managers and 142 operative level employees' to make a total of 205employees' as shown in Table 3.1.

Company	Target Group	Target Population	Sample Size	Percentage from target population
Chemelil	Managers	78	38	48.7%
	Operatives	180	89	49.4%
Muhoroni	Managers	52	25	48.1%
	Operatives	110	53	48.2%
Total		**420**	**205**	**48.8%**

Source of target population: HRM departments: Muhoroni and Chemelilcompanies (2017)

Table 3.1: Sampling frame

D. DATA COLLECTION

Zikmund (2003) defines collection tools because the devices used to accumulate information in studies or the techniques hired to accumulate studies statistics. the researcher collected number one data from the respondents via a questionnaire structurally inclusive of closed-ended and open-ended questions. (kombo, 2005). A questionnaire consists of some of questions in a exact order given to respondents both the managers and operatives employees who've been anticipated to examine and answer the questions. because of its descriptive nature it modified into greater efficient and offer cozy basis of generalization (Kothari 2004).questionnaires become administered in my view via researcher .the researcher received facts from the sugar groups. Comply with up turned into executed the usage of smartphone calls to try to increase the rate of response.

E. VALIDITY

Kothari (2004) defines validity, because the diploma to which an device measures what it is supposed to degree. In support of supervisor and managers of public sugar companies in Kisumu County studied the questionnaire to make sure it became appropriate for the purpose of the study.

F. RELIABILITY

Reliability is the extent which a given study is capable of constantly yielding the same outcomes or nearly the same rating each time the check is run to the identical individuals notwithstanding any opportunity for versions to arise (Bernstein 2001). To test the reliability of instrument, pilot study was done. Croanbach's alpha (1951) was used to get the coefficient of the reliability the use of with the resource of SPSS wherein minimal degree of 0.7 and above was taken as a degree of internal reliability.

G. DATA ANALYSIS

The study generated both qualitative and quantitative data which was analyzed using descriptive and inferential statistics respectively. Collected data was processed by editing, coding, entering and then presenting in comprehensive tables that showed the responses of each category of variables. Multiple regression analysis was conducted on each of the hypothesis using the following multiple linear regression model;

$Y= \alpha 0+ \alpha_1 x_1+ \alpha_2 x_2+ \alpha_3 x_3+ e$…… (i)

MODERATING

$Y = \alpha 0+ \alpha_1 x_1+ \alpha_2 X_2+ \alpha_3 X_3+ \alpha_1 X_1 M_1+ \alpha_2 X_2 M_1+ \alpha_3 X_3 M_1+ e$…..(ii)

$Y = \alpha 0+ \alpha_1 X_1+ \alpha_2 X_2+ \alpha_3 X_3+ \alpha_1 X_1 M_2+ \alpha_2 X_2 M_2+ \alpha_3 X_3 M_2+ e$…(iii)

Where;

X_1=Is the Talent Attraction

X2= Is the Talent Retention

X3 = Is Talent Development

M_1= Company Size

M_2=Company Management Style

Y= is the employees' productivity

$\alpha_0$is a constant which is the value of dependent variable when all theindependent variables are 0.

α_1; i = 1,2,3,4 is the regression coefficients which measures the change inducedby X_1; i=1, 2, 3, 4 on Y.

e is the error term.

H. ETHICAL CONSIDERATIONS

According to Mugenda and Mugenda(2003), ethical considerations are important for any research. In this study, the research ethics was reviewed to ascertain ethical guidelines for conducting the research so that ethical values are not violated. n this study, respondent were knowledgeable approximately the cause of the take a look at. all of the respondents' records and identity had been saved personal and the data amassed have been purposely supposed for

educational motive. the respondents additionally participated in this examine voluntarily. a duplicate of the findings can be availed to ministry's place of job and a few different applicable organization upon request.

IV. DATA ANALYSIS, PRESENTATION AND INTEPRETATION

A. RESPONSE RATE

Response	Managers		Operatives		Total	
	F	%	F	%	F	%
Successful	35	89.73%	98	70.5%	133	74.72
Unsuccessful	4	10.27%	41	29.5%	45	25.28
Total	39	100%	139	100%	178	100%

Source: Field data (2017)

Table 4.1: Response rate

The response rate of managers is higher (89.73%) than the response rate of operative level employees (70.5%) because in sugar companies, operative are very busy performing their daily tasks which is mainly physical thus they could only afford limited time to fill in the questionnaires. Overall, the researcher administered 178 questionnaires out of which 133 questionnaires were completely filled and collected back as shown on Table 4.1.

Table 4.1 results represent a 74.72% response rate which is very good as asserted by Bebbie (2004) that a response rate of 70% and above is very good.

B. EDUCATION LEVEL OF THE RESPONDENTS

a. OPERATIVES EDUCATION LEVEL

	Frequency	Percent	Mean	Standard deviation
Primary	32	32.7		
Secondary	39	39.8		
Tertiary	20	20.4		
University	7	7.1		
Total	**98**	**100.0**	**2.02**	**0.908**

Source: Field data (2017)

Table 4.2:Operativeslevel of education

Table 4.2 shows that 32(32.7%) respondents had primary education, 39(39.8%) respondents had secondary education, 20(20.4%) respondents had tertiary education and 7(7.1%) respondents had university education. The mean was 2.02 with a standard deviation of 0.908 since majority of the operative level respondents had secondary education. From the results, it can be concluded that formal education is a requirement to be employed as an operative. The high percentage of operatives with below post-secondary education is due to the nature of their work which is more mechanical and involves physical effort that requires less knowledge. These findings concur with Ombayo, Egessa and Shiamwama, (2014) research study.

b. MANAGERS EDUCATION LEVEL

	Frequency	Percent	Mean	Standard deviation
secondary	6	17.1		
tertiary	19	54.3		
university	10	28.6		
Total	35	100.0	3.11	0.676

Source: Field data (2017)

Table 4.3: Managers' level of education

Table 4.3 shows that 6(17.1%) respondents had secondary education, 19(54.3%) respondents had tertiary education and 10(28.6%) respondents had university education. The mean was 3.11 with a standard deviation of 0.676 since the majority of the managers' respondents had tertiary education. These results can be interpreted that managerial positions require vast experience and knowledge in technical, diagnostic and conceptual skills which is only acquired at higher level of education, that is, tertiary and university. Those that had secondary education were employed due to their vast experience in the company operations.

c. RESPONDENTS QUALIFICATION

Operatives Qualification

	Frequency	Percent	Mean	Standard deviation
Certificate	45	45.9		
Diploma	42	42.9		
Bachelor's degree	11	11.2		
Total	**98**	**100.0**	**1.65**	**0.675**

Source: Field data (2017)

Table 4.4: Operatives qualification

Table 4.4 show that, 45(45.9%) operatives in the sampled sugar companies had certificate qualification, 42(42.9%) respondents had diploma qualification and 11(11.2%) respondents had bachelor's degree qualification. The mean 1.65 with a standard deviation of 0.675 since majority of the respondents had certificate in terms of their qualifications. These results imply that operatives require only minimum qualification of certificate because their jobs are majorly mechanical in nature thus physical effort is more valued. Those with higher qualification have achieved those qualifications while on the job and aspire to get managerial jobs. These results are consistent with Ombayo*et.al* (2014) research study that found that most operatives in western sugar companies have diploma and certificate qualifications.

Managers Qualification

	Frequency	Percent	Mean	Standard deviation
Certificate	6	17.1		
Diploma	17	48.6		
Bachelor's degree	8	22.9		
Master's degree	4	11.4		
Total	**35**	**100.0**	**2.29**	**0.893**

Source: Field data (2017)

Table 4.5: Managers qualification

Table 4.5 shows that 17(48.6%) respondents were managers with diploma qualification, 8(22.29%) respondents had bachelor's degree and 4(11.4%) had master degree. The mean was 2.29 with a standard deviation of 0.893 since most of the respondents were diploma holders. Managers with master degree qualification were few as a result of challenging work environment which require talents with conceptual skills. Management employees with certificate qualifications raised more questions than answers on the criteria used by the sugar companies to recruit their talented workforce.

d. RESPONDENTS AGE BRACKET

Operatives Age Bracket

	Frequency	Percent	Mean	Standard deviation
15-20 years	41	41.8		
21-30 years	40	40.8		
31-40 years	13	13.3		
above 41 years	4	4.1		
Total	**98**	**100.0**	**1.80**	**0.824**

Source: Field data (2017)

Table 4.6: Operatives age bracket

Table 4.6, shows that 41(41.8%) respondents were aged between 15-20 years, 40(40.8%) respondents were aged between 21-30 years, 13(13.3%) respondents were aged between 31-40 years and 4(4.1%) respondents were above 41 years of age. The mean was 1.80 with a standard deviation of 0.824 as the majority of the respondents were between the 15-20 years and between 21-30 years' category. These results implied that most sugar companies employed young energetic operative staffs due to the nature of their activities which are mainly mechanical and require young energetic employees. Young employees who are fresh graduates from colleges and universities are also attracted to sugar companies to work as operatives though they offer low salaries.

Managers Age Bracket

	Frequency	Percent	Mean	Standard deviation
15-20 years	1	2.9		
21-30 years	11	31.4		
31-40 years	18	51.4		
above 41 years	5	14.3		
Total	**35**	**100.0**	**2.77**	**0.731**

Source: Field data (2017)

Table 4.7: Managers age bracket

Table 4.7 shows that 1(2.9%) respondent was aged between 15-20 years, 11(31.4%) respondents were aged between 21-30 years, 18(51.4%) respondents were aged between 31-40 years and 5(14.3%) respondents were above 41 years of age. The mean was 2.77 with a standard deviation of 0.731 as the majority of the respondents were between31-40 years. This implies that managerial positions require individuals with vast knowledge, skills and wisdom which are associated with old age.

e. RESPONDENTS GENDER

Operatives Gender

	Frequency	Percent	Mean	Standard deviation
Male	69	70.4		
Female	29	29.6		
Total	**98**	**100.0**	**1.30**	**0.459**

Source: Field data (2017)

Table 4.8: Operatives gender

Table 4.8 shows that 69(70.4%) respondents were male and 29(29.6%) respondents were female. The mean was 1.30 with a standard deviation of 0.459 since majority were male. This shows that the sampled sugar companies employ majorly male operative employees as compared to their female counterpart this could be interpreted as, sugar companies' tasks are more intensive such as continuous field work, handling of heavy machines in the sugar plants and working in shifts. These intensive work mostly favour masculine individuals, thus explains why male employees number is higher.

Managers Gender

	Frequency	Percent	Mean	Standard deviation
Male	25	71.4		
Female	10	28.6		
Total	**35**	**100.0**	**1.29**	**0.458**

Source: Field data (2017)

Table 4.9: Managers gender

Table 4.9 shows that 25(71.4%) respondents were male and 10(28.6%) respondents were female. The mean was 1.29 with a standard deviation of 0.458 since majority were male. These results illustrate gender disparities in sugar company's employment where male are preferred as compared to female counterpart. However, these stereotypes are slowly fading with female employees being in management positions. Male are mostly preferred because of late working hours and intensive work involved.

f. RESPONDENTS LEVEL OF EXPERIENCE

Operatives Level Of Experience

	Frequency	Percent	Mean	Standard deviation
2-5 years	54	55.1		
5-10 years	26	26.5		
above 10 years	18	18.4		
Total	**98**	**100.0**	**1.63**	**0.778**

Source: Field data (2017)

Table 4.10: Operatives level of experience

Table 4.10 shows that, 54(55.1%) respondents had a work experience of 2-5 years, 26(26.5%) respondents had worked for a period of 5-10 years and 18(18.4%) respondents had worked for above 10 years. The mean was 1.63 with a standard deviation of 0.778 since majority of the operatives had worked for a period of between 2-5 years. Most of the operative respondents had below 10 years of experience which implies that operative employees do not require high level of experience to perform their daily functions. These functions are routine and require little level of experience to perform. Most employees are also on temporary employment hence having no time to gain more experience.

Managers Level Of Experience

	Frequency	Percent	Mean	Standard deviation
2-5 years	3	8.6		
5-10 years	15	42.9		
above 10 years	17	48.6		
Total	**35**	**100.0**	**2.40**	**0.651**

Source: Field data (2017)

Table 4.11: Managers level of experience

Table 4.11 shows that, 3(8.6%) respondents had a work experience of 2-5 years, 15(42.9%) respondents had worked for a period of 5-10 years and 17(48.6%) respondents had worked for above 10 years. The mean was 2.40 with a standard deviation of 0.651 since majority of the operatives had experience of between 5-10 years and those above 10 years. The results imply that management positions attract employees with high level of experience in management of the sugar company's operations. It can also be interpreted that managers are mainly recruited on pensionable and permanent basis which concurs with Ombayo*et.al.,* (2014) research study that found that managers in sugar companies have at least 5 years of experience.

C. TALENT MANAGEMENT STRATEGIES AND EMPLOYEES' PRODUCTIVITY

It comprises of talent management strategies and employee productivity. The respondents were to give their level of agreement on a Likert scale of strongly agree (SA), agree (A), neither agree nor disagree (N), disagree (D) and strongly disagree (SA). The rating was 1,2,3,4 and 5 respectively.

a. TALENT ATTRACTION STRATEGIES

	SA	A	N	D	SD	Mean	Std. Dev
Effective internal and external recruitment attracts best talent	4 (3%)	42 (31.6%)	8 (6%)	58 (43.6%)	21 (15.8 %)	3.38	1.172
Positive corporate brand name attracts best talent	4 (3%)	41 (30.8%)	20 (15%)	60 (45.1%)	8 (6%)	3.20	1.043
Companies with unbiased selection and placement processes attracts best talents	20 (15%)	35 (26.3%)	8 (6%)	40 (30.1%)	30 (22.6 %)	3.19	1.431
Our company recruitment and selecting strategies attract best talent	5 (3.8%)	33 (24.8%)	11 (8.3%)	72 (54.1%)	12 (9%)	3.40	1.073

Source: Field data (2017)

Table 4.12: Talent attraction strategies

Table 4.12 shows that 4(3%) respondents strongly agreed that effective internal and external recruitment attracts best talent, 42(31.6%) respondents agreed, 8(6%) respondents neither agreed nor disagreed, 58(43.6%) respondents disagreed and 21(15.8%) respondents strongly disagreed. The mean was 3.38 with a standard deviation of 1.172 this was so because the majority of the respondents were in disagreement. On whether the positive corporate brand name attracts best talent, 4(3%) respondents strongly agreed, 41(30.8%) respondents agreed, 20(15%) respondents were undecided, 60(45.1%) respondents disagreed and 8(6%) respondent strongly disagreed. The mean was 3.20 with a standard deviation of 1.043 this was so because the majority of the respondents disagreed.

Regarding companies having unbiased selection and placement processes attracting the best talents, 20(15%) respondents strongly agreed, 35(26.3%) respondents agreed, 8(6%) respondents neither agreed nor disagreed, 40(30.1%) respondents disagreed and 30(22.6%) respondent strongly disagreed. The mean was 3.19 with a standard deviation of 1.431 this was so because the majority of the respondents were not in agreement.

5(3.8%) respondents strongly agreed that their company recruitment and selection strategies attract best talent, 33(24.8%) respondents agreed, 11(8.3%) respondents neither agreed nor disagreed, 72(54.1%) respondents disagreed and 12(9%) respondent strongly disagreed. The mean was 3.40 with a standard deviation of 1.073 this was so because the majority of the respondents were in disagreement. The results of standard deviation which is more than 1 in Table 4.12 show that there was no consensus on the outcome of attraction strategies and whether the company had effective recruitment and selection in place.

Overall, companies with effective recruitment strategies that involves; souring for internal and external talents, positive company brand name and unbiased selection process attracts best talents. These results show that sugar companies should embrace talent attraction strategies so as to attract competitive talent which the study found out that these strategies are lacking because most respondents were not aware if these strategies exist. The study findings are consisted with findings of Davis (2007), Ballesteros (2011), Ana (2009), Oehley (2007) and Tanuja (2007) studies that observed that organizations with effective recruitment and selection

strategies and with a positive corporate image attract talented workforce.

b. TALENT RETENTION STRATEGIES

	SA	A	N	D	SD	Mean	Std. Dev
Financial and non-financial reward retain best talents	20 (15%)	78 (58.6 %)	15 (11.3%)	8 (6%)	12 (9%)	2.35	1.095
Total reward strategy retain key workers	70 (52.6 %)	35 (26.3 %)	10 (7.5%)	18 (13.5 %)	-	1.82	1.058
Competitive rates and benefits retain talents	50 (37.6 %)	63 (47.4 %)	8 (6%)	8 (6%)	4 (3%)	1.89	0.972
Compensation and reward policy in our organization includes all types of rewards to retain talents	13 (9.8%)	95 (71.4 %)	4 (3%)	12 (9%)	9 (6.8%)	2.32	1.003

Source: Field data (2017)

Table 4.13: Talent retention strategies

The respondents were asked to indicate their level of agreement on the retention strategies employed by the companies. Table 4.13 shows that 20 (15%) respondents strongly agreed that financial and non-financial reward retain best talents, 78(58.6%) respondents agreed, 15(11.3%) respondents neither agreed nor disagreed, 8(6%) respondents disagreed and 12(9%) respondents strongly disagreed. The mean was 2.35 with a standard deviation of 1.095 this was so because the majority of the respondents were in agreement.

On whether total reward strategies retain key workers, 70(52.6%) respondents strongly agreed, 35(26.3%) respondents agreed, 10(7.5%) respondents neither agreed nor disagreed and 18(13.5%) respondent disagreed. The mean was 1.82 with a standard deviation of 1.058 this was so because the majority of the respondents agreed.

On whether competitive rates and benefits retain talents, 50(37.6%) respondents strongly agreed, 63(47.4%) respondents agreed, 8(6%) respondents neither agreed nor disagreed, 8(6%) respondents disagreed and 4(3%) respondent strongly disagreed. The mean was 1.89 with a standard deviation of 0.972 this was so because the majority of the respondents were in agreement.

13(9.8%) respondents strongly agreed that compensation and reward policy in the organization includes all types of rewards to retain talents, 95(71.4%) respondents agreed, 4(3%) respondents neither agreed nor disagreed, 12(9%) respondents disagreed and 9(6.8%) respondent strongly disagreed. The mean was 2.32 with a standard deviation of 1.003 this was so because the majority of the respondents agreed.

The level of retention as a result of competitive compensation strategy were ranked as follows; Total reward strategy retain key workers, Competitive rates and benefits retain talents, Competitive rates and benefits retain talent and Financial and non-financial reward retains best talent represented with a mean of 1.82, 1.89, 2.32 and 2.35 respectively.

This results shows that though the respondents were in agreement that good compensation packages will make them be retained in the company, the current compensation is not adequate hence only a few of employees are beneficiary. The results of standard deviation in Table 4.13 show that there was no consensus on the outcome of retention as they were represented with a standard deviation of 1.095, 1.058, 0.972 and 1.003 respectively. Overall, the competitive compensation packages lead to high retention of talents in the organization and there should be clear and inclusive policy on compensation and reward for effective retention of talents in the organization.

The study findings concur with Gomez-Mejia *et.all.* (2004); Lockwood (2006); Mendez and Stander (2011); Vaiman and Vance (2008) studies that observed that successful organizations offer competitive compensation packages because they are able to retain their talented employees.

c. CAREER MANAGEMENT STRATEGIES

	SA	A	N	D	SD	Mean	Std. Dev
enterprise, progress and career improvement coverage is surely outlined and acknowledged to all personnel'	2 (1.5%)	54 (40.6 %)	8 (6%)	45 (33. 8%)	24 (18%)	3.26	1.212
Succession is done through development of strong talent pool	10 (7.5%)	47 (35.3 %)	16 (12%)	50 (37. 6%)	10 (7.5%)	3.02	1.158
Job rotations, transfers are done to increase employees' value and preparedness for succession	10 (7.5%)	60 (45.1 %)	10 (7.5 %)	51 (38. 3%)	2 (1.5%)	2.81	1.081
selection for promoting is based on private relationships and community ties	8 (6%)	47 (35.3 %)	8 (6%)	60 (45. 1%)	10 (7.5%)	3.13	1.157
promotion is based totally on past performance, variety of revel in and potential	20 (15%)	42 (31.6 %)	11 (8.3 %)	40 (30. 1%)	20 (15%)	2.98	1.354
Diversity in careers and work arrangements is standard at the company	7 (5.3%)	52 (39.1 %)	21 (15.8 %)	41 (30. 8%)	12 (9%)	2.99	1.131
career tune that is focused at the cause of the organization exists on the company.	22 (16.5%)	28 (21.1 %)	13 (9.8 %)	58 (43. 6%)	12 (9%)	3.08	1.295
profession management that allows all employees' to have same possibility for talent education exists on the organization	18 (13.5%)	42 (31.6 %)	7 (5.3 %)	58 (43. 6%)	8 (6%)	2.97	1.243

Source: Field data (2017)

Table 4.14: Talent development strategies

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The respondents were asked to indicate their level of agreement on the talent development strategies employed by the companies. Table 4.14 shows that 2(1.5%) respondents strongly agreed that agency progress and profession improvement policy is surely mentioned and known to all personnel, 54(40.6%) respondents agreed, 8(6%) respondents neither agreed nor disagreed, 45(33.8%) respondents disagreed and 24(18%) respondents strongly disagreed. The mean was 3.26 with a standard deviation of 1.212 this was so because the majority of the respondents were not in agreement.

On whether succession is done through development of strong talent pool, 10(7.5%) respondents strongly agreed, 47(35.3%) respondents agreed, 16(12%) respondents neither agreed nor disagreed, 50(37.6%) respondent disagreed and 10(7.5%) respondent strongly disagreed. The mean was 3.02 with a standard deviation of 1.158 this was so because the majority of the respondents disagreed.

On if job rotations, transfers are done to increase employees' value and preparedness for succession, 10(7.5%) respondents strongly agreed, 60(45.1%) respondents agreed, 10(7.5%) respondents neither agreed nor disagreed, 51(38.3%) respondents disagreed and 2 (1.5%) respondents strongly disagreed. The mean was 2.81 with a standard deviation of 1.081 this was so because the majority of the respondents were in agreement.

8(6%) respondents strongly agreed that choice for advertising is based totally on personal relationships and community ties, 47(35.3%) respondents agreed, 8(6%) respondents neither agreed nor disagreed, 60(45.1%) respondents disagreed and 10(7.5%) respondent strongly disagreed. The mean was 3.13 with a standard deviation of 1.157 this was so because the majority of the respondents disagreed.

On whether promotions are based totally on beyond performance, range of experience and potential, 20(15%) respondents strongly agreed, 42(31.6%) respondents agreed, 11(8.3%) respondents neither agreed nor disagreed, 40(30.1%) respondents disagreed and 20(15%) respondent strongly disagreed. The mean was 2.98with a standard deviation of 1.354 this was so because the majority of the respondents were in agreement.

On whether diversity in careers and work arrangements is standard at the company, 7(5.3%) respondents strongly agreed, 52(39.1%) respondents agreed, 21(15.8%) respondents neither agreed nor disagreed, 41(30.8%) respondent disagreed and 12(9%) respondent strongly disagreed. The mean was 2.99 with a standard deviation of 1.131 this was so because the majority of the respondents disagreed.

22(16.5%) respondents strongly agreed that profession track that is centered at the reason of the employer exists at the agency, 28(21.1%) respondents agreed, 13(9.8%) respondents neither agreed nor disagreed, 58(43.6%) respondents disagreed and 12(9%) respondent strongly disagreed. The mean was 3.08 with a standard deviation of 1.295 this was so because the majority of the respondents disagreed.

18(13.5%) respondents strongly agreed that a profession management that lets in all employees to have identical opportunity for skills schooling exists at the agency, 42(31.6%) respondents agreed, 7(5.3%) respondents neither agreed nor disagreed, 58(43.6%) respondents disagreed and 8(6%) respondent strongly disagreed. The mean was 2.97 with a standard deviation of 1.243 this was so because the majority of the respondents agreed. Majority of respondents agreed that Sugar Company's talent development occurs in companies that promote their employees based on merit, provide equal training opportunities and have well elaborate succession planning, represented by a mean of 3.13, 2.97 and 3.02.

However, respondents were not sure if talent development strategies were in place in their companies represented by a mean of 3.26.Some employees thought that they were not in place while others think that there was no management goodwill to implement the existing talent development. The results of standard deviation in Table 4.14 show that there was no consensus on the outcome of promotion based on experience, past performance and ability as a way of developing talent in an organization since its standard deviation was more than 1, that is, 1.354.

This meant that for organizations to develop their key talent, there is need to put in place promotion strategies based on past performance, ability and experience. Standard deviation results also show that they were varied opinion whether equal training opportunity and succession planning leads to talent development, and presence of talent development strategies in the company since there was no consensus in respondent's responses, shown by standard deviation of 1.243, 1.158 and 1.212 respectively.

In overall, the promotion, training and succession planning leads to development of employees' talents in an organization which in turn leads to their productivity. These findings as evident in Table 4.14 are in agreement with past researches conducted by Pollit (2009), Topper (2008), Sturgeins et.al (2001), Rhoades ae.al (2001), Van Dam (2004), Kraimeret.all (2003) and Agarwal (2007).

d. MODERATING EFFECT OF COMPANY FACTORS ON TALENT MANAGEMENT STRATEGIES AND EMPLOYEES' PRODUCTIVITY

	SA	A	N	D	SD	Mean	Std. Dev
company believe talent mgnt strategies increases our competitiveness	19 (14.3%)	78 (58.6%)	16 (12%)	13 (9.8%)	7 (5.3%)	2.33	1.013
talent retention strategy has led to increase profit margin	14 (10.5%)	79 (59.4%)	3 (2.3%)	15 (11.3%)	22 (16.5%)	2.64	1.293
Talent mgnt strategies in the organization has lead to high level of resource utilization	38 (28.6%)	64 (48.1%)	11 (8.3%)	3 (2.3%)	17 (12.8%)	2.23	1.253
Well trained and qualified staffs increases level of customer satisfaction	19 (14.3%)	79 (59.4%)	15 (11.3%)	10 (7.5%)	10 (7.5%)	2.35	1.059
Talent mgnt has led to increased employee productivity.	19 (14.3%)	83 (62.4%)	10 (7.5%)	1 (0.8%)	20 (15%)	2.40	1.206
internal recruitment policy helps uplift	20 (15%)	96 (72.2%)	5 (3.8%)	7 (5.3%)	5 (3.8%)	2.11	0.855

employees' morale							
formal succession planning has contributed to a high return of investment.	7 (5.3%)	80 (60.2%)	17 (12.8 %)	8 (6 %)	21 (15.8 %)	2.67	1.185
company believe that when employees' given an interesting and challenging jobs will increase their productivity	25 (18.8%)	88 (66.2%)	12 (9%)	4 (3 %)	4 (3%)	2.03	0.819
Well recruited, selected and assigned the right duties have improved their service delivery	28 (21.1%)	89 (66.9%)	11 (8.3%)	4 (3 %)	1 (0.8 %)	1.95	0.695
Talent mgnt strategies in this organization have led to increase in profitability.	11 (8.3%)	100 (75.2%)	11 (8.3%)	8 (6 %)	2 (2.3 %)	2.19	0.760

Source: Field data (2017)

Table 4.15: Effects talent management strategies on employees' productivity

The respondents were asked to indicate their level of agreement on the effects of company's factors on talent management strategies and employee productivity. Table 4.15 shows that 19(14.3%) respondents strongly agreed that companies believe that talent management strategies increase competitiveness, 78(58.6%) respondents agreed, 16(12%) respondents neither agreed nor disagreed, 13(9.8%) respondents disagreed and 7(5.3%) respondents strongly disagreed. The mean was 2.33 with a standard deviation of 1.013 this was so because the majority of the respondents were in agreement.

On whether talent retention strategy has led to increase profit margin, 14(10.5%) respondents strongly agreed, 79(59.4%) respondents agreed, 3(2.3%) respondents neither agreed nor disagreed, 15(11.3%) respondent disagreed and 22(16.5%) respondent strongly disagreed. The mean was 2.64 with a standard deviation of 1.293 this was so because the majority of the respondents agreed.

On if talent management strategies in the organization has led to high level of resource utilization, 38(28.6%) respondents strongly agreed, 64(48.1%) respondents agreed, 11(8.3%) respondents neither agreed nor disagreed, 3(2.3%) respondents disagreed and 17(12.8%) respondent strongly disagreed. The mean was 2.23 with a standard deviation of 1.253 this was so because the majority of the respondents were in agreement.

19(14.3%) respondents strongly agreed that well trained and qualified staffs increase the level of customer satisfaction, 79(59.4%) respondents agreed, 15(11.3%) respondents neither agreed nor disagreed, 10(7.5%) respondents disagreed and 10(7.5%) respondent strongly disagreed. The mean was 2.35 with a standard deviation of 1.059 this was so because the majority of the respondents agreed.

On whether talent management has led to increased employee productivity, 19(14.3%) respondents strongly agreed, 83(62.4%) respondents agreed, 10(7.5%) respondents neither agreed nor disagreed, 1(0.8%) respondent disagreed and 20(15%) respondent strongly disagreed. The mean was 2.40 with a standard deviation of 1.206 this was so because the majority of the respondents were in agreement.

On whether internal recruitment policy helps uplift employees' morale, 20(15%) respondents strongly agreed, 96(72.2%) respondents agreed, 5(3.8%) respondents neither agreed nor disagreed, 7(5.3%) respondent disagreed and 5(3.8%)respondent strongly disagreed. The mean was 2.11 with a standard deviation of 0.855 this was so because the majority of the respondents were in agreement.

7(5.3%) respondents strongly agreed that formal succession planning has contributed to a high return of investment, 80(60.2%) respondents agreed, 17(12.8%) respondents neither agreed nor disagreed, 8(6%) respondents disagreed and 21(15.8%) respondent strongly disagreed. The mean was 2.67 with a standard deviation of 1.185 this was because the majority of the respondents agreed.

25(18.8%) respondents strongly agreed that the company believe that when employees are given interesting and challenging jobs this will increase their productivity, 88(66.2%) respondents agreed, 12(9%) respondents neither agreed nor disagreed, 4(3%) respondents disagreed and 4(3%) respondent strongly disagreed. The mean was 2.03with a standard deviation of 0.819 this was so because the majority of the respondents agreed.

On whether a well recruited, selected and assigned the right duties staff have improved their service delivery, 28(21.1%) respondents strongly agreed, 89(66.9%) respondents agreed, 11(8.3%) respondents neither agreed nor disagreed, 4(3%) respondent disagreed and 1(0.8%) respondent strongly disagreed. The mean was 1.95 with a standard deviation of 0.695 this was so because the majority of the respondents were in agreement.

On whether talent management strategies in the companies has led to increase in profitability., 11(8.3%) respondents strongly agreed, 100(75.2%) respondents agreed, 11(8.3%) respondents neither agreed nor disagreed, 8(6%) respondent disagreed and 2(2.3%) respondent strongly disagreed. The mean was 2.19 with a standard deviation of 0.760 this was so because the majority of the respondents were in agreement.

Results in Table 4.15 show that although there is no general consensus between the respondents' agreement on the effects of company factors on talent management strategies illustrated by standard deviation of more than 1 (1.013, 1.293, 1.253, 1.059, 1.206 and 1.185), there is overall agreement that company factors have a great bearing on talent management strategies 2.35, 2.64, 2.23, 2.35, 2.40 and 2.67. The company factors which favours talent management strategies entails company financial muscle and management involvement in formulating, development and implementation of talent management strategies. The findings in Table 4.15 confirms the past studies on the importance of company factors in encouraging employees productivity, like the studies conducted by Lockwood (2006); Mwangi (2009); Cunningham (2002), Pleffer (2007); Miller and Breton-Miller (2004); Robbins (2002); Gopinath and Becker (2000), Clarke (2001); Oehley (2007); Sutherland and Jordan (2006).

D. INFERENTIAL STATISTICAL ANALYSIS

Data was analyzed in relation to the research objectives by generating correlation and regression from SPSS as tabulated in Tables 4.16-4.25. The main aim of correlation analysis was to test the strength and significance of relationship that exist between talent management strategies and employees' productivity and regression analysis was meant to test for research hypothesis, whether to accept or reject.

			Employees productivity	Talent attraction
Spearman's rho	Employees productivity	Correlation Coefficient Sig. (2-tailed) N	1.	
	Talent attraction	Correlation Coefficient Sig. (2-tailed) N	.512** .000 133	1

***Correlation is significant at the 0.01 level (2-tailed).*
Source: Field data (2017)

Table 4.16: Relationship between talent attraction strategy and employees' productivity

The findings in Table 4.16 show that there is a positive and significant relationship between talent attraction strategy and employees' productivity at 99% confidence level (r=0.512, p=0.000 since p< 0.01). The results reveal that sugar companies that embrace talent attraction strategies reports improvements in their employees' productivity. These results are in agreement with past studies conducted by Paul (2005); Poorhosseinzadeh and Subramaniam (2012) which found out that talent attraction strategies results to a positive and significant relationship with employees' performance.

			Employees productivity	Talent retention
Spearman's rho	Employees productivity	Correlation Coefficient Sig. (2-tailed) N	1	
	Talent retention	Correlation Coefficient Sig. (2-tailed) N	.559** .000 133	1

***. Correlation is significant at the 0.01 level (2-tailed).*
Source: Field data (2017)

Table 4.17: Relationship between talent retention strategy and employees' productivity

Results in Table 4.17 show that there is a positive and significant relationship between talent retention strategy and employees' productivity at 99% confidence level (r=0.559, p=0.000, p<0.01). The results reveal that sugar companies that embrace talent retention strategies report improvement in their employees' productivity. These results are consistent with the past studies carried out by Mendez and Stander (2011); Horton (2001); Poorhosseinzadeh and Subramaniam (2012) which found out that talent retention strategies results to a positive and significant relationship with employees' performance.

			Employees productivity	Talent development
Spearman's rho	Employees productivity	Correlation Coefficient		
		Sig. (2-tailed)	1	
		N		
	Talent development	Correlation Coefficient	.413**	
		Sig. (2-tailed)	.000	1
		N	133	

***. Correlation is significant at the 0.01 level (2-tailed).*
Source: Field data (2017)

Table 4.18: Relationship between talent development strategy and employees' Productivity

Study findings results in Table 4.18 show that there is a positive and significant relationship between talent development strategy and employees' productivity at 99% confidence level (r=0.413, p=0.000 and p<0.01). The result reveals that sugar companies that embrace talent development strategies reports improvements in their employees' productivity. Past studies findings support this assertion, for example, Poorhosseinzadeh and Subramaniam (2012); Sturgeins et.al (2002) and Rhoades *et.al* (2001) found out that there is a positive and significant correlation between talent development strategy and employees' performance.

			Employees productivity	Talent attraction	Talent retention	Talent development
Spearman's rho	Employees productivity	Correlation Coefficient	1			
		Sig. (2-tailed)	.			
		N				
	Talent attraction	Correlation Coefficient	.512**	1		
		Sig. (2-tailed)	.000	.		
		N	133			
	Talent retention	Correlation Coefficient	.559**	.408**	1	
		Sig. (2-tailed)	.000	.000	.	
		N	133	133		
	Talent development	Correlation Coefficient	.413**	.506**	.428**	1
		Sig. (2-tailed)	.000	.000	.000	.
		N	133	133	133	

***. Correlation is significant at the 0.01 level (2-tailed).*
Source: Field data (2017)

Table 4.19: Correlation without company factors

Results in Table 4.19 show that in absence of company factors, each talent management strategy is positively and significantly related to employees' productivity at 99% confidence level. Talent retention strategy had the highest positive and significant relationship with employees' productivity (r=0.559, p=0.000 and p<0.01) followed by talent attraction strategy (r=0.512, p=0.000 and p<0.01) and lastly talent development strategy (r=0.413, p=0.000 and p<0.01). These results are consistent with the past studies carried out by Heinen et.al (2004); Stockney (2007); Collings and Mellahi (2009) and Poorhosseinzadeh and Subramaniam (2012) which found out that talent management strategies results in a positive and significant relationship with employees' performance. It is interesting to note that this study ranked

talent retention first followed by talent attraction and talent development last related with employees' productivity which is inconsistent with Poorhosseinzadeh and Subramaniam (2012) study that ranked talent development first followed by talent retention and then talent attraction relationship with employees' performance.

			Employees productivity	TACF	TRCF	TDCF
Spearman's rho	Employees productivity	Correlation Coefficient				
		Sig. (2-tailed)	1			
		N				
	TACF	Correlation Coefficient	.591**			
		Sig. (2-tailed)	.000	1		
		N	133			
	TRCF	Correlation Coefficient	.647**	.749**		
		Sig. (2-tailed)	.000	.000	1	
		N	133	133		
	TDCF	Correlation Coefficient	.579**	.816**	.782**	
		Sig. (2-tailed)	.000	.000	.000	1
		N	133	133	133	

***. Correlation is significant at the 0.01 level (2-tailed).*
Source: Field data (2017)

Table 4.20: Correlation with company factors

Table 4.20 shows that in the presence of company factors, each talent management strategy is highly positively and significantly related to employees' productivity at 99% confidence level. Talent retention strategy had the highest positive and significant relationship with employees productivity (r=0.647, p=0.000 and p<0.01) followed by talent attraction strategy (r=0.591, p=0.000 and p<0.01) and lastly talent development strategy (r=0.579, p=0.000 and p<0.01).Comparing the results in Table 4.19and Table 4.20, show that when company factors are involved, the correlation between talent management strategies and employees' productivity is higher compared to when there is absence of company factors, this is shown by high correlations in Table 4.20 and low correlations in Table 4.19. It can be concluded that company factors play an important role in moderating the effects of talent management strategies and employees' productivity. For a higher employees' productivity organization financial muscle and management effective leadership is needed in formulating, development and implementation of talent management strategies. These findings results stress the important of company factors for improved employees' performance as highlighted by past studies conducted by Becker (2007); Mwangi (2007) and Lockwood (2006).

c. TESTING OF THE STUDY HYPOTHESIS

The results in Tables 4.21, 4.22, 4.23, 4.24 and 4.25gives the test of hypothesis on the effects of talent management strategies on employees' productivity as per each research hypothesis. The tables produced model summary, ANOVA and coefficient of determination for the purpose of either accepting or rejecting the research hypothesis. The study will use the correlation r (Beta, β) to test the hypothesis. The test criteria is set such that the study rejects the null hypothesis if β≠0, otherwise the study will have failed to reject the null hypothesis if β=0 (Elam, 1979).

a. REGRESSION RESULTS OF TALENT ATTRACTION STRATEGY AND EMPLOYEES' PRODUCTIVITY

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.480[a]	.231	.225	.59902

a. Predictors: (Constant), Talent attraction

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.	Sum of Squares
Regression	14.088	1	14.088	39.260	.000[b]	14.088
Residual	47.006	131	.359			47.006
Total	61.093	132				61.093

a. Dependent Variable: Employees productivity
b. b. Predictors: (Constant), Talent attraction

Coefficients[a]

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.373	.203		11.688	.000
Talent attraction	.343	.055	.480	6.266	.000

a. Dependent Variable: Employees productivity
Source: Field data (2017)

Table 4.21: Regression results of talent attraction strategy and employees' productivity Model Summary

Table 4.21 results on model summary shows that there is a satisfactory goodness of fit between employees' productivity and talent attraction strategies.

The R-Squired is 0.231 indicating that talent attraction strategies accounts for 23.1% of the variability in employees' productivity in public sugar companies. The regression results also show that there is a positive influence of talent attraction strategies on employees' productivity (r=0.480) thus concurs with Poorhosseinzadeh and Subramaniam (2012) findings that found a positive relationship between talent attraction and employees' performance.

Table 4.21 results on ANOVA show that overall regression model was significant in determining the feasibility or applicability of the model to measure the study variables.

This is illustrated with F=39.26 and a probability of 0.000 which is less that p-value of 0.05 (F=39.260, p=0.000 where p<0.05). The use of regression model to either accept or reject the researcher hypothesis is thus justified.

Study findings results in Table 4.21 show regression coefficient that reveals to what extent talent attraction strategy predict employees' productivity. Based on the results in Table 4.21, the equation for linear regression model can be written as; $Y=2.373+0.343X_1+e$. Where Y represents employees' productivity and X_1 represents talent attraction strategies and e represents error term. Beta of 0.343 means that every 0.343 units of use of talent attraction strategy contributes to a corresponding 1 unit in employees' productivity. The results also show that talent attraction strategy is statistically significant (p=0.000 where p<0.05) in explaining employees' productivity in public sugar companies in Kisumu County, Kenya. The study agrees with Poorhosseinzadeh and Subramaniam (2012) and Paul (2005) findings on the positive and significant relationship between talent attraction strategy and employees' performance.

The results of the regression in Table 4.21 showing the regression coefficient was used to test the first research hypothesis, "HO_1: There is no significant effect of talent attraction strategy on employees' productivity in public sugar companies in Kisumu County, Kenya".

The null hypothesis of the study was therefore rejected at 0.05 significant level since the beta value was not equal to 0 ($\beta \neq 0$, $0.343 \neq 0$) and the study accepted the alternative hypothesis that there is a positive and significant relationship between talent attraction strategy and employees' productivity.

Regression Results Of Talent Retention Strategy And Employees' Productivity

Model Summary

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.525[a]	.276	.270	.58116

a. Predictors: (Constant), Talent retention

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
Regression		16.849	1	16.849	49.885	.000[b]
Residual		44.245	131	.338		
Total		61.093	132			

a. Dependent Variable: Employees productivity
b. Predictors: (Constant), Talent retention

Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.957	.238		8.208	.000
	Talent retention	.474	.067	.525	7.063	.000

Dependent Variable: Employees productivity

Source: Field data (2017)

Table 4.22: Regression results of talent retention strategy and employees' productivity

Table 4.22 shows a model summary regression result illustrating that there is a satisfactory goodness of fit between employees' productivity and talent retention strategies. The R-Squired is 0.276 indicating that talent retention strategies accounts for 27.6% of the variability in employees' productivity in private sugar companies.

The correlation coefficient of 0.525 shows that there is a positive relationship between talent retention strategies and employees' productivity in public sugar companies in Kisumu County thus concurs with study findings conducted by Mendez and Stander (2011); Horton (2002); Poorhosseinzadeh and Subramaniam (2012) which found that there exist a positive and significant relationship between talent retention and employees' performance.

Table 4.22 results on ANOVA examined the significance of the overall regression model in order to determine the feasibility or applicability of the model to measure the study variables. The Results in Table 4.22 show that talent retention is significance (F=49.88, P=0.000 where p<0.05) thus the overall regression model was significant in applying to either reject or accept the null hypothesis.

Regression analysis results of regression coefficient in Table 4.22 show the extent to talent retention strategies can predict employees' productivity. Based on the Results in Table 4.22, the equation for simple linear regression model was in the form of; $Y=1.957+0.474X_2+e$. Beta of 0.474 means that every 0.474 units of use of talent retention strategies, leads to a corresponding 1 unit in employees' productivity. The results also show that talent retention is statistically significant (p=0.000 where p<0.05) in explaining employees' productivity in public sugar companies in Kisumu County, Kenya. The study agrees with Mendez and Stander (2011); Horton (2002); Poorhosseinzadeh and Subramaniam (2012) study findings that found out that there is a positive and significant relationship between talent retention and employees' performance.

The results of the regression in Table 4.22 were used to test the second research hypothesis, "HO_2: There is no significant effect of talent retention strategy on employees' productivity in public sugar companies in Kisumu County, Kenya".

The null hypothesis of the study was therefore rejected at 0.05 significant level since the beta value was not equal to 0 ($\beta \neq 0$, $0.474 \neq 0$) and the study accepted the alternative hypothesis that there is a positive and significant relationship between talent retention strategy and employees' productivity.

Regression Results Of Talent Development Strategy And Employees' Productivity

Model Summary

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.367[a]	.135	.128	.63528

a. Predictors: (Constant), Talent development

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.225	1	8.225	20.380	.000[b]
	Residual	52.869	131	.404		
	Total	61.093	132			

a. Dependent Variable: Employees productivity
b. Predictors: (Constant), Talent development

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	2.383	.276		8.640	.000
	Talent development	.346	.077	.367	4.514	.000
a. Dependent Variable: Employees productivity						

Source: Field data (2017)

Table 4.23: Regression results of talent development strategy and employees' productivity

In table 4.23 shows that there is a satisfactory goodness of fit between employees' productivity and talent retention strategies. The R-Squired is 0.135 indicating that 13.5% of the variability in employees' productivity in public sugar companies can be explained by the variability in talent development strategies. The regression results show that there is a high significance influence of talent development strategy on employees' productivity.

The correlation coefficient of 0.367 shows that there is a positive relationship between talent development strategies and employees' productivity in public sugar companies in Kisumu County thus concurs with Sturgeins*et.al* (2002); Rhoades *et.al* (2001);

Poorhosseinzadeh and Subramaniam (2012) findings found that there is a positive relationship between talent development strategy and employees' performance.

Table 4.23 ANOVA regression result was used to examine the significance of the overall regression model in order to determine the feasibility or applicability of the model to measure the study variables. The Results in Table 4.23 shows that the overall regression model is feasible in measuring the relationship between talent development and employees' productivity show by an F-value of which is significant at 95% level of significance (F=20.38, p=0.000 where p<0.05).

Regression analysis results in Table 4.23 on regression coefficient reveals to which extent talent development strategies predict employees' productivity. Based on the Results in Table 4.23, the equation for simple linear regression model was in the form of; $Y=2.383+0.346X_3+e$. Beta of 0.346 means that every 0.346 units of use of talent development strategies, leads to a corresponding 1 unit in employees' productivity. The results also show that talent development strategy is statistically significant (p=0.000 and p<0.05) in explaining employees' productivity in public sugar companies in Kisumu County, Kenya. The study therefore is consistent with past studies of Sturgeins*et.al* (2002); Rhoades *et.al* (2001); Poorhosseinzadeh and Subramaniam (2012) findings that found out that there is a positive and significant relationship between talent development strategy and employees' performance.

The results of the regression on Table 4.23 were used to test the research hypothesis, "HO_3: There is no significant effect of talent development strategy on employees' productivity in public sugar companies in Kisumu County, Kenya". The null hypothesis of the study was therefore rejected at 0.05 significant level since the beta value was not equal to 0 ($\beta \neq 0$, $0.346 \neq 0$) and the study accepted the alternative hypothesis that there is a positive and significant relationship between talent development strategy and employees' productivity.

Regression Results Of Company Factors On Relationship Between Talent Management Strategies And Employees' Productivity

Model Summary				
Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.607[a]	.369	.354	.54675
a. Predictors: (Constant), Talent development, Talent retention, Talent attraction				

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	22.531	3	7.510	25.124	.000[b]
Residual	38.562	129	.299		
Total	61.093	132			

a. Dependent Variable: Employees productivity
b. Predictors: (Constant), Talent development, Talent retention, Talent attraction

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.440	.275		5.230	.000
Talent attraction	.220	.059	.309	3.765	.000
Talent retention	.348	.072	.386	4.846	.000
Talent development	.046	.079	.049	.582	.561

a. Dependent Variable: Employees productivity

Source: Field data (2017)

Table 4.24: Regression results without company factors

Regression results in Table 4.24 show that there is a satisfactory goodness of fit between employees' productivity and talent management strategies. In the model summary, R^2 of 0.369 indicate that 36.9% of employees' productivity can be explained by talent management strategies (R^2=0.369) the regression correlation of R of 0.607 shows that talent management strategies have a positive effect on employees' productivity (R=0.607). The correlation coefficient of 0.607 shows that there is a positive relationship between talent management strategies and employees' productivity in public sugar companies in Kisumu County. These findings are in agreement with past studies conducted by Heinen*et.al* (2004); Stockley (2007); Collings and Mellahi (2009); Poorhosseinzadeh and Subramaniam (2012) that found that talent management strategies have a positive relationship on employees' performance.

Table 4.24 regression analysis on ANOVA examines the significance of the overall regression model in order to determine the feasibility or applicability of the model to measure the study variables. The results in the table show that talent management strategies are significant (F=25.124, p=0.000 where p<0.05) thus the overall regression model was significant in measuring the study variable.

Regression analysis results on regression coefficient in Table 4.24 reveals to which extent talent management strategies predict employees' productivity. Based on the results, the equation for multiple linear regression model can be written as; $Y=1.440+0.220X_1+0.348X_2+0.046X_3+e$. Beta coefficients for the variable (X_1, X_2 and X_3) measures the number of units' talent management strategies leads to a

corresponding 1 unit in employees' productivity. The results also show that talent attraction and retention strategies are statistically significant (p=0.000 where p<0.05) but talent development is statistically insignificant (p=0.561 where p>0.05) in explaining employees' productivity in public sugar companies in Kisumu County, Kenya.

E. 4.4.2.4.2 REGRESSION RESULTS WITH COMPANY FACTORS

Table 4.25 shows the multiple regression analysis conducted in order to find out the net regression effects of each of the talent management strategies on employees' productivity when company factors are involved.

Model Summary

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.649[a]	.422	.408	.52336

a. Predictors: (Constant), TDCF, TRCF, TACF

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
Regression		25.759	3	8.586	31.347	.000[b]
Residual		35.334	129	.274		
Total		61.093	132			

a. Dependent Variable: Employees productivity
b. Predictors: (Constant), TDCF, TRCF, TACF

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.311	.147		15.681	.000
TACF	.029	.016	.221	1.818	.071
TRCF	.065	.017	.435	3.708	.000
TDCF	.006	.021	.035	.265	.791

a. Dependent Variable: Employees productivity

Source: Field data (2017)

Table 4.25: Regression results with company factors

Table 4.25 shows that there is a satisfactory goodness of fit between employees' productivity and talent management strategies. The R-Squired is 0.422 indicating that talent management strategies accounts for 42.2% of the variability in employees' productivity in public sugar companies when company factors are involved but as shown in Table 4.24, it only accounts for 36.9% of the variability in employees' productivity when there are no company factors.

The correlation coefficient of 0.649 shows that there is a positive relationship between talent management strategies and employees' productivity in presence of company factors but has a less positive relationship (R=0.607) in absence of company factors. It can be concluded from the model summary that company factors have a lot of bearing in employees' productivity due to high correlation (R) and correlation of determination (R^2)

Table 4.25ANOVAresult was used to examine the significance of the overall regression model in order to determine the feasibility or applicability of the model to measure the study variables. The Results in Table 4.25 show that talent management strategies were significant (F=31.347, p=0.000 where p<0.05) indicating that overall regression model was significant thus was fit in measuring the study variables.

Regression Coefficient results in Table 4.25 reveal to which extent talent management strategies predict employees' productivity. Based on the Results in Table 4.25, the equation for multiple linear regression model was in a form of; $Y=2.311+0.029X_1M+0.065X_2 M+ 0.006X_3 M+ e$. Where X_1M =Talent attraction *Company factors, X_2M =Talent retention *Company factors and X_3M =Talent development *Company factors. Beta coefficients for the variable (X_1M, X_2M and X_3M) measures the number of units each talent management strategy leads to a corresponding 1 unit in employees' productivity. The results also show that only retention strategy and company factors is statistically significant (p=0.000 where p<0.05) while talent attraction and development strategies and company factors are statistically insignificant (p=0.071, p=0.791 where p>0.05) respectively. These results show that company factors play a very big role in retention on key company talents in public sugar companies in Kisumu County.

The results of the regression in Table 4.25 were used to test the forth research hypothesis, "HO_4: Company factors have no significant effect on the relationship between talent management strategies and employees' productivity in public sugar companies in Kisumu County, Kenya". The null hypothesis of the study was therefore rejected at 0.05 significant level since the beta value was not equal to 0 ($\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$, $0.029 \neq 0.065 \neq 0{,}006 \neq 0$) and the study accepted the alternative hypothesis that company factors have positive and significant effect on the relationship between talent management strategies and employees' productivity in public sugar companies in Kisumu County.

E. SUMMARY OF DESCRIPTIVE AND INFERENTIAL STATISTICAL ANALYSIS

Research objective and hypothesis		Descriptive statistic	Inferential Statistics	
To find out effects of….in public sugar companies in Kisumu County (objectives) or There is no significant effect between…..in public sugar companies in Kisumu County (Hypothesis)		Mean and stand deviation	Correlation	Regression model
1.	Talent attraction strategy on employees' productivity	Mean ≤ 3.5 agree Standard Deviation <1 no consensus	Positive and significant relationship (r_1=0.512, p=0.000 where p<0.05)	R=0.480 R^2=0.231 F= 39.260 $Y=2.373+0.343X_1+e$ p=0.000 where p<0.05 β≠0 hence reject null hypothesis and accept alternative hypothesis
2.	Talent retention strategy on employees' productivity	Mean ≤ 3.5 agree Standard Deviation <1 variability	Positive and significant relationship (r_2=0.559, p=0.000 where p<0.05)	R=0.525 R^2=0.276 F= 49.885 $Y=1.957+0.474X_2+e$ p=0.000 where p<0.05 β≠0 hence reject null hypothesis and accept alternative hypothesis
3.	Talent development strategy on employees' productivity	Mean ≤ 3.5 agree Standard Deviation <1 variability	Positive and significant relationship (r_3=0.413, p=0.000 where p<0.05)	R=0.367 R^2=0.135 F= 20.380 $Y=2.383+0.346X_3+e$ p=0.000 where p<0.05 β≠0 hence reject null hypothesis and accept alternative hypothesis

4.	ıpany factors on relationshi p between talent manageme nt strategies and employees ' productivi ty	lean ≤ 3.5 agree dard Deviation <1 no consensus	Positive and significant relationship without company factors =0.512, r_2=0.559, r_3=0.413, p=0.000 where p<0.05) Positive and significant relationship with company factors =0. 591, r_2=0.647, r_3=0.579, p=0.000 where p<0.05)	**Without company factors** R=0.607 R^2=0.369 F= 25.124 .440+0.220X_1+0.348X_2+0.046X_3+e p=0.000 where p<0.05 $\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ hence reject null hypothesis and accept alternative hypothesis **With company factors** R=0.649 R^2=0.422 F= 31.347 .311+0.029X_1+0.065X_2+0.006X_3+e p=0.000 where p<0.05 $\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ hence reject null hypothesis and accept alternative hypothesis hence reject null hypothesis and accept alternative hypothesis

Source: Field data (2017)

Table 4.26: Summary of descriptive and inferential statistical analysis

V. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

A. SUMMARY OF MAJOR FINDINGS

The study findings are presented in line with each research objectives and hypothesis based on the output obtained from the descriptive and inferential statistical analysis.

a. TALENT ATTRACTION STRATEGY AND EMPLOYEES PRODUCTIVITY

The study sought to find out the effect of talent attraction strategy on employees' productivity in public sugar companies in Kisumu County guided by a null hypothesis Ho_1: There is no significant effect of talent attraction strategy on employees' productivity in public sugar companies in Kisumu County, Kenya.

The study found out that public sugar companies in have no elaborate policies on talent attraction strategies shown by a high number of respondents who were not sure if such policies exists. However, the study found out that the companies were not involved with talent attraction strategies leads to employees' productivity shown by high level of respondents' were not agreement with a mean more than 2.5. Talent attraction strategies highlighted by the respondents in their degree of agreement entails; effective recruitment and selection of employees, consistent internal talent pool to occupy identified position, unbiased selection process which is attributed to high employees' productivity and companies developing innovative recruitment strategies.

The correlation results reveal that there is a positive and significant relationship between talent attraction strategy and employees' productivity at 99% confidence level thus sugar companies that embrace talent attraction strategies reports improvements in their employees' productivity.

Regression analysis results on regression coefficient reveal that talent attraction strategy predict employees' productivity thus alternative hypothesis was accepted that there is a significant and positive relationship between talent attraction strategy and employees' productivity at 95% confidence level. ANOVA results reveal that the overall model was feasible to measure talent attraction strategy and employees' productivity.

b. TALENT RETENTION STRATEGY ON EMPLOYEES PRODUCTIVITY

The study sought to determine the effect of talent retention strategy on employees' productivity in public sugar companies in Kisumu County guided by the research hypothesis, Ho_2: There is no significant effect of talent retention strategy on employees' productivity in public sugar companies in Kisumu County, Kenya.

The study found out that public sugar companies that have talent retention policies report improvement in their employees' productivity. These strategies ranked in their order of priorities are existence of a clear compensation and reward policy which includes all types of rewards, company attracting and retaining key workers by applying total reward strategy, provision of competitive rates plus other flexible benefits leading to increase in employees' productivity and compensation and rewards are both financial and non-financial. This is evident by the respondents' agreement that talent retention strategies lead to employees' productivity shown by a mean of 1.82 and above. However, the study found out that the sampled public sugar companies have no adequate talent retention strategy or those that have not implemented the talent retention policies shown by a high number of respondents that were not sure of the presence of talent retention policies in their organization with a mean of less than 2.5.

The correlation results reveal that there is a positive and significant relationship between talent retention strategy and employees' productivity at 99% confidence level thus sugar companies that embrace talent retention strategy reports improvements in their employees' productivity.

Regression analysis results on regression coefficient reveal that talent retention strategy predict employees' productivity thus alternative hypothesis was accepted that there is a significant and positive relationship between talent retention strategy and employees' productivity at 95% confidence level. ANOVA results reveal that the overall model was accepted to measure talent retention strategy and employees' productivity.

c. TALENT DEVELOPMENT STRATEGY ON EMPLOYEES PRODUCTIVITY

The study sought to examine the effect of talent development strategy on employees' productivity in public sugar companies in Kisumu County. The study employed a null hypothesis of, Ho_3: There is no significant effect of talent development strategy on employees' productivity in public sugar companies in Kisumu County, Kenya.

The study found out that public sugar companies that have talent development occurs in companies that promote their employees based on merit, provide equal training opportunities and have well elaborate succession planning thus leading to high employees' productivity represented by

respondents' agreement with a mean of 2.98 and 2.81 which leans to the positive side in terms of the coding. However, the study also found out that the selected sugar companies either have inadequate talent development strategy in place or there was no management goodwill to implement the existing talent development strategy represented mean of 3.26.

The correlation results reveal that there is a positive and significant relationship between talent development strategy and employees' productivity at 99% confidence level thus sugar companies that embrace talent development strategy have an improvement in their employees' productivity.

Regression analysis results also confirm that talent retention strategy predict employees' productivity because the beta coefficient was not equal to zero, thus alternative hypothesis was accepted that there is a significant and positive relationship between talent development strategy and employees' productivity at 95% confidence level. ANOVA results reveal that the overall model was feasible to measure talent development strategy and employees' productivity.

d. COMPANY FACTORS ON TALENT MANAGEMENT STRATEGIES AND EMPLOYEES PRODUCTIVITY

The study sought to establish the moderating effect of company factors on talent management strategies and employees' productivity in public sugar companies in Kisumu County. The research null hypothesis was; Ho_4: Company factors have no significant effect on the relationship talent management strategies and employees' productivity in public sugar companies in Kisumu County, Kenya.

The study found out that company factors have a great bearing on the relationship of talent management strategies and employees' productivity shown by a mean of 2.5 and below which is towards the positive in agreement respondents. Company factors which favour talent management strategies entail company financial muscle and management involvement in formulating, development and implementation of talent management strategies. Without these company favours, employees' productivity will still be wanting although there are talent management strategies in place.

The correlation results reveal that there is a positive and significant relationship between the moderating effect of company factors on the relationship between talent management strategies and employees' productivity at 99% confidence level thus public sugar companies with favorable company factors are able to formulate, develop and implement talent management strategies or a superior employees' productivity. The study also found out that in the presence of company factors, the correlation between talent management strategies and employees' productivity is higher as compared to where there is absence of company factors.

Regression analysis results also reveal that company factors are important ingredients for talent management strategies for a superior employees' productivity because the net beta values for the regression coefficients were not equal to zero. The study thus accepted the alternative hypothesis that company factors have positive effect on the relationship talent management strategies and employees' productivity in public sugar companies in Kisumu County, Kenya at 95% confidence level. It can be noted that although there was positive relationship between talent management strategies and employees' productivity in the presence of company factors, only talent retention strategy was significant but talent attraction and talent development strategies were insignificant. The ANOVA results reveal that the overall model was appropriate to measure the moderating effect of company factors on the relationship between talent management strategies and employees' productivity in Kisumu County, Kenya.

B. CONCLUSIONS

It can also be concluded that the public sugar companies sampled have no adequate talent management strategies in place and where they exist, there is lack of goodwill to implement these strategies no wander their employees' productivity is wanting.

The regression and correlation results show that talent management strategies that entails; talent attraction, talent retention and talent development have a positive and significant relationship on employees' productivity.

The study also concluded that company factors affect the relationship between talent management strategies and employees' productivity. This meant that organizations with favorable company factors like company financial muscle and management goodwill to formulate, develop and implement talent management strategies post superior employees' productivity.

The study finally concluded that organizations that have effective talent management strategies in place have a superior employees' productivity. Among the talent management strategies, talent retention strategy is rated first followed by talent attraction and talent development strategies as far as employees' productivity is concerned.

C. RECOMMENDATIONS

- ✓ Public sugar companies in Kisumu County should put in place talent management strategies because they positively and significantly lead to employees' productivity. These policies should be implemented, continuously reviewed and evaluated according to changes that take place in the sugar industry.
- ✓ Among the talent management strategies, public sugar companies in Kisumu County should invest more resources to retain their talent because talent retention strategy was found to lead to high employees' productivity as compared to talent attraction and talent development strategies.
- ✓ Public sugar companies in Kisumu County should look into ways of addressing company factors because they significantly and positively moderate the relationship between talent management strategies and employees' productivity.

This entails company managers availing adequate resources to implement talent management strategies and also management goodwill in formulating, development, implementing, monitoring and evaluating organization talent management strategies.

D. SUGGESTIONS FOR FURTHER RESEARCH

The followings are areas for further research.

- ✓ It wound be interesting to widen the study scope by conducting a similar study in private sugar companies to allow generalizability of the study to sugar industries in Kenya.
- ✓ A comparative study is also necessary covering other industries apart from sugar industry. This could further explain and evaluate the effects of talent management strategies and employees performance.
- ✓ Finally, a study should be conducted focusing on company factors influence on talent management strategies on employees' productivity. This will provide a good framework on how to minimize the influence of company factors because they have a lot of bearing on implementation of talent management strategy and employees' productivity.

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