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**INFLUENCE OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEE  
PERFORMANCE IN THE FOOD & BEVERAGE SECTOR IN NAIROBI COUNTY**

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**078120**

**SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTER'S IN BUSINESS ADMINISTRATION AT STRATHMORE  
UNIVERSITY**

**STRATHMORE UNIVERSITY BUSINESS SCHOOL**

**STRATHMORE UNIVERSITY**

**NAIROBI, KENYA**

**JUNE 2023**

## **DECLARATION**

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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**Caroline Kitwa Mwangangi**

### **Approval**

The dissertation of **Caroline Kitwa Mwangangi** was approved by the following:

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## ABSTRACT

In today's international business environment, talent management is an essential source of competitive advantage that creates value for employers. For this reason, organizations work tirelessly to attract, develop, and retain talent since they believe that employees are the only assets that lead to innovative business strategies and solutions. This study sought to examine the effect talent management strategies have on employee performance in the Food & Beverage Sector in Nairobi. The need for the study was driven by the existing research gaps, including the lack of sufficient empirical information on how talent management strategies such as remuneration, training and development, and workplace safety influence employee performance in the food and beverage sector. Talent management strategies (remuneration, training and development, and workplace health, safety, and well-being) constituted the independent or predictor variables, and employee performance was the dependent or outcome variable. The expectancy theory made for the theoretical framework for the study. The study followed the positivist research paradigm, and a correlational research design was employed for which the purpose was to determine the relationship between the variables. The target population consisted of 135 food and beverage firms in the Nairobi metropolitan region that formed the units of analysis for the study. A cluster sampling technique was used to create a sample size of 405 respondents, and structured questionnaires used to collect data. Out of the targeted 405 questions, 364 were completed and returned on time, meaning the recommended criteria of a 75% response rate was fulfilled. The questionnaires were cleaned, evaluated for integrity, and triangulated to draw conclusive observations for inference. The data was then analyzed using descriptive, correlational, and inferential statistics via Statistical Package for Social Sciences (SPSS). The study found remuneration to have a positive and significant impact on employee performance. Training and development and workplace health, safety, and well-being were found to have a positive and non-significant impact on employee performance in food and beverage. Therefore, the study concluded that out of the three talent management strategies, only remuneration was a significant predictor of employee performance. Therefore, the study recommends that food and beverage companies in Nairobi should pay special attention to remuneration to drive employee performance. The study urges future researchers to examine other strategies of talent management.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>i</b>
<b>ABSTRACT.....</b>	<b>ii</b>
<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>viii</b>
<b>LIST OF FIGURES .....</b>	<b>ix</b>
<b>LIST OF TABLES .....</b>	<b>x</b>
<b>DEDICATION.....</b>	<b>xi</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>xii</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Introduction .....	1
1.2 Background of the Study.....	1
1.2.1 Talent Management .....	2
1.2.2 Employee Performance.....	3
1.2.3 Talent Management and Employee Performance.....	4
1.2.4 Foods and Beverage Sector .....	7
1.3 Statement of the Problem .....	7
1.4 Research Objectives .....	8
1.4.1 General Objective .....	8
1.4.2 Specific Objectives .....	8
1.5 Research Questions .....	9
1.6 Scope of the Study.....	9
1.7 Significance of the Study .....	9
1.8 Chapter Summary.....	10

<b>CHAPTER TWO .....</b>	<b>11</b>
<b>LITERATURE REVIEW .....</b>	<b>11</b>
2.1 Introduction .....	11
2.2 The Theoretical Foundation .....	11
2.2.1 The Expectancy Theory .....	11
2.3 Empirical Literature .....	12
2.3.1 Talent Management .....	12
2.3.1.1 Remuneration .....	13
2.3.1.2 Training and Development .....	14
2.3.1.3 Workplace Safety, Health, and Well-being .....	14
2.3.2 Employee Performance in Food and Beverage Sector .....	15
2.3.3 Talent Management and Employee Performance .....	16
2.3.3.1 Remuneration and Employee Performance .....	16
2.3.3.2 Training and Development and Employee Performance .....	18
2.3.3.3 Workplace Safety, Health, and Well-being and Employee Performance .....	20
2.4 Summary of Research Gaps .....	22
2.5 The Conceptual Framework .....	26
2.6 Operationalization of the variables .....	26
<b>CHAPTER THREE .....</b>	<b>28</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>28</b>
3.1 Introduction .....	28
3.2 Research Philosophy .....	28
3.3 Research Design .....	28
3.4 Population and Sampling .....	29
3.4.1 Population .....	29

3.4.2 Sampling Frame and Sample Size .....	29
3.5 Data Collection Methods.....	30
3.6 Data Analysis .....	30
3.7 Research Quality .....	31
3.7.1 Reliability .....	31
3.7.2 Validity .....	31
3.8 Ethical Consideration .....	32
<b>CHAPTER FOUR.....</b>	<b>33</b>
<b>PRESENTATION OF RESEARCH FINDINGS.....</b>	<b>33</b>
4.1 Introduction .....	33
4.2 Questionnaire Response Rate.....	33
4.3 Demographic Profile .....	33
4.4 Reliability and Validity Test .....	35
4.5 Descriptive Statistics.....	35
4.5.1 Remuneration.....	35
4.5.2 Training and Development .....	37
4.5.3 Workplace Safety, Health, and Well-being .....	38
4.5.4 Employee Performance.....	39
4.6 Inferential Statistics.....	40
4.6.1 Normality Tests .....	40
4.6.2 Correlation Analysis.....	41
4.6.2.1 Remuneration and Employee Performance .....	41
4.6.2.2 Training and Development and Employee Performance .....	42
4.6.2.3 Workplace Safety, Health, and Well-being .....	42
4.6.3 Diagnostic Tests .....	43

4.6.3.1 Test for Normality.....	43
4.6.3.2 Multi-Collinearity .....	44
4.6.4 Regression Analysis .....	44
4.7 Chapter Summary.....	46
<b>CHAPTER FIVE .....</b>	<b>47</b>
<b>SUMMARY, DISCUSSIONS, CONCLUSION, AND RECOMMENDATIONS.....</b>	<b>47</b>
5.1 Introduction.....	47
5.2 Summary .....	47
5.3 Discussion .....	48
5.3.1 Remuneration and Employee Performance .....	48
5.3.2 Training and Development and Employee Performance.....	49
5.3.3 Workplace Safety, Health, and Well-being and Employee Performance.....	50
5.4 Conclusion.....	51
5.4.1 Remuneration and Employee Performance .....	51
5.4.2 Training and Development and Employee Performance.....	51
5.4.3 Workplace Safety, Health, and Well-Being .....	52
5.5 Recommendations .....	52
5.6 Limitations of the Study.....	53
5.7 Areas for Future Research.....	53
<b>REFERENCES.....</b>	<b>54</b>
<b>APPENDICES .....</b>	<b>64</b>
Appendix I: Questionnaire .....	64
Appendix II: Food and Beverages Sector .....	69
Appendix III: Registered Food and Beverages Companies in Nairobi.....	70
Appendix IV: Participant Information and Consent Form.....	77

Appendix V: Research Permit..... 80

Appendix VI: Facilitation of Research..... 81

Appendix VII: Introduction Letter ..... 82

Appendix VIII: Budget..... 83

Appendix IX: Timeline ..... 84

## **ABBREVIATIONS AND ACRONYMS**

<b>DOSHS</b>	Directorate of Occupational Safety & Health Services
<b>ERP</b>	Emergency Response Plan
<b>HR</b>	Human Resources
<b>ILO</b>	International Labour Organization
<b>KAM</b>	Kenya Association of Manufacturers
<b>KES</b>	Kenya Shillings
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>NIOSH</b>	National Institute for Occupational Safety and Health
<b>OSH</b>	Occupational Safety and Health
<b>OSHA, 2007</b>	Occupational Safety and Health Act, 2007
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TWH</b>	Total Worker Health
<b>UN</b>	United Nations
<b>WHO</b>	World Health Organization

## LIST OF FIGURES

Figure 2.1: Conceptual Framework .....	26
Figure 4.1: Histogram Plot for Residuals .....	43

## LIST OF TABLES

Table 2.1: Operationalization of Variables .....	27
Table 4.1: Questionnaire Response Rate .....	33
Table 4.2: Demographic Profile of Respondents .....	34
Table 4.3: Test for Reliability .....	35
Table 4.4: Remuneration Package and Its Impact .....	36
Table 4.5: Remuneration.....	36
Table 4.6: Training and Development .....	37
Table 4.7: Workplace safety, health, and well-being.....	38
Table 4.8: Employee Performance.....	39
Table 4. 9: Kolmogorov-Smirnov <sup>a</sup> Test.....	40
Table 4.10: Remuneration and Employee Performance .....	41
Table 4.11: Training and Development and Employee Performance.....	42
Table 4.12: Workplace Safety, Health, and Well-being and Employee Performance.....	43
Table 4.13: VIF and Tolerance Level .....	44
Table 4.14: Model Summary <sup>b</sup> .....	44
Table 4.15: ANOVA <sup>a</sup> .....	45
Table 4.16: Regression Coefficients <sup>a</sup> .....	45

## **DEDICATION**

I dedicate this dissertation to my brothers, Stephen and Paul, for always giving me time to focus on my research.

To my parents, Dr. Caxton Munyoki and Sabina Oyatsi, thank you for being my pillars of strength at all times and for provoking me intellectually.

To my supervisor Dr. Joseph Onyango, I could not have achieved this without your overwhelming support.

## **ACKNOWLEDGEMENT**

I would like to thank my supervisor, Dr. Joseph Onyango, whose knowledgeable insights and support has been invaluable in guiding me through the research. I would also like to thank the Kenya Association of Manufacturers for providing me with the necessary information that enabled ease in the data collection.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This chapter focuses on the background of the study and examines the gaps that led to the research problem. It also covers the study's objective, research questions, the significance of this study to the relevant users, and the study's scope.

The study aims to analyze how talent management practices can sustain employee performance in the Food & Beverage Sector in Nairobi County. Understanding the influence talent management practices have on employee performance provides insights that hope to help companies make informed decisions. This, in turn, influences employees' productivity and job satisfaction level and ensures that organizations achieve their desired goals through sustained employee performance.

### 1.2 Background of the Study

Employee performance and talent management are of significant concern in any economy globally (Chebet, 2015). According to Bersin (2007), talent management is an influential and vital trend across Human Resources. It changes the way employees work, how they use resources such as technology, how these resources are allocated, and how they measure their performance.

Employee performance involves the quality and quantity of output from tasks assigned to an employee and the timeliness of producing the output (Poister, 2008). Therefore, an employee's performance can be reviewed by measuring their output's effectiveness, efficiency, and quality. Most companies want to be successful, even in the current environment, which is highly unpredictable and competitive (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014; Lussier & Hendon, 2012). Consequently, organizations, irrespective of their size and market, endeavor to attract and retain top talent, appreciating their pivotal role and impact on organizational effectiveness. If employees in an organization are not satisfied with their jobs and not motivated to execute their tasks and realize their goals, the organization cannot be successful (Dobre, 2013). Therefore, performance management is a crucial part of organizations' Human Resources (HR)

practices. Lussier & Hendon (2012) define performance management as identifying, measuring, managing, and developing the performance of employees within an organization.

There are two high-performance approaches: a humanistic framework and a rational process framework (Willcoxson, 2000). Willcoxson (2000) cited that under the humanistic framework, the organization empowers and trusts its employees and consciously connects with the community by involving external stakeholders. Teamwork is a powerful attribute of the humanistic framework approach. On the other hand, the rational process framework entails the organization being flexible enough to maintain its fundamental values while adjusting its output to meet new market conditions and demands. Such organizations can interpret the business environment in which they are operating and can predict and act upon new business opportunities (Willcoxson, 2000).

### **1.2.1 Talent Management**

Human resources and talent management practices significantly impact organizations' performance. According to Ashton & Morton (2005), several HR practitioners globally have reported that they believe talent management is one of the most critical human capital challenges organizations face in the twenty-first century. "Talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer term, by demonstrating the highest levels of potential" (CIPD, 2021). According to Noe et al. (2020), talent management is the systematic and planned effort to attract, retain, develop, and motivate highly skilled employees and managers. It can also be defined as a comprehensive and strategic approach to human resource and business planning that increases organizational effectiveness (Baqtayan, 2014). The primary focus of talent management is ensuring the harmony of the organization's employees with the right job and roles, and responsibilities contributing to the institution's strategic goals (Iles, Chuai, & Preece, 2010). Effective management of top talent in the food and beverage manufacturing sector is integral to employee performance. The changing workplace dynamics and a shortfall of employees with scarce expertise have forced employers to understand better the various factors that retain talented employees.

Batarlienė, Čižiūnienė, Vaičiūtė, Šapalaitė, & Jarašūnienė (2017) noted that organizations should focus on enhancing employees' positive performance by providing employees with the appropriate tools and skills to meet new realities and challenges. In addition, Abdullah, Ahsan, & Alam (2009)

pointed out that training & development, teamwork, human resource planning, and performance appraisal correlate with an organization's business performance.

Omollo and Oloko (2015) demonstrated that extrinsic motivating factors, especially high salaries, contributed to employee performance. A similar study by Martono et al. (2018) established that allowances and rewards fundamentally foster employee performance. Onyango and Wanyoike (2014) and Hameed and Waheed (2011) indicated that intrinsic reward factors, such as training and development, played a significant role in fostering employee performance. Thus, there is no agreement from studies on which, between extrinsic and intrinsic factors contribute significantly to employee performance. This research focused on remuneration, training & development, and workplace safety, health, and well-being and assessed their impact on employee performance.

### **1.2.2 Employee Performance**

Employee performance is the measure of how well an employee executes their duties and responsibilities, completes required tasks, and behaves in the workplace. Basuki et al. (2022) define employee performance simply as the quality and amount of work an employee accomplishes in carrying out their job as per the established obligations assigned to them in the workplace. Evaluating employee performance in the workplace is complex and remains a contentious issue among scholars. For instance, some experts propose examining physical, emotional, and practical factors. However, Al Mehrzi and Singh (2016) and Utin and Yosepha (2019) recommend working with targets, work standards, and predetermined criteria that have mutually been agreed upon by employees and employers to accurately measure employee performance.

Like every other industry, employee performance is paramount in the food and beverage sector. The industry also encounters a multitude of challenges relating to employee performance as other sectors (Odunlami & Matthew, 2014). However, being a complex sector, certain performance standards and challenges are unique to food and beverage companies (Onyeizugbe, Aghara, Olohi, & Chidiogo, 2018). Developing an effective performance management system is a complicated affair because of the numerous layers of the food and beverage industry as well as multiple occupations, from the highest-level executive in a large corporation to the lowest, hourly, tipped staff (Onyeizugbe, Aghara, Olohi, & Chidiogo, 2018). Besides, factors influencing performance in the food and beverage sector extend beyond HR management.

### **1.2.3 Talent Management and Employee Performance**

The origins of talent management can be traced back to the Second World War and has grown to become one of the most important components of corporate strategy in the current century. According to Mangusho et al. (2015) and Obedgiu et al. (2022) the fundamental goal of talent management is to enhance critical HR functions, including recruitment, selection, retention, and employee development, to get the most out of employees and improve organizational performance. As Dalayga et al. (2017) note, the growing talent shortage in some sectors worldwide has placed a renewed significance on talent management. Therefore, employers should clarify the requirements for their talent management programs.

Talent management influences employee performance, as demonstrated by Son et al. (2020), Supraptiningsih et al. (2018), Bibi (2019), Ndolo et al. (2017), Auranzeb and Bhutto (2016), Mangusho et al. (2015), Dalayga et al. (2017) and Obedgiu et al. (2022). These studies suggest that the implementation of proper talent management strategies, policies, and programs improves employee output in the workplace. Generally, if talent is managed effectively and in a transparent manner, an organization can expect a significant increase in employee performance. However, there is a lack of empirical evidence on the association between talent management and employee performance in the food and beverage sector in Nairobi; notwithstanding the scarcity of empirical studies, the general belief is that talent management influences performance, a claim that needs to be substantiated by the current study.

Talent management is broad and encompasses a diverse range of strategies, with one of them being remuneration. Remuneration refers to wages, salaries, bonuses, or incentives paid to employees for services offered. Remuneration can further be divided into monetary and non-monetary/benefits remuneration. Benefits remuneration refers to the initiatives that an employer uses to supplement the cash remuneration an employee receives, and these are seen to satisfy an individual's protection needs (Pregolato, Bussin, & Schlechter, 2017). A total rewards strategy refers to a system put in place by a business that provides integrated monetary, beneficial, and personal growth opportunities as rewards to employees who achieve the organization's goals (SHRM, 2022). Remuneration is a component of the Total Rewards package.

Some studies have indicated that employees who are offered a reward package that lines up with their personal preferences are prone to stay at the organization longer and be more engaged (Pregnolato, Bussin, & Schlechter, 2017). According to Ismail (2020), employee performance increased with increased wages and incentives. Additionally, Yinka (2017) indicated that companies needed to increase salaries to improve employee performance. However, Mahmud et al. (2018) established that remuneration did not predict performance. The authors argued that remuneration was a reward for employees' efforts; hence, it was not a driving factor in improving employees' performance. As such, the lack of consistency in the relationship between remuneration and employee performance is apparent. On top of that, there is limited evidence contextualizing the relationship to the food and beverage sector.

Training and development is another important element of talent management. It has been posited that a positive relationship between employee training and development and employee performance exists (Al-Mzary et al., 2015; Rodriguez & Walters, 2017; Jehanzeb & Bashir, 2013). According to Rodriguez and Walters (2017), employee training and development enhance employees' skills and knowledge, fostering efficiency and competency. Al-Mzary et al. (2015) established that competency promotes employee autonomy and engagement in the workplace, explaining the importance of training and development. However, for employees' performance to improve, the training and development must be relevant to the assignments or jobs that employees perform, and other factors, such as the working environment and work-life balance, must be enhanced (Jehanzeb & Bashir, 2013).

Robust development plans need to be formulated by employers comprising learning experiences designed to enhance employee skills and competencies (Pregnolato, Bussin, & Schlechter, 2017). The development delivery models are also crucial. These models have notably changed over the years, with the COVID-19 pandemic rapidly fueling their evolution. Organizations have been forced to embrace electronic development models so that their employees are being adequately developed. E-training is defined as "a process of distance training through the Internet or Intranet, giving individuals the required knowledge about various subjects chosen" (Amara & Atia, 2016). The relationship between employee development and performance has sufficiently been covered by previous studies. However, there is a shortage of evidence highlighting the impact of evolved models of employee development on performance, particularly in the food and beverage sector.

Besides remuneration and employee development, workplace safety, health, and well-being is integral to talent management; it affects an organization's essential resource, its people. WHO asserts that health is a holistic state of well-being, both physical and mental, and not simply the absence of illness. The International Labour Organization (ILO), which is a specialized agency of the United Nations (UN), has launched programs that continue to bring together governments, social partners, the private sector, and other stakeholders to improve the safety and health of workers around the world (Dumas, 2021). This goes to show how workplace safety and health is highly valued internationally.

In Kenya, the Occupational Safety and Health Act (2007) has been enacted to provide for workers' safety, health, and welfare and all persons lawfully present at workplaces, and all employers are expected to enforce this Act (The Occupational Safety and Health Act, 2007). Recent developments, such as the COVID-19 pandemic, have had an unprecedented impact on the labor market, forcing organizations to rethink their approaches to workplace safety, health, and employee well-being.

Carnevale & Hatak (2020) highlighted that radical changes are occurring in the work and social environment, such as shifting to remote work vs. physically going to the office daily and applying new workplace policies and procedures to limit contact during the pandemic. All this has led to consequences for workers, such as difficulties in disconnecting from work demands, i.e., work-life balance, and even other psychosocial risks, such as isolation. In addition, employees have also faced stressful situations, such as increased workloads, longer working hours, and reduced rest periods. Lastly, layoffs and pay cuts have led to increased levels of job insecurity and economic loss, resulting in increased uncertainty among workers. All this pressure at work represents an essential threat to employee well-being (Guest, 2017).

Furthermore, the physical and psychological pressure and uncertainty caused by the current changing workplace environment have led to workers' negative consequences, such as mental health issues. (De-la-Calle-Durán & Rodríguez-Sánchez, 2021). In this context, companies must cope with enhanced job design measures since how work is designed affects how employees feel about their job and can influence their performance (Parker & Morgeson, 2017). Therefore, an

empirical analysis of the recent developments in workplace safety and health and their impact on employee performance, especially among food and beverage enterprises, is warranted.

#### **1.2.4 Foods and Beverage Sector**

According to McKinsey & Company (2010), Agriculture is Africa's largest economic sector, representing 15% of the continent's total GDP, and the food and beverage sector forms part of this larger sector. In Kenya, The Kenya Association of Manufacturers (KAM) has divided the Food and Beverage Sector into eight sub-sectors, namely: Edible Oil, Salt, Baked products & Other Processed Cereals, Confectionary & snack foods, spreads & condiments, dairy & dairy derivatives, meat & fish products, alcoholic beverages, and non-alcoholic beverages (Sectors, 2021).

The food and beverage sector is fundamental in creating employment and contributing to Kenya's revenue. According to a 2020 report by the Ministry of Tourism and Wildlife, the hotel sector is an integral part of the tourism destination that contributes immensely to creating job opportunities and economic growth. However, the Ministry of Tourism and Wildlife (2020) report indicated that the COVID-19 pandemic significantly impacted tourism and hospitality, with the food and beverage sector being affected due to lockdown and restrictions, and slowly recovering after the pandemic. The Food and Beverage sector is vital for Kenya's economy, explaining why its recovery is vital.

#### **1.3 Statement of the Problem**

Employee performance is an integral part of the success of any organization, both in the private and public sectors. However, globally, organizations contend with the challenges of employee performance. These organizations have resorted to a wide range of measures, including talent management, to address these challenges (Bibi, 2019; Noe et al., 2020; Son et al., 2020). Still, one of the biggest issues is realizing the full potential of talent management and harnessing it to optimize employee performance. Researchers have explored the concept of talent management and related impact on employee performance (Son et al., 2020; Supraptiningsih et al., 2018; Bibi, 2019; Ndolo et al., 2017; Auranzeb & Bhutto, 2016; Mangusho et al., 2015; Dalayga et al., 2017; Obedgiu et al., 2022). Unfortunately, limited empirical knowledge exists on the relationship between talent management and employee performance in the food and beverage sector in Kenya.

Moreover, talent management is broad and encompasses numerous elements, including leadership, reward packages, performance reviews, organizational culture, career development, work environment, feedback management, and employee experience. Existing literature on talent management and employee performance place little emphasis on remuneration, employee development, and workplace safety and health. In addition, not many studies have taken into account recent external events such as the COVID-19 pandemic and how they have reshaped remuneration, employee development, and workplace safety and health (Wolor, Solikhah, & Fidhyalah, 2020; Kamar, Novitasari, Asbari, Winanti, & Goestjahjanti, 2020; Isnaini, Azhad, Qomariah, & Hermawan, 2020). Therefore, the study sought to address these gaps by examining the impact of remuneration, employee development, and workplace safety and health on employee performance in the food and beverage sector in Nairobi, Kenya.

## **1.4 Research Objectives**

### **1.4.1 General Objective**

The study's main objective was to determine the influence of talent management strategies (remuneration, training and development, and workplace safety and wellness) on employee performance in Nairobi's Food & Beverage Sector.

### **1.4.2 Specific Objectives**

The specific objectives were:

- i. To examine the influence of remuneration on employee performance in the food and beverage sector in Nairobi.
- ii. To determine the influence of training and development on employee performance in the food and beverage sector in Nairobi.
- iii. To determine the influence of workplace safety, health, and well-being on employee performance in the food and beverage sector in Nairobi.

## **1.5 Research Questions**

The research questions were:

- i. To what extent does remuneration influence employee performance in Nairobi's food and beverage sector?
- ii. To what extent does training and development influence employee performance in Nairobi's food and beverage sector?
- iii. To what extent does workplace safety, health, and well-being influence employee performance in Nairobi's food and beverage sector?

## **1.6 Scope of the Study**

This study sought to analyze how talent management can sustain employee performance in the food and beverage sector in Nairobi County. It focused on remuneration, training & development, and changes in workplace safety, health, and well-being as the key elements and was geographically limited to the Food & Beverage Manufacturing sector operating within Nairobi County. The Food & Beverage sub-sectors and registered companies within the Nairobi Metropolitan are detailed in Appendices B and C, respectively. The research respondents were selected from this sector, and the study was conducted six months from November 2022.

## **1.7 Significance of the Study**

First, the findings are beneficial to management executives, strategy leaders, and people managers in the Food and Beverage manufacturing sector as they provide insights into the implications of their approaches to talent management on employees' performance. Also, the study guides these companies on measures to take to maximize employee performance to achieve desired organizational results.

Second, the Manufacturing Industry in Nairobi also benefits as the findings from this research help managers in the different manufacturing sectors improve their employees' performance to keep up with the increasing competition in the hotel industry market. The study results are pivotal in the policy formulation by KAM relating to employees in the manufacturing industry. The Ministry of

Labour and Social Protection can find the study findings helpful in reviewing and updating the regulatory framework relating to employees in the Kenyan workforce.

Third, public awareness of employee performance and how it is impacted following recent events such as the pandemic has been enhanced by the findings of this result. The empirical evidence on employee performance and how it is impacted by external factors have been enhanced by the study findings, which is important to students, researchers, and consultants looking to further their knowledge base in this area as well as use this study for future reference of their studies.

### **1.8 Chapter Summary**

Every organization seeks to improve employee performance, and numerous studies cite talent management as a critical driver of employee performance. However, the food and beverage sector faces unique challenges in regard to employee performance. In addition, there is limited evidence demonstrating the influence of certain aspects of talent management on employee performance in the food and beverage sector. Therefore, the study sought to examine the relationship between talent management and employee performance in Nairobi's food and beverage sector by focusing on remuneration, employee development, and workplace safety and health.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the literature on the talent management strategies that influence employee performance in the food and beverage manufacturing sector in Nairobi County. The chapter is divided into the theoretical review, the empirical literature review, the research gap, and the conceptual framework.

#### **2.2 The Theoretical Foundation**

Under the theoretical review, the expectancy theory, which relates to the factors that impact employee performance, is explored.

##### **2.2.1 The Expectancy Theory**

The expectancy theory was put forward in 1964 by Victor Vroom, a professor of management at Yale School of Management. Vroom's theory is firmly anchored on outcomes, as it states that the intensity of performance is determined by the expected results that will be realized through the action. An employee is motivated to perform based on how much an individual wants a reward. Therefore, through an assessment, the likelihood of realizing the expected performance and the performance will have a specific reward through action (Vroom, 1964). The reward is at the core of employee performance in that they must associate it with a specific significance that relates to the expected outcomes. Through efforts, an employee expects that their input will increase performance and a good outcome realized, and the outcome will be rewarded (Parijat, 2014).

In the expectancy theory, Vroom (1964) argues that different factors must be available to guarantee positive performance for an employee to perform. The key factors that influence employee performance include the availability of resources, the employee possessing the right skills, experience, and talents, availability of support from other stakeholders, and generally, a conducive working environment to guarantee work conditions that are promotive of the realization of desired outcomes (Parijat, 2014). According to Malik (2019), the expectancy theory also illustrates

that employees' performance is determined by their efforts. They must have faith that if they perform well, there will be a good outcome for their efforts. As a result, their efforts and contribution to realizing the outcomes will be recognized. The employees also must believe that positive performance in the organization will be rewarded.

The expectancy theory relates to this study as it provides the basic framework under which employees' performance is undertaken. The theory illustrates the basis of employee performance in that it gives specific aspects through which employee satisfaction and performance can be realized. The ability of an employer to meet the expected reward from an employee by realizing a positive outcome is pointed out as a significant factor through which employee satisfaction is realized. The different factors that influence the performance of employees, such as the skill level of employees and the availability of resources to guarantee delivery, are also extensively explored. The organizational rewards through remuneration, learning and development opportunities, and the work environment apply to employees when they deliver on their mandates constitute a significant factor; hence, a key consideration explored influences employee performance (Parijat, 2014). Therefore, the theory comprehensively explains the study topic of how employee performance can be sustained through extensive talent management practices.

## **2.3 Empirical Literature**

This section of the chapter provides an empirical review of previous studies conducted on the influence of talent management on employee performance in the food and beverage sector. In so doing, the section identifies knowledge gaps in the existing body of empirical work that the study attempted to fill.

### **2.3.1 Talent Management**

Collings et al. (2015) define talent management as the strategic and organized process of selecting, recruiting, and onboarding the right talent and helping them realize their full potential while keeping organizational objectives in mind. Put simply; talent management is a concept in HR that centers around attracting and retaining quality employees, developing their skills, and motivating them to enhance their performance (Dries, 2013). The origins of talent management can be traced back to the Second World War and has grown to become one of the most important components

of corporate strategy in the current century. According to Mangusho et al. (2015) and Obedgiu et al. (2022), the fundamental goal of talent management is to enhance critical HR functions, including recruitment, selection, retention, and employee development, to get the most out of employees and improve organizational performance.

The value of talent management has long been established by various scholars. As Tarique and Schuler (2010) Dalayga et al. (2017), and Batarliené et al. (2017) point out; talent management allows an organization to capitalize on its most important asset, its human resources; it helps maximize the value of employees. In her study, Knott (2016) proposed that real estate companies in Kenya should make the most of talent management practices to recruit and retain the most skilled employees and boost their level of performance. A robust talent management strategy encompasses four key pillars: competencies, role management, goal alignment and tracking, and tools for employee engagement (Collings et al., 2015; Tarique & Schuler, 2010). The types of talent management strategies include remuneration, employee development, and workplace health and safety.

### **2.3.1.1 Remuneration**

Remuneration, otherwise referred to as pay or compensation, is the monetary or non-monetary reward an employee receives for their efforts in an organization. Stewart and Brown (2019) view remuneration as a key component of a sound talent management strategy. Compensation can be useful in recruitment and retention and, if properly leveraged, motivate employees toward achieving business objectives (Stewart & Brown, 2019). In his study, DeVaro (2020) found that successful companies included a strategic compensation philosophy and strategy in their talent management approaches. The strategy often included everything from base salary, bonus and incentives, stock options, and benefits to insurance.

Compensation can vary from one organization to another mostly because of the compensation philosophy adopted. The philosophy drives everything from the base pay to the execution of the remuneration strategy. Nonetheless, the evaluation of remuneration remains the same across different organizations. This is because, according to DeVaro (2020), compensation metrics and KPIs are standards across different types of organizations. Remuneration can either be monetary, non-monetary, or both. Monetary rewards include commissions, merit pay, pay and allowances, stock options, and retirement benefits. Examples of non-monetary rewards include life insurance,

healthcare benefits, flexible work schedules, vehicle allowance, personal time off, and charity donations.

### **2.3.1.2 Training and Development**

Developing employees is a critical part of talent management. Employee training and development includes any initiative aimed at helping employees acquire new or improve their existing knowledge, skills, and expertise (Cohen, 2017). The premise behind employee development is to equip them with the necessary skillsets, knowledge, attitude, and experience to adapt to the changing environment, prepare for new directions or responsibilities, and overcome performance gaps (Kum et al., 2014; Cohen, 2017). Since talent management partly aims to develop employees, training, and development are vital in achieving this goal. In their study, Fajčíková et al. (2016) recognized employee development as one of the most important talent management strategies due to the rapidly changing nature of the work today. The scholars stressed the importance for organizations to transform and accentuate their training and development programs to maintain relevance and become more competitive in the constantly changing market.

The importance of training and development cannot be stressed enough. Dachner et al. (2021) observed that employees at all levels of employment expect dynamic and continuous opportunities to learn from their employers. Organizations without effective employee development programs experience difficulties retaining top talent (Samwel, 2018). The reason for this is that employees tend to leave when they fail to realize developmental opportunities (Samwel, 2018). Therefore, the benefits of training and development as a component of talent management go beyond just employee performance. It also impacts job satisfaction and retention. Employee development can be delivered in a variety of ways, including mentoring, formal and informal learning, mentoring, coaching, self-directed learning, and experiential learning (Cohen, 2017).

### **2.3.1.3 Workplace Safety, Health, and Well-being**

Workplace safety, health, and well-being have increasingly become one of the main priorities for organizations worldwide, more so for business enterprises dealing with food and beverages. It involves providing a safe working environment, safe equipment, policies, policies, and procedures to ensure the safety, health, and well-being of workers (Asumeng, Acquah-Coleman, & Dadzie, 2015). A safe and healthy work environment is beneficial in various ways: a safer work

environment is more productive, it promotes employee wellness, few accidents are reported, and employees become more confident and comfortable (Asumeng et al., 2015; Sasaki et al., 2020). Since the 2020 pandemic, workplace safety has become a primary concern for employers of all types. Employees want assurance of their safety and health. As such, companies address the critical issue of workplace safety by implementing practices such as safety standards and protocols, training and guidance, personal protective equipment, reporting unsafe conditions, keeping the workplace tidy, signs and symbols, and safety policies.

### **2.3.2 Employee Performance in Food and Beverage Sector**

Employee performance is crucial to the success of any organization. Poister (2008) cited that employee performance involves the quality and quantity of output from tasks assigned to an employee and the timeliness of producing the output. Therefore, an employee's performance can be reviewed by measuring their output's effectiveness, efficiency, and quality. The food and beverage industry shares some similarities with other sectors in terms of employee performance challenges. However, it faces a set of challenges relating to certain performance standards and challenges unique to the sector (Onyeizugbe, Aghara, Olohi, & Chidiogo, 2018). Therefore, a standard performance management system may not be effective for a food and beverage company. Besides, factors influencing performance in the food and beverage sector extend beyond HR management.

In addition, recent developments in the sector, such as the COVID-19 pandemic, had a significant impact on the performance of employees in this sector. Narayanamurthy and Tortorella (2021) observed that the pandemic implied notable changes in the way companies work, affecting employees' activities and schedules. Some of the changes in employees' work brought about by the pandemic are travel bans and restrictions, social distancing, and virtual working arrangements. (Harter, 2020). Some organizations also opted for layoffs and pay cuts, which have led to increased levels of job insecurity and economic loss, resulting in increased levels of uncertainty among workers and impacting their performance (Guest, 2017). These changes have constrained the continuance of earlier processes pre-COVID-19 and introduced employee behavioral changes, which can transition from temporary to long-lasting employee behaviors.

Employers and HR professionals have since become increasingly concerned about such behavioral changes as they can influence employees' physical and mental well-being, which can impact their performance and the organizations' performance (Graves & Karabayeva, 2020). Carnevale and Hatak (2020) cited the importance of understanding how organizations' changes to their HR practices since the pandemic impact employees' feeling of organizational fit to ensure employee performance. The dynamics of work and employees' interests and priorities have since changed. Wolor, Solikhah, Fidhyallah, and Lestari (2020), who conducted a quantitative study using 200 employees in Indonesia, highlighted that online training, leadership, work-life balance, and motivation have become critical to employee performance. Employee performance has since become more complex, extending beyond just tangible outputs but also includes qualitative outputs and how these outputs are delivered.

### **2.3.3 Talent Management and Employee Performance**

#### **2.3.3.1 Remuneration and Employee Performance**

Remuneration refers to the financial compensation that an employee gets because of their performance at their workplace. Remuneration thus directly impacts employee motivation and performance at the workplace (Pregolato, Bussin, & Schlechter, 2017). Employees who perceive that they are sufficiently remunerated tend to perform highly in their roles and responsibility, hence positively impacting the organization's performance (Omollo & Oloko, 2015). A quantitative study conducted by Martono, Khoiruddin, & Wulansari (2018) using a sample of 403 employees in Indonesia on the remuneration reward management system as a driving factor of employee performance observed that remuneration was a significant motivator for employee performance. Employees who deemed that the organization's roles and responsibilities were correctly compensated were highly motivated to deliver on their mandates. The study established that firms with a comprehensive remuneration reward management system could uniquely ensure that their employees are financially motivated to deliver on their mandates, ensuring that employee performance is optimal (Martono, Khoiruddin, & Wulansari, 2018).

Omollo & Oloko (2015), who conducted a quantitative study in Kenya, observed that remuneration was also a major factor in enhancing the motivation of employees. The zeal and enthusiasm of employees to work are enhanced through remuneration in that if they are highly remunerated, they

deliver on their mandates. It is, therefore, the need for the organizational managers, especially the human resource managers, to ensure that there is a comprehensive approach through which they must ensure that employees are correctly remunerated to guarantee the enhanced realization of employee output. The study cited poor remuneration as a major cause of poor employee performance, high employee turnover, and a major cause of low organizational performance. Therefore, employers need to ensure that employee remuneration relates to enhanced employee performance and an increased rate of job satisfaction (Omollo & Oloko, 2015).

Employee remuneration is critical to ensuring that organizational performance in terms of profitability, increased competitiveness, and general realization of organizational goals are achieved. Even though an organization can focus on ensuring that its employees are adequately remunerated to ensure that they deliver on their roles and responsibilities, external factors that negatively impact the business performance can easily limit the ability of the business to effectively meet its obligations in terms of compensating its employees (Martono , Khoiruddin, & Wulansari, 2018).

Winasis, Djumarno, & Ariyanto (2020), using a quantitative study and a sample of 6,874 employees from a private bank in Jakarta, observed that there was a need for firms to ensure that employees' satisfaction continued to be maintained despite the prevailing external conditions to ensure sustained organizational performance. The study observed that external factors such as the digital transformation in the banking industry and the COVID-19 pandemic had a devastating impact on the ability of the banking firms to generate revenues, hence negatively impacting their ability to ensure that employees can sustainably enjoy similar remuneration perks as was previous during the normal work. Furthermore, with the need for businesses to reduce their expenses being prioritized, a majority of the banking institutions' focus was on lowering employee compensation, which in turn, had an impact on employee engagement and organizational performance.

Winasis, Djumarno, & Ariyanto (2020) further observed the need for transformational leadership to address the risk of reduced employee motivation. Through transformational leadership in the COVID-19 environment, the study observed that the employees in the banking sector could stay highly motivated as the organizational leadership will develop strategies to ensure that employees' satisfaction and performance are sustained by ensuring that their remuneration is minimally

impacted. Through transformational organizational leadership, employees can understand the prevailing market conditions and the need for the firm to take short-term measures to address the impact. With the support of employees, drastic measures such as a reduction in their remuneration for the short-term stand not to harm their performance, thus not being affected by the reduction in compensation (Winasis, Djumarno, & Ariyanto, 2020).

Mukami, Kimotho, & Sisay (2021) performed a quantitative study where they observed that many firms had taken drastic measures during COVID-19 that impacted employees' remuneration, such as retrenching staff. Nevertheless, there is a need to explore different strategies to deal with the negative impacts of the COVID-19 pandemic. One of the strategies is to explore different marketing and distribution channels to ensure that the products reach to the customers is sustained. Furthermore, with employees being at the core of successful innovative strategies, the study also recommended that they be prioritized in terms of remunerations to guarantee their high motivation to be productive. The focus on sustaining employee motivation and performance through adequate compensation is critical for the short and long-term performance of the firm, as employee performance is at the core of organizational performance (Chowdhury, Sarkar, Paul, & Mokta, 2020).

### **2.3.3.2 Training and Development and Employee Performance**

Continuity in skill acquisition and development is at the core of employee performance. Through training and development, employees can enhance their skills and knowledge, which is critical in ensuring that they are not only able to deliver on their mandates but also effectively adjust as per the changing needs in the workplace, which are currently led by continuity in technological transformation (Hameed & Waheed, 2011). Furthermore, when workers are more developed, they tend to be more committed to and satisfied with their jobs, and their performance increases, which will lead to the organization's effectiveness (Samwel, 2018).

Access to training and development opportunities is critical in enhancing the performance of employees. There is a need for organizational management to ensure that its employees continuously access training and development opportunities, which are critical in ensuring that they can strengthen their skills and improve their ability to deliver on their roles and responsibilities at the workplace. Accessing training and development opportunities is critical to

an employee sustaining positive performance at the firm (Onyango & Wanyoike, 2014). More so, the employees that can access training and development opportunities can enhance their ability to deliver on their mandates and positively impact their level of satisfaction with their job. A high level of job satisfaction directly correlates with employee performance in that employees that are highly satisfied tend to have a positive impact on their performance (Hameed & Waheed, 2011).

The significance of employee training and development is reflected in a study on the effect of training and development on employee turnover in selected medium-sized hotels in Kisumu City, Kenya. The study established that employee training and development is critical in ensuring that employees sustain their performance. Also, through the training and development of employees, a high level of satisfaction is gained, which is essential in ensuring that they remain loyal to their organizations hence low turnover rates being experienced (Mapelu & Jumah, 2013). As a result, employers keen on ensuring that they gain employees' loyalty have to ensure that they extensively invest in employee training and development to guarantee positive employee performance (Onyango & Wanyoike, 2014).

The resources required for employers to invest effectively in training and development is relatively high. One of the critical human resource management costs incurred by organizations is the cost associated with the training and development of the staff. Therefore, the organization needs to set aside adequate resources to ensure that employees' capacity is continuously built to sustain their performance and level of motivation (Hameed & Waheed, 2011). Thus, to guarantee high employee performance, employers need to ensure that they can regularly set aside adequate resources to ensure that employees are upskilled and enhance their knowledge on the realization of sustained positive performance. With the limited resources that organizations have, there is a need for human resource managers to ensure that they can deliver training and development opportunities that meet the needs of employees and guarantee them opportunities to enhance their skills and knowledge and advance their careers. With the negative impacts of COVID-19, which have extensively reduced the revenues for many businesses, there is a need for firms to explore other avenues for enhancing employee performance and motivation (Wolor C. , Solikhah, Fidhyallah, & Lestari, 2020). As a strategy to respond to the reduced revenues in the food and beverage industry because of the COVID-19 pandemic, firms need to adopt measures aimed at reducing the overall costs associated with the business while at the same time sustaining

performance. Therefore, the study observed that organizational programs such as training and development programs must be replaced by less financially demanding motivational programs (Chowdhury, Sarkar, Paul, & Mokta, 2020).

### **2.3.3.3 Workplace Safety, Health, and Well-being and Employee Performance**

The safety, health, and well-being of all employees within the workplace are essential to any organization. Various actions have been taken on a global and local level to ensure it. Umugwaneza, Nkechi, & Mugabe (2019) conducted a quantitative study targeting 229 employees from steel manufacturing companies in Rwanda and proposed that every individual within an organization has a legal responsibility to maintain health and safety practices according to the Occupational Safety and Health legislation. The authors insisted that it is necessary to consider an employee's safety and well-being in order to elevate productivity and good performance. "Regardless of how organizations monitor Occupational Safety and Health, safety and health must be viewed as an essential and achievable part of any business and needs to be monitored" (Gervais, Pawlowska, Kouvonen, & Van den Broek, 2009).

Alli (2008) observed that the ILO had set fundamental principles, the key of which is that all workers have rights regarding occupational safety and health and that OSH policies must be established at a national and organizational level. In Kenya, there is the Occupational Safety & Health Act (2007), and the Directorate of Occupational Safety & Health Services (DOSHS) is mandated to ensure compliance with the provisions of the OSH Act 2007 and promote the safety and health of workers (Labour, 2022).

Michaels & Wagner (2020), who conducted a qualitative, observed that the government had not fully utilized the OSH Administration public safety authority in the United States to reduce the risk of COVID-19. Akpan (2011) described the components of an effective health and safety management system as; The management, leadership & organizational commitment, well-communicated health and safety roles and responsibilities for all levels of the Organization, Employee participation, Hazard Identification, and Assessment Process, Determination and Implementation of control measures and an Emergency Response Plan (ERP). The authors emphasize that the best health and safety management systems may not protect an organization

from all-natural or unforeseen disasters, but having a robust ERP can reduce the gravity and risk of loss.

The Center for Disease Control in the United States published guidelines on preventive actions against COVID-19. These include but are not limited to education for employees on the risks and ways to prevent the contraction of the virus, facilitating work from home to reduce the risk of contracting the virus, reducing business travel when necessary, and avoiding social gatherings (CDC, 2021). In addition, Sasaki, Kuroda, Tsuno, & Kawakami (2020) observed that several workers had been required to act swiftly in changing their work styles under the direction of their company or organization without preparation, while others had to continue with their usual work. (2020)The researchers further stated that employees' performance could suffer because of the fear and psychological stress brought about by COVID-19 and suggested that it would be worthwhile to know if the workplace measures taken by employers could reduce employees' fear and worry and consequently positively impact their performance.

Sasaki, Kuroda, Tsuno, & Kawakami (2020) conducted a quantitative study targeting employees in Japan and hypothesized that the rigorous workplace controls to fight against COVID-19 in Japan were associated with employees' low psychological distress and high work performance within the organization but were positively associated with their fear of COVID-19. They also suggested that workplace measures may be advantageous in promoting and sustaining workers' work performance and mental health during the COVID-19 pandemic. Ofoegbu, Olawepo, & Ibojo (2013) observed that workers' exposure to occupational hazards, violence, and hazards affects productivity. They found a direct relationship between employees' output and the safety and health practices at the workplace and concluded that for a company to elevate its employees' productivity, it ought to train its employees constantly.

Putra, Azmi, Fadhlillah, Ulfah, & Hasan (2022), who conducted a quantitative study using 68 employees from banks in Jakarta, posit that work safety has a positive effect on employee performance, implying that the higher the level of safety at work, the better employees perform. They propose that improving workplace safety would result in increased employee performance. Work safety often influences corporate performance, making it crucial for organizations to adopt appropriate work safety measures to boost employee performance.

## 2.4 Summary of Research Gaps

Several studies on sustaining employee performance have been conducted in developed countries with very little focus on how employee performance can be sustained in developing countries. Additionally, the majority of the studies focus on individual talent management practices, such as rewards and employee development, and their impact on employee performance of factors with little attention to the talent management practices and how they impact employee performance. In relation to Kenya, there is a need to capture adequate information on the role talent management practices play in sustaining employee performance and their impact on organizational performance. Table 2.1 summarizes research gaps in the existing literature and how the study addressed them.

**Table 2.1: Summary of Research Gaps**

<b>Author</b>	<b>Objective</b>	<b>Findings</b>	<b>Research Gap</b>	<b>Addressing Research Gap</b>
Pregnoiato et al. (2017)	To examine reward preferences and elements that retain employees from various demographics	Overall, financial rewards were the most important element of total rewards in retaining employees. The work-life balance found to be critical among younger generations	The study failed to relate total rewards to employee performance	Focus was placed on remuneration and employee performance
Martono et al. (2018)	To examine the influence of the reward system on employee performance through motivation and job performance as a mediation variable	Remuneration and job satisfaction had a positive influence on performance. The direct effect of mediation on performance was not supported	The study failed to cover the effect of remuneration on employee performance in the food and beverage sector	The study focused on the relationship between remuneration and performance in the food and beverage sector

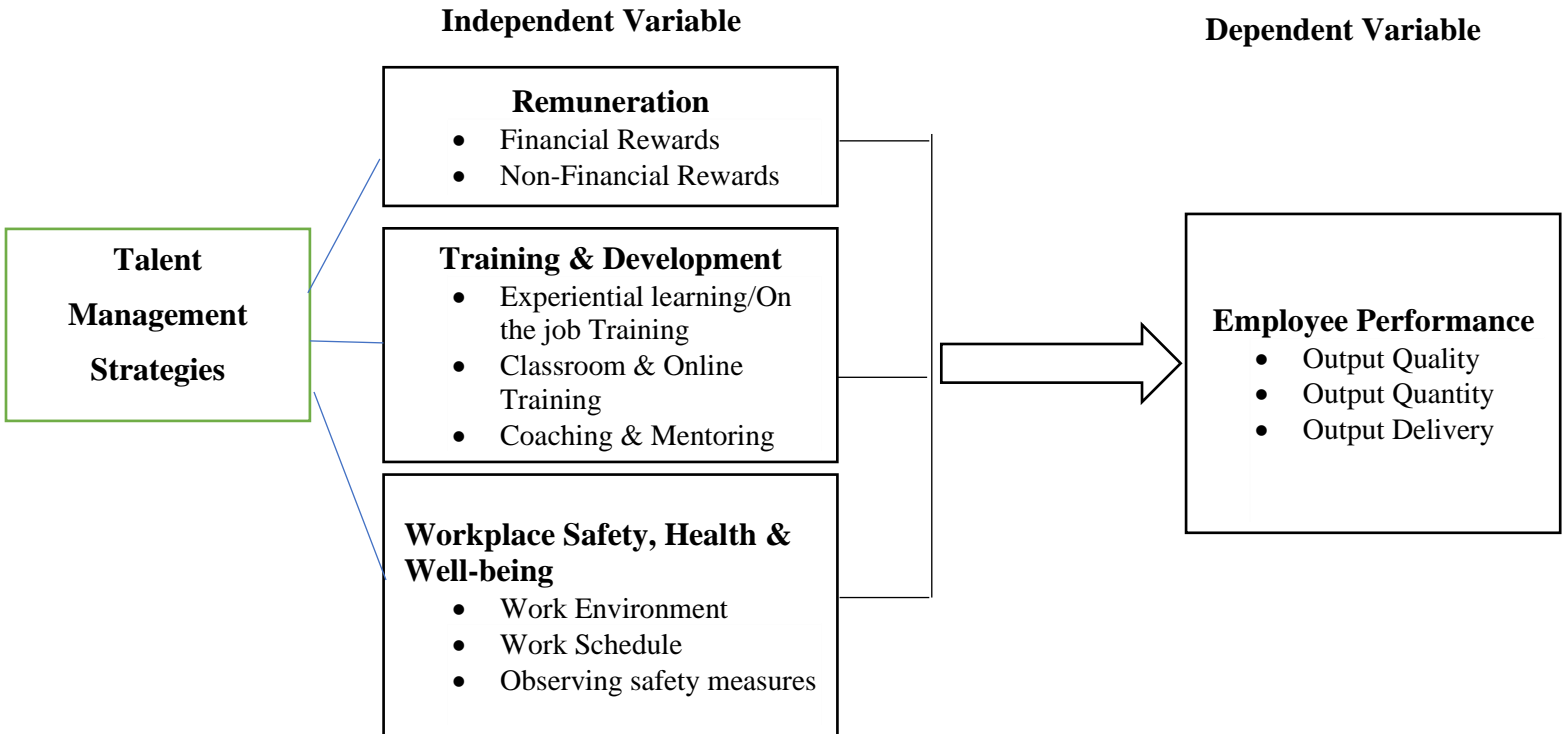
Hameed & Waheed (2011)	To analyze the theoretical framework and models related to employee development and its affect on employee performance	Employee learning, self-directed, skill growth, and employee attitude are key development variables for employee performance	The study failed to contextualize the findings to the food and beverage sector	The study was conducted in the food and beverage sector in Nairobi
Samwel (2018)	To analyze the impact of employee training on the performance of drilling companies in Geita, Shinyanga, and Mara Regions in Tanzania	Employee training has a significant effect on the performance of drilling companies. However, the study results found a lack effective training and development policies in drilling companies.	The study was conducted in Tanzania as opposed to Kenya. It failed to contextualize results to the food and beverage sector	The study was conducted in Nairobi, Kenya, and findings contextualized to the food and beverage sector
Onyango & Wanyoike (2014)	To examine the effects of training on employee performance on the performance of staff in public health institutions in Kenya	The study found a strong positive relationship between training of employees and performance	The study was conducted in the public health sector as opposed to food and beverage	The study focused on the food and beverage sector
Mapelu & Jumah (2013)	To Investigate the effects of human resource practices on employee turnover in selected medium	It was discovered that employee development significantly affected employee turnover	The study focused on the relationship between employee development and employee performance	The study focused on training and development and employee performance as opposed to turnover

	size hotels in Kisumu City.			
Wolor et al. (2020)	To examine the effectiveness of e-training, e-leadership, work-life balance, and work motivation on millennial generation employees' performance in today's work-life amid the outbreak of the COVID-19 pandemic that requires to work more online	E-training, e-leadership, and work-life balance have a positive effect on work motivation. E-training, e-leadership, work-life balance, and work motivation have a positive effect on employees' performance.	The study did not highlight the direct relationship between employee development and employee performance in the food and beverage sector	The study highlighted the direct relationship between employee development and employee performance in the food and beverage sector
Umugwaneza et al. (2019)	To establish the effects of workplace safety and health practices on the employees' commitment and performance in Steel manufacturing companies in Rwanda	Occupational health and safety significantly affect employee commitment and performance.	The study was conducted in the steel manufacturing sector in Rwanda as opposed to the food and beverage	The study was conducted in the food and beverage sector in Kenya
Michaels & Wagner (2020)	To examine the effect of OSHA on worker safety during the COVID-19 pandemic	It was discovered that OSHA contributed to worker safety during the pandemic	A direct relationship between workplace safety and employee	The study covered workplace safety and health on employee performance in

			performance is not highlighted	Nairobi's food and beverage sector
Putra et al. (2022)	To examine the impact of incentive, occupational safety, and organizational commitment toward employee performance during the COVID-19 pandemic	Higher incentives, occupational safety, and organizational commitment had a positive and significant impact on employees' performances during the pandemic	The study adopted a qualitative design instead of a quantitative design	The study used quantitative design to examine the impact of talent management and employee performance in the food and beverage sector

## 2.5 The Conceptual Framework

The conceptual framework presents the relationship between the independent variables and dependent variables. In this study, the independent variables were talent management strategies (remuneration, training & development, and workplace safety, health & well-being), and the dependent variable was employee performance, as shown in Figure 2.1.



**Figure 2.1: Conceptual Framework**

Source: (Author, 2022)

## 2.6 Operationalization of the variables

The effective application of talent management practices, namely, remuneration, training and development, workplace safety, health & well-being, enables employees to perform optimally. This is necessary and needs to be appreciated as the ineffective or lack of application of these practices may negatively impact an employee's performance. However, this assessment does not indicate the influence these practices had in determining how employees perform overall unless they are well-measured. The appropriate measurement will aid in pointing out areas where talent

management practices can be improved to enable good employee performance. Therefore, the independent variables will be three talent management practices: remuneration, training and development, workplace safety, health & well-being, while the dependent variable will be employee performance.

Table 2.1 presents the measures of each of the variables, both independent and dependent, in the study.

**Table 2.2: Operationalization of Variables**

<b>Variables</b>	<b>Measures</b>	<b>Likert scale</b>	<b>Author</b>
Remuneration	<ul style="list-style-type: none"> <li>• Financial rewards as a form of talent management</li> <li>• Non-financial rewards as a form of talent management</li> </ul>	5-point Likert scale	Omollo & Oloko, (2015), Martono , Khoiruddin, & Wulansari (2018).
Training & Development	<ul style="list-style-type: none"> <li>• Impact of experiential learning/ on-the-job training on an individual's career development</li> <li>• Impact and relevance of classroom training on an individual's career development</li> <li>• Impact of coaching and mentoring on an individual's career development</li> </ul>	5-point Likert scale	Hameed & Waheed (2011), Samwel (2018), Onyango & Wanyoike (2014).
Workplace Safety, Health & Well-being	<ul style="list-style-type: none"> <li>• Impact of the work environment on an individual's work</li> <li>• Impact of safety protocols put in place on an individual's work</li> <li>• Impact of an employee's work schedule on them as an individual</li> </ul>	5-point Likert scale	Ofoegbu, Olawepo, & Ibojo (2013), Sasaki, Kuroda, Tsuno, & Kawakami (2020).
Employee Performance	<ul style="list-style-type: none"> <li>• Output Quality</li> <li>• Output Quantity</li> <li>• Output Delivery</li> </ul>	5-point Likert scale	Chebet (2015), Narayanamurthy & Tortorella (2021)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter covers the methods that guided the study of the factors that impact employee performance in the Food and Beverage manufacturing sector in Nairobi. The chapter presents different methodological sections, including the research design, the population, the sampling design, the data collection methods, research procedures, the methods for data analysis, and ethical considerations in conducting the research.

#### **3.2 Research Philosophy**

This research applied the insights from the positivist school of thought. According to Wahyuni (2012), positivism believes social reality is objective and external. Different researchers observing the same factual issue generates almost identical results from the positivist school of thought by carefully using statistical tests and applying similar research processes in investigating a sample (Creswell, 2009). Furthermore, positivism indicates that quantitative research methods offer better reliability and representativeness, hence, are more appropriate for objective studies (Karl, 2015). Testing the relationship between variables was also possible through the positivist approach. Thus, the positivism tenets were appropriate for this study, explaining why a quantitative research method was employed. The rationale is to foster the assessment of the relationship between the independent and dependent variables.

#### **3.3 Research Design**

A research design is a study structure that holds all the elements of research together to ensure that the study's objectives are realized. The different components of the study are integrated coherently and logically through the research design. Therefore, a study's research design is critical in ensuring that the study's goals are realized (Bell, Bryman, & Harley, 2018). A correlational research design was the most appropriate research design for this study based on the research objectives. The rationale is that the correlation design helps determine the relationship between the independent and dependent variables. For instance, the researcher was able to assess the

relationship between training and development on employee performance. Apart from investigating the relationship between variables, according to Bell et al. (2018), the correlation research design establishes the strength of the relationship (whether it is statistically significant) and the direction (if it is positive or negative). Since this study examined how employee performance can be sustained through talent management practices, a correlational research design was ideal for gaining valuable insights into the elements that impact and sustain employee performance.

### **3.4 Population and Sampling**

#### **3.4.1 Population**

Population refers to a group of individuals, institutions, or objectives with similar characteristics. As (Bell, Bryman, & Harley, 2018) explains, in research, it is the entire set of units that a researcher can use to conclude their study. Kenya's food and beverage sector has 275 registered manufacturing firms (Sectors, 2021). KAM has grouped these firms into eight different sub-sectors – Edible Oil, Salt, Baked products & Other Processed Cereals, Confectionary & snack foods, spreads & condiments, dairy & dairy derivatives, meat & fish products, alcoholic beverages, and non-alcoholic beverages (Appendix II). According to KAM, 49% of these firms, or 135 food and beverage firms, are based in the Nairobi metropolitan region. Therefore, a population of 135 registered food and beverage firms in Nairobi was selected as units of analysis (Appendix III).

#### **3.4.2 Sampling Frame and Sample Size**

In research, a sampling frame is a device from which a sample is drawn. It is a list of those within a population who can be sampled for observation or analysis and may include individuals, institutions, or households. The purpose of the sampling frame is to specify the population of interest for a study. In this case, the precise group that constituted participants for the study was HR practitioners of the 135 targeted food and beverage firms in Nairobi.

A cluster sampling method was employed to divide and group the population into subgroups of HR practitioners across the 135 selected food and beverage firms. Cluster sampling, a method of probability sampling technique, is suitable for dealing with large and dispersed populations. According to Acharya et al. (2013) it lets a researcher create clusters with smaller representations

of the population being assessed. 135 clusters of HR practitioners from food and beverage companies in Nairobi were created. Three participants were randomly selected from each cluster, resulting in a sample size of 405 respondents.

### **3.5 Data Collection Methods**

The data used in the study was primary data, which was collected from the respondents, including HR practitioners of food and beverage manufacturing firms within the Nairobi metropolitan region. Self-administered structured questionnaires were used as data collection instruments. The questionnaires consisted of standardized closed questions, worded in a specific manner and asked in a set sequence. The questionnaires were divided into different sections to ensure each research question was answered sufficiently. The sections included background information, independent variables (remuneration, training and development, workplace safety, health, and well-being), and dependent variable (employee performance). Using self-administered questionnaires as data collection tool is advantageous as it ensures that the respondents' perspective regarding the study questions is comprehensively obtained. The research tool was distributed electronically. Respondents willing to participate in the study were requested to provide email addresses. The filled questionnaires were forwarded to the researcher for data processing and analysis.

### **3.6 Data Analysis**

The filled questionnaires were collected, sorted, and edited to ensure the data was accurate, consistent, and then cleaned. The data cleaning process involved checking for any errors and omissions, after which it was coded. The data was then coded and categorized, and entered into the computer before analysis. The cleaned data were analyzed using the Statistical Package for Social Sciences (SPSS). Data were analyzed using descriptive, correlational, and inferential statistics via SPSS. Descriptive statistics was instrumental in generating underlying features of the collected data, such as the demographic profile of respondents and measures of central tendency for ordinal measurement scale items for each variable.

Correlation statistics were used to determine the relationship between the independent and dependent variables. Apart from showing the strength of the relationship, the results also illustrated the direction of whether the relationship is positive or negative. A correlation of above 0.5 is

considered strong. A p-value of 0.05 or less demonstrates that the relationship established is statistically significant. Thus, the researcher was interested in the correlation results to infer the relationship between the independent and dependent variables. After the data analysis, the results were organized into tables and figures. The quantitative data was presented by summarizing the information gathered in tables and figures.

### **3.7 Research Quality**

Research quality was enhanced by fostering the validity of the research instrument, objective interpretation of results, and supporting claims with reliable sources. The researcher conducted a pilot study to test the research instruments for validity and reliability. Relying on empirical information from scholarly journals is also another strategy the researcher applied to enhance research quality. When interpreting research findings, the researcher remained objective to foster the credibility of the findings.

#### **3.7.1 Reliability**

A pilot study was conducted to test the validity and reliability of the research tool. Reliability refers to how a procedure or tool, such as a research questionnaire, will yield similar results in various circumstances if used by different researchers at different times (Roberts & Priest, 2006). The reliability of this study was addressed through the computation of Cronbach's Alpha for scales. The questionnaire was also pilot tested with respondents with similar characteristics as the target population to refine it and obtain an appraisal of the questions' validity and reliability of the data collected (Saunders, Lewis, & Thornhill, 2019). The pilot followed Whitehead et al.'s (2016) sample recommendations for pilot testing and included 35 participants, which was sufficient as it provided results that illustrated any validity or reliability issues.

#### **3.7.2 Validity**

Validity refers to the appropriateness of the measures used, the accuracy of the analysis of the results, and the generalizability of the findings (Saunders, Lewis, & Thornhill, 2019). The data collected must accurately reflect the participants' feedback. It compares how close what we believed we measured to what we envisioned (Roberts & Priest, 2006). The questionnaires were verified to ensure that they accurately reflected what the participants indicated.

According to Roberts and Priest (2006), external validity addresses the ability to apply with confidence the findings of the study to other people and other situations while still ensuring that the conditions under which the study is carried out are representative of the situations and time to which the results are to apply.

The internal validity of a study refers to the extent to which one's findings can be attributed to the intervention one is researching rather than the flaws in one's research design (Saunders, Lewis, & Thornhill, 2019). Internal validity was ensured in this study by ensuring that the questionnaires were founded on the research questions and the conceptual framework, whereas the literature review informed the process. This process helped to reduce unexpected reasons for varied outcomes than those anticipated. Participants were informed that their answers would be anonymous and would not impact the services they received, which helped to reduce response bias. Furthermore, participants were given a chance to explain any issue that was not clear.

### **3.8 Ethical Consideration**

Saunders, Lewis, and Thornhill (2019) define ethics as the standards of behavior that guide one's conduct concerning the rights of those who become the subject of one's work or are affected by it. Ethical considerations were observed while conducting this research. Ethical approval and an introductory letter were obtained from the Strathmore University Institutional Review Board to collect data from the target institution. The researcher also obtained a permit from National Commission for Science, Technology, and Innovation (NACOSTI). The researcher clarified the purpose of the study to the participants before initiating the questionnaire. Participants were also issued a consent form before participating in the research. They were assured that their participation was voluntary and confidential to protect their rights and interests. Any identifiable data was removed before analyzing data to ensure anonymity was maintained.

## CHAPTER FOUR

### PRESENTATION OF RESEARCH FINDINGS

#### 4.1 Introduction

The chapter presents the outcome of the data analysis process of the study as outlined in the research objective and research methodology. The study aimed to examine the influence of talent management strategies on employee performance in the food and beverage sector in Nairobi, Kenya. The chapter highlights the findings of the descriptive, exploratory factor analysis and inferential statistics of the data analysis process.

#### 4.2 Questionnaire Response Rate

The study targeted a sample of 405 human resource professionals from food and beverage companies in Kenya. 364 of the respondents surveyed filled and returned the questions on time, translating to an 89.88% response rate. The questionnaires were inspected for completeness, and 13 of them had missing responses, which were imputed using the statistical measures of central tendency, i.e., median and mode. The collected data was then considered eligible for analysis. According to Patten (2016) 89.88% meets the threshold of an excellent response rate, meaning the response rate for the study is beyond satisfactory.

**Table 4.1: Questionnaire Response Rate**

Category	Frequency	Percentage
Responded	364	89.88
Non-response	41	10.12
<b>Total</b>	<b>405</b>	<b>100.00</b>

#### 4.3 Demographic Profile

The study analyzed the characteristics of the respondents based on their gender, age, education level, and employment level. The demographic profile of the respondents surveyed is illustrated in Table 4.2. Generally, most of the respondents were male (54%) and in the middle level of

employment (45%). In addition, most of the respondents were aged 40-49 and 30-39 years at 30% and 25%, respectively. Most (or 39%) of them indicated having an undergraduate degree as the highest level of education.

**Table 4.2: Demographic Profile of Respondents**

<b>Characteristic</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>		
Male	196	54
Female	168	46
<b>Total</b>	<b>364</b>	<b>100</b>
<b>Age</b>		
	<b>Frequency</b>	<b>Percentage</b>
20-29	58	16
30-39	92	25
40-49	109	30
50-59	71	20
60 and above	34	9
<b>Total</b>	<b>364</b>	<b>100</b>
<b>Highest level of education</b>		
	<b>Frequency</b>	<b>Percentage</b>
Certificate	55	15
Diploma	101	28
Graduate	142	39
Post-graduate	66	18
Other	-	-
<b>Total</b>	<b>364</b>	<b>100</b>
<b>Level of employment</b>		
	<b>Frequency</b>	<b>Percentage</b>
HR entry-level professional	103	28
HR middle-level professional	162	45
HR senior-level professional	99	27
<b>Total</b>	<b>364</b>	<b>100</b>

#### 4.4 Reliability and Validity Test

Reliability and validity tests were necessary to draw valid conclusions from the analyzed data. Therefore, the study employed Cronbach's Alpha to evaluate the internal consistency of the research instrument. The Cronbach's Alpha scale ranges between 0 and 1, with a value closer to 1 indicating greater internal consistency. Generally, values above 0.6 are acceptable and imply the data set has good internal consistency and, thus, reliability. As shown in Table 4.3, all the variables attained the recommended alpha level.

**Table 4.3: Test for Reliability**

Construct	Cronbach's Alpha	N of Items
Employee performance	.641	4
Remuneration	.748	3
Training and development	.703	4
Workplace safety, health, and well-being	.632	4

#### 4.5 Descriptive Statistics

##### 4.5.1 Remuneration

The study examined remuneration and its impact on employee performance in the F&B sector. Respondents were required to indicate whether or not remuneration impacts employee performance. Table 4.4 summarizes the descriptive statistics of the variable. 63% of the respondents agreed that their remuneration package positively impacts their employees' output at work. 60% of the respondents stated that they changed their reward system, with most (59%) of those that did so indicating that the change did not impact employee performance.

**Table 4.4: Remuneration Package and Its Impact**

Question		Frequency	Percentage
Our remuneration package positively impacts our employees' output at work	Yes	230	63
	No	134	37
Our organization adjusts its reward systems when necessary	Yes	217	60
	No	147	40
If yes, does this impact our employees' performance?	Yes	129	59
	No	88	41

Respondents were asked to indicate the level of agreement regarding the impact of remuneration on employee performance where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5 = strongly agree. Table 4.5 summarizes the characteristics of the variable.

**Table 4.5: Remuneration**

	1	2	3	4	5	Mean	SD
Our organization offers a competitive remuneration package as compared to our competitors.	1	28	118	163	54	3.66	.8323
Cash remuneration motivates our employees to perform optimally in my organization	0	29	161	162	12	3.43	.6869
Non-cash remuneration motivates our employees to perform optimally in my organization	18	111	194	37	4	2.72	.7559
<b>Overall score</b>						<b>3.27</b>	<b>.7584</b>

The overall mean from the analysis was 3.27 at 0.7584 standard deviation showing that respondents neither agreed nor disagreed that remuneration impacted employee performance. The question, "Our organization offers a competitive remuneration package as compared to our

competitors,” had the highest mean ( $Mean = 3.79, SD = 0.753$ ), meaning most of the respondents agreed (44%) or remained neutral (32%). On the other hand, the question, “Non-cash remuneration motivates our employees to perform optimally in my organization,” had the lowest mean ( $Mean = 2.72, SD = 0.7559$ ), implying that most of the respondents disagreed (30%) or remained neutral (53%).

#### 4.5.2 Training and Development

The study examined training and development and its impact on employee performance in the F&B sector. Respondents were asked to indicate the level of agreement regarding the impact of training and development on employee performance where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5 = strongly agree. Table 4.6 is a summary of descriptive statistics of the variable.

**Table 4.6: Training and Development**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
Our organization invests in our employees’ career development by offering on-the-job/experiential training during	61	163	120	20	0	2.27	.8030
Our organization invests in our employees’ career development by allowing them to attend seminars and workshops (virtual or physical)	69	174	98	23	0	2.21	.8191
Our organization invests in our employees’ career development by allowing them to pursue higher learning opportunities	0	66	232	61	5	3.01	.6362
The training offered in our organization is relevant to our employees' professions	0	2	102	149	111	4.01	.7801
<b>Overall score</b>						<b>2.88</b>	<b>.7596</b>

According to the findings, the overall mean for training and development factors was 2.88 at 0.7596, suggesting that most respondents generally disagree that training and development impacted employee performance. The question, “the training offered in our organization are relevant to our employees' professions,” had the highest mean ( $Mean = 4.01, SD = 0.7596$ ), implying that most (40%) of the respondents agreed neutral on the notion that the training they offered was relevant to employees’ professions. The question, “Our organization invests in our employees’ career development by allowing them to attend seminars and workshops (virtual or physical),” had the lowest mean ( $Mean = 2.21, SD = 0.8191$ ), meaning most (47%) of the respondents disagreed that their organizations invested in employees career development during the pandemic.

### 4.5.3 Workplace Safety, Health, and Well-being

The study examined workplace safety, health, and well-being and its impact on employee performance in the F&B sector. Respondents were asked to indicate the level of agreement regarding the impact of workplace safety, health, and well-being on employee performance where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5 = strongly agree. Table 4.7 is a summary of descriptive statistics of the variable.

**Table 4.7: Workplace safety, health, and well-being**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
Our organization has created a safe work environment	0	5	193	152	14	3.48	.5958
Our employees are content with the health and safety measures put in place by our organization	0	51	81	152	80	3.72	.9619
There is always a significant increase in our employees’ workload with the changes in the ways of working	86	202	74	2	0	1.98	.6799
A safe and conducive workspace motivates our employees to perform optimally in our organization.	2	7	245	98	12	3.30	.5918
<b>Overall score</b>						<b>3.12</b>	<b>.7074</b>

According to the findings, the overall mean for training and development factors was 3.12 at 0.7074, suggesting that most respondents were generally neutral on workplace safety, health, and well-being impacting employee performance. The question, “Our employees are content with health and safety measures put in place by our organization,” had the highest mean ( $Mean = 3.72$ ,  $SD = 0.9619$ ). This means that most respondents either agreed or remained neutral on employees being content with safety measures placed to mitigate the spread of the virus during the pandemic. The question, “There is always a significant increase in our employees’ workload with the changes in the ways of working,” had the lowest mean ( $Mean = 1.98$ ,  $SD = 0.6799$ ). This means that most respondents disagreed that there had been a significant increase in employee workload during the pandemic.

#### 4.5.4 Employee Performance

The study sought to determine the impact of talent management strategies on employee performance in the F&B sector in Nairobi. Respondents were required to indicate the level of agreement regarding the impact of the workplace during the pandemic, where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5 = strongly agree. Table 4.8 is a summary of descriptive statistics of the variable.

**Table 4.8: Employee Performance**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
The output quality (e.g., the quality of the goods produced or quality of services rendered) significantly increases with talent management	0	59	182	96	27	3.25	.8135
The output quantity (e.g., the number of goods produced or number of transactions undertaken) significantly increases with talent management	9	96	220	39	0	2.79	.6546
The delivery of output significantly increases with talent management	22	159	156	27	0	2.52	.7214
Talent management has a positive impact on our employees' performance	108	192	64	0	0	1.88	.6776
<b>Overall score</b>						<b>2.61</b>	<b>.7168</b>

According to the findings, the overall mean for employee performance was 2.61 at 0.7168 standard deviation. This means most respondents felt employee performance did not improve with talent management strategies. The item, “The output quality (e.g., the quality of the goods produced or quality of services rendered) significantly increases with talent management,” had the highest mean (*Mean* = 3.25, *SD* = 0.8135). This means that most (50%) respondents neither agreed nor disagreed that output quality significantly increased during the pandemic. The item “Talent management has a positive impact on our employees' performance” had the lowest mean (*Mean* = 3.25, *SD* = 0.8135). This means that most of the respondents disagreed or strongly disagreed that the pandemic had a positive impact on employee performance.

#### 4.6 Inferential Statistics

The study employed inferential statistics for purposes of generalizations, inferences, approximations, and estimates (Sahu et al., 2015). Inferential statistics help draw conclusions about a population based on data gathered from a sample of the population. In this case, examining the relationship between talent management strategies and employee performance in Nairobi’s food and beverage sector was crucial. The outcome of inference statistics is as follows:

##### 4.6.1 Normality Tests

Normality tests were conducted to determine whether to proceed with parametric or non-parametric tests for inferential statistics. Kolmogorov-Smirnov test was performed on the constructs, and the findings are shown in Table 9. None of the constructs followed normal distribution since the *p*-value < 0.05. Further analysis using Skewness and Kurtosis revealed that all the constructs were skewed; therefore, the study adopted non-parametric tests for inferential statistics.

**Table 4. 9: Kolmogorov-Smirnov<sup>a</sup> Test**

	N	Mean	Std. Deviation	Skewness	Kurtosis	K-S	Asymp. Sig.
Employee Performance	364	2.61	.4324	.128	.255	-.120	0.000
Remuneration	364	3.22	.6028	-.132	-.271	.100	0.000
Training and development	364	2.88	.5267	.031	-.366	.100	0.000
Workplace safety, health, and well-being	364	3.12	.3845	.370	.618	.156	0.000

## 4.6.2 Correlation Analysis

Correlation analysis measures the relationship between two variables. Therefore, before proceeding with the regression analysis, Spearman correlation was performed to examine how each independent variable is associated with the dependent variable. The study employed the Spearman rank correlation coefficient since the constructs did not follow a normal distribution as established above.

### 4.6.2.1 Remuneration and Employee Performance

Spearman rank correlation was used to determine the relationship between remuneration and employee performance of the F&B companies in Nairobi, Kenya. This constituted the first objective of the study. The null hypothesis states no relationship exists between remuneration and employee performance. The findings of the correlation analysis are presented in Table 10.

**Table 4.10: Remuneration and Employee Performance**

		Employee performance	Remuneration
Employee performance	Pearson Correlation	1	.563**
	Sig. (2-tailed)		.000
	N	364	364
Remuneration	Pearson Correlation	.563**	1
	Sig. (2-tailed)	.000	
	N	364	364

\*\* . Correlation is significant at the 0.05 level (2-tailed).

A moderate but positive correlation ( $r=0.563$ ) exists between remuneration and employee performance of food and beverage companies in Kenya during the pandemic, as shown in Table 18. The analysis rejects the established null hypothesis at a 95% confidence level where  $R(364) = 0.563$ ,  $p\text{-value} < 0.05$  at a 5% level of significance. Therefore, the correlation between remuneration and employee performance is positive and statistically significant.

#### 4.6.2.2 Training and Development and Employee Performance

The study's second objective sought to determine the relationship between training and development and employee performance of food and beverage companies in Nairobi. The null hypothesis stated that no relationship exists between the variables. Spearman rank correlation findings presented in Table 11 show a positive but moderate relationship between training and development and employee performance. Therefore, the analysis rejects the null hypothesis at a 95% confidence level where  $R(364) = 0.563$ ,  $p\text{-value} < 0.05$  at a 5% level of significance. This means that the relationship between training and development and employee performance in food and beverage companies in Nairobi is statistically significant.

**Table 4.11: Training and Development and Employee Performance**

		Employee performance	Training and development
Employee performance	Pearson Correlation	1	.451**
	Sig. (2-tailed)		.000
	N	364	364
Training and development	Pearson Correlation	.451**	1
	Sig. (2-tailed)	.000	
	N	364	364

\*\* . Correlation is significant at the 0.05 level (2-tailed).

#### 4.6.2.3 Workplace Safety, Health, and Well-being

The third objective concerned the relationship between workplace safety, health, and well-being, and employee performance of food and beverage companies in Nairobi. The null hypothesis established states that no relationship exists between the two variables. However, Spearman rank correlation findings presented in Table 4.12 shows a positive but weak relationship between workplace safety, health, and well-being and employee performance. Therefore, the study rejects the null hypothesis at a 95% confidence level where  $R(364) = 0.563$ ,  $p\text{-value} < 0.05$  at a 5% significance level. This means the relationship between workplace safety, health, well-being, and employee performance is statistically significant.

**Table 4.12: Workplace Safety, Health, and Well-being and Employee Performance**

		Employee performance	Workplace safety, health, and well-being
Employee performance	Pearson Correlation	1	.213**
	Sig. (2-tailed)		.000
	N	364	364
Workplace safety, health, and well-being	Pearson Correlation	.213**	1
	Sig. (2-tailed)	.000	
	N	364	364

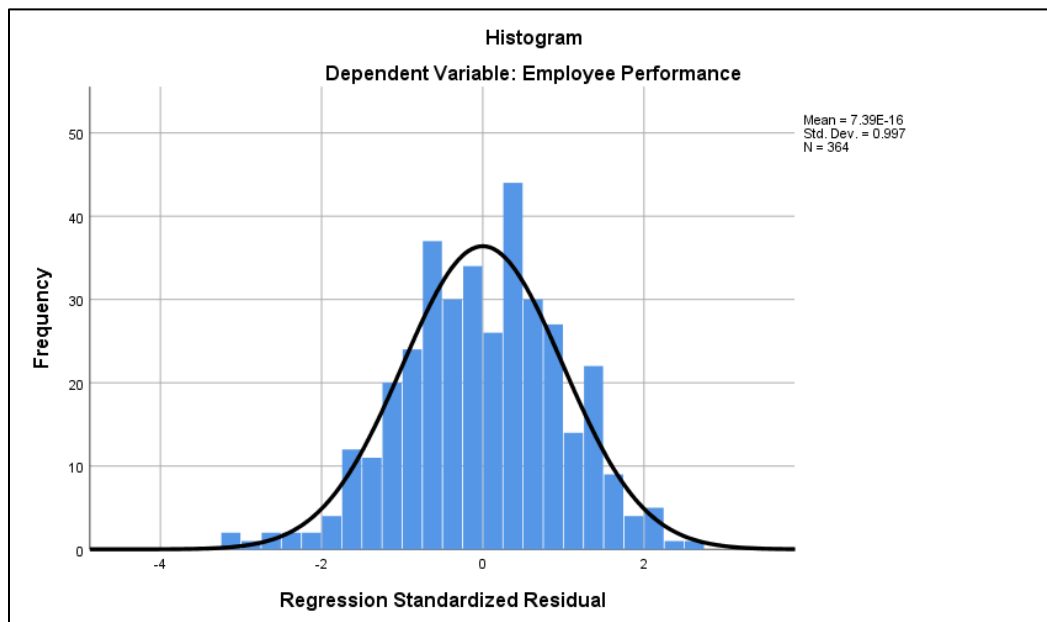
\*\* . Correlation is significant at the 0.05 level (2-tailed).

### 4.6.3 Diagnostic Tests

#### 4.6.3.1 Test for Normality

A test for normality was performed using a histogram with a normality curve on the histogram to check for normality. Figure 4.5 shows the histogram not following a normal distribution but skewed to the left. In addition, the normal P-P plot shows that the variable does not have a normal distribution since it does not fall along a straight line.

**Figure 4.1: Histogram Plot for Residuals**



#### 4.6.3.2 Multi-Collinearity

Multi-collinearity refers to a situation where independent variables in a model have a high correlation, resulting in a high coefficient of determination. The study performed variance inflation factor (VIF) to test for the presence and significance of multi-collinearity. The findings of the analysis are presented in Table 4.13. According to Daoud (2017), if  $VIF > 10$ , we can conclude that the presence of multi-collinearity is statistically significant. Therefore, in this case, since  $VIF < 10$ , the presence of multi-collinearity is not statistically significant.

**Table 4.13: VIF and Tolerance Level**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Remuneration	.561	1.783
Training and development	.540	1.852
Workplace safety, health, and well-being	.848	1.180

a. Dependent Variable: Employee performance

#### 4.6.4 Regression Analysis

Multiple regression analysis was carried out to examine the relationship between talent development strategies and employee performance in food and beverage companies in Nairobi. The independent variables featured in the study include remuneration, training and development, and workplace safety, health, and well-being, with the outcome variable being employee performance. According to the model summary, as shown in Table 4.14, a considerable portion of the variance in employee performance of food and beverage companies in Kenya was attributed to remuneration, training and development, and workplace safety, health, and well-being. The study found that the three independent variables explained 32.8% of employee performance of food and beverage companies in Nairobi.

**Table 4.14: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.573 <sup>a</sup>	.328	.323	.35582

a. Predictors: (Constant), Remuneration, Training and development, Workplace safety, health, and well-being

The analysis of variance (ANOVA) results, as presented in Table 15, demonstrates that the model on the relationship between talent management strategies and employer performance in food and beverage firms in Nairobi was significant, as proven by ( $F(3,363) = 58.648, p < 0.05$ )

**Table 4.15: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.276	3	7.425	58.648	.000 <sup>b</sup>
	Residual	45.579	360	.127		
	Total	67.854	363			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Remuneration, Training and development, workplace safety, health, and well-being

Table 4.16 shows the effect of each independent variable on the outcome variable. For instance, remuneration had a positive and significant influence on employee performance in food and beverage companies in Nairobi, as shown by ( $\beta = 0.336, t = 8.114, p < 0.05$ ). This implies that a unit increase in remuneration would significantly increase employee performance in food and beverage companies. The study also found training and development have a positive but moderate influence on employee performance in food and beverage companies in Kenya, as shown by ( $\beta = 0.115, t = 2.392, p > 0.05$ ). Therefore, an increase in training and development would increase employee performance by 0.115 units.

**Table 4.16: Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.154	.163		7.066	.000
	Remuneration	.336	.041	.468	8.114	.000
	Training and development	.115	.048	.141	2.392	.017
	Workplace safety, health, and well-being	.008	.053	.007	.157	.875

a. Dependent Variable: Employee performance

Lastly, the study found workplace safety, health, and well-being positively influenced employee performance. However, this influence was insignificant, as demonstrated by ( $\beta = 0.008$ ,  $t = 0.157$ ,  $p > 0.05$ ). A unit increase in workplace safety, health, and well-being would only increase employee performance by 0.008 units. Therefore, the final regression model is as follows:

$$\text{Employee performance} = 1.154 + 0.336X_1 + 0.115X_2 + 0.008X_3$$

Where;  $X_1$  = Remuneration

$X_2$  = Training and development

$X_3$  = Workplace safety, health, and well-being

#### **4.7 Chapter Summary**

The chapter presented findings of the data collection and analysis processes in different subsections, including response rate, respondents' demographic characteristics, reliability tests, descriptive statistics, exploratory factor analysis, and inferential statistics. The purpose of the section was to present analyzed data in fulfillment of the established purpose of the study, which was to explore the impact of training and development strategies on employee performance in Nairobi's food and beverage sector. Findings suggest a positive relationship between the independent and outcome variables.

## CHAPTER FIVE

### SUMMARY, DISCUSSIONS, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Introduction

The section of the study provides a summary of the findings presented in the previous chapter and accompanies it with an in-depth discussion in the context of the previously stated research objectives. The conclusion for the study is also provided in the chapter and followed up with recommendations along each objective. Limitations experienced in completing the study are highlighted, and suggestions for areas of further research are included.

#### 5.2 Summary

The study aimed to investigate the influence of talent management strategies on employee performance in the food and beverage sector in Nairobi. The talent management strategies selected were remuneration, training and development, and workplace safety, health, and well-being, which constituted the independent variables for the study. The outcome or dependent variable selected was employee performance. The expectancy theory served as the theoretical framework for the study.

The study adopted the positivist research paradigm and correlational research design, a type of quantitative research design used for data collection and analysis. The study selected 135 registered firms in Kenya's food and beverage sector as units of observation. A simple random sampling technique was used in the selection of 405 HR practitioners as a sample for the study. The inquiry also employed a self-administered structured questionnaire as a data collection instrument. The reliability and validity of the data collection instrument was ascertained using Cronbach's Alpha. The quantitative collected data was analyzed using descriptive and inferential statistical techniques, and findings were presented using tables and figures.

364 out of 405 distributed questionnaires were filled and returned on time, meaning the recommended 75% response rate was attained. The majority of the respondents were male (54%); in the middle level of employment (45%), graduates with bachelor's degrees (39%); and aged 40-50 years (30%). The overall mean scores for the variables as per descriptive statistics were:

employee performance ( $M = 2.61$ ,  $SD = 0.7168$ ), remuneration ( $M = 3.27$ ,  $SD = 0.7584$ ), training and development ( $M = 2.88$ ,  $SD = 0.7599$ ), and workplace safety, health, and well-being ( $M = 3.12$ ,  $SD = 0.7074$ ).

## **5.3 Discussion**

### **5.3.1 Remuneration and Employee Performance**

The study's first objective was to examine the relationship between remuneration and employee performance in the food and beverage sector in Nairobi. Descriptive statistics demonstrate that 63% of the respondents believed their remuneration packages impacted employees' output; 60% said their organizations changed their reward system, but 59% believed the changed reward system impacted employee performance. In addition, respondents remained neutral on the view that their organizations offered more remuneration packages than their rivals ( $M = 3.66$ ,  $SD = 0.8323$ ), and cash remuneration offered motivated employees to perform optimally during the pandemic ( $M = 3.43$ ,  $SD = 0.6869$ ). They disagreed with the view that non-cash remuneration offered motivated employees to perform optimally ( $M = 2.72$ ,  $SD = 0.7559$ ).

The correlation and regression analyses performed found remuneration to have a positive and significant influence on employee performance in the food and beverage sector, as shown by ( $\beta = 0.336$ ,  $t = 8.114$ ,  $p < 0.05$ ). This means that a unit increase in remuneration would increase employee performance by 0.336 units during the pandemic. The finding aligns with the principles of the expectancy theory, which postulates that individuals will behave in certain ways because they are motivated to select certain courses of action (Baumann & Bonner, 2017). In this case, increasing remuneration as a talent management strategy would significantly improve employees' motivation to be more productive.

Furthermore, the findings are consistent with the views of previous studies on the subject, including Pregnolato et al. (2017), Martono et al. (2018) and Omollo and Oloko's (2015) research studies. According to these pieces of empirical literature, remuneration impacts employee motivation and performance at the workplace. Remuneration packages are a key driver of employee performance, which is why most companies offer competitive remuneration to motivate their workforce (Martono et al., 2018; Pregnolato et al., 2017). However, the study made unique

observations between remuneration and employee performance of employees in the food and beverage sector, which are consistent with Winasis et al. (2020), Chowdhury et al. (2020) and Mukami et al.'s (2021) observations.

However, companies, particularly those in the food and beverage sector, tend to be forced to take extra steps to motivate their workforce, especially during times of crises such as the COVID-19 pandemic, for example (Winasis et al., 2020; Chowdhury et al., 2020). This is because, in such events, companies tend to make drastic changes which partly include staff retrenchment and salary reduction as part of cost-cutting strategies (Winasis et al., 2020; Chowdhury et al., 2020; Mukami et al., 2021). This results in significant changes in the remuneration system, as observed in the study, thereby translating to reduced employee performance at the time.

### **5.3.2 Training and Development and Employee Performance**

The study's second objective was to determine the relationship between training and development and employee performance in the food and beverage sector. Descriptive statistics show that respondents disagreed with the view that their organizations invested in employee development by providing on-the-job training ( $M = 2.27$ ,  $SD = 0.8030$ ) and their organizations invested in employee development by allowing them to attend workshops and seminars ( $M = 2.21$ ,  $SD = 0.8191$ ). However, they remained neutral on the view that their organizations invested in employee development by allowing them to pursue higher learning opportunities ( $M = 3.01$ ,  $SD = 0.6362$ ) and agreed with the view that training programs offered in their organizations were relevant to employees' professions ( $M = 4.01$ ,  $SD = 0.7801$ ).

Overall, correlation and regression analysis showed that training and development positively but moderately influenced employee performance in the food and beverage sector du, as proven by ( $\beta = 0.115$ ,  $t = 2.392$ ,  $p > 0.05$ ). This implies that a unit increase in training and development would see an increase in employee performance by 0.115 units. This observation is consistent with the principles of expectancy theory. According to Elnaga and Imran (2013) training helps employees become more competent in their roles and responsibilities, thereby becoming more motivated and excited to work. Therefore, training and development, according to the principles of the expectancy theory, is a source of motivation for enhanced employee performance.

The study's findings also corroborate with past studies that found a positive relationship between training and development and employee performance (Onyango & Wanyoike, 2014; Hameed & Waheed, 2011; Samwel, 2018; Mapelu & Jumah, 2013). As these researchers point out, the premise behind the relationship is that training develops the necessary skills, knowledge, competency, and abilities that ultimately improve employee performance and productivity. However, the extent to which training and development impact employee performance varies between researchers. For instance, while the likes of Samwel (2018), Onyango & Wanyoike (2014) and Mapelu and Jumah (2013) cite that the relationship is significant, Hameed and Waheed (2011) argue that the impact of training and development on employee performance is not significant.

The nature of the relationship between training and development and employee performance in the food and beverage companies in Nairobi was unique, as the study found. Many food and beverage businesses sought cost-cutting measures to improve profitability, which partly involved minimizing training and development programs. This was true as demonstrated in the study whereby respondents stated their organizations not investing in employee development, and as a result, a decline in employee performance was reported. These findings are consistent with Wolor et al. (2020) and Chowdhury et al.'s (2020) observations. In other words, a reduction in training and development saw a moderate decrease in employee performance in Nairobi's food and beverage sector.

### **5.3.3 Workplace Safety, Health, and Well-being and Employee Performance**

The third objective of the study was to determine the relationship between workplace safety, health, and well-being, and employee performance in Nairobi's food and beverage sector. Descriptive statistics suggest that respondents were generally neutral on the views that their organizations created a safe working environment ( $M = 3.48$ ,  $SD = 0.5958$ ), employees were content with the health and safety measures put in place by their organizations ( $M = 3.72$ ,  $SD = 0.9619$ ), and a safe and conducive workspace motivated employees to perform optimally ( $M = 3.30$ ,  $SD = 0.5918$ ). They strongly disagreed with the view that there was a significant increase in employees' workload as a result of the changes in ways of working ( $M = 1.98$ ,  $SD = 0.6799$ ).

Overall, the study found that workplace safety, health, and well-being had a positive and non-significant influence on employee performance in the food and beverage companies in Nairobi, as

proven by ( $\beta = 0.008, t = 0.157, p > 0.05$ ). In other words, an increase in workplace safety, health, and well-being would increase employee performance by only 0.008 units. The observation is consistent with the principles of the expectancy theory. In other words, employees would be more motivated to perform at their best level if they felt safe and had a good working environment. The perception of workplace safety, health, and well-being is a driver of employee performance.

The findings on the relationship between workplace safety and health and employee performance corroborate with some of the previous empirical studies (Putra et al., 2022; Sasaki et al., 2020; Michaels & Wagner, 2020; Umugwaneza et al., 2019). Generally, the higher the levels of safety at work, the better the employees perform. According to the findings, and as echoed by (Putra et al., 2022; Sasaki et al., 2020; Michaels & Wagner, 2020; Umugwaneza et al., 2019), with proper occupational safeguards, employees can focus on their work more, instead of worrying about dangers and hazards in their work environment. As a result, they become more efficient and productive (Sasaki, Kuroda, Tsuno, & Kawakami, 2020). Therefore, workplace safety, health, and well-being is a predictor of employee performance in food and beverage companies in Nairobi.

## **5.4 Conclusion**

The study aimed to examine the influence of talent management strategies on employee performance in the food and beverage sector in Nairobi.

### **5.4.1 Remuneration and Employee Performance**

The first objective of the study was to determine the influence remuneration has on employee performance in food and beverage companies in Nairobi. The study found that remuneration had a positive and significant influence on employee performance. Therefore, the study concludes that remuneration is a significant predictor of employee performance in the food and beverage sector in Nairobi.

### **5.4.2 Training and Development and Employee Performance**

The second objective of the study was to determine the impact of training and development on employee performance in the food and beverage sector in Nairobi. The study found that training and development had a positive and non-significant influence on employee performance.

Therefore, the study concluded that training and development is not significant predictor of employee performance in food and beverage companies in Nairobi.

#### **5.4.3 Workplace Safety, Health, and Well-Being**

The third objective of the study was to determine the effect of workplace safety, health, and well-being on employee performance in Nairobi's food and beverage sector. The study found that workplace safety, health, and well-being had a positive and non-significant influence on employee performance. The study, therefore, concludes that workplace safety, health, and well-being is not significant predictor of employee performance in food and beverage companies in Nairobi.

#### **5.5 Recommendations**

In general, the study confirmed that talent management greatly impacts employee performance. Regression analysis found that, collectively, the three talent management strategies – remuneration, training and development, and workplace safety, health, and well-being – account for 32.8% of employee performance in the food and beverage sector. Therefore, policymakers in the food and beverage sector should develop and enforce talent management policies, particularly around employee remuneration, to drive employee performance with the end goal of ensuring optimal productivity and quality outputs in the food and beverage sector.

The HR department in food and beverage companies pays attention to talent management, with special priority placed on employee remuneration. Companies that seek to maximize employee commitment and performance should develop strategies for motivating employees through competitive remuneration packages. Besides remuneration, there should be a commitment among HR managers to improve employee performance by developing effective training and development programs. The work environment should also be conducive to ensuring employees are healthy, safe, and fully engaged in their roles. They can achieve this by adhering to the established OSHA standards and incorporating mental health initiatives to keep employees fulfilled.

In general, talent management is a good predictor of employee performance. But certain strategies have a stronger impact on employee performance than others. For instance, the study found remuneration to have the most influence on employee performance than training and development and workplace safety, health, and well-being which has the least impact. Therefore, the most

priority should be placed on remuneration for an organization that wishes to harness the full potential of talent management.

### **5.6 Limitations of the Study**

A possible limitation experience owing to the nature of the study was the challenges of the self-reporting approach to data collection. The study used self-administered questionnaires to gather data to fulfill the study's objectives. The problem with the self-reporting nature of the quantitative study is the possibility of participant bias, response sets, and social desirability (Morgado, Meireles, Neves, Amaral, & Ferreira, 2017). For instance, respondents may not be too inclined to provide honest responses; respondents might have had socially acceptable answers or exaggerated their answers than being truthful. The possible presence of bias and lack of truthfulness may have had an impact on the quality of the results.

### **5.7 Areas for Future Research**

The study focused on talent management's role in employee performance. In so doing, the study contributes immensely to understanding the determinants of employee performance in the food and beverage sector. However, the study only focused on remuneration, training and development, and workplace safety, health, and well-being, which were found to explain 32.8% of employee performance during the pandemic. The need to study other talent management strategies, including feedback, mentorship, coaching, work-life balance, setting clear goals, onboarding, and several others arises. The study urges future researchers to investigate how other talent management strategies impact employee performance.

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## APPENDICES

### Appendix I: Questionnaire

This questionnaire is designed to collect data from HR practitioners on the factors that impact employee performance in the food and beverage sector of the manufacturing industry in Kenya. Kindly complete the questionnaire provided per the instructions for each set of questions.

Instructions:

1. Please tick appropriately
2. Do not write your name on this questionnaire

### SECTION A: SOCIO-DEMOGRAPHIC FACTORS

**This section collects the socio-demographic information of research participants. All the data collected is strictly confidential.**

- 1) What gender do you identify with?

Male  Female

- 2) What is your age?

20 - 29  30 - 39  40 - 49  50 - 59  60 and Above

- 3) Please indicate your highest level of education.

Certificate

Diploma

Graduate

Post-graduate

Other

- 4) Please indicate your employment level.

HR Entry Level Professional (0-5 years)

HR Middle Level Professional (6-10 years)

HR Senior Level Professional (10 years and above)

## SECTION B: REMUNERATION

**This section collects data on remuneration and its impact on employee performance.**

On a scale of 1 to 5, where: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5 = strongly agree, kindly indicate your level of agreement with the following statements related to the impact of remuneration on employee performance in the Food and Beverage Sector. Indicate with a tick the level of agreement.

No.	Question	Response				
1.	Our remuneration package positively impacts our employees' output at work	<b>Yes</b>  <b>No</b>				
2.	Our organization changed its reward systems during COVID-19	<b>Yes</b>  <b>No</b>				
3.	Our organization adjusts its reward systems when necessary	<b>Yes</b>  <b>No</b>				
No.	Question	1	2	3	4	5
4.	Our organization offers a competitive remuneration package as compared to our competitors.					
5.	Cash remuneration motivates our employees to perform optimally in my organization					
6.	Non-cash remuneration motivates our employees to perform optimally in my organization					

## SECTION C: TRAINING AND DEVELOPMENT

**This section collects data on learning and development and its impact on employee performance.**

On a scale of 1 to 5, where: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5 = strongly agree, kindly indicate your level of agreement with the following statements that are related to the impact of training and development on employee performance in the Food and Beverage Sector. Indicate with a tick the level of agreement.

No.	Question	1	2	3	4	5
1.	Our organization invests in our employees' career development by offering on-the-job/experiential training during					
2.	Our organization invests in our employees' career development by allowing them to attend seminars and workshops (virtual or physical)					
3.	Our organization invests in our employees' career development by allowing them to pursue higher learning opportunities					
4.	The training offered in our organization is relevant to our employees' professions					

## SECTION D: WORKPLACE SAFETY, HEALTH, AND WELLBEING

**This section collects data on workplace safety, health, and well-being and its impact on employee performance.**

On a scale of 1 to 5, where: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5 = strongly agree, kindly indicate your level of agreement with the following statements that are related to the impact of employee empowerment on employee performance in the Food and Beverage Sector. Indicate with a tick the level of agreement.

No.	Question	1	2	3	4	5
1.	Our organization has created a safe work environment					
2.	Our employees are content with the health and safety measures put in place by our organization					
3.	There is always a significant increase in our employees' workload with the changes in the ways of working					
4.	A safe and conducive workspace motivates our employees to perform optimally in our organization.					

## SECTION E: EMPLOYEE PERFORMANCE

**This section collects data on employee performance during the COVID-19 pandemic.**

On a scale of 1 to 5, where: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5 = strongly agree, kindly indicate your level of agreement with the following statements that are related to the impact of employee empowerment on employee performance in the Food and Beverage Sector. Indicate with a tick the level of agreement.

No.	Question	1	2	3	4	5
1.	The output quality (e.g., the quality of the goods produced or quality of services rendered) significantly increases with talent management					
2.	The output quantity (e.g., the number of goods produced or number of transactions undertaken) significantly increases with talent management					
3.	The delivery of output significantly increases with talent management					
4.	Talent management has a positive impact on our employees' performance					

## Appendix II: Food and Beverages Sector

- **Alcoholic Beverages & Spirits:** The sub-sector consists of manufacturers of Beer, distilled spirits, wines, etc.
- **Non-Alcoholic Beverages:** The sub-sector consists of manufacturers of fruit-based drinks, flavored drinks, carbonated soft drinks (CSDs), energy drinks, cocoa drinks, tea and coffee roasters, packers, and blenders, bottled water etc.
- **Baked products and other processed cereals:** The sub-sector consist of manufacturers of bread, biscuits, cakes, baby foods, breakfast cereals etc.
- **Confectionary, snack foods, spreads, and condiments:** The sub-sector consists of manufacturers of sweets, chocolates, chewing gums, crisps, nuts, other snack foods, honey and spices, jams, sauces, dressings, additives, flavorings, preservatives etc.
- **Dairy and dairy derivatives:** The sub-sector consists of manufacturers of milk, butter, cheese, yogurt, ghee, milk powder, ice cream etc.
- **Meat and fish products:** The sub-sector consists of manufacturers of processed meat and fish products.
- **Edible Oil:** The sub-sector comprises manufacturers of palm, corn, sunflower, canola, and soya bean oils.
- **Salt Sub-Sector:** The Sub-Sector is made up of salt manufacturing companies.

Source: (KAM, 2020)

### Appendix III: Registered Food and Beverages Companies in Nairobi

Number	Organization Name	Physical Address
1	Acee Limited	Go down No B10, Graylands Business park
2	Africon (K)Limited	43 Apple Cross Road, Lavington
3	Afrimac Nut Company Limited	No. 15 Shivachi Road Parklands Opposite MP Shah Hospital
4	Agriscope (Africa) Limited	G.P.O Dakar Road Industrial Area Nairobi Kenya
5	Al- Noor Feisal & Co Limited	Brookside Drive, Westlands
6	Al-mahra Industries Limited	SEGWAY INDUSTRIES LTD, Britind Industries Ltd, DELUXEFOODINDUSTRIES
7	Alpine Coolers Limited	Road "A" Off. Enterprise road Industrial Area, Nairobi
8	Amki Kenya Limited	off North Airport Road
9	Arax Mills Limited	Nyanyuki Road
10	Bakemark Limited	Lunga lunga road, opp shell petrol station
11	Bakers Corner Company Limited	Kings Go-Down (No. 5), Road C Off Enterprise Rd
12	Belfast Millers Limited	Bamburi Road, Industrial Area
13	Bigcold Kenya Limited	Modern Reliance Industries Mombasa Road
14	Bio Food Products Limited	off Road C, Industrial Area, after Sameer Industrial Park
15	Bloc Enterprises Limited	Veteran house Ground Floor
16	Brandons Foods Limited	May East Road, off Langata South Road
17	Brenntag Kenya Limited	Desbro House Kampala Road
18	British American Tobacco Kenya Plc	Likoni Road, Industrial Area
19	C. Czarnikow Sugar (EA)Limited	I & M Bank House, 2ndNgong Av
20	Candy Kenya Limited	Candy Kenya, Industrial, off Mombasa Road, Nairobi

21	Capel Food Ingredients Limited	Sasio Road, Off Lunga Lunga Rd, Nairobi, Osho Complex, Plot No. 11, Sa
22	Caroline Cupcakes Limited	Kitisuru road house 8B
23	CFAO Agri Limited	Apex Business Park, Mombasa Road Opp Tuskys HQ
24	Chiromo Fertilizer Private Limited Company	Chiromo Business Park
25	Coca-Cola East Central and West Africa Limited	The Coca-Cola Plaza, Kilimani
26	Confini Limited	Baba Dogo Road, Ruaraka
27	Convex Commodity Merchants Limited	Convex HQ Kirichwa Road Off Ngong Road
28	Danone Baby Nutrition Africa and Overseas	KENYRAIL WESTLAND RING RD
29	Devkan Enterprises Limited	Off Baba Dogo Road Smiley Complex
30	Devyani Foods Industries (Kenya) Limited	49 Riverside Drive, Westlands
31	Diamond Industries Limited	Mwangeka Road, Mombasa (Opp. M
32	DPL Festive Limited	Lunga Lunga Road, Industrial Area
33	East African Breweries Limited	Tusker House, Off Thika Road,
34	East African Sea Food Limited	Road A Off Enterprise Road
35	Eastern Produce Kenya	3rd Floor New Rehema House, Ra
36	Eco Living International Limited	Trio Estate Giguir Off Limuru Road
37	Edible Oil Products Limited	Road C, Industrial Area, Nairobi

38	Eldoret Grains Limited	Behind kipchoge keino stadium
39	Elekea Limited	Wambugu Close Parklands
40	Excel Chemicals Limited	Old Mombasa Road, Embakasi, Nairobi, Kenya.
41	Farmers Choice Limited	Kahawa West, Off Kamiti Road
42	Fresh N Crunchy	Kasarani Nairobi
43	Frigoken Limited	Baba Dogo Road, Ruaraka, Nairo
44	Giloil Company Limited	Viwandani Gilgil Road, Nairobi
45	Glacier Products Limited	Road A, Off Enterprise Road
46	Global MarkFoods Limited	Abacus Park Baba dogo road Nairobi
47	Golden Africa Kenya Limited	Lukenya. Mombasa Highway Kiten
48	Gonas Best Limited	Off Lusinget Road, Next To Kenya Industrial Estate (KIE Industrial), Likoni Road, Nairobi City
49	Greenforest Foods Limited	Emayian Godowns, Godown No. 9 off Airport South Road
50	Gubanx Ventures	8th Floor Pinetree Plaza Westlands
51	Healthy U Two Thousand Limited	Park abacus Lane, Baba dogo road
52	Hephzibah International Limited	Buru Buru Phase2
53	Her Kitchn Foods Limited	Karen
54	Highlands Canners Limited	Baba dogo Ruaraka
55	Hope Tasty Cake Baker Limited	Mihango
56	House Of Bona Limited	Gigiri Close 183
57	Ingredion Holdings	Tulips House 5th floor Mombasa Road
58	Kalabashi Investment Limited	Tangaza University College Business Center
59	Kamili Packers Limited	Off Enterprise Road, Homabay Road

60	Kapa Oil Refineries Limited	Main Mombasa Road, Nairobi
61	Karuthai Industries Limited	Adak House, Jakaya Kikwete Road
62	Kenafric Beverages & Bottling Limited	off baba dogo ruaraka
63	Kenafric Biscuits Limited	Off Babab dogo Ruaraka
64	Kenafric Industries Limited	RUARAKA, OFF BABADOGO ROAD.
65	Kenchic Limited	Exsan House, Enterprise Road,
66	Kenya Highland Seed Co. Limited	Sanam Building, Road C Off Enterprise Road Industrial area Nairobi
67	Kenya Nut Company Limited	Volvo House Opp Barclays Plaza
68	Kenya Sweets Limited	Old Airport Road, Off Mombasa
69	Kenya Wine Agencies Limited	Enterprise rd, Industrial area
70	Kigelia Fresh Produce Limited	508 Runda Meadows, Runda Estate
71	Kijani Agro Products Limited	Industrial Area
72	Kirinyaga Flour Mills	Tom Mboya Street, Lords House
73	Koba Waters Limited	Mpaka House Mpaka Road Westlan
74	Krystalline Salt Limited	Azure Towers, 8 <sup>th</sup> Floor, Lantana Road, Westlands
75	KTDA Management service	Farmers Building, Moi Avenue
76	Kwale International Sugar Company Limited	Unifresh Building on Baba Dogo
77	Kwality Candies & Sweets Limited	Kampala Road, Industrial Area
78	Lactacare Kenya Limited	Argwings Kodhek Road
79	Lesaffre Kenya Limited	East Gate Industrial Park off East Gate Road.

80	Maisha Beverages Limited	Spectrum business park, baba dogoRoad
81	Mamaz Spices Limited	84 Riverside Drive
82	Manji Food Industries Limited	Junction of Likoni and Lunga Lunga
83	Massatech Kenya Limited	1st Floor, Cyprus Center, Westlands, Sports Rd,
84	Melvin Marsh International Limited	Funzi Road, Industrial area
85	MHS Bakers Limited	Unit II Kenbelt business park Old Mombasa Road
86	Mini Bakeries (Nbi) Limited	Kangundo road, Off Outering Road Nairobi, Kenya
87	Miyonga Fresh Greens Enterprise Limited	Utawala Embakasi
88	Mombasa Maize Millers Limited	MMM Building, Mwangeka Street
89	Monument Distillers East Africa Limited	1 <sup>st</sup> Mugumoini Drive House Number32
90	Morani Limited	Plot No. 49, Kalalu Laikipia,
91	Mwakawa Investment Limited	Industrial Area
92	Nagaad Company Limited	North Airport Road, Nairobi, Kenya
93	Nairobi Bottlers Limited	Airport North Road, Embakasi
94	Nairobi Flour Mills Limited	Homa Bay Road, Industrial Area
95	Nairobi Java House Limited	ABC Place Off Waiyaki Way, Westlands
96	Nestle Kenya Limited	Pate Road, Industrial Area
97	New Kenya Co-Operative Creameries Limited	Dakar Road Creamery House
98	NT Heish Limited	Kileleshwa
99	Orana Kenya Limited	Suite 305, Apricot house4th Parklands Avenue

100	Osho Grain Millers Limited	Dakar Road, Off Enterprise Road
101	Parvati Industries	Eastern Bypass
102	Patco Industries Limited	LUNGA LUNGAROAD OFF RANGWE ROAD, INDUSTRIAL AREA, NAIROBI, KENYA
103	Pembe Flour Mills Limited	Lunga Lunga Rd, Industrial Area, Nairobi, Kenya
104	Pradip Enterprises (E.A) Private Limited Company	Plot No. 11, Sasio Road, Off Lunga Lunga Industrial Area
105	Premier Food Industries Limited	Baba Dogo Road, Ruaraka, Nairo
106	Premier Foods Limited	Baba Dogo Ruaraka
107	Prime Soy Limited	Industrial Area Nairobi
108	Proctor & Allan(E.A.) Limited	Lusaka Road, Industrial Area
109	Propack Kenya Limited	Baba Dogo Road Ruaraka, Road 1
110	RAZCO Limited	Baba Dogo Road, Ruaraka
111	Renman Africa Ltd	Nabro Towers, Ngara Road Suite 303
112	Re-Suns Spices Limited	is number 22, Gil Gil Road Industrial Area.
113	Salim Wazaran Kenya Company	Kampala Road, Inside Jihan Freighers, Industrial Area
114	Sasini PLC	Rivaan Centre,3rd Floor Brookside Grove, Muguga Green Westlands
115	Savannah Brands Company Limited	Spectrum Business Park, Baba Dogo Road
116	SBC Kenya Limited	Kasarani
117	Shree Sai Industries Limited	Changamwe Road Off Enterprise
118	Silvertouch Investment Limited	Londian Road Off Likoni Road
119	Simply Foods Limited	Off Enterprise Road, Opp. Aven

120	Spice World Limited	Nanyuki Road, Industrial Area,
121	Stawi Foods and Fruits Limited	Roysambu, Safari Park View Plot
122	Sun Power Products Limited	St Georges Road Tigoni Limuru
123	Suntory Beverage & Food Kenya Limited	Laiboni Center 1st Floor, Lenana Road Kilimani
124	The Chocolate Bar Limited	Premier Industrial Park Baba Dogo Road Warehouse4B
125	The Harvester Eco Farm Limited	Othaya Road, Lavington
126	Top Food (EA) Ltd	Road A, Off Enterprise Road Industrial Area
127	Trisquare Products Limited	LR No. Dagoretti/Kangemi742, Off Thiongo Road
128	Trufoods Limited	Jogoo Road, Opposite Church Army
129	Umami Foods Limited	Mbabane Road, Off James Gichuru Road
130	Unipack Investment Limited	Central Business Park, Road C off Enterprise Road. Go 54
131	Upfield Kenya Limited	Blixen Court Karen Road
132	Upfield Manufacturing Kenya Limited	Commercial Street, Industrial Area
133	Weetabix East Africa Limited	Lusingeti Road, Off Likoni Rd,
134	Zeelandia East Africa Limited	C& S House Old Mombasa Road
135	Zheng Hong (K) Limited	Central Business Park Road, Off Enterprise Road C,

Source: (Kenya Association of Manufacturers, 2021)

## **Appendix IV: Participant Information and Consent Form**

### **TITLE OF THE PROPOSED STUDY:**

INFLUENCE OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEE PERFORMANCE IN THE FOOD & BEVERAGE SECTOR IN NAIROBI COUNTY.

### **SECTION 1: INFORMATION SHEET**

**Investigator:** Caroline Kitwa Mwangangi

**Institutional affiliation:** Strathmore Business School (SBS)

### **SECTION 2: INFORMATION SHEET–THE STUDY**

#### **2.1: Why is this study being carried out?**

To assess how talent management practices influence employee performance in the food and beverage industry in Nairobi County.

#### **2.2: Do I have to take part?**

No. Taking part in this study is entirely optional and the decision rests only with you. If you decide to take part or consent to the study, you will be requested to fill in a questionnaire that seeks to assess how employee performance is influenced through talent management practices in Nairobi County. Talent Management Practices & Employee Performance will be clearly defined on top of the questionnaire in a language and terminologies that you can understand. You are free to decline to take part in the study from this study at any time without giving any reasons.

#### **2.3: Who is eligible to take part in this study?**

HR Practitioners working in the Food & Beverage Sector in Kenya.

#### **2.4: Who is not eligible to take part in this study?**

- Non-HR Practitioners within the Food & Beverage Sector in Kenya
- HR Practitioners within other industries in Kenya, other than the Food & Beverage Sector
- HR Practitioners who have not consented to the study

### **2.5: What will taking part in this study involve for me?**

You will be approached by a research assistant and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

### **2.6: Are there any risks or dangers in taking part in this study?**

There are no risks in taking part in this study. All the information you provide will be treated as confidential and will not be used in any way without your express permission.

### **2.7: Are there any benefits of taking part in this study?**

The information will be used to gain insights on the impact of talent management practices on employee performance, which in turn can lead to the implementation of the right mix of talent strategies for a company to ensure sustainable employee performance.

### **2.8: What will happen to me I refuse to take part in this study?**

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

### **2.9: Who will have access to my information during this research?**

All research records will be stored in securely locked cabinets. That information may be transcribed into our database, but this will be sufficiently encrypted and password protected. Only the people who are closely concerned with this study will have access to your information. All your information will be kept confidential.

### **2.10: Who can I contact in case I have further questions?**

You can contact me, **Caroline Kitwa Mwangangi**, at SBS, or by e-mail (**Caroline.mwangangi@strathmore.edu**), or by phone (**0712 393 533**). You can also contact my supervisor, **Dr. Joseph Onyango**, at the Strathmore Business School, Nairobi, or by e-mail **jonyango@strathmore.edu** or by phone (**0720 879 706**).

If you want to ask someone independent anything about this research please contact:

The Secretary – Strathmore University Institutional Ethics Review Board, P. O. BOX 59857,

00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375

I, \_\_\_\_\_, have had the study explained to me. I have understood all that I have read and have had explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;

**Participation in the research study**

- I AGREE to take part in this research
- I DO NOT AGREE to take part in this research

**Storage of information on the completed questionnaire**

- I AGREE to have my completed questionnaire stored for future data analysis
- I DO NOT AGREE to have my completed questionnaire stored for future data analysis

Participant's Signature: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

DD / MM / YEAR

Participant's Name: \_\_\_\_\_ Time: \_\_\_\_ / \_\_\_\_


I, \_\_\_\_\_ (Name of person taking consent) certify that I have followed the SOP for this study and have explained the study information to the study participant named above, and that s/he has understood the nature and the purpose of the study and consents to the participation in the study. S/he has been given opportunity to ask questions which have been answered satisfactorily.

Investigator's Signature: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_


DD / MM / YEAR

Investigator's Name: \_\_\_\_\_ Time: \_\_\_\_ / \_\_\_\_

**Appendix V: Research Permit**



**REPUBLIC OF KENYA**  
National Commission for Science, Technology and Innovation




**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

**Ref No: 887198**

**Date of Issue: 05/April/2023**


**RESEARCH LICENSE**



**This is to Certify that Ms.. Caroline Kitwa Mwangangi of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEE PERFORMANCE IN THE FOOD for the period ending : 05/April/2024.**

**License No: NACOSTI/P/23/24923**


**887198**  
**Applicant Identification Number**



**Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

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**Verification QR Code**



**See overleaf for conditions**

## Appendix VI: Facilitation of Research

Ole Sengale Rd, Madaraka Estate  
P. O. Box 59857 - 00200, Nairobi, Kenya.  
Cell: +254 709 004 414/6/7, Twitter: @SBSKenya  
Facebook/LinkedIn: Strathmore Business School  
Email: [info@sbs.ac.ke](mailto:info@sbs.ac.ke) or visit [www.sbs.strathmore.edu](http://www.sbs.strathmore.edu)



Monday, March 27, 2023

To whom it may concern.

### **RE: FACILITATION OF RESEARCH – CAROLINE KITWA MWANGANGI**

This is to introduce Caroline Kitwa Mwangangi, who is an MBA student at Strathmore University Business School, admission number MBA/78120/20. As part of our MBA Program, Caroline is expected to do applied research and to undertake a project. This is in partial fulfillment of the requirements of the MBA course. To this effect, she would like to request the appropriate data from your organization.

Caroline is undertaking a research paper on *"Influence of Talent Management Strategies on Employee Performance in The Food & Beverage Sector in Kenya: A Quantitative Study During Covid-19 Pandemic"*. The information obtained from your organization shall be treated confidentially and be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share the findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support, and we shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to be "Alois Njenga".

Alois Njenga,

Graduate Programs – Manager.

Strathmore University Business School is a Proud member of:



## Appendix VII: Introduction Letter



5<sup>th</sup> April 2023

Ms Mwangangi Caroline Kitwa,  
Caroline.mwangangi@strathmore.edu

Dear Ms Mwangangi,

**RE: Influence of Talent Management Strategies on Employee Performance in the Food & Beverage Sector in Kenya: A Quantitative Study during Covid-19 Pandemic**

This is to inform you that SU-ISERC has reviewed and approved your above SU-masters research proposal. Your application reference number is SU-ISERC1634/23. The approval period is from 5<sup>th</sup> April 2023 to 4<sup>th</sup> April 2024.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 48 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Ben Ngoye".

for: Dr Ben Ngoye,  
Secretary; SU-ISERC

Cc: Mr Ambrose Rachier,  
Chairperson; SU-ISERC



**Appendix VIII: Budget**

<b>NO.</b>	<b>ITEMS</b>	<b>COST (KES)</b>
1	Stationery	10,000
2	Typing & Printing	20,000
3	Travel	15,000
4	Photocopying & Binding	15,000
5	Analysis	30,000
6	Miscellaneous	10,000
	<b>TOTAL</b>	<b>100,000</b>

**Appendix IX: Timeline**

Month	Nov 2022 -Jan 2023	Jan 2022	Feb-Mar 2023	Apr 2023
Activity				
Chapter one writeup				
Chapter two and three writeup				
Proposal completion				
Collection of data				
Data analysis				
Chapter four and Five write-up				
Presentation of final proposal				