



# CHALLENGES OF IMPLEMENTING TALENT MANAGEMENT FOR GENERATION Y IN PARASTATALS: A CASE OF KENYA POWER AND LIGHTING COMPANY

**James Mark Karimi** 

United States International University-Africa

Chandaria School of Business, Kenya

[jkarimi@usiu.ac.ke](mailto:jkarimi@usiu.ac.ke)

**Gertrude Ntarangwi**

Kenya Power and Lighting Company, Kenya

[gertrudekarwitha@gmail.com](mailto:gertrudekarwitha@gmail.com)

## Abstract

*The study sought to investigate the challenges of HR planning, HR Procurement, HR Resource Development and HR Retention strategies in KPLC. This study adopted a descriptive research design and the target population was comprised of 80 staff working at the Kenya Power and Lighting head quarter offices situated in Stima Plaza, Nairobi, Kenya. The study targeted employees from top management, middle management, lower management and non-management. The study adopted a stratified random sampling technique to select a sample size of 66 respondents picked from five departments namely Network Management, Finance, ICT, Customer Service and Human Resource only 60 responded resulting into a 91% response rate. Human resource planning on talent management revealed that HR Department keeps a database of all employees in a HR Information System (HRIS) for timely HR Planning process. A Pearson correlation showed that human resource planning positively and significantly influenced talent management. Human resource development on talent management revealed that employees are provided with professional career development opportunities to enhance their competencies. A Pearson correlation analysis established that human resource development positively and significantly lead to an increase influence talent management.*

*Human resource retention on talent management indicated that workers are encouraged to remain with the Department for the maximum period of time. A Pearson correlation established that human resource retention positively and significantly influenced talent management. Lastly KPLC uses internet job advertisements which provide a larger potential recruitment market enabling this it to attract the talents. A Pearson correlation established a positive relationship between talent management and human resource procurement though it was not significant.*

*Keywords: Talent Management, HR Procurement, HR Development, HR Planning, HR Retention Strategies*

## **INTRODUCTION**

Talent management is anchored on the idea that the employees are the firm's most valuable asset and aims at securing the flow of talent, bearing in mind that talent is a major corporate resource (Armstrong, 2006). Talent management in an organization is the continuous process of examining, developing and effectively utilizing the talent to enhance business value and achieving business goals. McKinsey (1997) proclaimed a war for Talent and referred to it as a highly competitive landscape for recruiting and retaining talented employees.

In Kenya, the nature of HRM practices is largely associated with the drastic expansion of businesses globally, technological innovations and fierce competition that characterizes the environment in which businesses operate today and the Kenyan business environment is no exception to this global development. Kenya has lately developed into one of the fastest growing economies on the African continent and specifically East Africa and is gradually developing into the financial hub of East Africa. This is a step in the right direction to see HRM practices in the Kenyan parastatals and how they impact organizational performance (Cole, 2009). In response to the global changes in HRM practices many Kenyan organizations are attempting to embrace the concept of Generation Ys' talent developing by applying various HRM practices that supports young people's talent development (Joseph, 2010).

Kenya Power as a corporate entity is tasked by the government to manage electricity transmission and distribution system in the country. The Company sells electricity to over 4.8 million customers (June 29, 2016). The Company's core business is to strategize for sufficient electricity generation and transmission capacity to meet the countries demand; building and maintaining the power distribution and transmission network and retailing of electricity to its customers. KPLC is partly owned by the Government which holds 50.1% of shareholding with private investors at 49.9%. It is listed on the Nairobi Securities Exchange.

KPLC has grown over the years and is divided into eleven divisions each headed by a General Manager, has ten regions representing each part of the country headed by a Regional Manager. Over time as the business grows, KPLC has found its self in numerous challenges with staffing because of the vast number of employees. In 2007 the company retrenched 300 staff due to challenges in the economy and changes in business operations. With the numerous challenges came the different generations that the company engages. KPLC has had representation in all the generations starting with Baby Boomers to Generation X to Generation Y and most recently Generation Z which is the current entrant in the job market. The organization is aware of major challenges in determining and employing HRM practices that promotes Generation Y's talent development and helps in improving the overall organization performance (Phillip, 2007).

### **Problem Statement**

Millennials refers to the demographic group with the highest numbers that has entered the workforce and is among the employment pool that recruiters are likely to mine from the job market. The demographic changes occurring in many countries have potential to cause great concerns to managers (Baum, 2010). According to a report by GOK (2010) on strategic planning and economic survey, the public sectors experienced difficulties in recruitment and retaining employees particularly where they compete with private firms for skilled and talented workers. The problem is not unique to KPLC as it faces challenges in retaining Generation Y employees. According to an internal report (Employee Satisfaction Survey, 2015) 68% of the employees aged between 18-35 years while 32% were between 35-60 years.

Loyalty index showed that employee's intention to work with KPLC in the next two years was diminishing and shockingly 72% of employees in Generation Y strongly expressed their desire to move out for greener pastures while 28% most of who fell under the older generation expressed their desire to work in the Company in the next two years. Currently, there is a skills gap which is compounded by weak linkages between the outgoing older generation and the younger generation. The nature of business at KPLC is technical hence skill is very integral to achieving the objectives of the Company. For continuity, Talent management strategies need to be put into place to ensure attraction, retention and rewarding the current workforce whose characteristics are unique compared to the older generation of workforce.

Veiman & Holder (2011) indicated that talent management in the public sector plays a greater role within public services, there was however little research and few guidelines on how government in practice can implement effective talent management. The retirement age for employees in parastatals in sixty years. Currently we have more employees of Gen X attaining the retirement age leaving the Gen Y to do the jobs in organizations. Most people seeking for

job opportunities fall under Gen Y. Parastatals have been known to be rigid in their policies and this poses a great challenge as the competition for talented workers with the private sector is very stiff (Ernest & Young 2010).

## **EMPIRICAL LITERATURE**

### **Human Resource Planning (HRP) and Talent Management for Gen Y**

Strategic Human Resource Management (SHRM) has caused numerous attentions in the research field because of its effect on the running of firms. Most organizations, including KPLC are guided by a Strategic Plan. It is believed that if senior human resource managers are involved in the strategic plans of their Companies and at the same time unit managers authorized to take greater responsibilities regarding HR matters, it can decrease workforce turnover and enhance the firm's performance (Darwish & Singh, 2013).

Human Resource Managers should aim to have a strategic view in the HR practices which in turn will impact on the Company's performance. HR Manager needs to understand the nine SHRM practices to increase employee and firm performance simultaneously: interrelated HRM practices, individual HRM practices, performance management (PM), human capital, job descriptions, human resource (HR) governance, strategic partner, HR systems, and organizational learning. At the same time, the HR Manager should be aware of the changing pool of the available workforce in the market and be able to tweak the strategic objectives to suit group with its unique characteristics.

Human Resource Planning is a powerful strategy that can be used by companies to make a difference. Its major purpose is to make sure that employees have best level of interaction with their jobs. The planning process confirms that optimal levels of staff is maintained to ensure there is no excess manpower or shortage of enough manpower.

HRP process examines the implications of business strategies and goals on human requirements such as the number and type of people required, the training they will require and whether the organization should employ additional employees hence it is a proactive process (Agarwala, 2007). The quality of HR and their contribution to the organization is of strategic importance for bringing about productivity for the firm. It is therefore important for HR leaders to study the staffing requirements of the organization to make sure the required talent, in proper numbers, in appropriate locations at proper times. They need to know how to attract, select and retain top talent in the most efficient manner (Longenecher, & Fink, 2013). HRP has over the years been utilized by companies to determining how to staff the organization with the right employees at the right time and in the right place. Previously with the presence of relative environmental certainty and stability, HRP concentrated on the short-term plans and was

dictated principally by line management distresses. With the increased environmental instability, demographic shifts, changes in technology, and heightened international competition, the nature of human resource planning in leading organization also changed (Jackson, & Schuler, 1990). Key to assessing internal human resources is having solid information, which is accessible through a human resource information system (HRIS).

### **Human Resource Procurement and Talent Management for Gen Y**

Zhao (2006) argued that attraction, selection and maintenance of the required workforce is a crucial process to organizational success. Several companies recruit young graduates with the intention of facilitating growth of the organization and continual improvement through innovation (McDermott et al., 2006). This group not only represent the most recently defined generation but also the largest ever to enter the workforce which is the Generation Y or Millennials. Their unique characteristics and shared social and historical experiences, have been claimed to be noticeably different from their generational predecessors (Luscombe, Lewis & Biggs, 2012).

Today's business environment is drastically different from that of a few years ago with the dominant factor being its demographics. Currently the work force is flooded with skilled people unlike earlier years where the market had few skilled people. There is also emergence of new employment relationship which has shifted from long term relationship involving loyalty to an economic contract between the employer and the employee causing an increase in employee turnover; the challenge of retaining skilled talented employees and more difficult attracting and hiring from a unique talent pool with different expectations (Tanuja, 2007).

In a time of increasing global competition, every organisation is concerned about the level of work performance of its employees. This is because the performance of employees is a major determinant of how successful KPLC is in countering the challenges of implementing talent management for Gen Y. It has generally been accepted that Generation Y varies from previous generations in terms of their work-related characteristics (Shaw & Fairhurst, 2008) with the argument that the policies and methods used previously to attract the best candidates are possibly relatively ineffective when it comes to procurement of Generation Y.

This therefore calls for greater understanding of Generation Y in terms of their expectations and goals so as to come up with the best methods of recruiting and retaining them. Gen Y is a demographic group that is techno savvy. Unlike their predecessors they have grown up with gadgets and everything they do is done using machines. For this reason, organizations need to change how they place their adverts to attract the best pool of candidates. Human Resource Procurement entails attracting, recruiting and selecting employees that closely meet the specific job skills and abilities.

### **Human Resource Development and Talent Management for Gen Y**

Human resource development (HRD) emphasizes on the planning, selection and implementation of development strategies for the entire talent pool to ensure that the organisation has skilled and competent workforce for both the current and future supply to enable it meet strategic objectives. HR Development activities should be aligned with organisational talent management processes (Thite, 2004) noted that talent development strategies can be embraced as a key measurement of a bundle of high performance work practices that are connected to superior organisational performance.

### **Human Resource Retention and Talent Management for Gen Y**

Research has indicated that retention is a method in which the employees are encouraged to remain with the organization for the maximum period as it beneficial to both for the organization and the employee. Literature have been reviewed across occupations and have indicated that both age and tenure are associated with voluntary job leaving. Cotton & Tuttle (1986) alludes that those employees who are younger and those who have been in a job for shorter periods of time are more likely to leave the job than older and longer term. Organizations are required to come up with effective retention management policies that incorporate ongoing diagnosis of the nature and causes of turnover. It is therefore important to develop strategies that determine what human capital has the largest impact on organizational success, and the development of an appropriately targeted and organized bundle of retention initiatives (Allen, Bryant, Vardaman, 2010).

Employees today are different. When they get dissatisfied, they move to other organizations (James & Mathew, 2012). It has been noted that turnover of key employees can have a disproportionate impression on the business and probably the people organizations wish to retain are probably the ones most likely to leave. Research has suggested that both high and low performers have higher quit rates than average performers. Reed (2001) claims that every worker is five minutes away from handing in his or her notice, and 150 working hours away from walking out of the door to a better offer. In this regard, concerted effort is essential to keep gifted employees even though there are limits to what any organization can do. Theoretical frameworks have given a backing for the consideration of goals and expectations of employees as distinct constructs with the available empirical evidence providing some awareness into what features may reinforce Generation Y workforce's expectations and goals.

Some of the available evidence points out that the work-related characteristics are of specific significance to appreciating more about Generation Y employees' expectations while goals may relate to job flexibility and organizational responsibility (Lindquist, 2008).

Generation Y's expectations about job flexibility are manifest in the ways they are allegedly indifferent in a job for life (Oliver, 2006). Crumpacker and Crumpacker (2007) suggested that Generation Y's attention of their 33 energy is more on their private lives and moving from organisation to organization, and this is not a problem for them hence they highly value work-life balance.

Despite this determination to maintain a satisfying private lifestyle, they are still career focused (Oliver, 2006) and want to have meaningful work-related roles (Martin, 2005). This tendency impacts other expectations such as they will be given significant organizational responsibility enhancing their career growth. Luscombe (2011), explained that Generation Y is the latest and largest generation entering the world of workforce. Currently, limited theoretically-based research exists regarding Generation Y's work expectations and goals. Future studies may benefit from adopting a written down format which assesses both daily work expectations and career goals. At a practical level, there must be means by which organizations may draw upon daily work expectations and career goals of importance to Generation Y and, in doing so, influence the likelihood that a Generation Y individual will join and remain at their organization. Companies can adopt strategies

## **METHODOLOGY**

In order to achieve the objectives of the study descriptive research was be used and attempted to describe, explain and interpret conditions of the present. This design was preferred because it enabled the researcher to generalize the findings to a larger population. In addition, it enabled the researcher describe the characteristics of the population being studied since they exist a present hence minimising biases and maximizing the reliability of evidence collected. It also provided a complete picture of what was occurring at a given time and allowed the development of questions for further study. The study was carefully designed to ensure complete description of the scenario, making sure biases were minimised.

The population was divided into four categories namely; Top management, Middle Management, Lower Management and Non-management totaling to eighty (80) respondents. Targeted respondents under the top management category were ten (10), while twenty two (22) respondents were targeted under the middle management category, Respondents in the Lower management category were nineteen (19) and non-management respondents were the majority with twenty nine (29).

The sample size was determined using the Fisher Formula on the basis of those variables in the sample that are likely to have the greatest variability.

The sample size was given by:

$$N = n \cdot p \cdot q \cdot [z/e]^2$$

Where:  $n$  = is minimum sample size required;  $p$  = the proportion belonging to the specified category;  $q$  = the proportion not belonging to the specified category;  $z$  = the value corresponding to the level of confidence required (90% certain = 1.65, 95% certain = 1.96 and 99% certain = 2.57);  $e\%$  = the margin of error required. When the population is less than 10,000 the sample need to be adjusted according to minimum sample size formula as shown below:

$$n! = n / (1 + n/N)$$

Where:

$n!$  = the adjusted minimum sample size

$n$  = the minimum sample size (as calculated)

$N$  = the total population

In order to calculate the sample size,  $P=50\%$ ,  $q=50\%$ ,  $z=1.96$  (95% certain)  $e=5\%$  (i.e. within plus / minus 5% of the true percentage, the margin of error that can be tolerated),  $N=80$ .

29

$$n! = 50 \times 50 \times [1.96/5]^2$$

$$= 2500 \times 0.153664$$

$$= 384$$

Adjusted sample size

$$n! = 384 / [1 + 384/80]$$

$$= 384 / 5.8$$

$$= 66 \text{ respondents}$$

This generated a sample size of 66 respondents. The researcher stratified the respondents across the strata to select samples that are representative of the population. Out of the strata's, simple random sampling was used to provide equal chance of being selected to be part of the data collection.

Table 1 The sample size

Category	Frequency	Ratio of the sample	Sample
Top management	10	12.5%	8
Middle management	22	27.5%	18
Lower management	19	23.7%	16
Non-management	29	36.3%	24
<b>Total</b>	<b>80</b>	<b>100%</b>	<b>66</b>



The study used Primary data which was gathered using a structured questionnaire to the respondents. The questionnaire method was in form of a structured questionnaire. The questionnaires were self-administered to a total of 66 respondents and picked on a later date when they were checked for consistency in data gathered before coding and running the preliminary tests such as reliability and validity in order to inform subsequent data analysis. The questionnaire constituted the variables of investigation that was; human resource planning, human resource procurement, human resource development and human resource retention as well as the dependent variable Talent Management for generation Y.

### Data Analysis

In this study Pearson correlation coefficient was used to test the relationship between the independent and dependent variables. For reliability using Cronbach's alpha coefficient of reliability that gave an unbiased estimate of data generalizability and for validity content analysis was used through the use of experts. Inferential statistics such as Pearson correlation was carried out to establish the relationship between the research variables.

### FINDINGS

The research issued a total of 66 questionnaires and a total of 60 were filled and returned giving a response rate of 91%.

### Correlation of Human Resource Planning and Talent Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Talent management) against Human resource planning and the result established a strong positive correlation between talent management and human resource planning ( $r=0.549$ ,  $p=0.000$ ) thus it can therefore be concluded that human resource planning positively and significantly influenced talent management at KPLC.

Table 2 Correlation of Human Resource Planning and Talent Management

Variable	Talent Management
Human Resource Planning	Pearson Correlation
	.549**
	Sig. (2-tailed)
	.000
	N
	60
**. Correlation is significant at the 0.01 level (2-tailed).	

## Regression of Human Resource Planning and Talent Management

The research analyzed relationship between the dependent variable (talent management) against human resource planning. The results showed that adjusted  $R^2$  value was 0.290 hence 29% of the variation in talent management was explained by the variations in human resource planning as illustrated in Table 3.

Table 3 Model Summary of Human Resource Planning and Talent Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	
1	.549 <sup>a</sup>	.302	.290	.45388	.302	25.083	1	58	.000

a. Predictors: (Constant), human resource planning

## Analysis of variance of Human Resource Planning and Talent Management

ANOVA analysis result of the regression between talent management and human resource planning at 95% confidence level, the F critical was 25.083 and the P value was (0.000) therefore below 0.05 and thus meet the threshold to undertake a regression analysis as illustrated in Table 4.

Table 4 Anova of Human Resource Planning and Talent Management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.167	1	5.167	25.083	.000 <sup>b</sup>
	Residual	11.948	58	.206		
	Total	17.116	59			

a. Dependent Variable: talent management

b. Predictors: (Constant), human resource planning

*H<sub>0</sub>: There is no relationship between Human Resource Planning and Talent Management.*

*H<sub>a</sub>: There is a relationship between Human Resource Planning and Talent Management.*

The F calculated at 5% level of significance

$F = \text{Ms regression} / \text{Ms residual}$

$7.826 / .016 = 25.083$

F value in a test (25.083) is equal to F statistic (25.083) We reject the null hypothesis and conclude that there is a significant relationship between human resource planning and talent management as shown in Table 4.

### Coefficients of Human Resource Planning and Talent Management

The regression equation illustrated in Table 5 established that taking human resource planning into account and other factors held constant talent management improved by 1.716 units and both variables were significant.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = 1.716 + 0.462 X_1 + .45388$$

Where:

Y is the dependent variable (talent management)

$\beta_0$  is the regression constant;

$\beta_1$  coefficients of independent variables;

$X_1$  is human resource planning, and  $\varepsilon$  is the error term.

Table 5 Coefficients of Human Resource Planning and Talent Management

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.716	.227		7.563	.000
	human resource planning	.462	.092	.549	5.008	.000

### Correlation of Human Resource Development and Talent Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Talent management) against Human resource Development and the result established a strong positive correlation between talent management and human resource Development ( $r=0.676$ ,  $p=0.000$ ) thus it can therefore be concluded that human resource development positively and significantly lead to an increase influence talent management at KPLC.

Table 6 Correlation of Human Resource Planning and Talent Management

Variable		Talent Management	
Human Resource Development	Pearson Correlation		.676**
	Sig. (2-tailed)		.000
	N		60

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

### Regression of Human Resource Development and Talent Management

The research analyzed relationship between the dependent variable (talent management) against human resource development. The results showed that the adjusted  $R^2$  value was 0.448 hence 48.8% of the variation in talent management was explained by the variations in human resource development as illustrated in Table 7.

Table 7 Model Summary of HRD and Talent Management

Model	R	Change Statistics							
		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.676 <sup>a</sup>	.457	.448	.40020	.457	48.866	1	58	.000

### ANOVA of Human Resource Development and Talent Management

ANOVA analysis result of the regression between talent management and human resource development at 95% confidence level, the F critical was 48.866 and the P value was (0.000) and thus meet the threshold to undertake a regression analysis as illustrated in Table 8.

Table 8 Anova of Human Resource Development and Talent Management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.826	1	7.826	48.866	
	Residual	9.289	58	.160		
	Total	17.116	59			

a. Dependent Variable: talent management

b. Predictors: (Constant), human resource development

*H0: There is no relationship between Human Resource Development and Talent Management.*

*Ha: There is a relationship between Human Resource Development and Talent Management.*

The F calculated at 5% level of significance

$$F = \text{Ms regression} / \text{Ms residual}$$

$$7.826 / .016 = 48.9125$$

F value in a test (48.9125) is larger than your F statistic (48.866) We reject the null hypothesis and conclude that there is a significant relationship between human resource development and talent management as shown in Table 8.

### **Coefficients of Human Resource Development and Talent Management**

The regression equation illustrated in Table 9 established that taking human resource development into account and other factors held constant talent management improved by 1.535 units and both variables were significant.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = 1.535 + 0.461 X_1 + .40020$$

Where:

Y is the dependent variable (talent management)

$\beta_0$  is the regression constant;

$\beta_1$  coefficients of independent variables;

X1 is human resource development and  $\varepsilon$  is the error term.

Table 9 Coefficients of Human Resource Development and Talent Management

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.535	.190		8.071	.000
	human resource development	.461	.066	.676	6.990	.000

### Correlation of Human Resource Retention and Talent Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Talent management) against Human resource retention and the result established a strong positive correlation between talent management and human resource Development ( $r=0.628$ ,  $p=0.000$ ) thus human resource retention positively and significantly influenced talent management.

Table 10 Correlation of Human Resource Retention and Talent Management

Variable	Talent Management	
Human Resource Retention	Pearson Correlation	.628**
	Sig. (2-tailed)	.000
	N	60
**. Correlation is significant at the 0.01 level (2-tailed).		

### Regression of Human Resource Retention and Talent Management

The research analyzed relationship between the dependent variable (talent management) against human resource retention. The results showed that the adjusted  $R^2$  value was 0.384 hence 38.4% of the variation in talent management was explained by the variations in human resource retention as illustrated in Table 11.

Table 11 Model Summary of Human Resource Retention and Talent Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.628 <sup>a</sup>	.395	.384	.42269	.395	37.796	1	58	.000

a. Predictors: (Constant), human resource retention

### ANOVA of Human Resource Retention and Talent Management

ANOVA analysis result of the regression between talent management and human resource retention at 95% confidence level, the F critical was 37.796 and the P value was (0.000) therefore significant and meet the threshold to undertake a regression analysis as illustrated in Table 12.

Table 12 Anova of Human Resource Retention and Talent Management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.753	1	6.753	37.796	.000b
	Residual	10.363	58	.179		
	Total	17.116	59			

a. Dependent Variable: talent management

b. Predictors: (Constant), human resource development

### Coefficients of Human Resource Development and Talent Management

The regression equation illustrated in Table 13 established that taking human resource retention into account and other factors held constant talent management improved by 1.595 units and both variables were significant.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = 1.595 + 0.486 X_1 + .42269$$

Where:

Y is the dependent variable (talent management)

$\beta_0$  is the regression constant;

$\beta_1$  coefficients of independent variables;

$X_1$  is human resource retention and  $\varepsilon$  is the error term.

Table 13 Coefficients of Human Resource Retention and Talent Management

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.595	.206		7.760	.000
	human resource retention	.486	.079	.628	6.148	.000

### Correlation of Human Resource Procurement on Talent Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Talent management) against Human resource procurement and the result established a positive relationship between talent management and human resource procurement ( $r=0.228$ ,  $p=0.080$ ) though it was not significant.

Table 14 Correlation of Human Resource Retention and Talent Management

Variable		Talent Management	
Human Resource	Pearson Correlation		.228
Procurement	Sig. (2-tailed)		.080
	N		60

### Multi Linear Regression

The research further analyzed relationship between the dependent variable (Talent Management).

Against other variable (human resource retention, human resource procurement, human resource planning, human resource development). The results showed that the adjusted R<sup>2</sup> Value was 0.557 hence 55.7% of the variation in talent management was explained by the Variations in human resource retention, human resource procurement, human resource Planning, human resource development as illustrated in Table 15.

Table 15 Model Summary of Talent Management against other variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.766 <sup>a</sup>	.587	.557	.35835	.587	19.571	4	55	.000

a. Predictors: (Constant), human resource retention, human resource procurement, human resource planning, human resource development

### ANOVA of Talent Management against other Variable

ANOVA analysis result of the regression between (Talent Management) against other variable (human resource retention, human resource procurement, human resource planning, human resource development) at 95% confidence level, the F critical was 19.571 and the P value was (0.000) therefore significant and meet the threshold to undertake a regression analysis as illustrated in Table 16.



Table 16 ANOVA of Talent Management against other Variable

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.053	4	2.513	19.571	.000 <sup>b</sup>
	Residual	7.063	55	.128		
	Total	17.116	59			

a. Dependent Variable: talent management

b. Predictors: (Constant), human resource retention, human resource procurement, human resource planning, human resource development

The regression equation established that taking all factors into account (human resource retention, human resource procurement, human resource planning, human resource development) all other factors held constant talent management increases by 1.033.

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

$$Y = 1.033 + 0.124X_1 + 0.299X_2 + 0.256X_3 + 0.004X_4 + 0.35835$$

Where:

Y is the dependent variable (Talent management);  $\beta_0$  is the regression constant;

$\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are the coefficients of independent variables; X1 is human resource planning;

X2 is human resource development;

X3 is human resource retention;

X4 is human resource procurement; and  $\varepsilon$  is the error term.

Only talent management, human resource development and human resource retention were significant ( $p < 0.05$ ).

Table 17: Coefficient of Talent Management against other Variable

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.033	.246			4.197	.000
	human resource planning	.124	.092	.148		1.347	.184
	human resource procurement	.004	.061	.007		.071	.944
	human resource development	.299	.075	.439		3.971	.000
	human resource retention	.256	.084	.331		3.041	.004

a. Dependent Variable: talent management

b. Predictors: (Constant), human resource retention, human resource procurement, human resource planning, human resource development

Table 17 indicates that only two variables had significant relationship that is Human Resource Development and Human Resource Retention at significant level 0.000 and 0.004 respectively. The other two had positive but insignificant relationship that is Human Resource Planning and Human Resource Procurement. The study therefore concludes that Human Resource Development activities has an impact on human resource retention.

## **DISCUSSIONS AND CONCLUSIONS**

### **Human Resource Planning and Talent Management**

Analysis of the impact of human resource planning on talent management revealed that to a large extent HR Department keeps a database of all employees in a HR Information System (HRIS) for timely HR Planning process. Strategic Human Resource Management (SHRM) has caused numerous attentions in the research field because of its effect on the running of firms. Most organizations, including KPLC are guided by a Strategic Plan. Currently Human Resource had evolved from personnel management to Human Resource Management which requires a strategic view. It is believed that if senior human resource managers are involved in the strategic plans of their Companies and at the same time unit managers authorized to take grater responsibilities regarding HR matters, it can decrease workforce turnover and enhance the firm's performance (Darwish & Singh, 2013).

Institutions need to know how to attract, select and retain top talent in the most efficient manner (Longenecher, & Fink, 2013). HRP has over the years been utilised by companies to determining how to staff the organization with the right employees at the right time and in the right place. Previously with the presence of relative environmental certainty and stability, HRP concentrated on the short-term plans and was dictated principally by line management distresses. With the increased environmental instability, demographic shifts, changes in technology, and heightened international competition, the nature of human resource planning in leading organization also changed (Jackson, & Schuler, 1990). Key to assessing internal human resources is having solid information, which is accessible through a human resource information system (HRIS).

It was also established that younger employees from various cadres are involved in Human Resource Planning (HRP) in the Department. HRP process examines the implications of business strategies and goals on human requirements such as the number and type of people required, the training they will require and whether the organisation should employ additional employees hence it is a proactive process (Agarwala, 2007). The quality of HR and their contribution to the organisation is of strategic importance for bringing about productivity for the firm. It is therefore important for HR leaders to study the staffing requirements of the

organization to make sure the required talent, in proper numbers, in appropriate locations at proper times.

The finding revealed that HR has not put up plans to accommodate flexitime for employees neither did the HR provide resources to encourage working from home and sharing office space. Human Resource Planning in KPLC is vital and should help the firm tell whether the Generation Y is considered during the planning process and will be able to identify the challenges that are met. The nature of technical staff KPLC requires is important to ensure that it gets the right people in the right places at the right time. Therefore, Koltnerová, Chlpeková, and Samáková (2012) notes that the most important role of human resource planning is to assign the necessary number of employees with required qualifications being consistent with the company business plans at the right time and at the right position.

According to Koltnerová, Chlpeková, and Samáková (2012), Human Resource Planning is a powerful strategy that can be used by companies to make a difference. Generally, it can be defined as the process that identifies the number of employees a company requires in terms of high quality and quantity; hence it is an ongoing process of regular and structured planning. Its major purpose is to make sure that employees have best level of interaction with their jobs. Also, this planning process confirms that optimal levels of staff is maintained to ensure there is no excess manpower or shortage of enough manpower.

A Pearson correlation analysis done concluded that human resource planning positively and significantly influenced talent management at KPLC. The quality of HR and their contribution to the organisation is of strategic importance for bringing about productivity for the firm. It is therefore important for HR leaders to study the staffing requirements of the organization to make sure the required talent, in proper numbers, in appropriate locations at proper times. They need to know how to attract, select and retain top talent in the most efficient manner (Longenecher, & Fink, 2013).

Human Resource Managers should aim to have a strategic view in the HR practices which in turn will impact on the Company's performance.

### **Human Resource Development and Talent Management**

Analysis of the impact of human resource development on talent management revealed that to a small extent KPLC Generation Y employees are provided with professional career development opportunities to enhance their competencies. Human resource development (HRD) emphasizes on the planning, selection and implementation of development strategies for the entire talent pool to ensure that the organisation has skilled and competent workforce for both the current and future supply to enable it meet strategic objectives. HR Development

activities should be aligned with organisational talent management processes (Thite, 2004) noted that talent development strategies can be embraced as a key measurement of a bundle of high performance work practices that are connected to superior organisational performance.

The study also established that to a small extent KPLC constantly evaluates employees in order to identify their potentials and weaknesses with the aim of training them. Armstrong (2009) pointed out that learning and development policies and programmes are essential components in the process of developing talent guaranteeing that employees obtain and improve their skills and competencies they need to perform their duties effectively and efficiently. Learning and development activities can be termed as deliberate move to develop managerial skills and gaining the engagement and commitment of talented staff by giving them opportunities to grow in their present roles and to progress to higher level roles. (Cole, 2005). HRP also include policies on career management to enable employees move up the corporate ladder.

It was revealed that to a moderate extent the Company has embraced modern techniques of training like E-Learning and KPLC has a dynamic culture that accommodates younger generation. Jackson (2007) contended that in the field of human resource management, Learning and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. According to Beer (2007) training and development (T&D) encompasses three main activities: training, education, and development. Garavan, (2009) noted that these ideas are often considered to be synonymous. Training is the activity that is both focused upon, and evaluated against, the job that an individual currently holds. Training and management development programs need to take into account that employees are adult learners (Forrest & Peterson, 2007). Knowles's (2008) theory of adult learning or "Andragogy" is based on five ideas: adults need to know why they are learning something, adults need to be self-directed, adults bring more work-related experiences into the learning situation, adults enter into a learning experience with a problem-centered approach to learning, and adults are motivated to learn by both extrinsic and intrinsic motivators. At different stages of their careers, employees need different kinds of training and different kinds of development experiences.

A Pearson correlation analysis was done to establish that human resource development positively and significantly lead to an increase influence talent management at KPLC. Through your succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles (Senge, 2008). Aik and Tway (2007) concurred that pursuing succession planning ensures that employees are constantly developed to fill each needed role.

As your organization expands, loses key employees, provides promotional opportunities, and increases sales, your succession planning guarantees that you have employees on hand ready and waiting to fill new roles. Succession planning enables the firm to have the right optimal mix so that it is ready for expansion, the loss of a key employee, filling a new, needed job, employee promotions, and organizational redesign for opportunities. Successful succession planning builds bench strength (Watad & Ospina, 2009). Essential to the succession-management is a thinking that top talent in the corporation must be managed for the greater good of the enterprise. Merck and other companies argue that a "talent mindset" must be part of the leadership culture for these practices to be effective. Research indicates many succession-planning initiatives fall short of their intent (Watad & Ospina, 2009).

Companies devise elaborate models to characterize their succession and development practices. They include: Identifying key roles for succession or replacement planning, defining the competencies and motivational profile required to undertake those roles, assessing people against these criteria - with a future orientation, identifying pools of talent that could potentially fill and perform highly in key roles, developing employees to be ready for advancement into key roles - primarily through the right set of experiences. Companies especially parastatals should be keen to implement succession planning and including Gen Y because in parastatals the turnover rate is low hence a possible generational gap.

### **Human Resource Retention and Talent Management**

Analysis of the impact of human resource retention on talent management indicated that to a small extent Generation Y workers in KPLC are encouraged to remain with the Department for the maximum period of time. According to research retention is a method in which the employees are encouraged to remain with the organization for the maximum period as it beneficial to both for the organization and the employee. Various literatures have been reviewed across occupations and have indicated that both age and tenure are associated with voluntary job leaving. Cotton & Tuttle (1986) alludes that those employees who are younger and those who have been in a job for shorter periods of time are more likely to leave the job than older and longer term. Organizations are required to come up with effective retention management policies that incorporate ongoing diagnosis of the nature and causes of turnover. It is therefore important to develop strategies that determine what human capital has the largest impact on organizational success, and the development of an appropriately targeted and organized bundle of retention initiatives (Allen, Bryant, Vardaman, 2010).

Employees today are different. When they get dissatisfied, they move to other organizations (James & Mathew, 2012). It has been noted that turnover of key employees can

have a disproportionate impression on the business and probably the people organizations wish to retain are probably the ones most likely to leave. Research has suggested that both high and low performers have higher quit rates than average performers. Reed (2001) claims that every worker is five minutes away from handing in his or her notice, and 150 working hours away from walking out of the door to a better offer. In this regard, concerted effort is essential to keep gifted employees even though there are limits to what any organization can do.

Theoretical frameworks have given a backing for the consideration of goals and expectations of employees as distinct constructs with the available empirical evidence providing some awareness into what features may reinforce Generation Y workforce's expectations and goals. Some of the available evidence points out that the work-related characteristics are of specific significance to appreciating more about Generation Y employees' expectations while goals may relate to job flexibility and organisational responsibility (Lindquist, 2008). Generation Y's expectations about job flexibility are manifest in the ways they are allegedly indifferent in a job for life (Oliver, 2006). Crumpacker and Crumpacker (2007) suggested that Generation Y's attention of their 33 energy is more on their private lives and moving from organisation to organization, and this is not a problem for them hence they highly value work-life balance. Despite this determination to maintain a satisfying private lifestyle, they are still career focused (Oliver, 2006) and want to have meaningful work-related roles (Martin, 2005). This tendency impacts other expectations such as they will be given significant organizational responsibility enhancing their career growth.

KPLC offers attractive salaries that are commensurate to the employee's level of competence, skills, knowledge and experience. Luscombe (2011), explained that Generation Y is the latest and largest generation entering the world of workforce. Currently, limited theoretically-based research exists regarding Generation Y's work expectations and goals. Recognition programs create a culture to reward both good and bad behavior. Gen Y are keen on having a sense of belonging and an organization that appreciates their achievements will have lower rate of turnover. Recognition can be monetary or non-monetary in terms of promotions, being given a chance to be mentored and coached. All this can be used as rewarding systems in an organization.

### **Human Resource Procurement and Talent Management**

The study revealed to a moderate extent Human Resource Information System (HRIS) recruiting subsystem contribute to workforce procurement of this Department in an effective and efficient manner. Zhao (2006) argued that attraction, selection and maintenance of the required workforce is a crucial process to organizational success. Several companies recruit young

graduates with the intention of facilitating growth of the organization and continual improvement through innovation (McDermott et al., 2006). This group not only represent the most recently defined generation but also the largest ever to enter the workforce which is the Generation Y or Millennials. Their unique characteristics and shared social and historical experiences, have been claimed to be noticeably different from their generational predecessors (Luscombe, Lewis & Biggs, 2012).

It was also established that to a very moderate extent selection of candidates after interviews follows the laid down procedures, and KPLC hires generation Y employees through an open, free, competitive and objective process. This is based on the dynamic business environment and Tanuja (2007) highlights that currently the work force is flooded with skilled people unlike earlier years where the market had few skilled people. There is also emergence of new employment relationship which has shifted from long term relationship involving loyalty to an economic contract between the employer and the employee causing an increase in employee turnover; the challenge of retaining skilled talented employees and more difficult attracting and hiring from a unique talent pool with different expectations.

Respondents were required to indicate some challenges the organization is facing in hiring Generation Y workforce and the finding revealed that major challenge was high expectations from generation Y, high dependence on referrals and a lack of career growth in the company and company politics. Organizations need to re-look into the ways of attracting and retaining capable employees. Hall (2013) suggested use of content marketing to attract the right employees. He suggests that a company needs to write articles about Company culture, core values and overall opinions of the business and then include this in the job descriptions while doing the adverts. This helps attract the write employees because those who do not agree with the culture will not apply and those who like the culture come on board prepared to gel with the organization's objectives.

In a time of increasing global competition, every organisation is concerned about the level of work performance of its employees. This is because the performance of employees is a major determinant of how successful KPLC is in countering the challenges of implementing talent management for Gen Y. It has generally been accepted that Generation Y varies from previous generations in terms of their work-related characteristics (Shaw & Fairhurst, 2008) with the argument that the policies and methods used previously to attract the best candidates are possibly relatively ineffective when it comes to procurement of Generation Y. This therefore calls for greater understanding of Generation Y in terms of their expectations and goals so as to come up with the best methods of recruiting and retaining them. According to Wily (1992), the main challenge for companies is to rethink and restructure their recruiting activities in order to

attract competent employees' visàvis changing demographic workforce. Such a challenge broadens the scope of recruiting and requires multifaceted recruitment strategies.

A Pearson correlation analysis established a positive relationship between talent management and human resource procurement though it was not significant. Himmelberg (1998) indicated that an effective selection system has the knowledge of what constitutes appropriate job performance and what characteristics in employees are associated with that performance. Organization's that are willing to embrace Gen Y should have a selection system that incorporates their characteristics so as to identify predictors that will be used for a selection criteria. Yin (2000) adds that procuring using internal mobility method enhanced motivation of employees as there is change in the job done. An organization that uses this method as opposed to external procuring ensures that the employees are motivated by reward in form of promotions and job rotation. If used well, this strategy is very suitable for Generation Y because they get bored very fast hence start looking for new challenged.

## **CONCLUSION**

### **Human Resource Planning and Talent Management**

AT KPLC HR department keeps a database of all employees in a HR Information System (HRIS) for timely HR Planning process. However, younger employees from various cadres are involved in Human Resource Planning (HRP) in the department and this is a good for strategic planning. While that is the case, the HR department still plans to accommodate flexitime for employees. It is also revealed that the firm do not provide resources to encourage working from home and sharing office space. It is also reported that some of the factors hindering human resource planning functions include lack of resources, lack on career path and few vacancies, lack experience, discrimination and apparent generation gap in the firm as well as organizational politics.

### **Human Resource Development and Talent Management**

At KPLC Generation Y employees are provided with professional career development opportunities to enhance their competencies. In addition, there is a constant evaluation of employees in order to identify their potentials and weaknesses with the aim of training them. Despite this, the company is still lagging behind in terms of embracing modern techniques of training like E-Learning although the culture is dynamic enough to accommodate the younger generation. The major challenge experienced in human resource development includes millennials being impatient, and the lack of an evaluation system and resources to develop



millennials, in addition there is a low turnover at KPLC, which hinders the recruitment of millennials.

### **Human Resource Retention and Talent Management**

Generation Y workers in KPLC are encouraged to remain with the department for the maximum period of time. To facilitate the process the firm has established programmes that support work-life balance of employees. It is believed that the company offers attractive salaries that are commensurate to the employee's level of competence, skills, knowledge and experience. To ensure maximum employee retention, KPLC has favourable incentive practices that recognise employees who achieve the firm's objectives.

### **Human Resource Procurement and Talent Management**

The study revealed that to a very large extent KPLC uses internet job advertisements which provide a larger potential recruitment market enabling this it to attract the talents. In addition, Human Resource Information System (HRIS) recruiting subsystem contribute to workforce procurement at the HR department in an effective and efficient manner. To ensure that only the qualified candidates are acquired selection of candidates after interviews follows the laid down procedures. KPLC hires generation Y employees through an open, free, competitive and objective process. Some challenges the organization is facing in hiring Generation Y workforce include the high expectations from generation Y, high dependence on referrals and a lack of career growth in the company and company politics.

### **LIMITATIONS OF THE STUDY**

The limitations of the study included some of the respondents not filling or completing the questions, inadequate responses to questionnaires and unexpected occurrences like respondents going on leave before completing the questionnaire, others being engaged in field work for a long period. However, this was mitigated through constant reminders to the respondents during the period they were having the questionnaires.

### **REFERENCES**

- Aik, T. & Tway, P. (2007). Quick activities to improve your team: Improve performance in under 15 minutes. *Journal for Quality and Participation*, 30(4), 29-30.
- Aprice, P (2008). *Human Resource Management*, 4th edition, Pearson Publishers. USA, Newjersey.
- Armstrong M (2008). *A Hand Book For human resource management: Fourth Edition* Kogan Page. Uk. London
- Aggarwal, T. (2007). *Strategic Human Resource Management*, New Delhi: Oxford University Press.

- Akingbola, K. (2012). Contingency, fit and flexibility of HRM in nonprofit organizations: Emerald Group Publishing Limited
- Akter J. (2014). Bootstrapped Durbin–Watson Test of Autocorrelation for Small Samples: Schuster Publishing Limited
- Armstrong, M. (2006). A Handbook of Human Resource Management Practice, 10th Edition London: Kogan
- Armstrong, M. (2006). Strategic Human Resource Management, 3rd Edition. London: Kogan
- Armstrong, M. (2009). Armstrong's Handbook of Human Resource Management, 11th Edition. London: Kogan
- Babbie, E (2011). The Basics of Social Research, Seventh Edition. Chapman University Press, USA.
- Beer, R. (2007). "Employee attributions of HR practices: their effects on employee attitudes and behaviors, and customer satisfaction", Personnel Psychology, Vol. 61 No.3.
- Beechler, S. & Woodward, I. C. (2009) The global 'war for talent'. Journal of International Management: Duiun.
- Bryan,K. &Joyce,P. (2007). HRM Practices. Journal of HRM Vol 22(47-49).
- Buchanan, J. & Campbell, I. (2007). Meeting the challenge of casual work in Australia: Evidence, past treatment and future policy. Australian Bulletin of Labour.
- Beardwell, J. &Claydon, T (2010). Human Resource Management, A Contemporary Approach, 6th Edition. England: Financial Times, Prentice Hall.
- Billikopf, G. (2006). Interacting with Employees: workforce Interpersonal Relations. University of California, Barkley.
- Boudreau, J. (2003). Sustainability and the Talent Paradigm: Strategic Human Resource Management Beyond the Bottom line. CAHRS Working paper series.
- Bratton, J. & Gold, J. (2003). Human Resource Management Theory and Practice. Palgrace Macmillan.
- Bryman, A. & Bell, E. (2015). Business Research Methods, 4th Edition, Oxford University Press
- Campion, M. A., & Thayer, P. W. (1987). JobCappelli, P. (2009), "Talent on demand: managing talent in an age of uncertainty", Strategic Direction, (suggested reading), Vol. 25 No.3.
- Cappelli, P (2009), "Talent on demand: managing talent in an age of uncertainty", Strategic Direction, London.
- Collings, D.G., Scullion, H &Vaiman, V. (2011), "European perspectives on talent management", European Journal of International Management, Vol. 5(33-37).
- Cole L. (2009). The War for Talent, Harvard Business School Press, Boston, MA, CIPD
- Collings, D.G. (2011), Global Talent Management, Routledge, London, Collings, D.G., Scullion.
- Cole, L. (2009). The War for Talent, Harvard Business School Press, Boston, MA, Jackson, G. (2007). Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements, Sage, Newbury Park, CA.
- Conger, Jay & Douglas (2007). Making Your Company a Talent Factory. Harvard Business Review.
- Harris, C & Light M (2011). The Recruitment and Retention of Generation Y. The Graduate School
- Jensen, A. C. (2007). Stages of small-group development revisited. Group & Organization Studies, 2(3-4).
- Joppe,P. (2000). Research Methodology. (3rd Edition). Pearson Publishers.London.UK. Knowles's,T. (2008). Talent development. Journal of Human resource Vol 3(9-12)
- Kothari, C.R. (2003). Research methodology: Methods & techniques. First Edition, New Age International Publishers.
- Orodho, C.R. (2003). Elements of Education and Social Science Research Methods. (2nd Edition). Kanezja Publishers. New Delhi.India.
- Morris, S. (2001) Data analysis methods: third edition; Pearson Publishers Mugenda and
- Mugenda (2008) Research Methods: third edition. Jomo Kenyatta Publishers.
- Newhall, S. (2012),"A global approach to talent management: High-quality leaders are the key to competitive advantage", Human Resource Management International Digest,Vol. 20 Iss: 6 pp. 31 - 34
- Pocock, B, Buchanan, J & Campbell, I (2007). Meeting the challenge of casual work in Australia: Evidence, past treatment and future policy. Australian Bulletin of Labour.
- Ralf ,B. & Tony, R. (2010) "Talent on demand?: Talent management in the German and Irish subsidiaries of a US multinational corporation", Personnel Review.

- Serekan, U. (2003). *Research Methods for Business: A Skill Building Approach*. (4th ed.). New York: John Wiley & Sons Inc.
- Schneider, B. (2008). Linking service climate and customer perceptions of service quality: test of a causal model. *Journal of Applied Psychology*, 8(2): 150–63.
- Sheehan, C. (2006) Current developments in HRM in Australian organisations. *Asia Pacific Journal of Human Resources*, 44(2): 2–22.
- Senge, P. M. (2008). *The fifth discipline: The art and practice of the learning organization*. New York: Doubleday/Currency.
- Stone (2008). *Statistical Analysis with Missing Data*, 2nd ed., Wiley, Hoboken, NJ,
- Storey (2008). *Talent management: a critical review*", *Human Resource Management Review*. Nilep, Newyork City.
- Tay & Diener (2011). *Maslow Theory of Human Motivation*. *Journal of Human Resource Management*. Vol 22 Ulrich, D. (2007). *The talent trifecta*. *Workforce Management*.
- Thomas, L & Bryan, T (2011). *Qualitative Communication Research Methods*, Third Edition, Sage Publications, USA.
- Ulrich, D. (2009). *The talent trifecta*. *Workforce Management*. First Edition, New Age International Publishers.
- Vanman, H. (2008) *The bindingness of social and psychological contracts: toward a theory of social responsibility in downsizing*. *Journal of Business Ethics* Vol 2(4-5)
- Watad, L & Ospina, P. (2009). *The campus information game*. *Simulation & Gaming*.
- Winkler, J (2009). *Talent Management*, 3rd Edition. Emerald Publishers Limited Publishers.
- Zhao & Sandy (2006). 'Group Decision & Negotiation'. *Journal Effects of Cultural Diversity in Virtual teams*, Vol 15 (4), 389-406.
- Zatzick, C. and Iverson, R. D. (2009) *High-involvement management and workforce reduction: competitive advantage or disadvantage?* *Academy of Management Journal*, Vol 5(2), 145-148).