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Moderating Effect of Company Factors on the Relationship between Talent Management Strategies and Employees' Productivity in Private Sugar Companies in Kakamega County, Kenya

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Abstract

Organizations that wish to be successful in this highly competitive world are those that systematically and proactively take necessary measures to ensure that they have the needed talents to meet their current and future business requirements. Organizational size and management style plays a critical role in ensuring that talented workforce is managed in the organization. There exist an acute shortage of talent, especially in top managerial positions in private sugar companies in Kakamega County in Kenya. This has resulted in employees' low productivity leading to talent poaching and talent shift from private sugar companies to public sugar companies and other industrial sectors. Effective talent management strategies coupled with good management style and adequate financial resources are therefore critical for the success of private sugar companies in Kakamega County. This study, therefore, established the moderating effect of company factors on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County. The study used cross-sectional survey research design. Stratified sampling and simple random sampling techniques were employed to enable the researcher to select the respondents from the two private sugar companies in Kakamega County that is, West Kenya Sugar Company Limited and Butali Sugar Company Limited. The target population was made up of 320 respondents out of which 70 were managers and 250 were operative employees'. A sample size of 178 respondents was selected. Interview schedules and questionnaires were used as instruments for data collection. Validity and Reliability of research instruments were obtained by a test re-test method from the pilot study. The researcher undertaken the study in a period between June 2016 and September 2016. The computed Cronbach's Alpha reliability of the research instrument was 0.834 which is above 0.7 Cronbach's Alpha accepted in social research. The data collected was analyzed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) version 20. Spearman's rank-order correlation was used to test the relationship between the study variables and multiple linear regression analysis was used in testing the study hypothesis. Data was presented in the form of frequency distribution tables, frequencies, percentages, mean and standard deviation. The study found out that company factors play an important role in moderating the effects of talent management strategies and employees' productivity. For a higher employees' productivity to be realized, organization financial muscle and management effective leadership is needed in formulating, development and implementation of talent management strategies. The study recommends that Private sugar companies in Kakamega County should look into ways of addressing company factors because they significantly and positively moderate the relationship between talent management strategies and employees' productivity. This entails company managers availing adequate resources to implement talent management strategies and also management goodwill in formulating, development, implementing, monitoring and evaluating organization talent management strategies.

Keywords*: Company factors, talent management strategies, employees productivity, primate sugar companies*

1. Introduction

1.1 Background to the study

Today's global and highly competitive markets have made firms to become adaptive to changes around them for their survival. This has necessitated the need for firms to strategize in order to deliver excellent products that can attain competitive edge with their clientele (Deros, Rahman, Ismail, & Said, 2008).

One of the major strategy towards firms' competitiveness is through the use of its resources which includes money, employees' and machines. The most valued resource for organization competitiveness is its

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employees especially in a modern economy (Kahinde, 2012; Gardner, 2002). Therefore, organizations that wish to remain competitive need to come up with programs of acquiring, retaining and developing its talented employees (Gardner, 2002). Thus, the term "Talent Management" has been used in the recent past in order to offer one window solution for all problems brought as a result of attracting and retaining and developing competent human resources (Boudreau & Ramstad, 2007; Society for Human Resource Management [SHRM], 2006).

Talent management concepts, practices and beliefs studies date back to 1998 in the United States by McKinsey and Company Consulting Firm which is the most prestigious and largest management firm in the USA. The firm studies originated the term "The War for Talent" which is caused by rapid competitive landscape to acquire, recruit and retain talents (Williams, 2000; McKinsey, 2000; Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Trevor & Wright, 2007).

1.2 Statement of the research problem

Organizational size and management style plays a critical role in ensuring that talented workforce is managed in the organization. However, talent management is a big challenge especially for organizations that compete for the same talent pool leading to "talent war" coupled with poor management style and lack of financial resources (Gardner, 2002; Williams, 2000; Dyschtwald, Erickson & Morison, 2006). Private sugar companies in Kakamega County have continuously been experiencing acute shortages of talents especially in their top managerial positions. This has resulted in poaching of talent from public sugar companies and other industrial sectors through promising of high payment and benefits which in the long run may not be the case (Ombayo *et al*., 2014; Kenya Sugar Authority [KSA], 2013). Butali and West Kenya Sugar Companies in Kakamega County have also been experiencing talent shift to competitors due to poor working conditions, uncompetitive salaries and lack of career prospects (Rapando, 2011). These challenges have resulted to low employees' productivity in terms of few out grower farmers joining the company, a low number of tonnes crushed per month, constant customers' complaints concerning poor service delivery and wastage of production time.

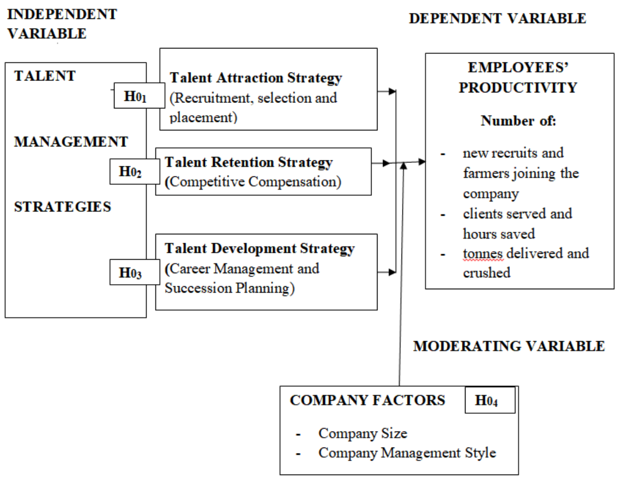
This scenario has resulted in reduced company performance caused by low employees' productivity (Rapando, 2011). Studies done so far in private sugar companies in Kakamega County have attributed the current talent shortage and poor employees' productivity to lack of training and career counselling strategies (Ombayo *et al.,* 2013 & Ombayo *et al.,* 2014). None of these studies have examined the moderating effect of company factors on talent management strategies and employees' productivity in private sugar companies in Kakamega County which the study seek to fill.

1.3 Research objective

To establish the moderating effect of company factors on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County.

1.4 Research hypothesis

Ho: Company factors have no significant moderating effect on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County, Kenya.



Source: Researcher conceptualization (2016)

Figure 1.1: Conceptual Framework showing Talent Management Strategies and employees' Productivity

2. Literature review

2.1 Review of talent management theories

According to Kombo and Tromp (2006), a theory is a general assumption about nature of a phenomenon. To explain the overall concept of talent management strategies, the researcher used human capital theory and resource-based theory. The human capital theory emphasizes the value addition by embracing employees' investment for a worthwhile return to the organization. The theory is based on the premise that investment in employees lead to economic benefit for an individual employee and the organization as a whole (Sweetland, 1996). Further, talent management and its association with employees' productivity can be expounded by the Resource-Based-Theory which provides explanations on how firms can increase their performance by managing its internal resources mainly its employees (Ngari, 2012). Human Capital Theory stresses on value addition of employees' investment while Resource-Based-Theory explains that firms create superior performance by managing its internal resources, especially its employees. These theories are utilized for this study because employees' superior productivity which is the study dependent variable is as a result of talent management strategies.

2.2 General overview of talent and talent management

Different scholars have defined the word talent differently. Tansley (2011) defined talent as giftedness which is innate or natural aptitude and ability while Wikstron and Martin (2012) defined talent as a greater mastery of developed knowledge and abilities in the field of human endeavor. According to Michaels, Axelrod and Hadfield (2001), talent is the sum total of a person's abilities; It entails his/her skills, intrinsic gifts, knowledge, experience, judgment, intelligence, attitudes, drives, and character. Talent management concept has also been defined differently by different scholars which make its meaning difficult to formulate (Lewis & Heckman, 2006). Byham (2011) defined talent management as a combination of a typical human resource activity like recruiting, selection, deploying, retention, development, succession management, and career progression.

Van (2008) noted that talent management is a dynamic interaction between many functions and processes. According to Lewis and Heckman (2006), talent management is about attracting, identifying, recruiting, developing, promoting, motivating, and retaining talented employees who can make an organization to be productive.

2.3 Talent management strategies

Competitive organizations have holistic talent management approaches in place that begin right from recruitment, then selection, retention, promotion and development of talents. These holistic approaches to talent management are known as talent management strategies (Frank & Taylor, 2004). According to Powell and Lubitsh (2007), talent management strategies are practices put in place to ensure that an organization is continuously supplied with a talented productive workforce. A strategy for managing talent ensures that organizations invest in employees that they believe will result in organizational competitive advantage now and in the future. Organization talent management strategies should view employees as valuable assets consisting of employees who have different contributions towards organizational success (Powell & Lubitsh, 2007). Effective talent management strategies entail ingredients such as talent attraction, retention and development strategies. These strategies need to be in line with the business strategic requirements and should also be integrated with one another so as to complement organization performance (Heinen & Colleen, 2004). Talent management strategies entail strategies which are applied to attract, retain and develop talents for superior employees' productivity.

2.4 Company factors

Large amounts of empirical and theoretical researches in management, economics and sociology disciplines have been generated in the recent times regarding, whether larger organizations performance is superior to smaller organizations, or vice versa, and whether superior performance is as a result of good management, or vice-versa (Becker, 2007; Mwangi, 2009). In the view of these debates, most scholars are in agreement that organization performance is high when there are good management styles even if there are talent management strategies in place or not and also larger organizations with financial muscle benefit from economies of scale thus are able to finance the implementation of talent management strategies which in turn lead to employees' productivity (Mwangi, 2009).

2.4.1 Company size

Larger organizations enjoy huge financial base, economies of scale, diverse capabilities of its employees and formalization of procedures which make them capable of implementing talent management strategies leading to employees' productivity as compared to smaller organizations (Lockwood, 2006). Large organizations with a wide financial base are also able to offer competitive compensation to its employees and develop elaborate talent attraction, retention and development strategies. According to Mwangi (2009), larger organizations are also capable of providing a conducive environment for working, job flexibility, security, and satisfaction which results to employees' productivity.

Studies revealed that new generation of managers like larger organizations because they provide conducive working environment, challenging assignment, work-life balance accompanied with compensation packages which is adequate. For example Mwangi (2009) study of Nation Media Group found that most respondents cited lack of space in their organization leading to sharing of desks and offices congestion. These disabling environmental factors are associated with small organization having limited space. Small organizations are also associated with poor lighting and ventilation facilities which often discourage employees' productivity. According to Logan (2000), larger companies are capable of offering employee development programs thus finding it easy to retain its talented workforce as compared to smaller companies.

Larger organizations are able to embrace job flexibility like scheduling variations that accommodate employees work times and responsibilities better. Job flexibility also aids in work-life balance which balances employees work and family responsibilities (Cunningham, 2002 & Pleffer, 2007). Larger organizations also have high employees' engagement. Lockwood's (2006) study on employee engagement effects on business success observed that high employees engagement make them be four times more satisfied at work than employees who are not engaged. Employees select companies that complement their personality and companies select employees whose personalities complement it. When this happens, job satisfaction degree increases (Lockwood, 2006).

2.4.2 Company management style

Current development in the field of the human resource has replaced the authoritarian management style where control is mainly emphasized with the democratic management style where teamwork, collective decision making, and empowerment are emphasized. According to Miller and Breton-Miller (2004), the old management style that view managers to be technical experts of directing, coordinating and controlling employees work have been replaced by the current management style that view managers as counselors, team leaders and facilitators resulting to a successful management in the organization.

Companies that embrace successful management have elaborate talent management strategies in places. These talent management strategies are well developed, implemented, monitored and evaluated. Effective management styles embrace good leadership and communication channels which facilitate the involvement of all employees in the formulation of talent management strategies and policies (Robbins, 2002).

Robbins (2002) defined leadership as the influence of subordinates' behaviour by their superiors and persuading them to follow a certain course of action. Managers who involve in active leadership are capable of communicating to the employees under them talent management strategies to be embraced by the organization in order for them to be competitive. Mwangi (2009) study of Nation Media Group observed that most of the current and past employees are in agreement that nature of managers and other employees' leadership style has an effect on employees' commitment and morale. Respondents were also in agreement that good leadership style makes them feel happy and hence motivated to work hard. Studies have indicated that organizations that practice effective communications have a culture of trust and openness and also improve identification of employees.

Current organizations need to provide their employees with information on their mission, vision, goals, objectives, strategies, changes and competitive performance that are of interest to the employees (Gopinath & Becker, 2000). Most companies management including the CEO are working around the clock to provide timely and consistent information that employees need for better job performance. Clarke (2001) observed that organizations with strong employees' relationships act as a positive environment for learning and development thus increase chances of their retention. Sutherland and Jordan (2004) and Oehley (2007) also asserted that top management in an organization needs to actively create employees opportunities that engage their mind and capabilities, for instance, challenging work.

2.5 Empirical review of talent management strategies and employees' productivity

Baum and Kokkranikal (2005) defined employees' productivity as the output per each unit of labour, that is, the amount produced by each unit of labour or productive unit labour hours numbers. Productivity measures how production inputs like capital and labour are used efficiently to realize a given level of output. Organizations that utilize production input like labour increase their productivity thus creating competitive advantage in the global market (Coetsee, 2004). Organization with talent management strategies in place creates a permanent competitive advantage which competitors cannot replicate and benchmark compared to innovations and technologies which are easily replicated (Heinen *et al*., 2004; Lawler, 2008). According to Davis (2007), talent management is necessary when the companies would like to build winning teams which will be formed by talented people.

According to Stockley (2007), organizations that implement their programs on talent management balances between organization goals and employees goals. Employees are able to develop their career through career progression making an organization to increase its performance. Effective talent management encourages more employees to be innovative in coming up with solution to solve the daily organization challenges and as a result results in organization success. Collings and Mellahi (2009), supports this assertion by arguing that properly managed talent have a positive relationship with organization performance brought by employees performance.

AGHCI (2005) study covering 170 professional in human capital management and executives in the global companies found out the following; 57% of global companies respondents cited that the top overall challenge for the company was inability to get the needed talents over the next five years; 79% cited that implementation of succession planning was also a big challenge and 65% of the companies had formal retention plans for middle level staffs in management and 71% for executive staffs. The performance of the companies that implement talent management practices was found to be high.

Kahinde (2012) study on effects of talent management on organizational performance in Nigeria found out that; 95% of the visited organizations apply completely or partially talent management strategies; there was a positive correlation between talent management strategies and return on investment, and profitability. Khulida and Siti (2004) study on the relationship between career management and employees performance found out that there exist a positive and significance relationship among these variables. Nancy (2014) study on the effects of talent management on the performance of Comply Limited Company in Nakuru, Kenya found out that there is a positive and significant relationship between talent management strategies and organizational performance.

3. Research methodology

3.1 Research design

The researcher adopted cross-sectional survey design using both qualitative and quantitative approaches. Cross-sectional survey design is suitable because it gathers information on a population at a single point in time.

3.2 Target population

The target population was drawn from two private sugar companies in Kakamega County, that is, West Kenya and Butali sugar companies. The target population comprised of 70 managers and 250 operational level employees' summing up to 320 respondents. Managers were chosen for the study because they are instrumental in formulating, developing and implementing talent management strategies for effective organization performance. Operative employees were also relevance because they are the one directly affected with talent management strategies and thus are able to relate it with their productivity.

3.4 Sampling design and sample size

Purposive sampling was employed to select the two private sugar companies within Kakamega Company. The study adopted stratified sampling technique to categorize employees in two strata as managers and operatives and then used simple random sampling to select employees among these two categories.

Since the target population, N, is known, the study used Yamane (1967) formula to determine the sample size, n from the study population, N and e, is the probability of error (within the desired precision of 0.05 for 95% confidence level).For example, Target population of 320 employees', generated a sample of 178 respondents.

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

$$n = \frac{320}{1 + 320(0.05)^2} = \mathbf{177.78 \sim 178}$$

Table 3.1: Sampling frame

Company	Target Group	Target Population	Sample Size	Percentage from target population
West Kenya	Managers	48	27	56.3%
	Operatives	140	78	55.7%
Butali	Managers	22	12	54.5%
	Operatives	110	61	55.5%
Total		320	178	55.6%

Source of target population: HRM departments: West Kenya and Butali Sugar companies (2016)

3.6 Data collection tools

The study used questionnaires for management and operational level employees and interview schedule for top management to collect data.

3.7 Pilot study

According to Cooper and Schilder (2006), researchers should apply thumb rule of 10% of the sample size in order to calculate the number of respondents to be used for pilot study. The pilot testing was conducted in Kibos Sugar Company Limited which is a private sugar company located in Kisumu County, Kenya. The study sampled 18 respondents for the study which is approximately 10% of the sample size, 178 respondents. 18 respondents composed of 14 operative level employees' and 4 managers. Validity and reliability of the research instruments was realized through pilot testing.

Table 3.2: Reliability test

Cronbach's Alpha	N of Items
.834	27

Source: Field data (2016)

Since the obtained reliability is more than 0.7, the recommended in Social Sciences according to Mugenda and Mugenda (2008), there was a high internal consistency of items in questionnaires thus the obtained data was reliable.

3.8 Data analysis and presentation

After data collection, data was edited, coded and entered in SPSS. Descriptive and inferential statistic was used to analyze qualitative and quantitative data respectively (Oso & Onen, 2008). Descriptive statistics was aided by use of frequency tables showing the mean, standard variation and variances. Quantitative data was analyzed using Spearman's rank-order correlation to test the strength of relationship between moderating effect of company factors on the relationship between talent management strategies and employees' productivity in .private sugar companies in Kakamega County. The research also used Multiple Regression Analysis that generated ANOVA, Coefficient of Determination (R2) and Correlation Coefficient (R).

The study utilized the following multiple linear regression models;

$Y = \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$
$Y = \beta 0 + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + e$

Where; β_0 = constant which is the value of the dependent variable when all the independent variables are 0;β_1; i = 1,2 and 3 is the regression coefficients which measures the change induced by X_1; i=1, 2 and 3 on Y; X_1=Talent Attraction Strategy; X_2 = Talent Retention Strategy; X_3 = Talent Development Strategy; M= Company Factors; Y= Employees' Productivity and; e=the error term.

4. Data analysis and discussions

4.1 Response rate

The researcher administered 178 questionnaires out of which 133 questionnaires were completely filled and collected back as shown on Table 4.1. This represents a 74.72% response rate which is very good as asserted by Bebbie (2004) that a response rate of above 70% is good.

Table 4.1: Respondents response rate

Response	Frequency	Percentage
Successful	133	74.72%
Unsuccessful	45	25.28%
Total	178	100%

Source: Field data (2016)

4.2 Descriptive statistical analysis

The study sought to establish the moderating effect of company factors on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County. The respondents responses were rated on a five point Likert Scale showing to what extent the respondents agree or disagree to the researcher statements on talent attraction strategy, where: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree. The researcher interpreted the data using mean (where <1.5=Strongly Disagree, >1.5-2.5=Disagree, 2.5-3.5=Neutral, 3.5-4.5=Agree, >Strongly Agree) and Standard deviation will be interpreted (where <1= no variation, >1=no consensus). The researcher generated the mean and standard deviation from SPSS as tabulated in Table 4.2.

4.2.1 Moderating effect of company factors on the relationship between talent management strategies and employees' productivity

Table 4.2: Minimum, maximum, mean and standard deviation of companies factors on talent management strategies and employees' productivity

	N	Minimum	Maximum	Mean	Std. Deviation
Adequate resources attract best talent	133	1.00	5.00	3.6992	1.18696
Managers are involved in career planning and development	133	1.00	5.00	3.6992	1.07298
Adequate resources favour career development prospects	133	1.00	5.00	3.6391	1.15035
Company size favours financial resources for salaries and benefits	133	1.00	5.00	3.6391	1.01009
Payment and promotion policies are addressed by management	133	1.00	5.00	3.5639	1.20198
Managers develop and implement talent management policies	133	1.00	5.00	3.5038	1.10525
Valid N (listwise)	133				

Source: Field data (2016)

Results in Table 4.2 show that although there is no general consensus on the respondents agreement on the effects of company factors on talent management strategies illustrated by standard deviation of more than 1 (1.187, 1.073, 1.150, 1.010, 1.202 and 1.105), there is overall agreement that company factors have a great bearing on talent management strategies as represented by a mean of 3.5 (3.70 3.70, 3.64, 3.6391, 3.564 and 3.504). Company factors cited to favour talent management strategies entail company financial muscle and management involvement in formulating, development and implementation of talent management strategies. The findings confirm the past studies on the importance of company factors in formulating, developing and implementing talent management strategies (Lockwood, 2006; Mwangi, 2009; Cunningham, 2002; Pleffer, 2007; Miller and Breton-Miller, 2004; Robbins, 2002; Gopinath and Becker, 2000; Clarke, 2001; Oehley, 2007; Sutherland and Jordan, 2006).

4.4 Inferential statistical analysis

The study sought to establish the moderating effect of company factors on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County. Data was analyzed in relation to each research objective by generating correlation and regression coefficients from SPSS version 20 software as tabulated in Tables 4.3-4.6. The main aim of correlation analysis was to test the strength and significant of relationship that exist between moderating effect of company factors on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County and regression analysis was meant to test for research hypothesis, whether to accept or reject.

Results in Table 4.3 show that in absence of company factors, each talent management strategy is positively and significantly related to employees' productivity in private companies in Kakamega County at 99% confidence level. Talent retention strategy had the highest positive and significant relationship with employees productivity ($r=0.559$, $\alpha=0.000$ and p-value=0.01 thus $\alpha<$p-value) followed by talent attraction strategy ($r=0.512$, $\alpha=0.000$ and p-value=0.01 thus $\alpha<$p-value) and lastly talent development strategy ($r=0.413$, $\alpha=0.000$ and p-value=0.01 thus $\alpha<$p-value).

Table 4.3: Correlation without company factors

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

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field data (2016)

Table 4.4: Correlation with company factors

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

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field data (2016)

Study findings in Table 4.4 show that in the presence of company factors, each talent management strategy is highly positively and significantly related to employees' productivity in private sugar companies at 99% confidence level. Talent retention strategy had the highest positive and significant relationship with employees' productivity (r=0.647, α=0.000 and p-value=0.01 thus α<p-value) followed by talent attraction strategy (r=0.591, α=0.000 and p-value=0.01 thus α<p-value) and lastly talent development strategy (r=0.579, α=0.000 and p-value=0.01 thus α<p-value). Comparing the results in Table 4.3 and Table 4.4 it is evident that when company factors are involved, the correlation between talent management strategies and employees' productivity is higher compared to the absence of company factors.

It can be concluded that company factors play an important role in moderating the effects of talent management strategies and employees' productivity. For a higher employees' productivity to be realized, organization financial muscle and management effective leadership is needed in formulating, development and implementation of talent management strategies. These findings results stress the important of company factors for improved employees' performance as highlighted by past studies conducted by Becker (2007); Mwangi (2007) and Lockwood (2006).

Regression results in Table 4.5 in the model summary R^2 of 0.369 indicate that 36.9% of employees' productivity can be explained by talent management strategies (R^2=0.369) the regression correlation of R of 0.607 shows that talent management strategies have a positive effect on employees productivity (R=0.607). The correlation coefficient of 0.607 shows that there is a positive relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County. Table 4.5 regression analysis on ANOVA examines the significance of the overall regression model in order to determine the applicability of the model to measure the study variables. The results in the table show that talent management strategies are significant (F=25.124, α =0.000 and p-value=0.05 thus α<p-value) thus the overall regression model was significant in measuring the study variable.

Table 4.5: Regression analysis without company factors

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607[a]	.369	.354	.54675

a. Predictors: (Constant), Talent development, Talent retention, Talent attraction

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

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

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

a. Dependent Variable: Employees productivity
Source: Field data (2016)

This means that there is a satisfactory goodness of fit between employees' productivity and talent management strategies. Regression analysis results on regression coefficient in Table 4.5 reveal to which extent talent management strategies predict employees' productivity. Based on the results, the equation for multiple linear regression model was in the form of; $Y=1.440+0.220X_1+0.348X_2+0.046X_3+e$. Beta coefficients for the variable (X_1, X_2, and X_3) measures the number of units talent management strategies leads to a corresponding 1 unit in employees' productivity. The results in Table 4.26 also show that talent attraction and retention strategies are statistically significant (α=0.000 and p-value=0.05 thus α<p-value) but talent development is statistically insignificant (α =0.561 and p-value=0.05 thus α>p-value) in explaining employees' productivity in private sugar companies in Kakamega County, Kenya.

Table 4.6 shows the multiple regression analysis conducted in order to find out the net regression effects of each of the talent management strategies on employees' productivity when company factors are involved. Model summary results in Table 4.27 regression results have an R-Square of 0.422 indicating that talent management strategies accounts for 42.2% of the variability in employees productivity in private sugar companies when company factors are involved but it only accounts for 36.9% of the variability in employees' productivity when there are no company factors as shown in Table 4.5.

The correlation coefficient of 0.649 shows that there is a positive relationship between talent management strategies and employees' productivity in presence of company factors but has a lesser positive relationship (R=0.607) in absence of company factors. It can be concluded from the model summary that company factors have a greater bearing on employees' productivity due to high correlation (R) and correlation of determination (R^2). Table 4.27 ANOVA result was used to examine the significance of the overall regression model in order to determine the feasibility or applicability of the model to measure the study variables. The Results in Table 4.6 show that talent management strategies were significant (F=31.347, α=0.000 and p-value=0.05 thus α<p-value) indicating that overall regression model was significant thus was fit in measuring the study variables. There is thus a satisfactory goodness of fit between employees' productivity and talent management strategies.

Regression Coefficient results in Table 4.6 reveal to which extent talent management strategies predict employees' productivity. Based on the study results, the equation for multiple linear regression model was in the form of; $Y=2.311+0.029X_1M+0.065X_2M+0.006X_3M+e$. Where X_1M =Talent attraction *Company factors, X_2M =Talent retention *Company factors and X_3M =Talent development *Company factors. Beta coefficients for the variables (X_1M, X_2M and X_3M) measure the number of units each talent management strategy leads to a corresponding 1 unit in employees' productivity. The results also show that only retention strategy and company factors are statistically significant (α=0.000 and p-value=0.05 thus α<p-value) while talent attraction and development strategies and company factors are statistically insignificant (α=0.071, α=0.791 and p-value=0.05 thus α>p-value) respectively.

These results show that company factors play a very big role in retention on key company talents in private sugar companies in Kakamega County. The results of the regression in Table 4.27 was used to test the fourth research hypothesis, **"Ho:** Company factors have no significant effect on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County, Kenya".

Table 4.6: Regression results with company factors

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

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

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

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

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

a. Dependent Variable: Employees productivity
Source: Field data (2016)

The null hypothesis of the study was therefore rejected at 0.05 significant level since the beta value was not equal to 0 ($\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$, 0.029≠0.065≠0,006≠0). The study thus concluded that company factors have a positive and significant effect on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County. These findings results stress the important of company factors for improved employees' performance as highlighted by past studies conducted by Becker (2007); Mwangi (2007) and Lockwood (2006).

5. Summary, conclusions and recommendations

5.1 Summary of major findings

The study sought to establish the moderating effect of company factors on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County. The researcher null hypothesis was; **Ho:** Company factors have no significant moderating effect on the relationship between talent management strategies and employees' productivity in private sugar companies in Kakamega County, Kenya. The study found out that company factors have a great bearing on the relationship between talent management strategies and employees' productivity shown by a mean of 3.5 and above in level of agreement by the respondents. Company factors which favour talent management strategies entail company financial muscle and good management style who are involved in formulating, development and implementation of talent management strategies.

Without these company factors, employees' productivity will still be low although there are talent management strategies in place. The correlation results reveal that there is a positive and significant relationship between the moderating effect of company factors on the relationship between talent management strategies and employees' productivity at 99% confidence level. This shows that private sugar companies with favorable company factors are able to formulate develop and implement talent management strategies for superior employees' productivity. The study also found out that in the presence of company factors, the correlation between talent management strategies and employees' productivity is higher than in absence of company factors. The ANOVA results reveal that the overall regression model was appropriate to measure the moderating effect of company factors on the relationship between talent management strategies and employees' productivity in Kakamega County, Kenya.

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

5.2 Conclusions

The study concluded that company factors affect the relationship between talent management strategies and employees' productivity. This meant that organizations with favourable company factors like company adequate finances and management goodwill to formulate develop and implement talent management strategies are better placed to superior employees' productivity.

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

5.3 Recommendations

The following recommendations were made based on the findings and the conclusions of the study. Private sugar companies in Kakamega County should look into ways of addressing company factors because they significantly and positively moderate the relationship between talent management strategies and employees' productivity. This entails company managers availing adequate resources to implement talent management strategies and also management goodwill in formulating, development, implementing, monitoring and evaluating organization talent management strategies.

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