

TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE: A CASE STUDY OF HOTEL AFRICANA KAMPALA UGANDA

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**A DISSERTATION REPORT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
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DECLARATION

I Nakadama Mariam Musa, Reg. KJ2217 / 001 hereby declare that the information presented in this report entitled “Talent Management and employee Performance: A case study of Hotel Africana Kampala Uganda” is a product of my experience and I am sure that it has never been submitted for any academic award in any University or Institution of learning.



Signature

Date 12/8/2024

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APPROVAL

This is to certify that this research report was compiled by Nakadama Mariam Musa (Reg No. KJ2217 / 001 on “Talent Management and employee Performance: A case study of Hotel Africana Kampala Uganda” satisfies the partial fulfillment of the requirement for the award of the Degree of Masters of Human Resource Management of Uganda Christian University



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Supervisor

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DEDICATION

I dedicate this dissertation report to my beloved parents and close relatives for their continuous support they rendered to me in my academic Journey. I pray that Almighty ALLAH rewards them abundantly.

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ABSTRACT

The study sought to examine the relationship between talent management and organizational performance at Hotel Africana in Kampala Uganda. This study focused on examining the relationships between (i) Talent Attraction, (ii) Talent Development, and (iii) Talent Retention and employee performance. This study followed a quantitative approach and correlation research. The researcher administered 61 questionnaires to respondents at Hotel Africana, of which 61 were fully completed, which reflected 100 % response rate. The study objectives were tested, revealing a significant positive association between the study variables. Results on objective three indicated that there is a statistically significant positive relationship between the study concluded that there was an overall statistically significant positive relationship between talent management and organizational performance at Hotel Africana in Kampala Uganda professional development strategies and teachers' service delivery. The study therefore recommended that the management of Hotel Africana should ensure effective implementation of planned talent management strategies by ensuring enough budget re-allocation and proper strategies to engage and retain potential employee as the way to enhance organization performance.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This study aimed to examine the relationship between talent management and employee performance in Hotel Africana, Kampala Uganda. The independent variable was talent management and the dependent variable was employee performance. The study therefore discusses how talent management strategies of talent attraction, Talent Retention and Talent Development influence employee performance at Hotel Africana in Kampala Uganda. This section presents the background of the study, statement of the problem, purpose of the study objectives, research questions, hypotheses, scope of the study, justification of the study, significance of the study, and conceptual framework.

1.1. Background to the Study

The background is divided into four perspectives: the historical perspective showing similar studies with the study variables, theoretical perspective showing the theory that narrates the study variables, conceptual perspective discussing the meaning of the study variables, and contextual perspective explaining the study area as applied below.

1.1.1. Historical Perspective

The evolution of staff performance has played a major role in the advancement of human resource management over the past decades. When human capital was high, the focus was on which staff to put aside, which to maintain, and which to reward. To that end, traditional evaluations worked well. However, when the supply of human talent declined (as we currently have), staff development became more focused and companies were looking for new solutions to meet this need. The significant shortage of managerial talent has led to changes in organizational

priorities. Companies use assessments to nurture and promote employees in management positions and, in particular, prepare managers for senior management positions (Rasta, 2020).

In the early 21st century, performance between managers and employees occurred because the work was completed, goals were met, problems were resolved, and employees were allowed to solve problems in their current activities while simultaneously developing their skills for future activities. Staff performance was more justified during the expansion of business and industry in the 1920s. This was largely due to the companies' intent to maximize mass production and operational efficiency, while employees were considered less important at that time. As time went By the 1950s, the power of employees had gained prominence. As a result, companies have begun to look for better ways to attract and retain employees, thereby enhancing productivity.

Employee performance is seen in history as mainly originating from the needs of human beings coming from the industrial revolutions that occurred and the result of these needs. The first industrial revolution (first appeared in the textile, iron, coal production and water transport sectors in the UK in the 1700s (Weitzman, 2016), the second industrial revolution (also known as the Technological Revolution, which has emerged as a result of changes in energy resources and basic raw materials), and the third industrial revolution (characterized by the automation and digitalization of production, is the result of developments such as the discovery of nuclear energy and the invention of computers (Evan & Minion, 2002) were respectively realized through mechanization, electricity and information technology. Domestic production occurred at the beginning of the industry, there was domestic production. Towards the end of industry one, it began to shift to textile mills, which we can call the first modern enterprises of that time. As a result of the industrial revolutions that have occurred, technology has developed gradually, but of

course, the development of technology has brought new challenges that greatly influence workers' performance (Tascam, Karate & Kuban, 2020).

At the beginning of the Fourth Industrial Revolution, competition was exhibited among employers to attain and retain competent employees working in different companies (Amelia, 2018), reflecting changes in employment trends (Grattan, 2017). This brings companies' attention to the necessity of re-identifying the manners in which human resources' strategic roles are seen. Many high-profile companies assert that organizational culture is key to a company's success (Colquitt et al., 2017). It is essential for companies to have a culture in which employees are satisfied and pleased with their jobs. It is hoped that this philosophy will motivate employees to perform and contribute their best to the organization (Schotanus-Dijkstra et al., 2016).

Currently, the corona pandemic has frustrated employee productivity. A number of workers have been stressed, and anxiety is hitting high from lockdowns and even ongoing curfews. The current uncertainty, coupled with complex family needs and potential financial strain, presents a unique challenge for everyone who puts employee performance in question. With the global pandemic, work-related concerns have left more than 40 percent of employees feeling burned. Companies had never thought about this catastrophe before, and organizational culture has never factored the corona and its related effects (online operations, lockdowns, curfews, and zoom meetings) on its performance. In addition to decreasing performance levels, some organizations have decided to completely close their operations (Owen, 2020).

1.1.2 Theoretical viewpoint

Goal-Setting Theory

This study was anchored in goal-setting theory (Locke & Latham, 2006) to explain employee performance in the banking industry, focusing on the Housing Finance Bank in Uganda. Below is a presentation of the theory that provides insights into employee performance at the Housing Finance Bank. Goal-setting theory (Locke & Latham, 2007) holds that if individuals set goals, they will be more motivated to perform. It posits that conscious and well-specified goals defined as the object or aim of an action to attain a particular standard of performance positively affect employee behaviors. This theory assumes that when individuals or organizations set more difficult goals, they perform better. However, if the set goals are easy, the performance of an individual or organization decreases (Locke & Latham, 2006). This theory was inductively developed after studying the psychology of organizations and industries over the years. When an employee or organization is committed to achieving goals and does not suffer from any conflicting goals, the achievement of the goal is positive. Goal setting helps develop action plans designed to guide people and organizations. The theory is premised on five basic principles that allow goal setting to perform better. These include clarity, challenge, commitment, feedback, and task complexity (Locke and Latham 2006).

Clarity refers to a clear and measurable goal that can be achieved within a specific timeline and within goal setting, which refers to the goals being able to achieve a decent level of difficulty, motivating the individual and organization to strive for positive goal achievements. Commitment makes individuals or organizations put on deliberate efforts to meet goals. Furthermore, it also helps goals become more achievable; feedback provides information on progress towards achieving goals. Individuals and organizations can adjust goal setting according to feedback, and

task complexity makes achieving goals easier by laying down processes and steps. Goal setting can be achieved by stringently applying all principles and ensuring that all goals account for the principles (Locke & Latham, 2006).

In this study, goal setting was often used by individuals to set and attain targets at workplaces. This enhances the attainment of the set goals, thus improving performance. It is applied in business settings where effective results are desired through efficient goal-setting, especially in the banking industry. In the pursuit of profits, commitment to the ideals of the business is paramount and thus should be undertaken to remind employees in an organization that allows continuous improvement in performance and productivity among employees.

1.1.3 Conceptual Background

Talent management

Talent management is an important activity because it enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of the organization. The process covers activities, such as selection, development, succession, and performance management (Wallis & Mercer, 2019). Talent management has been a top priority in the developed countries for decades now as expressed in literature for countries such as the UK, USA, France, China, and Australia (Coulson-Thomas, 2018, Lewis & Heckman, 2018)

Employee performance

Efficient staff performance is key to the success of organizations. Good performance refers to improved productivity, quality, profitability, and customer orientation. Successful companies around the world are working hard to identify and manage the factors that influence employee behavior and affect their employees' performance (Rosita, 2020). Employee performance includes executing defined duties, meeting deadlines, employee competency, effectiveness, and

efficiency in work (Deal & Kennedy, 2012). In this study, employee performance is conceptualized as having the following dimensions: productivity, quality, profitability, and customer satisfaction.

1.1.4. Contextual Background

According to Serrate (2020), talent management is one of the most pressing issues in organizations today, as competition for talent continues to define organizational performance. Critical talent is scarce and the situation is worsening due to a widening skills gap and large-scale social integration that drives changing lifestyles and talent poaching among rival firms. Mullah (2019), identify various set of practices covered by most talent management activities; staffing, recruitment, training and development, succession planning and employee retention management.

At Hotel Africana, the only applied talent management strategy given to employees is internal training programs to enhance their job experience. Yet according to Carl (2019) summarized that talent management strategies consist of a wide range of activities, including employee attraction and retention policies, talent audits, employee resource strategies, talent relationship management, role development, career management, learning and development, and performance management.

Therefore, talent management is essential for organizational performance. The ideal talent management system is one in which all employees understand the mission of the organization, how far they are towards achieving the organization's goals, and the skills required to improve performance and help the organization realize its goals. Talent management improves employee performance and boosts an organization's productivity (Armstrong & Baron, 2007).

Numerous empirical studies on talent management contain the central notion that talent management is associated with different human resource department practices, such as strategic recruitment, retention, development, and training of talented high-performing or high-potential employees (Heckman& Baron, 2017). These studies assert that the allocation of the selected person to the appropriate position and the development and training of the relevant competence based on strategic business objectives are associated with higher productivity and organizational competitiveness and are regarded as crucial to an organization's success.

1.2 Statement of the Problem

Stiff competition over talented employees has been released in the order of the day between well-known hotels in Kampala. Serena Hotel, Sheraton Hotel, Grand Imperial Hotel, and Hotel Africa. This has led to high employee turnover owing to the poaching of highly talented employees from one hotel to another. Although several scholars have conducted studies on talent management, few studies exist on talent management strategies and organizational performance. It is therefore against this literature gap that prompted the research to examine the effect of talent management strategies on organizational performance at Hotel Africana in Kampala Uganda.

1.3. Purpose of the Study

The purpose of this study was to examine the relationship between talent management and organizational performance in Hotel Africana, Kampala Uganda.

1.4. Objectives of the Study

This study was guided by the following objectives:

- i) To examine the relationship between talent attraction practices and organizational performance in Hotel Africana Kampala Uganda.

- ii) To analyze the relationship between talent development practices and organizational performance in Hotel Africana Kampala Uganda.
- iii) To examine the relationship between talent retention practices and business performance in Hotel Africana Kampala Uganda.

1.5. Research Questions

- i) What is the relationship between talent attraction practices and organizational performance in Hotel Africana Kampala Uganda?
- ii) What is the relationship between talent development practices and organizational performance in Hotel Africana Kampala Uganda?
- iii) What is the relationship between talent retention practices and business performance in Hotel Africana, Kampala Uganda?

1.6. Hypotheses

This study was guided by the following null hypothesis:

H1: There is a significant relationship between talent attraction and business performance in Hotel Africana Kampala Uganda.

H2: There is a significant relationship between talent development practices and business performance in Hotel Africana Kampala Uganda.

H3: There is a significant relationship between talent retention practices and business performance in Hotel Africana Kampala Uganda.

1.5. Scope of the study

1.5.1. Content Scope

This study focused on examining the relationship between talent management practices (in terms of attraction, development, and retention) and employee performance (in terms of productivity, quality, profitability, and customer satisfaction) in Hotel Africana in Kampala Uganda.

1.5.2. Theoretical Scope

The study was guided by Goal-Setting Theory which emphasizes that goals influence behavior through directing, attention, mobilizing effort, increasing persistence, and fostering leads to improved performance since it involves development of individual specific talents in different working fields. This provides insights into how setting clear and challenging goals can positively impact individual and organizational through production outcomes.

1.5.3. Geographical Scope

The research was carried out at Hotel Africana. This hotel is located on Wampewo Avenue near Kampala Jinja high way, in Kampala city of Uganda. The city is estimated to have population of 1,680,800 people in 2019 and is divided into the five divisions of Kampala Central Division, Kawempe Division, Makindye Division, Nakawa Division, and Rubaga Division. The choice made for the selection of Hotel Africana was to enable the researcher conduct a comparative analysis of Talent management among Hotels and determine how each of the talent management practice (talent attraction, talent development and talent retention affects employee performance over others.

1.5.4. Time Scope

This study was limited was conducted in a period of 8 month. That is from November 2023 to May 2024 .This is because this is the period in which the researcher was supposed to conduct

the study and at the same time it is the period in which the organizations attracts talented employees at a very highest rate of 80 % all over the world.

1.6. Justification of the Study

A number of studies relating to employee performance have been conducted. For example; from the study conducted by Botstein (2019), it was concluded that the recruitment and retention rate can be improved by implementing talent management. Relatedly, the study conducted by Lopez (2021), conducted it was observed that key aim of talent management is to retain staff. Sparrow and Markham (2022) argue that, if business perceives skills and knowledge as important and it needs to protect them, then the talent management architecture must have the capability to capture and store the know-how and be able to recall and understand the information. Likewise, Kim and Koura (2017) stated that governments can only build their ability to deliver by creating a strong ability to attract, retain and develop talented employees, but it is public institutions that are having difficulties attracting and retaining talent. Business around the world is competing for the same pool of talents. This has resulted to some unethical practices such as poaching of talents Davidson (2021).

The basic notion around scramble for talent is employee performance. As such, real estate companies have also discovered that attracting and retaining talented employees does not only enhance employee performance in itself but organization performance as a whole. (Smith, 2017). Talent management is defined as the process of identifying, development, recruitment, retaining and deployment of high potential individuals at the workplace (welkin's, Smith & Esker, 2017). Talent management also entails the identification, development and management of talent portfolio (Dracker, 2018). It is therefore a deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs.

Talent management is an important activity in that it enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of the firm. The process covers activities such as selection, development, succession and performance management (Welkins, Smith & Esker, 2017). Talent management has been a top priority in the developed countries for decades now as expressed in literature for countries such as the UK, USA, France, China, and Australia (Coulson-Thomas, 2012, Chug & Bhavnagar, 2011, Egerova, 2013, Lewis & Heckman, 2011). These studies show that the concern and search for talent is universal. In the US for instance, the Bureau of Labor and Statistics indicated that in 2010 the US had a deficit of 10,033,000 out of which, talent was most sought after by employers (Pfeiffer & Sutton, 2011).

According to a global survey that was conducted by Morley (2011) that targeted 26 countries and 32,000 employees revealed that shortage of talent in business entities is undermining performance. Real estate just like any other venture needs a talented employee. Pearson and Anuria (2010) argue that Africa has a reflex, complex paradox in that on one hand, it has high unemployment rates yet managers complain that they are short on talent, and are willing to recruit talent any time. The challenge with Africa is that over the years, the continent has suffered brain drain, as talented employees seek greener pastures in Europe and America (Lewis & Heckman, 2011). Kabuki, (2014) equally argues that talent management in Africa has been a major challenge due to poor compensation by companies, and prevalence of uncompetitive work environment that impact negatively on employee performance and desire to remain with the company.

In the real estate sector, talent management has become a key management, and performance issue. Several studies showed that business leaders consider finding talented people to be the

single most important managerial preoccupation in the recent past Kim & Lawson 2018). Talent Management as typical human resource roles and activities and in this perspective, HR provides the same attention and focus regardless of how the talent was recruited or classified. This is done by developing an internal talent to think through and identify strengths and career planning for succession planning for those employees who show exemplary performance at their job tasks.

Leas and Peron (2019) deduced that effective talent management strategy is comprised of nine key components. These are: Workforce analytics and planning that requires the organization to properly comprehend costs, demographics and issues of its workforce so that it can review them in light of future firm needs and objectives. The workforce analysis will therefore improve return on investments as a direct consequence of talent management (Leas and Peron 2019). Workforce analysis involves collecting data on competency of employees and matching them with new role designs; thus it identifies employees who possess the right experiences, knowledge and skills needed to perform in a particular job position.

According to Serrate (2020), talent management is one of the most pressing issues in organizations today as competition for talent has and will continue to define organizational environment. Critical talent is scarce and the situation is getting worse due to a widening skills gap and large-scale social integration that is driving changing lifestyles and talent poaching among rival firms. Identify various set of practices covered by most talent management activities; staffing, recruitment, training and development, succession planning and employee retention management.

Organizations therefore ought to provide career development opportunities to their staff by conducting internal training programs to enhance their job experience, enable self-career management by carrying out talent appraisals, enable work changes by instituting internal

transfers and retaining the right talent. Armstrong (2008) deduced that talent management practices consist of a wide range of activities including; employee attraction and retention policies, talent audit, employee resource strategy, talent relationship management, role development, career management, learning and development and performance management.

Talent management requires Human Resource professionals and their clients to understand how they define talent, whom they regard as ‘the talented’ and what their typical background might be (Frank and Taser 2016). Argus (2015) viewed that HR policies, leadership commitment, training and development and other aspects of talent are critical issues, which are important aspects to provide employees with the necessary knowledge and skills to enable them to cope with problem solving. However, training focused on broadening employees’ knowledge and skills can represent opportunities for individual growth and development and result in advantageous outcomes such as more proficient team-related skills and increased workforce flexibility (Hunt, 2016, Leitch 2016).

Talent management is therefore essential for employee performance. According to Heine and O’Neill (2014), talent management is the best way of harnessing employees potential and enhancing performance. The ideal talent management system is one where all employees understand the mission of the organization, how far they are towards achieving the organization’s goals, and the skills required to improve performance and help the organization realize its dream. Talent management improves employee performance and boosts the productivity of an organization (Baron, 2017).

Numerous empirical studies on talent management contain the central notion that talent management is associated with different human resource department practices, such as the strategic recruitment, retention, development, and training of talented high-performing or high-

potential employees (Lewis & Heckman, 2016 & Baron, 2017). These studies assert that the allocation of the appropriately selected person to the appropriate position and the development and training of the relevant competence based on strategic business objectives is associated with higher productivity and organizational competitiveness and is regarded as crucial to an organization's success (Lewis & Heckman, 2016).

Talent management requires HR professionals and their clients to understand how they define talent, whom they regard as 'the talented' and what their typical background might be (Frank and Taylor, 2004). Angus (2015) viewed that HR policies, leadership commitment, training and development and other aspects of talent are critical issues, which are important aspects to provide employees with the necessary knowledge and skills to enable them to cope with problem solving. However, training focused on broadening employees' knowledge and skills can represent opportunities for individual growth and development and result in advantageous outcomes such as more proficient team-related skills and increased workforce flexibility (Hunt2016 & Leitch 2016).

Employee performance common to most jobs includes quantity of output, timelines of output, presence at work and cooperativeness (Mathis and Jackson, 2015). Employee performance is a measure of the quality of a person's job execution. Many organizations review the performance of their employees on a quarterly or annual basis to determine the areas that require improvement. Employee performance reflects on the productivity of any given organization and therefore, needs serious consideration. Elmira and Imran (2017), define employee performance as output produced by employees based on a given job description that contributed to the realization of organizational objectives. It involves all aspects which directly or indirectly affect

and relate to the work of the employees. Organizational performance is a sign of the capacity of a company to efficiently achieve independent goals (Venetian & Raman jam, 2017).

One of the elements that are assessable is the employees' performance through the level of their productivity. Several researches have been introducing various methods to evaluate organizational performance in terms of the quality of work they produce, quantity in terms of numbers of output and how innovative and creative they are as individuals (Wong & Wong, 2017). This helps employees accomplish the works in accordance with the responsibilities assigned to them during a specified period. In other words, the assessment systems in selecting new employees to fill a role in an organization must have some standard parameters that can be relied upon. Once the position has been filled then the organization should follow a holistic approach in talent management for purposes of improving the performance of the employees. Hustled (2018) argued that the effectiveness will transfer on the behavior of employees as a result of human resource management which also proves a positive association. The ideal employee is one who has excellent skills and operates in a productive environment. Organizations can only tap into the full potential of employees by providing them with the necessary tools to succeed. The importance of employees' performance must therefore be understood by the management and sincere efforts must be put in that direction.

1.7. Significance of the Study.

This study holds to be of substantial significance for policy makers in Uganda and beyond as it may provide insights into the historical and contemporary dynamics of talent management and Understanding the evolution of talent management practices within Hotel Africana by informing policies that may foster a conducive environment for talent attraction, development, and retention.

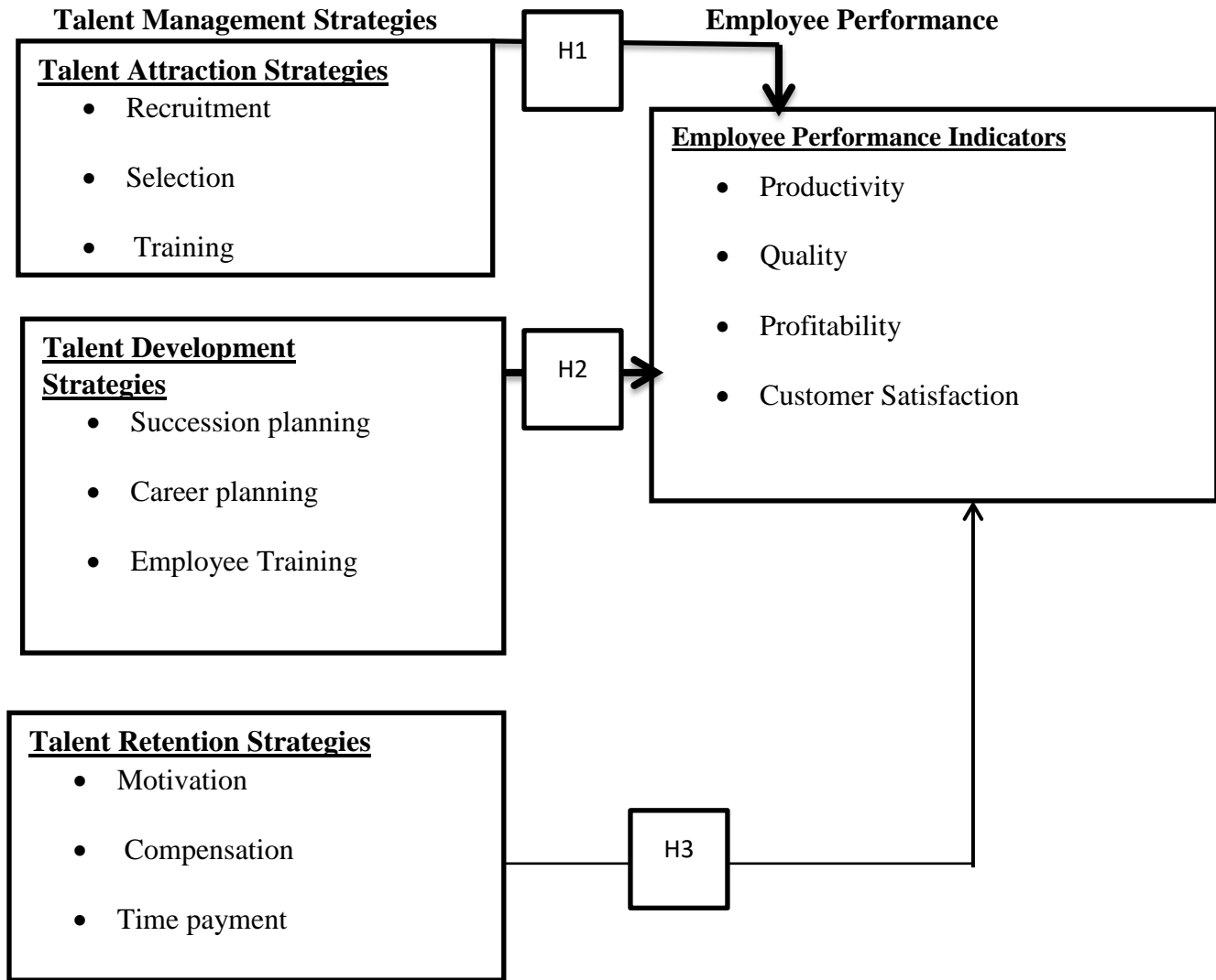
For the management team at Hotel Africana, this study may offer actionable insights that can contribute to strategic decision-making and business effectiveness. The historical perspective will provide a contextual understanding of the hotel's journey, enabling managers to appreciate the evolution of talent management practices within the business. The specific objectives related to talent attraction, development, and retention practices may guide managers in refining their strategies. By identifying areas of strength and improvement, managers may be able to optimize their talent management initiatives, ensuring alignment with global trends and industry best practices.

The academic community may also benefit significantly from this study as it may contribute valuable knowledge to the field of talent management and business performance within the hospitality sector. Scholars and researchers may be able to build upon the study's historical insights, using them as a foundation for further exploration into the dynamics of talent management in different cultural and economic contexts.

1.8. Conceptual Frame work for the study

Independent Variable (IV)

Dependent Variable (DV)



Source: Developed by the researcher 2024.

The conceptual framework hypothesized that talent management practices has no statistically significant a relationship on business performance. Talent Management is perceived to be the independent variable (IV) consisting the three elements of talent attraction, development and retention whereas business Performance is considered to be the Dependent variable (DV) with

indicators as; attention to detail, creativity and innovation, good time management, ability to perform in all key areas of role and consistency and imitativeness.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter presented a critical analysis of previous scholarly works related to the variables under study. It looks at the empirical review in line with the study objectives. Literature sources include journal articles, research publications, human resource management text books and articles.

2.1 Theoretical Orientation

Goal Setting Theory was primarily developed by Edwin Locke in the 1960s. It posits that specific and challenging goals, along with appropriate feedback, lead to higher performance compared to easy or vague goals. This theory is particularly relevant in the context of talent management and employee performance in the hospitality industry, such as at Hotel African.

In Line with this study, Goals should be clear and specific, as this helps employees understand exactly what is expected of them (Locke & Latham, 2017). Employees must be committed to the goals set for them. Higher commitment leads to increased effort and persistence Regular feedback on performance is crucial to guide employees toward achieving their goals. This helps in adjusting efforts and strategies as needed (Hattie & Timperley, 2017).

By setting specific and challenging goals, Hotel African can enhance employee engagement. Engaged employees are more likely to be motivated and productive, leading to improved. Goal setting can also inform training programs. Identifying the skills employees need to achieve their goals enables targeted training initiatives that enhance talent management strategies (Gonzalez & Gonzalez, 2020). Employees who perceive that their goals are meaningful and achievable are

more likely to remain with the organization. This is particularly important in the hospitality industry, where turnover rates can be high (Kwortnik & Thompson, 2019).

2.2. Employee performance

Astoria (2019) defines performance management systems as a set of organizational activities and processes that are interrelated and are treated holistically as an “integrated and key component” of the approach taken by an organization in the management of performance through its people and development of the required skills and capacities of its human capital. This therefore enhances the capacity of the organization and the eventual achievement of its “sustained competitive advantage”. Employee performance is how a member of staff fulfills the duties of their role, completes required tasks and behaves in the workplace. However, employees continue to encounter difficulties such as; poor recruitment and selection, lack of compensation, low coaching and mentoring. Studies have found out that employee performance in terms attention to detail, creativity and innovation, time management. Employee performance assesses whether a person performs a job well. Performance is an important criterion for organizational outcomes (Success Campbell 2016) describes employee performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

The greatest challenge facing managers in almost all organizations today is how they can get maximum performance from the employees (Kirkpatrick & Kirkpatrick 2016). This is because management of employees today has shifted in its outlook. No longer are employees regarded as machines to carry out order given by the management, they are rather regarded as the greatest

source of the organization on whose shoulders rest the success or failure of that particular organization.

There are two aspects in which employee performance can be taken into consideration: either as outcome and Behaviour (Rossi, 2017). On the other hand, employee performance can be taken as outcome in sense that the goals and actions the employee has achieved. Employee performance can therefore be defined as how the individual worker executes the duties assigned to them by management in a bid to reaching the larger organizational goals. The individual's performance is assessed by the organization on a quarterly or annual basis, pinpointing areas of strength and the areas that need improvement (Dacha, 2017).

The performance management systems are critical in coming up with the organization's development goals which include aspects such as generation of their feedback.

2.2.1. Employee Performance Dimensions

Policy compliance

Policy compliance is the act of complying with federal, state, or local laws and regulations. Every organization, no matter the size, must adhere to compliance regulations. They must also meet specific mandates for data security, privacy, and workplace security. Enterprise organizations have even more compliance regulations to adhere to, as they often have many office and data warehouse locations. Failing to adhere to laws can be costly. Managing your workplace compliance is essential to mitigate risk and protect your employees and their data.

Adaptability is the willingness to change your behaviour or strategy as needed to adjust to a changing environment. It is crucial for success in today's ever-changing workplace. Those who are adaptable can respond quickly to a change in demands or priorities.

If adaptability is the ability to change and adjust, the opposite is inflexibility. Inflexible or rigid people have difficulty coping with new situations or conditions. These traits can make employees seem out of touch or uncommitted. They may not want to try new things, fear not being successful at them, resist changes that would improve their work life, and show unwillingness to learn from their mistakes. Lack of adaptability can lead leaders astray too. Leaders need to be able to reflect on how their team operates and identify the changes that might be necessary for future success.

Dependability

Dependability is the quality of being Dependable, i.e. being able to be relied on or trusted. Dependability is the ability of a product or system to perform its required functions under stated conditions for a specified period. Dependability is often divided into two main categories: reliability and maintainability. Dependability is a key factor in the design of systems that must perform their required functions under conditions that are frequently less than ideal, such as during a power outage or system crash. Systems that are designed for dependability often have features such as fault tolerance and graceful degradation. Fault tolerance is the ability of a system to continue operating even in the event of a failure, while graceful degradation is the ability of a system to maintain its essential functions even when parts of the system are not working correctly.

Proper planning is the key to any Dependability. Dependability is all about ensuring that you can count on something or someone. In other words, it's the quality or state of being Dependable. A team succeeds when it has dependable members.

2.3. Talent attraction

Talent management - is the process that involves the identification, development, recruitment, retaining and deployment of high potential individuals at the workplace (Smith 2017).

2.3.1. Dimensions of Talent Attraction

Recruitment and Selection

For talent attraction using recruitment and selection, the business should ensure that they use methods that will attract talent that reflect the value and also the culture of the company (Ambrose 2018). The recruitment of members of talent pool is the first task of talent management strategy. (Kabanias 2017) explicated recruitment as a process of discovering talented personnel for current or expected vacancies whereas selection is a method of selecting suitable individuals for the job thus, hiring and selecting the right employee in the right job eventually affects the business as well as employee performance. According to (Pahoa & Galantine 2018), recruitment and selection can be a technique to improve the performance of individual employees through familiarizing talented individuals as well as providing opportunities to perform in an organization.

The first step in management of talent is recruitment of new employees from business pool of talent which is a group of employees who possess special character traits and have the capability of becoming executives in the future (Baluster 2017). The source of talented workforce could either be internal or external. Internal sources are considered to be most appropriate in selecting pool of talent the reason being they have prior knowledge regarding business processes and it is easy to incorporate them into new positions and therefore boosting the morale of the employee. To be able to hire the right talented employees for business success, talent search matrix is very important as it shows different combinations of qualitative and quantitative element of the

potential employee. Through this matrix, the focus of recruiting personnel is on the character traits needed for the job to be performed (David 2018).

The elements of the talent matrix responsible for shaping employees image required are inclusive of experience, qualification, profile, expertise and potential summarized as experience, profile and qualification. Qualification, potential and expertise are crucial for the development of the employee the business is seeking (David 2018). Branding by the employer includes developing of the business's image with the aim of making sure that it is good enough to attract the needed talent. Branding is considered to be a very important strategy of attracting talent into the business.

If a business is successful in managing its brand then it will be able to attain competitive advantage with ease (Kim, 2021). Failure of having a good brand image will lead to difficulties in attracting appropriate talent (Ana, 2022). Such business that are rates as top companies share something in common, the message they pass is clear and consistent and therefore the result is a strong talent pool (Tania, 2017). The characteristic of proposition of employee talent is potential perception of employees regarding the value of the business that wants to recruit them. The measure of value proposition by employees depends on the challenges the job possesses, work environment, opportunities for training, flexibility and business's reputation (Holley, 2017). The organizations should conduct an evaluation on what they are offering to already existing and new talents and their expectations in return from employers and employees point of view; the value proposition should provide fair exchange of value.

The image of the business, its reputation, mission and record provide a reflection of value proposition (Sloan 2017).

Geoi (2018) still added that the probability of a company to attract the appropriate talent is based on the values of the business and the perception of the targeted talent to the business. Leos (2017) did argue that there is no alternative for employers other than branding themselves employers of choice. Companies should therefore have a good image in regards to rewards and working conditions of the employees.

Training

Training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to increase employee performance (Boyars & Rue, 2018). It is a key strategy for generating skills in people since it enables them to both learn and unlearn skills – in other words, to acquire new skills and change inappropriate skills (Pineda, Quesada & Carazo, 2017). Casio (2019) observes that to promote efficient learning, long term retention and application of the skills or factual information learnt, in training to the job situation, training programs should incorporate principles of learning developed over the years. Roth & Kazan's (2016) found out that talent training requires not only formal classroom training but also there are other approaches such as mentoring and autonomous learning. Most companies choose to adopt the HR strategies such as the commitment strategy which attempts to develop psychological connections between the company and the employee as a means of achieving goals (Wright, Gardner & Moynihan, 2017).

Training refers to a planned intervention aimed at enhancing the elements of individual job performance (Chenab & Tokelau, 2016). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Boyars & Rue, 2018). Those workers who feel they are unable to perform a task with the desired level of performance often decide to leave the firm. Rowed (2020), suggest that training may also be an

efficient tool for improving employees' job satisfaction as employees' better performance leads to appreciation by the top management hence, employees feel more adjusted with his job. According to Connie (2019), trained employees are able to satisfy the customers and employees who learn as a result of training program show a greater level of job satisfaction along with superior performance.

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (Leis & Peron, 2019). Moreover, it also enables employees to deal with the customer in an effective manner and respond to their complaints in a timely manner (Hollenbeck, Debreu & Gonzo, 2017). Training develops self-efficacy and results in superior performance on job, by replacing the traditional weak practices by efficient and effective work related practices (Caravan, & Zak 2018).

According to (Churl & Tokelau, 2020), employee training generates an improvement in performance related benefits for both the organization and the employee. This is partly because training positively influences employee`s performance due to development of knowledge, behaviour, abilities, skills and competencies. Training bridges the performance gap in the implementation of tasks since it comes as an intervention for developing fastidious skills and competencies of employees thus enhancing their performance. Training therefore enhances employee competencies hence enables them to implement their job related tasks efficiently thus facilitating the achievement of the firm`s objectives. Furthermore, cases of dissatisfaction, turnover and absenteeism will be reduced if and only if employees are trained. Training of employees gives desired work security thus positively influencing employee performance. In fact, top firms in the various industries recognize the need for comprehensive training so that employees can improve on their development skills (Jambi, 2021).

Training is the systematic acquirement and improvement of knowledge, skills and competencies that are required by an employer so as to adequately perform assigned tasks thus boost performance (Boyars & Rue, 2018). Career training enhances employee's job performance needed to fulfil goals of the firm that entails keeping an effective and dynamic workforce. Furthermore, the provision of training by the corporation is an important determinant of employee retention that has a positive correlation with organizational performance.

2.2.2. Relationship between talent management and employee performance

Talent management is not restricted to only one HR function, but is comprehensive since it embraces a multiple set of HR functions such as recruitment, succession planning, career development, training and development, performance management, etc. in order to ensure that the organization attracts, recruits, retains and engages its talented employees.

Due to the fact that people constitute the core of each corporate structure as well as the most vital tool for gaining competitive advantage in a business environment, management of talent, which refers to the people in this context, is crucial in order to make the most of the talent possessed by the organization. Moreover, the HR processes that need to be considered in conjunction with the talent program include performance management which is a core activity for talent spotting and development; its level of sophistication in discriminating between high, good, average and poor Performance is vital to success of talent management.

Talented people, no matter which title they have in an organizational structure, would like to be realized and appreciated. They would like to have their performance measured and get feedback on what they are doing well and what sides they should work on developing. They expect the organization to appraise their performance regularly either through supervisor appraisals,

customer appraisals, subordinate or self-appraisals, etc. Following a full-fledged performance appraisal, the employer gives feedback, offers development programs or financial and non-financial rewards which contributed to the increase in the performance of the employees. Furthermore, the economic benefits of talent management are demonstrated at the individual level. “A” players, or the best 10-15 per-cent performers of an organization, have improvements in performance output, ranging from 19 to 120 per-cent, depending on the complexity of the job. It may be true to suggest that being an element of talent management systems, performance appraisal is a circular process, which has no end. Starting with a formal appraisal process followed by feedback, training and development opportunities and various rewards (such as compensation, promotion, recognition, appreciation, etc.) offered to the talented employee, whose performance will be given a pace as a result of these motivating tools. In other words, it can be suggested that performance appraisal is a complex system leading to feedback and development in order to make the best of people in an organization.

Having the human being as their core element, performance management and talent management are mutually-inclusive processes, where the aim is to achieve development both for the employee and the organization and to obtain improved business results. An often-cited study by Mark Hustled shows that a standard deviation increase in high-performance talent management practices is associated with enormous economic returns which are significant indicators of Organization and employee performance. The selected companies, in the top 15 per-cent of all those in Hustle d’s study in terms of their use of high-performance talent management practices, were associated with some financial advantages such as “a 7 per-cent decrease in turnover”, “an increase of \$ 3800 in profits per employee”, “\$27.000 in sales per employee” and “an increase of \$ 18.600 in market value per employee. The use of talent management is therefore one of the

factors contributing to the increased productivity of the employees through the enhancement of their interest and eagerness towards work.

2.3. Talent Retention

Talent retention is referred to be the ability of an organization to retain its employees within the organization in the long run. It can be measured in simple statistics like percentage and considered as the outcome or in terms of efforts made by employer to keep employees within the organization in this sense it is considered to be the strategy. It is therefore advisable that every organization should maintain its best performers especially in today's competitive economic arena where competitors are observed to poach employees from each other (Hall, 2016). Moray (2017), explains that when an organization cannot retain its employees, such action leads to high costs associated with employee turnover including additional burden on the remaining staff, recruitment and training costs. As a result, it is important that firms adopt Human Resource management (HRM) strategies that make the best use of employees and retain talent. Retention of employees is very important because if the talented employees of the organization leave the organization in large numbers it directly affects the cumulative performance of the employees as well as the profitability of the organization.

2.3.1. Dimensions of Talent Retention

Motivation

All organization encounters the matter of motivation whether they are in the public or private sector (Chantal 1 & Manado, 2020). The word motivation is derived from "Motive". The meaning of "motive" is needs, wants and the desire of the persons. So that "employees' motivation means the process in which organization inspiring our employees with the shape of rewards, bonus etc. for achieving the organizational goals. (Chantal & Manado, 2020).

Petri (2019) states that motivation as the forces acting on or within a person to initiate and direct behaviour. It explains differences in intensity of behaviour and why behaviour occurs in one situation but not in another. The meaning of motivation is therefore particularly useful in its ability to increase general understanding and prediction of behaviour. The idea of motivation overlaps with the concept of morale, meaning the extent to which the employee feels positive or negative about his or her work. Sharma (2021) stated that work motivation is an invisible, internal and hypothetical construct and that researchers therefore have to rely on established theories to guide them in the measurement of observable manifestations of work motivation.

Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance. Through employee motivation, the employer can encourage the employees by enhancing their skills and also by improving their morale. Bowen and Sadri (2018) highlighted the importance of talent retention by using the motivational theory of employees. For this purpose, Bowen and Sadri (2018) used Maslow's theories of motivation where intrinsic and factors of motivation were of great importance. These factors ultimately led to job satisfaction which helps talent retention.

According to Maslow employees constantly desire next circumstances which they do not yet have. Once lower need has been satisfied, people try to achieve the next level. Therefore, lower need no longer acts as a motivation factor. The need of the next higher level in the hierarchy has become the motivation factor. People search ways to achieve the demand of next level. Maslow gave a theory called Maslow's Hierarchy of Needs where motivation helps an individual to satisfy his basic needs. Abraham Maslow depicts the needs as a pyramid with five levels. The lower level in the hierarchy is the Man's basic and more powerful need which influence on the person's behaviour. Starting from the lowest level, the five levels are the physiological needs

which satisfy basic human needs such as air, food, water, sleep and shelter. If any of these needs are not satisfied the employee's focus on the job at hand comes down.

Then next comes the Safety needs which include personal security, health and well-being employment, financial security, family, property ownership and protection from arbitrary exercise of authority. Social needs are the needs of people for family, love and friendship, and also to feel a sense of belonging. Employees in the workplace must feel that they belong and can identify with the rest of the workforce. Organizations should have a strategy that satisfies these needs to prevent or reduce anxiety, insecurity and stress among employees which ultimately helps in improving employee productivity (Abraham Maslow). Esteem needs are the needs that are derived from recognition resulting in feelings of acceptance, prestige and status. Employees who are satisfied with the needs of the self-esteem can result in feelings of adequacy, confidence and competence. These esteem needs give the employees a sense of importance and also provide them with opportunities to contribute. People also need to feel self-confident and a sense of achievement to respect others and to be respected in return. If esteem needs are not full-filled, employees will feel discouraged and inferior this affects their enthusiasm and performance level. Growth needs are the needs which employees' needs for growth and self-actualization. Self-actualization stage is the one which is achieved with the full potential in their personal life and in their career. Employees want to realize their aspiration and also want to attain the highest possible level in their job. People need opportunities to express their creativity and their ability in problem solving. Abraham Maslow contended that growth needs have lasting motivational effects on employees, helping them to maintain and improve their work performance. The needs from the second to the fifth level are psychological needs. It is said that satisfaction of these needs are not as powerful as the first level of needs in influencing people's behaviour. Even after

being the low level needs are lower in the order of priority they are highly important in nature. The need for self-actualization is the highest level of needs. This has profound effect on employee interest and commitment.

Consideration of Maslow's motivational theory provided a critical link between an employee's work motivation and a manager's continuous adaptation to employees' changing needs to keep their workforce motivated (Shuck & Herd, 2017). A complete understanding of the full need framework might underpin employee retention (Shuck & Herd, 2016). An employee's external values and unmet needs could hinder the achievement of self-actualization within a work environment. An individual's external values are affected by the actions of an organizational manager that lacks strategies to improve employee retention, social groups and association.

Performance Appraisal

Performance appraisal is the process of evaluation and communicating to an employee how she or he is performing the job and establishing a plan of improvement - it provides the forum for identifying development needs and serves as the mechanism for feeding back information to the manager about current levels of performance, seeking to identify and negotiate adjustments or further development needs (Badin, 2017.) Gorman's and Kahoka (2018) concluded that firms endeavor to adopt various performance management practices that entail workers' selection, goal setting and placement as well as performance appraisals. They are basically means by which firm managers define overall employees' goals and consequently work towards developing employees' capabilities by evaluating rewards against person's effort.

Performance appraisal can be defined as an act of testing, evaluating, measuring and justifying the performance displayed by the employees during a specific period of time. The companies

may change the time interval of performance appraisals according to their nature of business and requirement. The objective of performance appraisal is to maintain the performance of the employees, up to desired levels, by motivating employees who depend on the workplace environment and rules and regulations at work Adonis (2018).

Agouti (2017) sought to explore the perceived influence of performance appraisal criteria on employee job satisfaction at Kenya Airways. The research findings revealed that there are various dimensions that influence job satisfaction even though weak. Specifically, various specific aspects of performance appraisals relatively and positively influence job satisfaction and employee performance. It was concluded that various adopted techniques of performance appraisal criteria positively influence employee job satisfaction. In essence, employees who are satisfied are more likely to perform better since they are highly motivated at the organization. The study recommended that employees need to be involved during the entire process of performance appraisal so as to enhance employee performance. Ahmad and Hander (2021) examined the impact of performance appraisal on employee's performance whereby motivation was selected for a moderating role in the study. Research findings revealed the presence of a positive relationship between the presence of performance appraisals and individual employee performance. The study established that divisional banks can adopt appraisal systems so as to improve on employees' performance standards.

Adonis (2020) examined the performance of an appraisal system and its implication to employee performance. Research findings showed that firm's performance appraisal systems were indeed adopted at the studied firm. Study results further showed that performance appraisal systems handled to both negative and positive impacts on individual employee performance. The study

recommended that firms ought to revisit as well as redesign their appraisal system so that it can align to the mission and vision hence facilitate the attainment of organizational goals.

Yankee, Salam, Olay, Omani and Abode (2017) modelled the relationship that exists between performance appraisal and organizational productivity in Nigerian public sector. Study results showed that if managerial decisions were to be fair and just in the issue of equitable employee promotions and rewards, employees' loyalty and job commitment would increase in the organization. In essence, if employees are properly motivated then innovation that arises from them would promptly increase at the job lead to optimal job performance. The respondents further indicated that if they received regular feedbacks about their jobs performance, they would be in a better position to identify their personal strengths and weaknesses hence enable them to improve on their weak areas to enhance better performance as well as sharpen their strength to even translate to superior productivity.

Feedback

According to Zhou (2020), developmental feedback refers to the extent to which supervisors provide employees with useful information that enables the latter to learn, develop, and improve their performance. Furthermore, developmental feedback provides information about how well employees meet organizational expectations and work requirements for the purpose of future improvement (Jogo & Park, 2017). Kennedy and McCarthy (2019) note that feedback is the process in which part of the output of a system is returned to its input in order to regulate its further output, and should be an essential part of education, training and personal development.

Feedback strategy is the amount of information employees receive about how well or how poorly they have performed. It acts as a channel between the employee and the employer. Employers

can provide either positive feedback or negative feedback to employees. This feedback helps the employee assess their performance and identify the improvement areas. Without the policy of providing feedback the employees get de-motivated and lead to employee absenteeism. Input from employer's side is necessary as it help employees to improve their performance and increase efficiency. In the process of the communication between employee and employer a message is conveyed to the receiver by the sender. The message may be or may not be in a common format or language that both the sender and receiver understand. So there is a need to encode and decode the message in the process. The process of communication is incomplete without the feedback (Jogo & Park, 2019).

Communication between the employee and the employer lead to unimaginable heights of employee retention. Open door policy is a communication strategy where organizations support open door policies so that the employees feel comfortable and are able to express their doubts and feeling to their employers, frequent meetings and social gatherings, emails, newsletters, intranet and many more are the different communication mediums. Managers who engage themselves frequently in two-way communication with employees can provide feedback that can motivate an employees' work performance. The importance of active feedback seeking in relation to employee and managerial job performance is based on the idea that an effective employee or manager is good at self-regulation (Ansell & Levy, 2017, Ashford, Blatt & Vanda 2016). That is, an employee or manager who actively seeks feedback about his or her job performance is assumed to be more effective in his or her job than the one who does not, suggesting feedback-performance link. Zenger and Folk man (2017) argued that people want what they call "corrective feedback," which they define as "suggestions for improvement, explorations of new and better ways to do things, or pointing out something that was done in a

less that optimal way”. Moreover, employees want this even more than praise, if it’s provided in a constructive manner. Employees believe that constructive feedback does more to improve their performance than positive feedback. The importance of active feedback seeking in relation to employee and managerial job performance is based on the idea that an effective employee or manager is good at self-regulation (Ansell, & Levy, 2017). That is, an employee or manager who actively seeks feedback about his or her job performance is assumed to be more effective in his or her job than the one who does not, suggesting feedback-performance link. Performance management is a means of increasing the engagement and motivation of people by producing positive feedback and recognition. Kreutzer and Kinaki (2018) contend that employees are motivated by having specific goals to work for and they perform better when they are aiming at difficult goals which they have accepted therefore, when they receive feedback of performance and hence a difficult goal that is important to an individual is a constant reminder to keep exerting effort in the appropriate direction. The evaluation of employee’s performance reveals the contribution of an individual in the organization’s objectives. People do not learn unless they are given feedback on the results of their actions. For corrective actions to take place feedback must be provided regularly and it should register both successes and failures (Paten 2019).

2.3.2. The relationship between Talent Retention and Employee Performance

The term “Retention” is referred to be the ability of an organization to retain its employees within the organization in the long run. It can be measured in simple statistics like percentage and considered as the outcome or in terms of efforts made by employer to keep employees within the organization in this sense it is considered to be the strategy. It is therefore advisable that every organization should maintain its best performers especially in today’s competitive economic arena where competitors are observed to poach employees from each other (Hall,

2020). Mokena (2019) explains that when an organization cannot retain its employees, such action leads to high costs associated with employee turnover including additional burden on the remaining staff, recruitment and training costs. As a result, it is important that firms adopt Human Resource management (HRM) strategies that make the best use of employees and retain talent. Retention of employees is very important because if the talented employees of the organization leave the organization in large numbers it directly affects the cumulative performance of the employees as well as the profitability of the organization. Employee turnover is important to individuals, organizations and society (Ngo, Lau & Foley, 2018). From the organizational perspective, employee turnover may lead to disruption of service to clients. The extra time and money spent on recruitment and training of the replacement and the added stress of more work for the remaining staff during the interim are a few of the consequences suffered by the organization when turnover occurs. Whenever an organization can retain its employees for long periods of time, the organization benefits as the employees think of the long term goals of the organization that they could achieve as opposed to look for new opportunities out there. The employees are more focused and thus are able to perform better in their roles and the assigned tasks (Hall, 2017). As organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management. Argali (2018) states the need to focus on the factors that affects employee retention leading to growth and success of organizations as these employees' performance improves due to gaining experience as they have worked for a long time in the organization and they are conversant with the organizational culture and processes.

Studies suggests that employee retention strategies which satisfy the needs of all employees and enhances the ability for companies to adapt to changes in organizations and the trends in modern

retention strategies go beyond the traditional salary and benefits package but looks at motivating the employee in a wholesome way (Thomas, 2018). Talent retention strategies include succession planning, career development and motivation. Morton (2016) said that organizations are working on retaining their employees and following different strategies, that is, HR generic strategies to retain their top talent. Chiu and Tang (2017) highlighted that motivation and job satisfaction are key factors for talent retention.

2.4. Talent Development

Talent development is the most crucial Human Resource Management function in the organization and it refers to developing employees and organization's abilities as a whole. Therefore, there is a direct association between development of employees and their performance. When employees become more developed, they tend to be more content with the job, more dedicated with the job and hence performance would eventually heighten. Hence, organizational effectiveness will be achieved when the performance of employee increases (Clapmatches, 2016). Furthermore, activities involved in employee development are important, when an employee performs the activities it's an indication that the organization is concern about their workers' development. According to Gullet (2018), a lot of organizations are investing in developing employees. When organizations contribute towards developing employee activities, the employees put more effort and make use of their skills to attain organizational goals.

2.4.1. Dimensions of Talent Development

Career planning

Career can be described as a series of positions occupied by an individual throughout his or her lifespan (Robbins & Coulter, 2022). Career is the constant progress, experience and skill

acquisition of a person in a specific work field. Even though career in the general sense, is defined as the total of the jobs a person undertakes through his or her entire life, it has a meaning beyond and wider than this definition.

Career planning which entails matching highly performing individuals' long term professional goals to the available opportunities at the firm. This in turn is imperative as it enhances the identification of precise actions needed to develop, retain as well as engage right employees at the firm. The best talent is focused on advancing staff careers. For employees to prosper and grow, they need to be encouraged to reach their full potential. With factors like succession and development, you can increase employee engagement, foster professional growth and development and maximize career opportunities for top talent, making your company the employer of choice (Bergh & Starke, 2020). A business that provides employee development will be more competitive and productive and will win the loyalty of its workforce (Dorado & Holton 2019). Development is a key factor that enhances good employee retention that in turn improves on overall individual performance due to satisfaction. According to Papuan (2018), when the organizations pay special attention to the development of the best talent, they not only benefit from improved individual employee performance, but also gain from overall increased firm productivity.

Gomez-Mejia (2017) argue that loyalty and commitment are no longer relevant issues in human resource management and instead personal growth, learning and development have become more relevant as they make individuals more employable. Almost half of the companies studied planned to increase or sustain employee learning, engagement and development budgets during the economic slowdown (Belcher & Woodward, 2018). Nyanja (2019) opines that the purpose of employee development is to increase employees' morale as development programs improves

on employees' confidence in handling assigned tasks at the firm and lowers production costs as it leads to the economic use of material hence consequently avoids waste during the production process. Workplace learning oriented towards personal development enhances skills and abilities of employees, job satisfaction and worker commitment that in turn improves on individual output from assigned tasks at the organization (Belcher & Woodward, 2019). Chappelle (2018) argues that managers must ensure that staff development provision is aligned with the delivery of excellent learning and teaching provision, working closely with colleagues across the organization to develop, deliver and monitor impact. He posits that the telltale signs of successful talent management are that it is inclusive and that it can address and resolve any incongruity between the supply and demand of talent.

According to Noel (2017), creating a culture of continuous learning with staff enabled to take responsibility for their own development and ensuring training is clearly linked to quality service delivery and emerging customer needs are key. They assert that continuous learning refers to a system that requires employees to understand the entire work process and expects them to acquire new skills, apply them on the job and share what they have learned with other employees. To improve performance at the organizational level it is essential to create a culture and situation of continuous learning of employees and of the organization (Van der Sluis, 2017). Employees can and must become strategic assets but it does not just happen "they have to know the firm's strategic goals and how their own performance fits in with them (Crain, 2019). This can be achieved by implementing staff development provision, appraisal, competence/behavioral frameworks, coaching and other support to enhance staff performance, equip staff to fulfill current responsibilities and enable them to adapt to future change.

Melinda (2020) deduced that employee development serves to increase job skills and personally held perceptions by employees concerning efficiency and effectiveness in tasks execution. This therefore causes staff to generally exhibit higher sensations of motivation and satisfaction that consequently increases their individual productivity. In essence, firms that are able to have high capacity building programs towards the development of their employees are more likely to gain from increased employee performance due to motivation that spurs across the organizational workforce. Gong & Chang (2019) noted that managers actually play a huge role in enhancing the creativity of employees. They achieve this by creating conditions that foster employee development so as to bring forth employee creativity. Managers are therefore instrumental towards the provision of an environment that nourishes and fosters creative employee self-efficacy that in turn improves on employee productivity.

Succession Planning

Noel (2020) defines succession planning as a process of identifying and preparing suitable high potential employees to replace key players within the organization as their terms expire. Succession planning entails identifying as well as preparing a qualified talent pool in advance of organizational needs. It enables smooth transitions at the firm.

Boudreaux (2017) asserts that regardless of the expansion or contraction of the total workforce in the organizations, the need for good managers is critical and continuous. He further stated that the availability of the right number, right kind of management staff at the right time and in the right positions is imperative. A sudden vacancy can lead to confusion and loss of efficiency as the search for a replacement is conducted. The absence or loss of an employee could cause an inconvenience that could be avoided with some anticipation to serious succession development. Therefore, planning on how one's shoe is going to be filled when he is no longer there and even

planning for knowledge coverage when one is ill or vacationing simply makes good business sense. For professionally run corporations, the single most important reason for having a sound succession plan is usually better retention because of growth opportunities and job satisfaction among employees. Therefore, for a company that wishes to enhance its performance, to allow its high potential employees turnover is not an option, but to rather arrange them in systematic successions, by enabling them to effectively perform roles traditionally reserved for managers. It also helps employees prepare for changes in their current jobs that may result from new technology, work designs or new product markets. Thus, succession planning is a necessary component of a company's effort to improve quality, meet challenges of global competition, social change and incorporate technology advances. In the views of Donald (2018), succession planning is an essential component for talent management which can further help to retain talent.

Boudreaux (2017) assumed that workforce retention could be a highly charged issue, because it literally affects the livelihood of an employee. They also asserted that it might do very little good to invest in valid selection, improved compensation or extra training if an organization cannot retain its employees effectively. Hence, the need for a succession plan that would not only focus on those who might be candidates for current positions but also, attempt to plan for possible changes in those positions as well as the promotion and development needs of sub-ordinates.

Talent management practices that entails proper selection of potential staff, development and succession enhances individual performance at the organization as the best talent are not only acquired but also well managed hence continue to produce more output over the long run at the firm. Global firms can sustain their competitive advantage if they retain people who possess the firm needed skills, competencies and motivation since they will enjoy from superior labor productivity from the engaged workforce (Mercer, 2019).

Kombi and Lawson (2018) deduced that the primary role of talent planning is to enhance easy identification of future talents which are needed at all organizational levels. Talent planning endeavors to obtain an optimal talent positioning level that refers to having the correct talent at both the right time and place. This form of planning turns out to be even more critical at a time where most of global economies are recuperating from recession .Most firms are not only concerned on retaining current talent levels but are also keen on attracting new talents through proper institution of talent planning activities.

Tuna (2021) studied the relationship that exists between succession planning practices and employee performance in large media houses in Kenya. The study findings revealed that a positive relationship actually exists between various practices of succession planning and employee performance. The findings suggested that practices geared towards succession planning enhances employee satisfaction that in turn enables them to stay motivated to perform better at the current firm hence shun possibilities of leaving Tuna (2021). Estelí (2018) studied the effects of succession planning programs on staff retention and employee performance among Kenyan sugar companies. The researchers concluded that the institution of succession planning programs strongly influences staff retention and employee performance. This is mainly because it enhances the provision of growth opportunities as well as job satisfaction to employees resulting to improved employee performance. This was made possible through the adoption of various programs including mentoring, job rotation, learning and coaching programs. In essence, employee satisfaction at the workplace as a result of adoption of various internal organizational plans enables employees to perform better since they become empowered to fully exploit their potential. Kombi (2017) explored talent management and staff retention at the Bank of Zambia. The study established that employees feel motivated as a result of setting realistic objectives,

presence of continuous learning opportunities and the encouragements to foster creativity. These activities seek to improve on their respective performance levels hence leading to retention; the firm will therefore be able to retain highly productive employees.

Nicholas (2018) examined the link between talent management practices, succession planning and corporate strategy among Kenya commercial banks. The study conducted a survey where all banks were studied. The study established that the studied firms had actually incorporated talent management practices as part of growth strategy. It was established that talent management is therefore critical including succession planning as it ensures that there is long term business continuity. The study indicated the presence of a strong link between succession planning, talent management and corporate strategy. One of the systems called to align the individual career plans and the strategic needs of the organization is the integrated model of succession planning and career development Kazan's (2019).

2.4.2. The relationship between Talent Development and Employee Performance

According to the Drano (2020) Talent development survey, there are two main objectives of talent management. That is developing high potential individuals and growing future senior managers. His survey still revealed that 94% of respondents reported that well-designed talent development activities can have a positive impact on organizational bottom line.

A cross sectional study done on Malaysian Multinational companies also found a positive and significant relationship between developing talents and the success of the companies. A company that adopts a compensation policy that is consistent and reinforces it is more likely to implement those talent management strategies than a firm that adopts compensation policies that are inconsistent with its strategies (Frieda 2018).

Another study on learning and talent development results indicated that in-house development programs at 56% and coaching by line managers at 51% ranked among the top effective learning and development practices. Moreover, the study found that effective talent development process has a positive impact on business performance. This study was carried out through a survey of various businesses. The study still found that the skills the employer said they needed to focus on in order to meet their business objectives. The study detailed in depth the talent development strategies that are considered vital by in every organization.

CHAPTER THREE

METHODOLOGY

3.0. Study Methodology

3.1. Study Design

The study adopted correlation design followed by a quantitative approach to investigate whether there is a relationship between Talent Management and employee performance. A quantitative research approach was used because the variables were being analyzed with statistical procedures. According to Kothari (2018), a correlation design establishes whether or not, and to what extent of association exists between two or more variables can be obtained. The data collection involved the utilization and analysis of numerical data using specific techniques to answer question in order to promote any information (Apache & Programs, 2017).

3.2. Study Population

With this study, employees were considered the true representative of the study and they were selected from the entire population of Hotel Africana in Kampala Uganda. The study population in general totaled to 92 respondents. That is Managers, Clients and Employees of Hotel Africana.

3.3. Sources of Data

3.3.1. Primary Data

Primary data was collected by the use of a questionnaire. The major reason for choosing a questionnaire is that it saved time on both the researcher's and the respondent side. The Measurement of the questionnaire based on a five-point Liker-type scale where 5=strongly agree, 4= agree, 3= Not sure, 2= disagree, 1= strongly disagree.

3.3.2. Secondary Data

Secondary data was collected through document Review method by the researcher. The reviewed documents included journal articles, research publications, human resource management text books and articles

3.4. Study population and Sample Size

The population categories of Hotel Managers, staff members and employees were chosen as the target categories of the study because they were best positioned to respond constructively to the research questions of the study. It is on the basis of these target categories that the number of the targeted population was determined, as well as the sample size for each population category.

Table 1: Study Population, Sample, and Sampling Techniques

Population Category	Target Population (N)	Sample (n)	Sampling Technique
Managers	4	3	Purposive sampling
Staff Members	28	27	Purposive sampling
Employees	60	59	Simple random
Total	92	89	

Source: *Hotel Africana population records Report (2024) for population, Yamane (1973) for sample size and the Researcher (2024) for sampling techniques*

3.5. Sampling Techniques

Sampling technique is a description of the strategies which the researcher uses to select representatives' elements, subjects, respondents from target population (Osco & Omen, 2018).

From the present study, the following sampling Technique will be used;

3.5.1. Purposive sampling Technique

Purposive sampling means that the researcher selected respondents with the knowledge based on the research objectives (Button 2016). From this study, this technique was used to acquire the appropriate number of hotel managers and clients since they represented on the perspective of the relationship between talent management practices and business performance at Hotel Africana Kampala Uganda.

3.5.2. Simple Random sampling Technique

Simple random sampling was used to target employees of the Hotel. The main reason for using this technique is that it gives an equal chance for selected individuals to participate and it also minimized brassiness on the researchers' side while selecting respondents of the study.

3.6. Data collection Procedure

Kothari (2019) describes Data collection procedure as the procedure followed by the researcher in obtaining data from respondents and it includes tools that were used by the researcher to collect data. For the case of this study, after the approval of the proposal, Primary data was collected by the researcher through the use of questionnaires. The questionnaires were distributed to the respondents for a period of ten weeks which enabled the respondents to fill out the questionnaire in time.

3.7. Measurement of Variables

Talent Management was perceived as the independent variable (IV) consisting the three elements of talent attraction, development and retention whereas Employee Performance was considered as the Dependent variable (DV) with indicators as; attention to detail, creativity and innovation, good time management, ability to perform in all key areas of role and consistency and imitativeness.

3.8. Data collection Instruments

Primary data was collected by the use of a questionnaire. A questionnaire was considered a suitable tool of data collection since it eliminates bias which is not common with other tools of data collection. Osseo (2018) defined a questionnaire as a data collection tool in which the respondents respond to the number of items in writing. Over the years, Likert's original five-point scale has taken on many new forms. For this study, the researcher adopted a six-point Likert scale because it can provide a higher trend of discrimination as well as higher reliability than that of five-point or seven-point (odd-numbered) Likert scales. Additionally, a six-point Likert (or even-numbered) scale is used to produce a positive measure where no different option is available. Each level on the scale is assigned a numeric value or coding, usually at 1 and incremented by one for each level (Chimera, 2019). The questionnaire was preferred as a data collection instrument because of its ability to yield the most satisfactory range of reliable data. Questionnaire was also advantageous because they saved time on the researcher's side and improved the independence and accuracy of responses from the respondents. This instrument was used to collect information from about the study area which helped the researcher to save time.

3.9. Data Analysis

After cleaning, editing and coding, the collected data was analyzed and then computed using the Statistical Package for Social Science (SPSS). The analyzed data was then presented descriptively in the form of percentages and tabulations according to the objectives and finally the relationship between variables was determined using the Pearson correlation coefficient. This helped to describe the strengths of the relationship between Talent Management practices inform of Attraction, Talent, Talent Development and employee performance at Hotel Africana.

3.10. Ethical Considerations

The researcher strived for permission and consent from the respondents in order to ask them to participate in the study and aim of the study was clearly illustrated. The researcher also ensured that the respondents' confidentiality and feedback was only used for academic purpose and finally all report field findings according to the objectives were recorded without bias since it was intended for academic purpose.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter covers the presentation of the results and their interpretation in regard to examine the relationship between talent management and employee performance at Hotel Africana in Kampala Uganda. The data presented and discussed comprised of the response rate, background characteristics of respondents and discussion of findings in line with the specific objective of the study.

4.1. Response Rate

Response Rate of the Respondents from Hotel Africana is presented in table 4.1. Below;

Table 4.1: Response Rate

Table 4.1 Response Rate

Response	Frequency	Percentage (%)
Filled Questionnaire	89	96.7 %
Non Response	03	3.3%
Total	92	100.0

Source: Primary Data 2024

In this study, a total of 92 questionnaires stemming from the sample size determined based on Krejcie and Morgan (1970) were administered to respondents at Hotel Africana, 89 were returned fully completed which reflected a 96.7% response rate. Basing on Domineer et al. (2017), results of response rate above 50% are reliable to test the earlier set hypotheses and derive scientific conclusions and recommendations.

4.2. Demographic Characteristics of Respondents

Kasseri 2018 recommended that demographic characteristics of respondents need to be analyzed in order to acquire an overall picture of the sample and attain a clear understanding of the respondents' views of the concepts under study, by bearing this in mind; the researcher analyzed the demographic characteristics of the respondents relating to gender, age and education levels. The Findings on each of these characteristics are presented below;

4.2.1. Gender of respondents

Sahib and Hassan (2017) opposed that gender is a geometric distribution of male and female defendants that have participated in a study. The gender of the respondents that participated in this study was determined and results are designated in Table 4.2. Below;

Table 4.2 Gender of respondents

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	57	64.0	64.0	64.0
	Female	32	36.0	36.0	100.0
	Total	89	100.0	100.0	

Source: Primary Data 2024

Table 4.2; demonstrates the gender dissemination of the respondents. The results shows that the respondents consisted of 35 (57.4%) males and 26 (42.6%) females. This point out that both genders were honestly represented in the study. This results are supported by Ahmad (2017) who asserted that the bulk of statistics around the world consistently confirms that hotel services is predominantly held by the feminine gender. Involvement of both male and female respondents therefore represents the reliability of the data collected. This was founded by Mbabazi (2018) who argued that data collection that incorporates responses from both sexes is reliable than from a single sex.

This therefore implies that both male and female employees work together to ensure that positive performance results are achieved at Hotel Africana.

These findings are supported by Mazurka (2018) who argued that data collection that incorporates responses from both sexes is reliable than from a single sex.

4.2.2. Respondents by Age Group

The study also considered the age of respondents and results are indicated in Table 4.2.2 below;

Table 4.3 Age of respondents

		Frequency	Percent	Valid percent	Cumulative percent
Valid	20 – 29 Years	12	13.5	13.5	13.5
	30 -39 Years	25	28.1	28.1	41.6
	40 -49 Years	33	37.1	37.1	78.7
	50 Yrs and above	19	21.3	21.3	100.0
	Total	89	100.0	100.0	

Source: Primary Data 2024

From the findings in table 4.3 above, mainstream of the respondents, 12 (13.5) were in between 20— 29 years old. These were shadowed by 25 (28.1%) who were wedged between 30— 39 years old while 33 (37.1%) were between 40 — 49 years and 19 (21.3 %) were above 50 years.

This suggests that most of the respondents were in a ripe age bracket and were therefore in a position to give a spot-on representation of the investigator's study area. This is supported by Loeb (2022) who argued that majority age of above 20 years adds value to the reactions given because mature people take time to think about a particular phase of life. Galliano (2018) also specified that people within the age bracket of 20 to 59 years are more analytical about their superiority of life and therefore valued the level of hotel services under this study.

This is supported by Amin (2005) who argued that majority age of above 18 years adds value to the reactions given because mature people take time to think about a particular phase of life. Galliano (2018) also specified that people within the age bracket of 20 to 59 years are more

analytical about their superiority of life and therefore valued the level of hotel services under this study.

4.2.3. Education level of respondents

The results about education level of respondents are presented in table 4.4 below.

Table 4.4 Education level of respondents

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Certificate	49	55.1	55.1	2.2
	Diploma	2	2.2	2.2	21.9
	Degree	17	19.1	19.1	77
	Masters	6	6.7	6.7	100.0
	Other	15	16.7	16.7	
	Total	89	100.0		

Source: Primary Data 2024

The study results in Table 4.4 directs that 49 (55.1%) of the respondents were certificate holders in terms of Education, 2(2.2 %) had diploma level of education, 17 (19.1%) holds bachelor's degree and 6 (6.7 %) have master's degree. These findings indicates that most employees at Hotel Africana have the essential professional qualification since the minimum professional qualification to work in a hotel is a certificate.

4.3 Descriptive findings

This section presents the descriptive statistics showing the findings in respect to the independent and dependent constructs.

4.3.1 Analysis of Talent management Practices

Talent management was conceptualized to include the dimensions of: Attraction, Development and Retention. The results in Table 4.3.1 below were presented for the purpose of Talent management strategies. The results were attained using a questionnaire which was moored on a six Likert scale: ranging from strongly agree to strongly disagree.

Table 4.3.1 Descriptive statistics for Talent Attraction Practice

Talent Attraction Practice		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	In my department Jobs are designed in a way that motivates employee performance	22.9% (14)	14.8% (9)	11.4% (7)	11.4% (7)	32.7% (20)	6.5% (4)
2	This organization offers special and attractive benefits	9.8% (6)	19.6% (12)	11.4% (7)	11.4% (7)	14.8% (9)	13.1% (8)
3	This organization invest in employment career development to attract talent	18.0% (11)	9.8% (6)	11.4% (7)	9.8% (6)	42.6% (26)	8.1% (5)
4	This organisation attract the best talent to and boost employee performance	26.2% (16)	6.5% (4)	9.8% (6)	8.1% (5)	36.0% (22)	13.1% (8)
5	The organization offers attractive and competitive Salary to attract the best talent	9.8 % (6)	16.3% (10)	4.0% (3)	6.5% (4)	13.1% (8)	49.1% (30)

Source: Primary data 2024

According to Table 4.3.1, cumulatively 23 respondents (37.7 %) disagreed that in their department Jobs are designed in a way that motivates employee performance, 14 respondents (22.9 %) somewhat agreed and disagreed and cumulatively 24 respondents (39.2 %) agreed to the claim. This implies that at the organization of Hotel Africana, Jobs are designed in a way that motivates employee performance. Empirical studies like that of Sovarthon (2017) revealed that employees should at least move with the given package to suit the changing demands and situations at work place to be able to strike a balance between organization work and roles outside the organization.

Table 4.3.1 further highlights that cumulatively 18 respondents (29.4 %) disagreed that the organization of hotel Africana offers special and attractive benefits, 7 respondents (11.4%) somewhat disagreed and 7 respondents (11.4%) somewhat agreed the claim, however,

cumulatively 29 respondents (47.5%) agreed to the claim. This implies that organization offers special and attractive benefits.

Table 4.3.1 further indicates that cumulatively 17 respondents (65.5 %) disagreed that the organization of Hotel Africana invest in employment career development to attract talent, 7 respondents (11.4%) somewhat disagreed and 6 respondents (9.8 %) somewhat agreed the claim, , however, cumulatively 31 respondents (50.7 %) agreed to the claim. This implies that the organization invest in employment career development to attract talent. Anwar, Safi and Squib (2017) recommended that organizations should help their employees to develop their talents so as to be able to cope up with the conflicting responsibilities both at work place and outside.

According to table 4.3.1, cumulatively 20 respondents (31%) disagreed that the organization of Hotel Africana attract the best talent and boost employee performance, 6 respondents (9.8%) somewhat disagreed and 5 respondents (8.1%) somewhat agreed the claim, and cumulatively 30 respondents (49.1%) agreed to this claim. This implies that the organization attract the best talent and this boost employee performance.

Table 4.3.1 further highlights that cumulatively 16 respondents (26.1%) disagreed the organization of Hotel African offers attractive and competitive Salary to attract the best talented employees, 3 respondents (4.0%) somewhat disagreed and 4 respondents (6.5%) somewhat agreed the claim and cumulatively 38 respondents (62.2%) agreed to the claim. This implies that the organization offers competitive Salary to attract the best talented employees. Christensen and Clayton (2017) assert that talented employees need to be paid an attractive salary in order to keep them stay and increase in their working effort which results into improved productivity.

Pearson's Correlation Analysis

Pearson's Correlation analysis was also used to describe the strength and direction of relationship between talent attraction practices and organizational performance at Hotel Africana in Kampala Uganda. Results are presented in table 4.5.1 below.

Table 4.5.1: Showing correlations results between talent attraction practices and organizational performance at Hotel Africana in Kampala Uganda.

		Talent Attraction	Employee Performance
Talent attraction	Pearson correlation	1	.541**
	Sig. (2-tailed)		.000
	N	61	61
Employee Performance	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	61	61

** . Correlation is significant at the 0.01 level (2-tailed)

Table 4.5.1 indicates that based on the Pearson Product moment correlation coefficient result obtained ($r=.541$, $n=61$, $p=.000<.01$), there is a positive but strong significant relationship between talent attraction practice and employee performance at Hotel Africana in Kampala Uganda. According to Cohen (2016), a variable is considered to be weak statistically significant below 0.2, moderate statistically significant between 0.5 and 0.7, and strong when its 0.7 and above. Implying that talent attraction accounts for 78.9% of employee performance at Hotel Africana, other factors remaining constant.

Based on the correlation value obtained, the researcher rejects the null hypothesis earlier on set in the study that there is no statistically significant relationship between talent attraction practice and employee performance since the obtained value is not only positive but also strong and significant. Therefore, the alternative hypothesis is accepted in the process.

Table 4.3.2. Analysis of Talent Development Practice

Talent Development Practice		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	This organization offers its employees a chance to be trained while at work	9.8% (6)	21.3% (13)	11.4% (7)	6.5% (4)	4.9% (3)	24.5% (15)
2	Employees in different fields are sponsored by the organization to learn more skills from outside countries	19.6% (12)	11.4% (7)	6.5% (4)	8.1% (5)	26.2% (16)	24.5% (15)
3	Employees are given chance and rotate from one position to another	13.1% (8)	18.0% (11)	13.1% (8)	13.1% (8)	26.2% (16)	16.3% (10)
4	New employees are ever coached on what is expected to be done	19.6% (12)	14.8% (9)	16% (10)	16% (10)	6.5% (4)	26.2% (16)
5	This Organization practices in- house development programs	32.7% (20)	29.5% (18)	13.1% (8)	13.1% (8)	8.1% (5)	3.2% (2)

Source: Primary data 2024

According to table 4.3.2 cumulatively 19 respondents (31.1%) disagree that the organization offers of hotel Africana offers its employees a chance to be trained while at work, the table further highlights that 7 respondents (11.4 %) somewhat disagreed and 4 respondents (6.5 %) somewhat agreed the claim. However, contrary to this claim, the table also highlights that cumulatively 35 respondents (57.2%) had an agreement based on this fact. This implied that majority of the employees are trained at hotel Africana. This is in line with the views of Kasha (2018) who emphasizes that training employees indeed ensures maximum productivity from workers.

According to table 4.3.2, cumulatively 19 respondents (31.1%) disagree that AT Hotel Africana, Employees in different fields are sponsored by the organization to learn more skills from outside countries, 4 respondents (6.5%) somewhat disagreed and 5 respondents (8.1%) somewhat agreed

the claim, However contrary to this claim, the table also highlights that cumulatively 31 respondents (50.7%) are in agreement to this fact. This implies that sponsoring employees to learn more skills leads to high improvement in their job performance. This agrees with the views of Tooke (2017) that it is important for employees to develop working practices that benefit both the organization and the employees.

Table 4.3.2, further highlights that cumulatively 19 respondents (31.1%) disagree that New employees are ever coached on what is expected to be done, 10 respondents (16 %) somewhat disagreed and 10 respondents (16 %) somewhat agreed the claim and cumulatively 26 respondents (42.5%) agreed to this aspect. This implies that coaching new employees is being done at Hotel Africana and this leads to improved employee performance.

The findings as per table 4.3.2, cumulatively indicate that 21 respondents (34.4%) disagreed that new employees are ever coached on what is expected to be done, 10 respondents (16%) somewhat disagreed and 10 respondents (16%) somewhat agreed the claim, however, contrary to the above, 20 respondents (32.7%) agreed to this claim. This implies that new employees are ever coached on what is expected to be done. Empirical studies like that of Kahlo (2018) observed that coaching entails prioritizing adding more knowledge on assigned tasks and activities.

Table 4.3.2, indicates that cumulatively 38 respondents (66%) disagreed that, 8 respondents (13.1%) somewhat disagreed and 8 respondents (13.1%) somewhat agreed the claim, 7 respondents (11.3%) agreed to this fact. This implies that to a relatively smaller extent at Hotel Africana in house development programs are practiced.

4.3.5. Pearson's Correlation Analysis

Pearson's Correlation analysis was also used to describe the strength and direction of relationship between the relationship between talent retention practices and organizational performance at Hotel Africana Kampala Uganda Results are presented in table 4.3.5 below.

Table 4.3.5. Showing correlations results between the relationship between talent development practices and Employee performance at Hotel Africana Kampala Uganda

		Talent Retention Practice	Employee Performance
Talent Retention Practice	Pearson correlation	1	.541**
	Sig. (2-tailed)		.000
	N	61	61
Employee Performance	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	61	61

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.9 indicates that based on the Pearson Product moment correlation coefficient result obtained ($r=.496$, $n=61$, $p=.000<.01$), there is a positive but moderate significant relationship between talent development practice and Employee performance at Hotel Africana Impling that development practices accounts for 67.0% of Employee performance at Hotel Africana, other factors remaining constant. Based on the correlation value obtained, the researcher rejects the null hypothesis earlier on set in the study that there is no statistically significant relationship between talent development practice and Employee performance since the obtained value is not only positive but also moderate and significant. Therefore, the alternative hypothesis is accepted in the process.

These findings corroborate with Oden and Olivine (2017) who revealed that developmental ideas significantly correlates with, and influences both organizational and employee wellbeing. The results indicated that there is a moderate positive relationship between work-family interface and

job satisfaction. The study therefore recommended that organizations should encourage developmental practices and ideas among employees as one way of enhancing employee performance.

Table 4.3.4. Analysis of Talent Retention Practice

Talent Retention Practices		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	This organization rewards excellent workers	8.1 % (5)	26.2% (16)	6.5% (4)	4.9% (3)	32.7% (20)	21.3% (13)
2	There is Harmonious working relationships among employees	13.1% (8)	18.0% (11)	16% (10)	11.4% (7)	24.5% (15)	16.3% (10)
3	Recognition programs always takes place in this organization	29.5% (18)	18.0% (11)	8.1% (5)	8.1% (5)	19.6% (12)	16.3% (10)
4	Growth opportunities and chances are granted to hardworking employees	8.1% (5)	19.6 % (12)	8.1% (5)	9.8% (6)	27.8% (17)	22.9% (14)
5	This organization has got appositve image on the side of employees	13.1% (8)	18.0% (11)	11.4% (7)	16.3% (10)	24.5% (15)	16.3% (10)

Source: Primary data 2024

According to Table 4.3.4, cumulatively 21 respondents (34.3%) disagreed to the claim that the organization of Hotel Africana rewards excellent workers, 4 respondents (6.5%) somewhat disagreed and 3 respondents (4.9%) somewhat agreed the claim and cumulatively 33 respondents (55%) agreed to this claim. This implies that the organization rewards excellent workers. Burke (2019) believes that many when workers are rewarded, then they are motivated to perform.

Table 4.3.4, further indicates that cumulatively,19 respondents(31.1%) disagreed that at hotel Africana, there is Harmonious working relationships among employees, 10 respondents (16 %) somewhat disagreed and 7 respondents (11.4%) somewhat agreed the claim and cumulatively 25

respondents (40.8 %) agreed to this claim. This implies that majority of the teachers employees have got connected working relationship And this could lead to team work which improves on the level of employee performance. Allay (2021) equally recommends that that employees should always keep work relationships for better performance.

Table 4.3.4, shows that cumulatively 29 respondents (47.5 %) disagreed that Recognition programs always takes place at hotel Africana, 5 respondents (8.1%) somewhat disagreed and 5 respondents (8.1%) somewhat agreed the claim, cumulatively 22 respondents (36.1%) agreed to the claim. This implies that Recognition programs sometimes take place. This is in line with Duke (2019) who believes that it is good for one to consider employee recognition programs in order to attract their working morale.

According to Table 4.3.4, cumulatively 17 respondents (27.7%) disagreed that Growth opportunities and chances are granted to hardworking employees, 5 respondents (8.1%) somewhat disagreed and 6 respondents (9.8%) somewhat agreed the claim and cumulatively 31 respondents (50.7%) agreed to the claim. This implies that growth opportunities and chances need to be granted to hardworking employees and this could lead to their job satisfaction which can lead to improved performance. This is in line with the opinion of Watson (2021) that it is vital for workers to define and point out the most important core opportunity and scheduling them accordingly.

Table 4.3.4, further indicates that cumulatively 19 respondents (31.1%) disagreed that the organization has got appositive image on the side of employees, 7 respondents (11.4%) somewhat disagreed and 10 respondents (16.3%) somewhat agreed the claim and cumulatively 25 respondents (40.8%) agreed to the claim. This implies that a good percentage of employees

agreed that the organization has got apposite image on the side of employees. The organization therefore needs to keep its positive image so as to attract more talented employees. This will lead to improved quality performance.

4.3.5 Pearson's Correlation Analysis

Pearson's Correlation analysis was also used to describe the strength and direction of relationship between talent retention practice and employee performance at Hotel Africana Kampala Uganda. Results are presented in table 4.3.5 below;

Table 4.3.5 showing correlations results between talent retention practice and employee performance at Hotel Africana Kampala Uganda.

		Talent Retention Practice	Employee Performance
Talent Retention Practice	Pearson correlation	1	.541**
	Sig. (2-tailed)		.000
	N	61	61
Employee Performance	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	61	61

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.3.5 indicates that based on the Pearson Product moment correlation coefficient result obtained ($r=.541$, $n=61$, $p=.000<.01$), there is a positive but strong significant relationship between talent attraction practices and employee performance at Hotel Africana in Kampala Uganda. According to Cohen (2015), a variable is considered to be weak statistically significant below 0.2, moderate statistically significant between 0.5 and 0.7, and strong when its 0.7 and above. Implying that talent attraction accounts for 78.9% of employee performance at Hotel Africana in Kampala Uganda. Other factors remaining constant. Based on the correlation value

obtained, the researcher rejects the null hypothesis earlier on set in the study that there is no statistically significant relationship between talent attraction practices and employee

Performance since the obtained value is not only positive but also strong and significant.

Therefore, the alternative hypothesis is accepted in the process.

In line with the findings, Biros (2019) conducted a study aimed at exploring the relationship between talent management and job satisfaction among administrative staff in technical institutes in Uganda. The results indicated that there is a weak and positive relationship between flexible talent management and job satisfaction in most institutes. The variation in findings could be due to the fact this was in technical institute setting and the current study is in Hotels.

4.3.6, Descriptive statistics for Employee Performance

Employee Performance was conceptualized to include the dimensions of: productivity, quality, profitability and customer satisfaction. The results were attained using a questionnaire which was anchored on a six Likert scale: ranging from strongly agree to strongly disagree. The quantified responses are laid in the Table 4.3.6 below;

Table 4.3.6, Descriptive statistics for Employee Performance

Employee Performance		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	In this organization, there is Systematic recruitment and selection procedure to enhance employee performance	22.9% (14)	14.8% (9)	11.4% (7)	11.4% (7)	32.7% (20)	6.5% (4)
2	Coaching and mentoring enhance employee performance	9.8% (6)	19.6% (12)	11.4% (7)	11.4% (7)	14.8% (9)	13.1% (8)
3	In this organization financial security enhance employee performance	18.0% (11)	9.8% (6)	11.4% (7)	9.8% (6)	42.6% (26)	8.1% (5)
4	Morale boost enhance employee performance	26.2% (16)	6.5% (4)	9.8% (6)	8.1% (5)	36.0% (22)	13.1% (8)

5	A boosting company culture enhances employee	9.8 % (6)	16.3% (10)	4.0% (3)	6.5% (4)	13.1% (8)	49.1% (30)
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Source: Primary data 2024

According to Table 4.3.6, cumulatively 23 respondents (37.7 %) disagreed that in the organization of Hotel Africana, there is Systematic recruitment and selection procedure to enhance employee performance, 14 respondents (22.9 %) somewhat agreed and disagreed and cumulatively 24 respondents (39.2 %) agreed to the claim. This implies that at the organization of Hotel Africana follows a systematic recruitment and selection procedure.

Table 4.3.6 further highlights that cumulatively 18 respondents (29.4 %) disagreed that at hotel Africana Coaching and mentoring of employees enhance and improves their performance, 7 respondents (11.4%) somewhat disagreed and 7 respondents (11.4%) somewhat agreed the claim, however, cumulatively 29 respondents (47.5%) agreed to the claim. This implies that Coaching and mentoring can highly improve employee performance.

Table 4.3.6 further indicates that cumulatively 17 respondents (65.5 %) disagreed that at the organization of Hotel Africana, financial security enhance employee performance, 7 respondents (11.4%) somewhat disagreed and 6 respondents (9.8 %) somewhat agreed the claim,, however, cumulatively 31 respondents (50.7 %) agreed to the claim.

According to table 4.3.6, cumulatively 20 respondents (31%) disagreed that the organization of Hotel Africana, morale boost enhance employee performance, 6 respondents (9.8%) somewhat disagreed and 5 respondents (8.1%) somewhat agreed the claim, and cumulatively 30 respondents (49.1%) agreed to this claim. This implies that the organization boosts employee’s working morale which results into improved performance.

Table 4.3.6 further highlights that cumulatively 16 respondents (26.1%) disagreed the organization of Hotel African offers attractive and competitive Salary to attract the best talented

employees, 3 respondents (4.0%) somewhat disagreed and 4 respondents (6.5%) somewhat agreed the claim and cumulatively 38 respondents (62.2%) agreed to the claim. This implies that the organization offers competitive Salary to attract the best talented employees. Christensen and Clayton (2017) assert that talented employees need to be paid an attractive salary in order to keep them stay and increase in their working effort which results into improved productivity.

4.4 The relationships between the study variables

Pearson (r) correlations helped understand the relationships between the study variables. These results were presented from the data that had been earlier on collected and analyzed using the SPSS software with a view to address the research questions and study objectives. Results are presented in the table below, and interpreted in thereafter.

Table 4.4.1: The table below shows the Relationships between the study variables

	1	2	3	4
Talent Attraction-1	1.000			
Talent Development-2	.627*	1.000		
Talent Retention -3	.541**	.283**	1.000	
Employee performance-4	.394**	.373**	.293*	1.000
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

4.4.1 The relationship between Talent Attraction and employee performance

There was a significant positive correlation between Talent Attraction and employee performance ($r=394^*$, $p\text{-value}<0.01$). This means that when the hotel management attentively attract talented employees then their performance can highly be realized.

4.4.2 The relationship between Talent Development and employee performance

The results showed a significant positive relationship between Talent Development and employee performance ($r = 373^{**}$, $p < .01$). This means that an improvement in Talent Development can also lead to improved employee performance. Further, this implies that when

the hotel management identifies the best talent to develop, then employee performance can easily be realized.

4.4.3 The relationship between Talent Retention and employee performance

The result revealed that there is a significant positive correlation relationship between Talent Retention and employee performance ($r = 0.293^*$, $p < 0.01$). This implies that the higher the talent retention chances the higher the employee performance and vice versa.

4.5. Regression Model

The researcher also carried out a multiple Regression analysis to establish which among the three elements of talent management practice could be best used to predict an improvement of employee performance at Hotel Africana in Kampala Uganda. Results are presented in Table 4.5.1 below.

Table 4.5.1: The table below shows Regression analysis of employee performance

Model	R	R Square	Adjusted R Square	Std, Error		Change statistics			
				Estimate	Change	F	df1	df2	Sig. F
1	0.541 ^a	0.293	0.281	26773	293	24.455	1	59	000
2	0.627 ^b	0.394	0.373	25008	101	9.626	1	58	003

a. Predictors: (Constant) Talent Attraction

b. Predictors: (Constant), Talent Development, Talent Retention.

The multiple regression analysis results presented in table 4.5.1 indicate that Talent Attraction is the only stand-alone predictor variable to employee performance at Hotel Africana in Kampala Uganda. Its relationship with employee performance (R) is 0.541; its effect on the sample (R square) is 0.293 while its effect on the total population (Adjusted R Square) is 0.281. The results

further indicate that Talent Development can only predict employee performance when is combined together with Talent Retention. In such a situation, its relationship with employee performance (R) would be 0.627; their effect on the sample (R square) would be 0.394 while their effect on the total population (Adjusted R Square would be 0.373. The third construct of Talent Retention was not found to be statistically significant in predicting employee performance at Hotel Africana in Kampala Uganda since it was excluded by the model.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter covers the presentation of the results and their interpretation in regard to examine the relationship between talent management and employee performance at Hotel Africana in Kampala Uganda. The data presented and discussed comprised of the response rate, background characteristics of respondents and discussion of findings in line with the specific objective of the study.

4.1. Response Rate

Response Rate of the Respondents from Hotel Africana is presented in table 4.1. Below;

Table 4.1: Response Rate

Response	frequency	percentage (%)
Filled Questionnaire	61	100%
Total	61	100.0

Source: Primary data 2024

In this study, a total of 61 questionnaires stemming from the sample size determined based on Krejcie and Morgan (1970) were administered to respondents at Hotel Africana, 61 were returned fully completed which reflected a 100% response rate. Basing on Domineer et al. (2017), results of response rate above 50% are reliable to test the earlier set hypotheses and derive scientific conclusions and recommendations.

4.2. Demographic Characteristics of Respondents

Kasseri 2018 recommended that demographic characteristics of respondents need to be analysed in order to acquire an overall picture of the sample and attain a clear understanding of the respondents' views of the concepts under study, by bearing this in mind; the researcher analysed the demographic characteristics of the respondents relating to gender, age and education levels. The Findings on each of these characteristics are presented below;

4.2.1. Gender of respondents

Sahib and Hassan (2017) opposed that gender is a geometric distribution of male and Female defendants that have participated in a study. The gender of the respondents that participated in this study was determined and results are designated in Table 4.2. Below;

Table 4.2 Gender of respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	35	57.4	57.4
	Female	26	42.6	100.0
Total		61	100.0	

Source: Primary Data 2024

Table 4.2; demonstrates the gender dissemination of the respondents. The results show that the respondents consisted of 35 (57.4%) males and 26 (42.6%) females. This points out that both genders were honestly represented in the study hence implying that the performance effort of Hotel Africana is contributed from the effort of both sexes.

4.2.2. Respondents by Age Group

The study also considered the age of respondents and results are indicated in Table 4.2.2 below;

Table 4.3 Age of respondents

		Frequency	Percent	Cumulative Percent
Valid	26-32yrs	11	18.0	18.0
	33-48yrs	37	60.7	78.7
	49-67yrs	9	13.1	91.8
	>68	4	8.2	100.0
Total		61	100.0	

Source: Primary Data 2024

From the findings in table 4.3 above, mainstream of the respondents, 37 (60.7) were in between 33 and 48 years old. These were shadowed by 11 (18.0%) who were wedged between 26 and 32 years old while 9 (13.1%) were between 49 to 67 years and 4 (8.2%) were above 68 years. This therefore implies that most of the respondents were 18 years and above, hence fulfilling the right working age according to the current 1995 Ugandan constitution which states that the mature working age should at least be 18 years and above .This means that all the respondents were at least ranging in the working age hence expected to perform highly in order to fulfil the Hotel expectations.

4.2.3. Education level of respondents

The results about education level of respondents are presented in table 4.4 below.

Table 4.4 Education level of respondents

		Frequency	Percent	Cumulative Percent
Valid	Certificate	37	68.9	68.9
	Diploma	6	8.2	96.7
	Degree	12	19.7	88.5
	Masters	4	2.1	94.2
	PhD	2	1.1	100.0
Total		61	100.0	

Source: Primary Data

The study results in Table 4.4 directs that 47 (68.9%) of the respondents were certificate holders in terms of Education, 6 (8.2%) had diploma level of education, 12 (19.7%) holds bachelor's degree, 4 (2.1%) have master's degree and 2 (1.1%) were PHD Holders. This therefore implies

that all the respondents were able to read and interpret the provided questions from the questionnaire which increased the researcher's morale and chances of getting accurate and reliable information. By being able to read and write, the participants were able to interpret and understand performance management techniques at Hotel Africa like Time Management, Customer care as well as talent management practices.

4.3 Descriptive findings

This section presents the descriptive statistics showing the findings in respect to the independent and dependent constructs.

4.3.1 Analysis of Talent management Practices

Talent management was conceptualized to include the dimensions of: Attraction, Development and Retention. The results in Table 4.3.1 below were presented for the purpose of Talent management strategies. The results were attained using a questionnaire which was moored on a six Likert scale: ranging from strongly agree to strongly disagree.

Table 4.3.1 Descriptive statistics for Talent Attraction Practice

Talent Attraction Practice		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	In my department Jobs are designed in a way that motivates employee performance	22.9% (14)	14.8% (9)	11.4% (7)	11.4% (7)	32.7% (20)	6.5% (4)
2	This organization offers special and attractive benefits	9.8% (6)	19.6% (12)	11.4% (7)	11.4% (7)	14.8% (9)	13.1% (8)
3	This organization invest in employment career development to attract talent	18.0% (11)	9.8% (6)	11.4% (7)	9.8% (6)	42.6% (26)	8.1% (5)
4	This organisation attract the best talent to and boost employee performance	26.2% (16)	6.5% (4)	9.8% (6)	8.1% (5)	36.0% (22)	13.1% (8)
5	The organization offers attractive and competitive Salary to attract the best talent	9.8 % (6)	16.3% (10)	4.0% (3)	6.5% (4)	13.1% (8)	49.1% (30)

Source: Primary data 2024

According to Table 4.3.1, cumulatively 23 respondents (37.7 %) disagreed that in their department Jobs are designed in a way that motivates employee performance, 14 respondents (22.9 %) somewhat agreed and disagreed and cumulatively 24 respondents (39.2 %) agreed to the claim. This implies that at the organization of Hotel Africana, Jobs are designed in a way that motivates employee performance. Empirical studies like that of Sovarthon (2017) revealed that employees should at least move with the given package to suit the changing demands and situations at work place to be able to strike a balance between organization work and roles outside the organization.

Table 4.3.1 further highlights that cumulatively 18 respondents (29.4 %) disagreed that the organization of hotel Africana offers special and attractive benefits, 7 respondents (11.4%) somewhat disagreed and 7 respondents (11.4%) somewhat agreed the claim, however, cumulatively 29 respondents (47.5%) agreed to the claim. This implies that organization offers special and attractive benefits.

Table 4.3.1 further indicates that cumulatively 17 respondents (65.5 %) disagreed that the organisation of Hotel Africana invest in employment career development to attract talent, 7 respondents (11.4%) somewhat disagreed and 6 respondents (9.8 %) somewhat agreed the claim, , however, cumulatively 31 respondents (50.7 %) agreed to the claim. This implies that the organization invest in employment career development to attract talent. Anwar, Safi and Squib (2017) recommended that organizations should help their employees to develop their talents so as to be able to cope up with the conflicting responsibilities both at work place and outside.

According to table 4.3.1, cumulatively 20 respondents (31%) disagreed that the organisation of Hotel Africana attract the best talent and boost employee performance, 6 respondents (9.8%) somewhat disagreed and 5 respondents (8.1%) somewhat agreed the claim, and cumulatively 30 respondents (49.1%) agreed to this claim. This implies that the organisation attract the best talent and this boost employee performance.

Table 4.3.1 further highlights that cumulatively 16 respondents (26.1%) disagreed the organization of Hotel African offers attractive and competitive Salary to attract the best talented employees, 3 respondents (4.0%) somewhat disagreed and 4 respondents (6.5%) somewhat agreed the claim and cumulatively 38 respondents (62.2%) agreed to the claim. This implies that the organisation offers competitive Salary to attract the best talented employees. Christensen and

Clayton (2017) assert that talented employees need to be paid an attractive salary in order to keep them stay and increase in their working effort which results into improved productivity.

Pearson's Correlation Analysis

Pearson's Correlation analysis was also used to describe the strength and direction of relationship between talent attraction practices and organizational performance at Hotel Africana in Kampala Uganda. Results are presented in table 4.5.1 below.

Table 4.5.1: Showing correlations results between talent attraction practices and organizational performance at Hotel Africana in Kampala Uganda.

		Talent Attraction	Employee Performance
Talent attraction	Pearson correlation	1	.541**
	Sig. (2-tailed)		.000
	N	61	61
Employee Performance	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	61	61

** . Correlation is significant at the 0.01 level (2-tailed)

Table 4.9 indicates that based on the Pearson Product moment correlation coefficient result obtained ($r=.541$, $n=61$, $p=.000<.01$), there is a positive but strong significant relationship between talent attraction practice and employee performance at Hotel Africana in Kampala Uganda. According to Cohen (2016), a variable is considered to be weak statistically significant below 0.2, moderate statistically significant between 0.5 and 0.7, and strong when its 0.7 and above. Implying that talent attraction accounts for 78.9% of employee performance at Hotel Africana, other factors remaining constant.

Based on the correlation value obtained, the researcher rejects the null hypothesis earlier on set in the study that there is no statistically significant relationship between talent attraction practice and employee performance since the obtained value is not only positive but also strong and significant. Therefore, the alternative hypothesis is accepted in the process.

Table 4.3.2. Analysis of Talent Development Practice

Talent Development Practice		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	This organization offers its employees a chance to be trained while at work	9.8% (6)	21.3% (13)	11.4% (7)	6.5% (4)	4.9% (3)	24.5% (15)
2	Employees in different fields are sponsored by the organization to learn more skills from outside countries	19.6% (12)	11.4% (7)	6.5% (4)	8.1% (5)	26.2% (16)	24.5% (15)
3	Employees are given chance and rotate from one position to another	13.1% (8)	18.0% (11)	13.1% (8)	13.1% (8)	26.2% (16)	16.3% (10)
4	New employees are ever coached on what is expected to be done	19.6% (12)	14.8% (9)	16% (10)	16% (10)	6.5% (4)	26.2% (16)
5	This Organization practices in-house development programs	32.7% (20)	29.5% (18)	13.1% (8)	13.1% (8)	8.1% (5)	3.2% (2)

Source: Primary data 2024

According to table 4.3.2 cumulatively 19 respondents (31.1%) disagree that the organization offers of hotel Africana offers its employees a chance to be trained while at work, the table further highlights that 7 respondents (11.4 %) somewhat disagreed and 4 respondents (6.5 %)

somewhat agreed the claim. However, contrary to this claim, the table also highlights that cumulatively 35 respondents (57.2%) had an agreement based on this fact. This implied that majority of the employees are trained at hotel Africana. This is in line with the views of Kasha (2018) who emphasizes that training employees indeed ensures maximum productivity from workers.

According to table 4.3.2, cumulatively 19 respondents (31.1%) disagree that AT Hotel Africana, Employees in different fields are sponsored by the organization to learn more skills from outside countries, 4 respondents (6.5%) somewhat disagreed and 5 respondents (8.1%) somewhat agreed the claim, However contrary to this claim, the table also highlights that cumulatively 31 respondents (50.7%) are in agreement to this fact. This implies that sponsoring employees to learn more skills leads to high improvement in their job performance. This agrees with the views of Tooke (2017) that it is important for employees to develop working practices that benefit both the organization and the employees.

Table 4.3.2, further highlights that cumulatively 19 respondents (31.1%) disagree that New employees are ever coached on what is expected to be done, 10 respondents (16 %) somewhat disagreed and 10 respondents (16 %) somewhat agreed the claim and cumulatively 26 respondents (42.5%) agreed to this aspect. This implies that coaching new employees is being done at Hotel Africana and this leads to improved employee performance.

The findings as per table 4.3.2, cumulatively indicate that 21 respondents (34.4%) disagreed that new employees are ever coached on what is expected to be done, 10 respondents (16%) somewhat disagreed and 10 respondents (16%) somewhat agreed the claim, however, contrary to the above, 20 respondents (32.7%) agreed to this claim. This implies that new employees are ever coached on

what is expected to be done. Empirical studies like that of Kahlo (2018) observed that coaching entails prioritizing adding more knowledge on assigned tasks and activities.

Table 4.3.2, indicates that cumulatively 38 respondents (66%) disagreed that, 8 respondents (13.1%) somewhat disagreed and 8 respondents (13.1%) somewhat agreed the claim, 7 respondents (11.3%) agreed to this fact. This implies that to a relatively smaller extent at Hotel Africana in house development programs are practiced.

4.3.5. Pearson's Correlation Analysis

Pearson's Correlation analysis was also used to describe the strength and direction of relationship between the relationship between talent retention practices and organizational performance at Hotel Africana Kampala Uganda Results are presented in table 4.3.5 below.

Table 4.3.5. Showing correlations results between the relationship between talent development practices and Employee performance at Hotel Africana Kampala Uganda

		Talent Development	Employee Performance
Talent Development	Pearson correlation	1	.496**
	Sig. (2-tailed)		.000
	N	61	61
Employee Performance	Pearson Correlation	.496**	1
	Sig. (2-tailed)	.000	
	N	61	61

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.9 indicates that based on the Pearson Product moment correlation coefficient result obtained ($r=.496$, $n=61$, $p=.000<.01$), there is a positive but moderate significant relationship between talent development practice and Employee performance at Hotel Africana Implying

that development practices accounts for 67.0% of Employee performance at Hotel Africana, other factors remaining constant. Based on the correlation value obtained, the researcher rejects the null hypothesis earlier on set in the study that there is no statistically significant relationship between talent development practice and Employee performance since the obtained value is not only positive but also moderate and significant. Therefore, the alternative hypothesis is accepted in the process.

These findings corroborate with Oden and Olivine (2017) who revealed that developmental ideas significantly correlates with, and influences both organisational and employee wellbeing. The results indicated that there is a moderate positive relationship between work-family interface and job satisfaction. The study therefore recommended that organizations should encourage developmental practices and ideas among employees as one way of enhancing employee performance.

Table 4.3.4. Analysis of Talent Retention Practice

Talent Retention Practices		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	This organization rewards excellent workers	8.1 % (5)	26.2% (16)	6.5% (4)	4.9% (3)	32.7% (20)	21.3% (13)
2	There is Harmonious working relationships among employees	13.1% (8)	18.0% (11)	16% (10)	11.4% (7)	24.5% (15)	16.3% (10)
3	Recognition programs always takes place in this organization	29.5% (18)	18.0% (11)	8.1% (5)	8.1% (5)	19.6% (12)	16.3% (10)
4	Growth opportunities and chances are	8.1%	19.6 %	8.1%	9.8%	27.8%	22.9%

granted to hardworking employees	(5)	(12)	(5)	(6)	(17)	(14)
5 This organization has got appositve image						
on the side of employees	13.1%	18.0%	11.4%	16.3%	24.5%	16.3%
	(8)	(11)	(7)	(10)	(15)	(10)

Source: Primary data 2024

According to Table 4.3.4, cumulatively 21 respondents (34.3%) disagreed to the claim that the organization of Hotel Africana rewards excellent workers, 4 respondents (6.5%) somewhat disagreed and 3 respondents (4.9%) somewhat agreed the claim and cumulatively 33 respondents (55%) agreed to this claim. This implies that the organization rewards excellent workers. Burke (2019) believes that many when workers are rewarded, then they are motivated to perform.

Table 4.3.4, further indicates that cumulatively,19 respondents(31.1%) disagreed that at hotel Africana, there is Harmonious working relationships among employees, 10 respondents (16 %) somewhat disagreed and 7 respondents (11.4%) somewhat agreed the claim and cumulatively 25 respondents (40.8 %) agreed to this claim. This implies that majority of the teachers employees have got connected working relationship And this could lead to team work which improves on the level of employee performance. Allay (2021) equally recommends that that employees should always keep work relationships for better performance.

Table 4.3.4, shows that cumulatively 29 respondents (47.5 %) disagreed that Recognition programs always takes place at hotel Africana, 5 respondents (8.1%) somewhat disagreed and 5 respondents (8.1%) somewhat agreed the claim, cumulatively 22 respondents (36.1%) agreed to the claim. This implies that Recognition programs sometimes take place. This is in line with Duke (2019) who believes that it is good for one to consider employee recognition programs in order to attract their working morale.

According to Table 4.3.4, cumulatively 17 respondents (27.7%) disagreed that Growth opportunities and chances are granted to hardworking employees, 5 respondents (8.1%) somewhat disagreed and 6 respondents (9.8%) somewhat agreed the claim and cumulatively 31 respondents (50.7%) agreed to the claim. This implies that growth opportunities and chances need to be granted to hardworking employees and this could lead to their job satisfaction which can lead to improved performance. This is in line with the opinion of Watson (2021) that it is vital for workers to define and point out the most important core opportunity and scheduling them accordingly.

Table 4.3.4, further indicates that cumulatively 19 respondents (31.1%) disagreed that the organization has got apposite image on the side of employees, 7 respondents (11.4%) somewhat disagreed and 10 respondents (16.3%) somewhat agreed the claim and cumulatively 25 respondents (40.8%) agreed to the claim. This implies that a good percentage of employees agreed that the organization has got apposite image on the side of employees. The organisation therefore needs to keep its positive image so as to attract more talented employees. This will lead to improved quality performance.

4.3.5 Pearson's Correlation Analysis

Pearson's Correlation analysis was also used to describe the strength and direction of relationship between talent retention practice and employee performance at Hotel Africana Kampala Uganda. Results are presented in table 4.3.5 below;

Table 4.3.5 showing correlations results between talent retention practice and employee performance at Hotel Africana Kampala Uganda

			Talent Retention Practice	Employee Performance
Talent Retention	Pearson correlation		1	541**

Practice		Sig. (2-tailed)	000
	N	61	61
Employee Performance	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	61	61

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.3.5 indicates that based on the Pearson Product moment correlation coefficient result obtained ($r=.541$, $n=61$, $p=.000<.01$), there is a positive but strong significant relationship between talent attraction practices and employee performance at Hotel Africana in Kampala Uganda. According to Cohen (2015), a variable is considered to be weak statistically significant below 0.2, moderate statistically significant between 0.5 and 0.7, and strong when its 0.7 and above. Implying that talent attraction accounts for 78.9% of employee performance at Hotel Africana in Kampala Uganda. Other factors remaining constant. Based on the correlation value obtained, the researcher rejects the null hypothesis earlier on set in the study that there is no statistically significant relationship between talent attraction practices and employee Performance since the obtained value is not only positive but also strong and significant. Therefore, the alternative hypothesis is accepted in the process.

In line with the findings, Biros (2019) conducted a study aimed at exploring the relationship between talent management and job satisfaction among administrative staff in technical institutes in Uganda. The results indicated that there is a weak and positive relationship between flexible talent management and job satisfaction in most institutes. The variation in findings could be due to the fact this was in technical institute setting and the current study is in Hotels.

4.3.6, Descriptive statistics for Employee Performance

Employee Performance was conceptualized to include the dimensions of: productivity, quality, profitability and customer satisfaction. The results were attained using a questionnaire which was anchored on a six Likert scale: ranging from strongly agree to strongly disagree. The quantified responses are laid in the Table 4.3.6 below;

Table 4.3.6, Descriptive statistics for Employee Performance

Employee Performance		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	In this organization, there is Systematic recruitment and selection procedure to enhance employee performance	22.9% (14)	14.8% (9)	11.4% (7)	11.4% (7)	32.7% (20)	6.5% (4)
2	Coaching and mentoring enhance employee performance	9.8% (6)	19.6% (12)	11.4% (7)	11.4% (7)	14.8% (9)	13.1% (8)
3	In this organization financial security enhance employee performance	18.0% (11)	9.8% (6)	11.4% (7)	9.8% (6)	42.6% (26)	8.1% (5)
4	Morale boost enhance employee performance	26.2% (16)	6.5% (4)	9.8% (6)	8.1% (5)	36.0% (22)	13.1% (8)
5	A boosting company culture enhances employee	9.8 % (6)	16.3% (10)	4.0% (3)	6.5% (4)	13.1% (8)	49.1% (30)

Source: Primary data 2024

According to Table 4.3.6, cumulatively 23 respondents (37.7 %) disagreed that in the organisation of Hotel Africana, there is Systematic recruitment and selection procedure to enhance employee performance, 14 respondents (22.9 %) somewhat agreed and disagreed and cumulatively 24 respondents (39.2 %) agreed to the claim. This implies that at the organization of Hotel Africana follows a systematic recruitment and selection procedure.

Table 4.3.6 further highlights that cumulatively 18 respondents (29.4 %) disagreed that at hotel Africana Coaching and mentoring of employees enhance and improves their performance, 7

respondents (11.4%) somewhat disagreed and 7 respondents (11.4%) somewhat agreed the claim, however, cumulatively 29 respondents (47.5%) agreed to the claim. This implies that Coaching and mentoring can highly improve employee performance.

Table 4.3.6 further indicates that cumulatively 17 respondents (65.5 %) disagreed that at the organisation of Hotel Africana, financial security enhance employee performance, 7 respondents (11.4%) somewhat disagreed and 6 respondents (9.8 %) somewhat agreed the claim,, however, cumulatively 31 respondents (50.7 %) agreed to the claim.

According to table 4.3.6, cumulatively 20 respondents (31%) disagreed that the organisation of Hotel Africana, morale boost enhance employee performance, 6 respondents (9.8%) somewhat disagreed and 5 respondents (8.1%) somewhat agreed the claim, and cumulatively 30 respondents (49.1%) agreed to this claim. This implies that the organisation boosts employee's working morale which results into improved performance.

Table 4.3.6 further highlights that cumulatively 16 respondents (26.1%) disagreed the organization of Hotel African offers attractive and competitive Salary to attract the best talented employees, 3 respondents (4.0%) somewhat disagreed and 4 respondents (6.5%) somewhat agreed the claim and cumulatively 38 respondents (62.2%) agreed to the claim. This implies that the organisation offers competitive Salary to attract the best talented employees. Christensen and Clayton (2017) assert that talented employees need to be paid an attractive salary in order to keep them stay and increase in their working effort which results into improved productivity.

4.4 The relationships between the study variables

Pearson (r) correlations helped understand the relationships between the study variables. These results were presented from the data that had been earlier on collected and analysed using the

SPSS software with a view to address the research questions and study objectives. Results are presented in the table below, and interpreted in thereafter.

Table 4.4.1: The table below shows the Relationships between the study variables

	1	2	3	4
Talent Attraction-1	1.000			
Talent Development-2	.627*	1.000		
Talent Retention -3	.541**	.283**	1.000	
Employee performance-4	.394**	.373**	.293*	1.000
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

4.4.1 The relationship between Talent Attraction and employee performance

There was a significant positive correlation between Talent Attraction and employee performance ($r=394^*$, $p\text{-value}<0.01$). This means that when the hotel management attentively attract talented employees then their performance can highly be realized.

4.4.2 The relationship between Talent Development and employee performance

The results showed a significant positive relationship between Talent Development and employee performance ($r = 373^{**}$, $p < .01$). This means that an improvement in Talent Development can also lead to improved employee performance. Further, this implies that when the hotel management identifies the best talent to develop, then employee performance can easily be realized.

4.4.3 The relationship between Talent Retention and employee performance

The result revealed that there is a significant positive correlation relationship between Talent Retention and employee performance ($r =0.293^*$, $p < 0.01$). This implies that the higher the talent retention chances the higher the employee performance and vice versa.

4.5. Regression Model

The researcher also carried out a multiple Regression analysis to establish which among the three elements of talent management practice could be best used to predict an improvement of employee performance at Hotel Africana in Kampala Uganda. Results are presented in Table 4.5.1 below.

Table 4.5.1: The table below shows Regression analysis of employee performance

Model	R	R Square	Adjusted R Square	Std, Error		Change statistics			
				Estimate	Change	F	Sig. F	df1	df2
1	.541 ^a	.293	.281	26773	293	24.455	1	59	.000
2	.627 ^b	.394	.373	25008	101	9.626	1	58	.003

a. Predictors: (Constant) Talent Attraction

b. Predictors: (Constant), Talent Development, Talent Retention.

The multiple regression analysis results presented in table 4.5.1 indicate that Talent Attraction is the only stand-alone predictor variable to employee performance at Hotel Africana in Kampala Uganda. Its relationship with employee performance (R) is 0.541; its effect on the sample (R square) is 0.293 while its effect on the total population (Adjusted R Square) is 0.281. The results further indicate that Talent Development can only predict employee performance when is combined together with Talent Retention. In such a situation, its relationship with employee performance (R) would be 0.627; their effect on the sample (R square) would be 0.394 while their effect on the total population (Adjusted R Square would be 0.373. The third construct of Talent Retention was not found to be

statistically significant in predicting employee performance at Hotel Africana in Kampala Uganda since it was excluded by the model.

CHAPTER FIVE

SUMMARY, DISCUSSION OF RESEARCH FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary, discussion of the study findings on the examine the relationship between talent management and organizational performance at Hotel Africana in Kampala Uganda. This is based on reasoning, preparation, observation and hypothetical perspectives. The section discusses the quantitative findings supported with qualitative evidence as illustrated below;

5.1 Summary of findings

5.1.1 H1: There is a significant positive relationship between talent attraction practices and organizational performance at Hotel Africana Kampala Uganda

The results from the empirical analysis have been considerably satisfactory, since hypothesis one formulated found considerable support. From the research results, hypothesis one (H1) revealed a significant positive relationship between talent attraction and employee performance. These findings mean that improving talent attraction practices inform of (Proper Recruitment, Selection and Training) is likely to improve the employee performance at Hotel Africana in terms of productivity, quality, profitability and customer satisfaction. For example, offering attractive and competitive Salary to employees. This is talented employees need to be paid an attractive salary in order to keep them stay and increase in their working effort which results into improved productivity.

5.1.2 H2: There is a significant positive relationship between talent development and employee performance at Hotel Africana Kampala Uganda

The results confirmed that there is a significant positive relationship between talent development and employee performance. This demonstrates that a positive change in talent development (in terms of Succession planning, Career planning and Employee Training) leads to a significant change in employee performance at Hotel Africana In keeping with the aim of this hypothesis, when employees talents are developed, the can be more knowledgeable which can lead to increased productivity and profitability at Hotel Africana.

5.1.3 H3: There is a significant positive relationship between talent Retention and employee performance at Hotel Africana Kampala Uganda.

The study Results revealed a positive significant association between talent Retention and employee performance at Hotel Africana Kampala Uganda. H3. This implies that a positive change in retention practices can easily promotes employee performance. Retention practices as a sub- variable was measured in terms of Motivation, Compensation, Time payment and Performance Appraisal to predict employee performance.

5.2 Discussion of findings

5.2.1 H1: There is a significant positive relationship between talent attraction practices and organizational performance at Hotel Africana Kampala Uganda

The study reveals that talent attraction as a practice influences employee performance at Hotel Africana Kampala Uganda. These findings are in line with Sovarthon (2017) who revealed that employees should at least move with the given package to suit the changing demands and situations at work place to be able to strike a balance between organization work and roles outside the organization.

5.2.2. H2: There is a significant positive relationship between talent development practices and organizational performance at Hotel Africana Kampala Uganda

Hypothesis two (H2) results indicated that talent development as a factor of culture is one of the drivers of employee performance at Hotel Africana. These findings corroborate with Oden and Olivine (2017) who revealed that developmental ideas significantly correlates with, and influences both organizational and employee wellbeing. The results indicated that there is a moderate positive relationship between work-family interface and job satisfaction. The study therefore recommended that organizations should encourage developmental practices and ideas among employees as one way of enhancing employee performance.

5.2.3 H3: There is a significant positive relationship between talent Retention practices and organizational performance at Hotel Africana Kampala Uganda. The findings confirmed that H3 was supported. This means that a positive change in talent retention practices such as training, delegation, motivation among others can highly improve performance at Hotel Africana .These findings are supported by Safi and Squib (2017) who recommended that organizations should retain their talented employees so as to be able to cope up with the conflicting responsibilities both at work place and outside.

5.3 Conclusions

The research concludes that, there is significant relationship between talent management and employee performance at Hotel Africana in Kampala Uganda .its therefore important that the management of Hotel Africana ensure effective implementation of planned talent management strategies by ensuring enough budget re-allocation and proper strategies to engage and retain potential employee as way to enhance organization performance.

The study only considered employees of Hotel Africana in Kampala, but Other Hotels like Serena, Sheraton among others with similar traits should be investigated.

5.4 Recommendations

To improve on the employee performance , the management of Hotel Africana should ensure effective implementation of planned talent management strategies by ensuring enough budget re-allocation and proper strategies to engage and retain potential employee as the way to enhance organization performance.

To enhance employee performance, the TPSC should take full responsibility for developing the career of its employee and plan various career development Programs for the employees.

The hotel Africana management should adopt clear and open means of talent attraction especially during recruitment and selection process since it has a strategic location in Kampala city. The recruitment and selection process should always be open and clear and should target talented employees only.

The results of the study reveal that there is positive relationship between talent attraction and employee performance at Hotel Africana and the results of each variable studied. It's therefore recommended that efforts should be directed to the shareholders to implement high competition motivational strategies to all best performing employees in different departments and ensuring tight performance appraisals together with timely feedback to all employees.

5.5 Limitations to the study and areas for further study

Despite a number of contributions made by the current study, limitations remain. First, this study focused on Goal setting theory (Locke & Latham, 2007). A similar study should be under taken using multi-theoretical approach because they are many other theories that inform employee

performance that were ignored. This theoretical study did not put emphasis on those other theories that influence the association between talent management and employee performance.

The study focused on employees of Hotel Africana in Kampala the capital and largest city of Uganda. The researchers cross-examined only respondents from this Hotel. This limited the study's scope. Other Hotel like Serena, Sheraton among others with similar traits could be investigated.

The study adopted a quantitative approach to collect data and tested the Null hypotheses in a short period of time. This implies that the views of individuals that change over time were not considered.

Scarce resources, the researcher were constrained by resources most especially printing the questionnaires, transport to the field and facilitating the researcher assistants. But this challenge was eventually overcome when the researcher borrowed some money.

Bad weather, during the data collection process rain was a catastrophe to the enumerators but the researcher purchased umbrellas and overcame this challenge.

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APPENDICES

APPENDIX I: CONSENT FORM

NAKADAMA MARIAM MUSA

ADDRESS: BUGIRI,

CONTACT: 0789164412

EMAIL: nakadamamusa@gmail.com

RE: CONSENT FORM

Dear Participant

My name is **NAKADAMA MARIAM MUSA**, a postgraduate student of Uganda Christian University. I am conducting a research study on: “Talent Management and employee Performance: A case study of Hotel Africana Kampala Uganda”. You have been selected to be part of the study participants. Your participation will highly be considered. Kindly spare some time to go through and suggest your insight and answers to the best of your knowledge.

The given information will only be used for study purpose. However, the findings will be used to examine the relationship between Talent Management and employee Performance.

Yours Sincerely



NAKADAMA MARIAM MUSA

APPENDIX II: QUESTIONNAIRE FOR RESPONDENTS

HOTEL AFRICANA

Dear Respondent

I am **Nakadama Mariam Musa**, a student of Uganda Christian University; I humbly ask you to participate in this research on the “Talent Management and employee Performance: A case study of Hotel Africana Kampala Uganda”. You have been selected to take part in this research with the major aim of study purpose. Your contribution, opinions and experience will be highly appreciated.

Thanks for your cooperation.

SECTION I: Demography of Respondents

a) Gender

Male

Female

b) Age

a) 20 – 25

b) 25 – 30

c) 30 - 35

d) 35 and Above

c) Qualification Academically

Certificate

Diploma

Bachelors

Masters

PART A: TALENT ATTRACTION PRACTICES

Directions: Under the following sections, please tick according to your level of agreement

5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree, 1= Strongly Disagree

NO	TALENT ATTRACTION PRACTICES	1	2	3	4	5
1	In my department Jobs are designed in a way that motivates employee performance					
2	This organization offers special and attractive benefits					
3	This organization invest in employment career development to attract talent					
4	Management of this organization takes advantage of social media to attract the best talent to attract the best talent and boost employee performance					
5	The organization offers of an attractive and competitive Salary to attract the best talent.					

PART B: TALENT DEVELOPMENT PRACTICES

Directions: Under the following sections, please tick according to your level of agreement

5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree, 1= Strongly Disagree

NO		1	2	3	4	5
1	This organization offers its employees a chance to be trained while at work					
2	Employees in different fields are sponsored by the organization to learn more skills from outside countries					
3	Employees in this organization are given chance and rotate from one position to another					
4	New employees are ever coached on what is expected to be done					
5	This Organization practices in- house development programs					

PART C: TALENT RETENTION PRACTICES

Directions: Under the following sections, please tick according to your level of agreement

5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree, 1= Strongly Disagree

NO	TALENT RETENTION PRACTICES	1	2	3	4	5
1	This organization rewards excellent workers					
2	There is Harmonious working relationships among employees					
3	Recognition programs always takes place in this organization					
4	Growth opportunities and chances are granted to hardworking employees					
5	This organization has got appositive image on the side of employees					

PART D: Employee performance

Directions: Under the following sections, please tick according to your level of agreement

5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree, 1= Strongly Disagree

NO	Employee Performance	1	2	3	4	5
1	In this organization, there is Systematic recruitment and selection procedure enhance employee performance					
2	Coaching and mentoring enhance employee performance					
3	In this organization financial security enhance employee performance					
4	Morale boost enhance employee performance					
5	A boosting company culture enhances employee					

Thank You for Your Participation

APPENDIX III: STUDY WORK PLAN

MONTH	NOV & DEC 2023			JAN -MARCH 2024				MAY & JUNE 2024			
Activities											
Proposal writing and submission	█										
Data collection				█							
Data editing and coding						█					
Data analysis								█			
Data presentation									█		
Report writing										█	
Submission of first report										█	
Final Report submission										█	

APPENDIX IV: RESEARCH BUDGET

The Whole researcher study covered a total amount of, 3,910,000 shillings within Eight month period of time.

Year 2023 to 2024 Major Research study Activities	Estimated sub Activities	Estimated amount per activity	Total amount
Proposal Writing	1. Topic and objective Selection 2. 1st Proposal Writing 3. Proposal corrections one 4. Proposal corrections Two 5. Proposal corrections Three 6. Proposal corrections Four Transport costs	Printing costs 20,000 shs Typing costs 50,000 shs Printing costs 200,000 shs Printing costs 300,000 sh Printing costs 100,000 shs Printing costs 140,000 shs Printing costs 400,000 shs Transport 500,000shs	<u>1,710,000 shs</u>
Data collection	<ul style="list-style-type: none"> ▪ Questionnaire writing ▪ Field data collection 	Printing costs 500,000 shs Transport costs 500,000 shs	<u>1,000,000 shs</u>
Report Writing	Data editing Data presentation Report Binding	Typing costs 400,000 shs Printing costs 500,000 shs Binding costs 300,000 shs	<u>1,200,000shs</u>
Estimated Total Amount			<u>3,910,000 shs</u>

VIVA VOCE COMPLIANCE REPORT

Name: Nakadama Mariam Musa

Registration Number: KJ2217/001

Title: Talent Management and Employee Performance (Case study of hotel Africana Kampala Uganda)

This table summarizes how the VIVA VOCE, Internal Examiners, and External Examiner's comments were addressed in the revised dissertation, including actions taken and page locations of revisions.

SN	Observation from VIVA VOCE, IE, and EE Reports	Action taken by the candidate	Page number in the book where the action was effected
1	Clear connection between conclusion ,objective and recommendation	The conclusion has been interconnected clearly with the objectives and the recommendations	Page 102
2	Recommendations	The recommendations on page 103 have been clearly explained.	Page 103
3			
4			
5			
6			
7			
8			
9			



Signed

Nakadama Mariam Musa

Name of Candidate
Candidate



Godwin Kwemarira, PhD

Name of supervisor
Supervisor