

**TALENT MANAGEMENT, ORGANISATION CULTURE AND  
EMPLOYEE ENGAGEMENT: THE CASE OF NATIONAL WATER AND  
SEWERAGE CORPORATION**

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**PLAN A**

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## DECLARATION

I, **Kambabazi Jackline Bahizi** do declare that the work presented in this research is my original work. It has never been presented to any other university or institution of higher learning for the award of any academic qualification.

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**APPROVAL**

This is to certify that this dissertation has been submitted in partial fulfilment of the requirements for the award of Masters of Human Resource Management Degree with our approval as University supervisors.

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## **DEDICATION**

I dedicate this research to my late sister Justine Bahizi who died in her quest for more knowledge and qualifications in Human Resource Management.

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**LIST OF ACRONYMS**

NWSC.....	National Water and Sewerage Corporation
SEREP.....	Service and Revenue Enhancement Programme
APC.....	Area Performance Contracts
IDAMC.....	Internally Delegated Area Management Contracts
PACE.....	Performance, Autonomy and Creativity Enhancement
SPSS.....	Statistical Package for Social Scientists
ANOVA.....	Analysis of Variance

## ABSTRACT

The purpose of the study was to find the relationship between Talent Management, Organisation Culture and Employee Engagement. The research was carried out in selected Branches of National Water and Sewerage Corporation.

The researcher used convenient sampling method to select a sample of 163 respondents. Questionnaires were administered to them, were collected after 1 month and were analyzed using SPSS software. The results indicated that there is a significant relationship among the study variables (Talent Management and Employee Engagement:  $r = 0.61$ ,  $p \leq .01$ ; Organisation Culture and Employee Engagement:  $r = 0.67$ ,  $p \leq .01$ ) Regression analysis showed that 50% of the variance in engagement can be attributed to Talent Management and Organisation Culture.

The researcher recommended that organisations should implement talent management practices and have a culture based on shared values and beliefs. Organisations should also have continuous skills development of employees by carrying out relevant trainings for the employees. The researcher suggested that a comparative study on the same variables be carried out in other organisations and the same variables should be studied over a period of time to test validity. The researcher concluded that organisations should be committed and support a curiosity to learn among the employees.

## **Chapter One**

### **Introduction**

#### **1.1 Background**

Organisations seeking to build competitive advantage through engaged employees are often blocked by the challenges of engaging an entire workforce of individuals with unique values, culture, interests, and needs (White, 2008). Any form of institution or organisation has a culture and the only viable way to change organisations is to change their culture (Eisenberg & Riley, 2010). The different organisation cultures have an influence in shaping the attitudes, values, motivation, performance and engagement of people (Lather, Puskas, Kumar & Gupta 2010). Culture is important in ensuring employee engagement because it is the glue that holds the organisation together (Kagaari, Munene & Ntayi, 2010). In addition, according to de Chernatony and Cottam (2008), the organisation's culture is a powerful driver of employee behaviour.

Employee engagement is a key to the retention of talent (Glen, 2006). According to Lyon (2010), it is important to recognize the skills and knowledge that employees bring to their organisations and it is vital for organisations of all sectors and sizes to identify, develop, deploy and retain key talent. Talent management is the systematic effort to recruit, develop and retain highly productive and promotable people (Davies & Davies, 2010). To attract people with high potential is not enough; there must be a planned strategy for managing their talents. The best organisations are future focused and predict what skills, attitudes and behaviours they will need from their talented individuals. This requires considering creation of the right environment

or culture for talent to thrive. Talented people need to feel valued and that their contribution is making a difference. By feeling appreciated, recognised and valued, the identified talent will not only be motivated, but highly engaged and aligned to the organisation's goals and objectives (Davies & Davies, 2010).

The challenge for organisations in Uganda is to create a culture where employees understand and commit to the company's direction, strategy and goals (Haid & Sims, 2009). Employee engagement levels are affected by the working environment and culture of the organisation and the need to match talented employees to jobs (Collings & Mellahi, 2009). The nature and culture of the organisation might facilitate this process and help employees find their jobs meaningful which leads to engagement at the work place (Alfes, Truss, Soane, Rees & Gatenby, 2009). Organisations in Uganda that have failed to manage talent and engage employees have suffered increased absenteeism, low morale, negative attitudes, conflicts and lack of cooperation among the staff.

For example, Muhairwe (2009) argued that National Water and Sewerage Corporation (NWSC) had the greatest challenge that required the transformation of the culture that existed and the low levels of employee engagement from the senior managers to the lowest ranks. NWSC had some unscrupulous workers who had developed ingenious ways of pretending to be at work when they were actually out of the office pursuing private businesses. A case in point is one member of staff who confessed to working for NWSC as well as another organisation at the same time for two years! This employee had even managed to get two scholarships – one from NWSC and the second from his other employer as well as salary from both companies. This person was dismissed and asked to refund the money earned in NWSC for the two years which totalled to Fifteen Million Uganda Shillings. Unless

key talent is identified and developed, which cherishes the organisation's values and norms, employee engagement will not be achieved.

### **1.2 Statement of the Problem**

Employees in NWSC exhibit disengaged behaviour manifested through low morale, tardiness and lack of passion for work. This could be attributed to lack of talent management and employees not upholding and cherishing organisational values, beliefs and practices (organisation culture).

### **1.3 Purpose of the Study**

The study sought to establish the relationship between talent management, organisation culture and employee engagement with particular reference to the National Water and Sewerage Corporation.

### **1.4 Objectives of the Study**

- To establish the relationship between talent management and employee engagement.
- To determine the relationship between organisation culture and employee engagement.

### **1.5 Research Questions**

- What is the relationship between talent management and employee engagement?
- What is the relationship between organisation culture and employee engagement?

### **1.6 Significance of the Study**

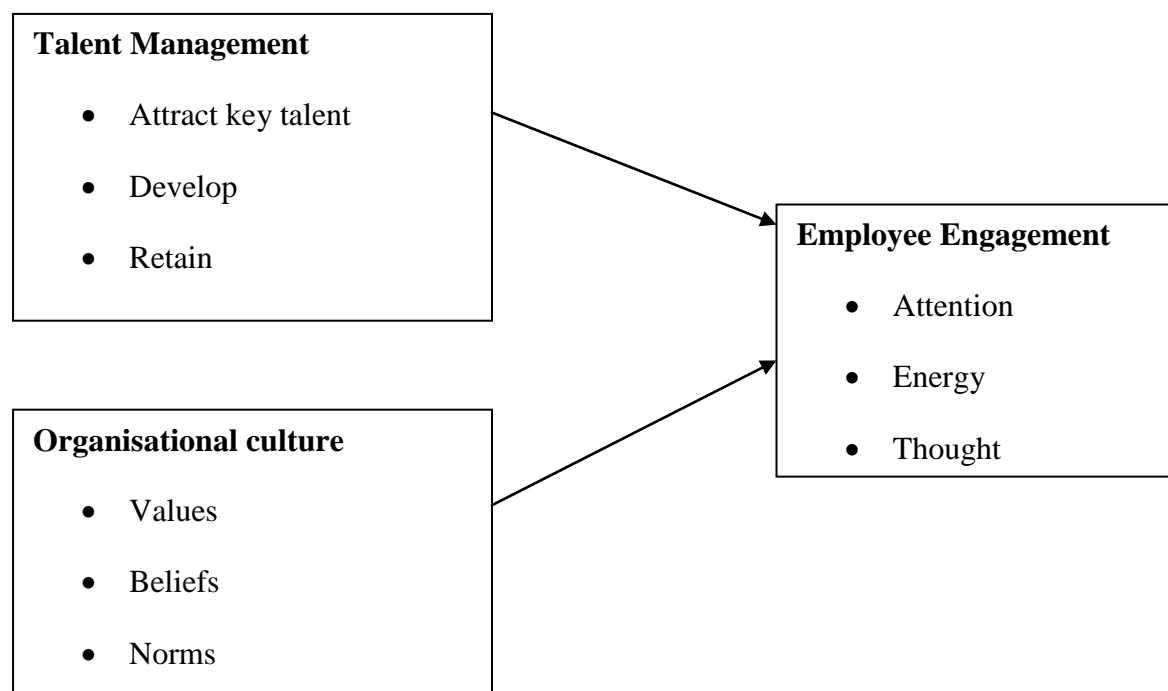
The study will benefit various stake holders such as managers, academicians and researchers in different ways. For instance;

- The study seeks to add on the existing pool of knowledge and debate on how talent management and organisation culture can contribute to employee engagement.
- Findings will help managers of organisations streamline their operations in line with talent management, organisation culture and employee engagement.
- Researchers will find the information important if they are to expand on the subject.

### 1.7 Scope of the Study

The study was conducted in National Water and Sewerage Corporation focusing on all staff in the branches of Entebbe, Jinja, Mbarara, Kabale, Ggaba, Bushenyi, Fort Portal and Kasese. These branches were selected based on convenience to the researcher. The study focused on study variables: talent management, organisation culture and employee engagement for the period 2011 to 2012.

### 1.8 Conceptual framework



Source: Literature Review

The framework attempts to explain the relationship between talent management, organisational culture and employee engagement. When organisations employ, develop and retain talented employees that cherish the organisation's values, beliefs and norms, then the organisation will be able to attain employee engagement exhibited through the extra energy, attention and thought that the employees put in their performance.

### **1.9 Profile of National Water and Sewerage Corporation**

National Water and Sewerage Corporation (NWSC) is a 100% wholly owned government parastatal body which was established by an Act of parliament and mandated to provide water and sewerage management services in gazetted towns in a commercially and environmentally sound manner. The Corporation vision is “To be one of the leading water utilities in the world”. The Mission is “To provide efficient and cost effective water and sewerage services, applying innovative managerial solutions to the delight of our customers” (NWSC annual report, 2009, 2010). The institutional set up of National Water and Sewerage Corporation is structured in such a way that there is a Head Office on one side entering into multiple contracting with its subsidiary operating sub-utilities in different towns gazette under its jurisdiction (Mugisha, 2006).

According to Muhairwe (2009), the corporation (NWSC) was initially established by Decree No.34 of February 1972, following an earlier study on the need for improvement of water and sanitation services in the large urban centres of Uganda. However, NWSC became operational in February 1973 when the Minister of Minerals and Water Resources signed the Statutory Instrument No. 14, which paved the way for the first national water utility in Uganda. Originally, it started with a merger of the water Boards of Kampala, Jinja and Entebbe. The Corporation was envisaged to extend its services gradually to other urban areas in the country (Muhairwe, 2009).

To run the new Corporation, the government appointed a Board of Directors comprising permanent secretaries (or their representatives) from the Ministries of Local Administration, Mineral and Water Resources, Health, Finance and Works and Communications, a representative from Kampala City Council and two



representatives each from the industry and the general public, as well as the chief executive. The composition of the Board meant that, from its inception, the NWSC was to operate as a government department rather than a commercial public utility out to make money (Muhairwe, 2009).

According to Mugisha, Berg and Katashaya (2004), with the establishment of NWSC, the government believed that a unified water and sewerage services utility for Kampala, Jinja and Entebbe Areas, which would gradually serve all urban areas in the country, would benefit from economies of scale and deliver more efficient services to the public. The Kampala, Jinja and Entebbe water boards were considered to be too small in terms of operations and customer base to benefit from economies of scale. For example, in Kampala, the population served was less than 12,900 people out of the 500,000 residents at the time, while in Jinja, only 6,500 people were served out of a total population of 50,000. Secondly, the fragmented water boards did not have the capacity to attract, train and retain sufficiently skilled manpower to maintain, sustain and expand the delivery of water and sewerage services. For example, according to the 1970 Annual Report of the Kampala District Water Board, the authority had only three engineers, including the manager. This shows that the Corporation was not able to attract or retain staff as required.

In the 1970s and early 1980s, which were characterized by instability and economic hardships, an atmosphere of fear, anxiety and uncertainty was created among NWSC employees. In addition, most of the assets were run down and service delivery was considerably reduced (Mugisha et al., 2004). This therefore meant that the Corporation could not build a coherent, productive and sustainable corporate culture. Morale among the workers sank so low that the 'I-don't-care attitude' became the order of the day. Professionalism gave way to cynicism and patronage. To cope

with mounting economic hardships, employees resorted to all sorts of coping mechanisms, including moonlighting, petty trade and ‘chasing lines’ (looking for alternative ways of making ends meet) in order to survive. The virtues of punctuality, integrity, hard work and commitment, which are essential to the cultivation of a productive corporate culture, were abandoned. Coming late and absenteeism, dishonesty and corruption, abuse of office, malingering, intrigue, rumour mongering and double-dealing set in. This deprived NWSC of an enabling environment and starved it of the capital required to build it into a viable public water utility (Muhairwe, 2009).

In 1995, the Corporation was re-established by the National Water and Sewerage Corporation Act, with the primary aim of revising the objectives, powers, and structure of the Corporation to enable the Corporation operate on a commercial and viable basis (Berg, S & Muhairwe 2006). With this law in place, there was a radical shift in the composition of the Board of Directors, from one dominated by government officials, as was the case under the 1972 decree, to a broadly representative Board consisting of professional people. This law also mandated the Corporation to develop water and sewerage systems in order to provide efficient and cost-effective services to its customers in a commercially and financially sustainable manner. The new legal framework paved the way for the introduction of more systematic and structured corporate planning. The First Corporate Plan (July 1998–June 2001) spelt out the vision, mission, strategic goals, annual targets and tactical activities, as well as the operational responsibilities and time frames for implementation.

The vision of the Corporation at that time was NWSC – ‘The Pride of the Uganda Water Sector’. The Vision aimed at giving the Corporation direction into the 21st century and beyond as a viable public utility.

The NWSC has from the year 1998 undergone a series of internal reforms spearheaded by a passionate and committed leadership that have transformed the entity from a loss making and headed for privatization entity into a profit making vibrant entity. In July 1998, the government appointed a new NWSC Board of Directors to spearhead NWSC reform. The new Board was given freedom to get on with the job without interference; it was mandated to appoint a new chief executive to steer the Corporation to recovery. The reforms introduced have led to a complete organisational cultural change and introduction of a new employee psychological contract that embodies aspects of employee engagement.

The reforms or innovative management practices that have propelled and maintained the turnaround of the Corporation according to Mugisha et al. (2004) include the 100 Days programme (Feb–May 1999), Service and Revenue Enhancement Programme (SEREP) (August 1999–August 2000). To consolidate and improve performance further, the NWSC headquarters later entered into Area Performance Contracts (APC), with its subsidiary utilities to increase managerial autonomy, introduce performance incentives and hold the subsidiary operators more accountable. These contracts with NWSC were one-year renewable contracts were in effect for three consecutive years (2000-2003). The SEREP and APC programmes had reward systems that included cash prizes and trophies to encourage comparative competition among the subsidiary utilities. Trophies were awarded to those utilities that performed best in each of several key performance areas (e.g., water production and sewerage services, water distribution, revenue improvement, reduction in

suppressed accounts, cost reduction, customer service). Trophies were also given to the best performing utility manager, the best performing utility, and any utility that made substantial progress toward financial sustainability. Runners-up were also recognized.

In addition to the above, according to Mugisha et al. (2004), NWSC also promoted some private sector participation, mainly in the form of management contracts in the Kampala Water Supply Area. As the capital city of Uganda, Kampala accounts for about 70 percent of NWSC operations in terms of revenue, water production and infrastructure. Kampala's first management contract, called KRIP for Kampala Revenue Improvement Project, was for three years and ran 1997-2001 under JBG Gaulf, a German consulting firm based in Uganda. The second management contract was for two years, 2002-04, under ONDEO Services Uganda Limited (OSUL), a French water firm registered in Uganda.

Stretch Out programme was also introduced by NWSC and the programme sought to enrich jobs by improving autonomy, job involvement, feedback and accountability for work outcomes (Muhairwe, 2007). According to Mugisha et al. (2004) Stretch Out programme was introduced after it was realised that there were still some operational constraints that required improvements if contract objectives were to be achieved. The program was designed to encourage simplification, motivation, participation, transformation, prioritization.

According to Mugisha (2006) however, the Stretch-Out put emphasis on teamwork and did not adequately cater for individual performance accountability. Consequently, the corporation was compelled to design and implement a One- Minute Management Programme to cater for this omission.

NWSC then later introduced Internally Delegated Area Management Contracts (IDAMC), as part of its 2003-06 corporate plan. These contracts differed from the earlier Area Performance Contracts by assigning more operating risk to service providers. Also, payment of the core partners under IDAMCs was partly based on the achievement of key performance indicators, and the obligations of the contracting parties are more clearly defined to avoid ambiguity in the rights and responsibilities of each party. Furthermore, the award of IDAMCs to service providers was subject to a degree of internal competition, which was never done under Area Performance Contracts. In addition, the key partners under the IDAMCs had more control over staff than in the past and the IDAMCs had a well defined incentive mechanism that rewards staff towards achievement of key targets.

The NWSC continues to pursue innovative ways to improve performance. In collaboration with Makerere University of Uganda and the Public Utility Research Center of the University of Florida, NWSC has embarked on a research initiative aimed at strengthening performance monitoring. Although monitoring has been identified as a key factor for sustained performance improvement, it involves a number of unanswered policy questions (Mugisha et al., 2004). Currently, according to NWSC (2011), with effect from July 2011, the Corporation has introduced Performance, Autonomy and Creativity Enhancement (PACE) Contracts. These are Delegated Area Management Contracts that are aimed at building on the experiences

gained and to enhance performance, autonomy and innovation in NWSC. The PACE contracts will be operationalised through six months rolling action plans which are set by the different Area Management teams and agreed upon and evaluated by the Head Quarters.

According to Odonga (2004), the implementation of initiatives to improve performance resulted into a turnaround in the NWSC from June 1998 to June 2003. Among other improvements, staff productivity in terms of percentage of staff cost relative to total operating cost increased, moving from 45 percent of cost to 26 percent. There was a corresponding drop in number of staff per 1,000 service connections, from 36 to 11. Unaccounted-for water and collection efficiency improved from 51 and 60 percent, respectively, to 39 and 95 percent. The customer base grew from 50,000 to 93,000 connections, while metering efficiency increased from 76 to 94 percent. Finally, operating profit and annual turnover improved from Ushs 3,000 million (about U.S. \$1.5 million) and Ushs 21,000 million (about U.S. \$11.5M million), respectively, to about Ushs 8,000 million (U.S. \$4 million) and Ushs 37,000 million (U.S. \$18.5 million).

The improved reputation of the corporation and its financial viability have improved its employer branding and hence ability to attract top talent amongst potential employees (Muhairwe, 2007). The National Water and Sewerage Corporation currently has a staff of approximately 1,589 employees and operates in 23 towns which include; Kampala, Entebbe, Jinja/Njeru, Iganga, Tororo, Mbale, Masaka, Mbarara, Gulu, Lira, Fort portal, Kasese, Kabale, Arua, Bushenyi/Ishaka, Soroti, kaberamaido, Lugazi, Malaba, Mukono, Hoima, Masindi and Mubende. NWSC provides water and Sewerage Services to a total population of about 3.9

million people, which account for over 75% of the population in the large urban centers of Uganda. (NWSC, 2009, 2010)

According to the NWSC annual report (2009, 2010), the corporation is dedicated to building a high performing workforce and becoming recognised as one of the best places to work. The corporation has tried to achieve this by providing a number of training to staff, provision of internship opportunities to students of various tertiary institutions. In addition, organizational behaviour change towards strong customer and commercial orientation has helped improved financial viability of NWSC (Mugisha, 2006).

However, it appears that NWSC despite being able to attract top talent that will need to propel her to higher levels of performance, the Corporation is not able to sufficiently retain this talent. An analysis of 59 professional staff recruited and appointed in June 2006 shows that by June 2009, 18 number of staff, representing 30% had left through resignations alone. This implies that the corporation is facing a high rate of voluntary turnover (Owona, 2010). Mugisha (2007) also confirms this by mentioning in his study that the strength of NWSC staff has seen a downward trend.

## **Chapter Two**

### **Literature Review**

#### **2.1 Talent Management and Employee Engagement**

The zeal of an employer to retain a given section of employees is usually and primarily based on the ability to manage the same (Kennedy & Daim 2007). Many companies will ordinarily guide their employees while training them to such a direction as may be deemed relevant to a company's operations and success. This is mainly done in some organisations during apprenticeship training and is stated to be the most significant in both the employer's and employee's integration into a recognisable working relation. In essence, the apprenticeship training is vital in the following ways; first is that, this operates as a reliable and far more credible aid in employee engagement since creating a retention-rich organization that attracts, engages and builds lasting loyalty among the most talented employees is a key to success in the modern globalized economy (Devi, 2009). Second and equally important is that it provides a reliable and credible avenue that largely increases the value of that employee in light of the performance, nature and credibility of both the company and the employee. Employees are seen many a time to be focusing primarily on the availability of learning and development opportunities when deciding whether or not to join an organisation; this is seen as the most vital and relevant factor in attracting workers and keeping them engaged and motivated on the job (Gebauer, 2006).

According to Wellins, Bernthal, and Phelps (2009), engagement does not just materialize. Organizations must hire employees who fit the job requirements i.e. with the right talent, develop them into leaders with the right skills, and provide support



through strong systems and strategies. At the same time, organisations as employers want employees who will do their best work or go the extra mile. In addition, employees want jobs that are worthwhile and that inspire them. More and more organisations are looking for a win-win solution that meets their needs and those of their employees. What they increasingly say is that they are looking for is an engaged workforce (CIPD, 2010). More so, when employers deliver on their commitments, that is; when by their actions fulfil employees' expectations; they reinforce the employees' sense of fairness and trust in the organisation and generate a positive psychological contract between employer and employee. Employees need to understand how their work contributes to organisational outcomes. This is because developing employees and subsequently choosing to keep them for future challenges has become the only reliable and far more sustainable competitive advantage in today's marketplace (Kennedy & Daim, 2007).

As an organisation strives to meet its day to day business goals in order to achieve competitive advantage, the organisation must have employees who are engaged (Collings and Mellahi (2009),) according to Collings and Mellahi (2009) therefore, the organisation must take up talent management which involves the systematic identification of key positions which positions contribute to the organisations competitive advantage differently; then the development of a talent pool with high potential and high performers to fill the identified positions and development of sustainable policies to keep the identified talent committed. This therefore means that, in order to sustain people in an organisation, the organisation must ensure it employs a continuous and integrated process for recruiting, training, managing and compensating the employees and keep the employees informed about how they are managing their talent. A well communicated talent management process

builds strong employer - employee relationships and promotes greater engagement (Garrow & Hirsch, 2009). Once an employee realises that he is within the selected talent pool, that employee will keep monitoring to see if the organisation keeps its side of the 'deal' and if the employee realises that the employer is doing as communicated, then this will lead to the growth of engagement.

Brouwer, Sonnenberg, Tuin and Bovee (2010) however state that, to truly compete basing on only talent, an organisation must be prepared to do more than just fill the gaps by adding people. The organisation must therefore be able to multiply talent by recombining all skills, knowledge and organisation processes thereby increasing the contribution of individuals, teams, work groups to increase adaptability, learning, innovation and engagement. By multiplying and managing talent, organisations can create a sustainable long term competitive advantage compared to other organisations, and are significantly more likely to achieve highly engaged employees (Brouwer et al., 2010).

Bhatnagar (2007) basing on the performance data of the best companies in the United States of America and on the 2004 Hewitt Best Employers Survey, found out that from all activities in the organisations, objectives were more easily met when employees are constantly engaged and on the other hand more likely to fall short when they are not engaged. This therefore means that when done well, practices that support talent management also support employee engagement. Examples of such practices include; performance management systems, compressed workweeks, reward programs among others.

Furthermore, Bhatnagar (2007) states that, effective talent management policies and practices demonstrate commitment to human capital, resulting in more engaged employees and lower turnover. Consequently, employee engagement has a substantial impact on employee productivity and talent retention.

In addition, according to Wellins, Smith and Erker (2009), a 2007 study from the Hackett Group, found companies that excel at managing talent post earnings that are 15 percent higher than competitors due to having employees that are committed and engaged to their work and for an average company, such an improvement in performance means hundreds of millions of dollars and also, a study from IBM found public companies that are more effective at talent management with engaged employees had higher percentages of financial outperformers than groups of similar sized companies with less effective talent management. Similarly, a 2006 research study from McBassi & Co. revealed that high scorers in five categories of human capital management (leadership practices, employee engagement, knowledge accountability, workforce organization, and learning capacity) posted higher stock market returns and better safety records—two common business goals that are top of mind for today's senior leadership (Wellins et al., 2009).

Wellins et al. (2009) further state that employee expectations are also changing and this has forced organizations to place a greater emphasis on talent management strategies and practices. This is because employees today are increasingly interested in having challenging and meaningful work, are more loyal to their profession than to the organization, less accommodating of traditional structures and authority, more concerned about work-life balance and prepared to take ownership of their careers and development. It is challenging for an organization to

respond to all these employee expectations yet it is critical that the organization attempts to sort them out if the organization is to have engaged employees.

For example, the 2008 study from IBM and the Human Capital Institute found that it is important for organizations to attract and retain key talent if the organization is to address engagement (Wellins et al., 2009).

Gubman (2004), states that engagement is varied and clearly distinguishable from satisfaction. That engagement means a heightened emotional connection to a job and organisation that goes beyond satisfaction. This in essence means that for organisations to have engaged employees that feel connected to their organisation, the organisations should ensure that the employees are satisfied first and this can be achieved when employees feel their career is given priority and effort is being put in to add on the talent in existence as well as manage it. The purpose of talent management is to ensure that a firm has the right talent with the right skills at the right time. However, what may have been the right skills in the past may not be all that is required in the future. Thus, an organization must keep studying these changing need for new skills, invest in the employees to have the required skills since when the employees know they are being invested in, it increases their level of engagement (Meyer, 2005). It is not sufficient to find the right talent and then not invest in the growth of those people.

The attraction, growth, retention and investment of talent is a key success factor for modern service based organizations and it makes an organization to be known as an employer of choice which is considered a key organisational goal with direct benefits (Meyer, 2005). In addition, with talent management, there is growth of employee engagement and engaged employees are more likely to act as organisational advocates and can play a powerful role in promoting their organisation as an

employer of choice (CIPD, 2010). Also in a study done by Tomlinson (2010) on Kia Motors Corporation employing over 2,500 employees with a strategy of developing the employer brand as a true employer of choice, it was found out that it was critical for Kia to be seen as an attractive employer if it was to attract and retain talent to the brand. The focus was also then put on improving employee engagement such that the employees could which ‘live’ the brand.

Becker, Ulrich and Huselid (2001) found out that there is a strong correlation between high-performance human resource management systems and practices like talent management, and engagement. Similarly Towers (2007), also found that 66 percent of highly engaged employees plan to stay with their current employers, compared to only 12 percent of disengaged employees. This therefore reaffirms that employee engagement leads to talent retention and that when done well, practices that support talent management also support employee engagement. According to Evans and Redfan, (2010), a study done at PlasticCo which is a leading plastics manufacturer for the UK food and drink industry, employing approximately 650 employees; with the introduction of a new change process focusing on improvement of employee engagement levels, it was found out that at the start of the change process the company had a generally ‘‘high’’ level of engagement, but only 7 percent of employees were ‘‘very’’ engaged and 3 percent had a ‘‘low’’ level of engagement, which gave a measure of the work that was needed to create a highly engaged workforce. Thus with the findings, the organization embarked on identifying areas of skills shortage, staff development needs and changes in communication and advocacy.

The organization was therefore able to handle issues of talent management and improve on the overall employee engagement levels and they were considered by the CIPD (2008) Employee Engagement in Context Report to have contributed positively and also, when comparing the employee engagement levels against talent management, there was a generally positive correlation identified by the CIPD (2008).

Vazirani (2007) also found out that organisations with high levels of engagement provide employees with reliable opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential (talent management). This equally requires consolidated and well coordinated efforts geared towards ensuring that a number of key elements or building blocks are in place and that the same seek to promote employee engagement (Haid & Sims, 2009). Career development, which is part of talent management influences engagement for employees and helps in retaining the most talented employees and provides opportunities for personal development (Vazirani, 2007). Morton (2005) stated that as the workforce changes, workers seek a different sense of their relationship often called an employee value proposition with their employer. This emphasizes a shared sense of responsibility for career development and growth. Under talent management, career development includes more than just promotion and a chance to learn and experiment. Often it reflects the growing desire to have a good relationship with the manager, who makes or breaks the bond between the individual and the organisation. Morton (2005) further found out that organisations working actively in talent management have a much better understanding of what sustains employee engagement.

The organisations are working at defining their difference between good and great performance and these organisations want great performance which they know can be attained by having a talented pool of employees (Morton, 2005).

According to Hughes and Rog (2006), their study of hospitality organisations, talent management ensures that organisations can successfully acquire and retain vital and essential talent. Retention has to do with the extent to which these employees are engaged. It is integral to have engaged employees in the organisation if retention of talented employees is to be achieved. The ability to effectively address both retention and engagement has become a primary determinant of organisational success and in some cases, even survival. In addition to contributing to the effective recruitment and retention of employees, an organisation's talent management strategy should also contribute to employee engagement. In other words, the more highly engaged the employee, the more likely he or she will be able to say positive things about the organisation, thereby contributing to the development of a positive employer brand and the more the employee will want to remain within the organisation (Hughes & Rog, 2006).

In addition, in Becker et al. (2001)'s study, it was discovered that employee engagement is associated with a number of important organisational outcomes, many of which are directly related to talent management such as ease of recruitment, retention, and employee turnover. Hughes and Rog's (2006), study also equally found out that an effectively implemented talent management strategy leads to improved employee recruitment and increased retention rates, and enhanced employee engagement. To sum it up, Fegley (2006) stated that organisations should embark on training employees so as to avail a more competitive advantage and have those employees engaged. Furthermore and in regard to the above, engaged employees are

strong organisation assets that are difficult to replace and equally difficult to imitate since they are unique to an organisation.

Therefore, an organisation should strive to manage such employees and ensure that they are retained.

Dell and Hickey (2002) state that organisations that are able to successfully recruit and retain valued employees are committed to showing potential employees that they are valued and that opportunities exist for them. In developing such a proposition, employers would be well advised to pay attention to the key factors associated with employee recruitment and retention success; for example, competitive base pay and benefits, learning, skill development and career advancement opportunities, work/life balance, a long term strategic orientation and appropriate decision making authority particularly in highly competitive markets. All these factors are aimed at attracting and retaining the best talent but they also lead to consequent engagement of the employees. Dell and Hickey (2002) further state that; however, given increased competition for human resources, a strong brand is often considered essential and that this brand can only be developed by having a clear talent management policy in organisations.

As far as National Water and Sewerage Corporation and its implementation of the talent management strategy are concerned, giving specific regard to employee engagement, such have been at a very insignificant level. Therefore, this study will attempt to map out talent management aspects and the engagement index across this corporation.



## **2.2 Organisation Culture and Employee Engagement**

When an individual joins an organization, employee engagement activities start right from the onset of an employee in the company. A Human Resource Executive may introduce the new entrant with what his or her role ought to be. They brief the employee of what they are expected to do, and in what ways that employee can be instrumental in letting the organization meet its targets and set benchmarks. In this way, the employee is being taught the organisational culture. This will give the new entrant an element of objectivity and reduce chances of him or her to digress and feel clueless of what their responsibilities ought to be.

Van den Berg and Wilderom (2004) in addition stated that organisational culture can better be defined by organisational practices such as recruitment, selection, training and development. These practices form the glue that holds the organisation together which can be referred to as culture and stimulate employees to commit and engage to the organisation. Van den Berg and Wilderom (2004) further argued that although values are typically not directly visible for employees, it is assumed that organisational values are expressed, in part, in organisational practices.

According to Schein (1986) as cited in Kemp and Dwyer (2001), organisational culture is the deeper level of basic assumptions and beliefs that are shared by members of an organisation that operate unconsciously and define, in a basic taken-for-granted fashion, an organisation's view and its environment. Kemp and Dwyer (2001) in their study at the The Regent Hotel, Sydney, argue that the analysis and recognition of the organisation culture is the initial step and a powerful enabling force in strategy formulation and implementation. Recognition of the organisation culture is also a crucial element in an evaluation of organisation employee engagement. The positive effects of increased employee identification,

commitment and engagement highlight the importance of linking culture and strategy to achieve heightened organisation performance. Culture can be used strategically to elicit unified and consistent responses and expression of shared values in an organisation (Kemp & Dwyer, 2001).

Organisations do not only ordinarily operate within a cultural or social context, but equally in culture-bearing entities. Culture in the circumstances is viewed as a key integrating; unifying phenomenon, in the sense that it is shared by all organisational members and in the sense that various cultural aspects are consistent with each other. Deal and Kennedy (1982) and Peters and Waterman (1982) as cited in Lok and Crawford (2003) assert that organisational culture can exert considerable influence in organisations particularly in areas including amongst others; performance, commitment and employee engagement. Organisation culture can affect and foster how people set personal and professional goals, perform tasks and administer resources to achieve them. Organisational culture affects the way in which, people consciously and subconsciously think, make decisions and ultimately the way they perceive, feel and act. Organisational effectiveness and employee engagement is also affected by culture in a manner that is so pivotal in a sense that every organisation's performance is in a way dependent on the strength of existing cultural characteristics.

Denison (2010) in his study of a sample of 9,464 individuals in 90 organizations in North America found out that employee engagement is a result of a healthy organisational culture. According to him, if organisations look at employee engagement alone, without considering the culture that employees work in, they potentially leave themselves blind to the strategic strengths and weaknesses in the organization that impact employee performance and ultimately organizational

performance. Denison (2010) further argues that understanding the context of the organization culture along with employee engagement is critical to value what brings about the results they most desire, improved performance and overall effectiveness. The most viable way to accomplish this is not by looking at employee engagement alone, but equally by gaining an understanding of the organizational context and culture the employees work within. The combination of a healthy culture and engaged employees is most critical to improving the organization's effectiveness and the experiences. Denison (2010) concluded that, when managers act similarly with their words, employees are willing to give more and are more passionate about what they do. This has important implications for organizations trying to improve their engagement scores.

According to Devi (2009), corporate cultures characterized by teamwork, pleasant working conditions, the considerate treatment of employees, growth opportunities, skill enhancement and abundant training opportunities can all contribute to employee engagement. Employees' belief that they have a future with their employer is a leading driver of employee commitment, which is a recognized sign to engagement. It makes good business sense to provide flexible-working opportunities and appropriate policies for employees. It helps companies to retain skilled employees, raise employee morale and minimize absenteeism. Organizations that help their employees to work in a way which best supports them in balancing their work and home environments are more likely to have engaged employees (Devi, 2009).

According to Grugulis and Wilkinson (2002), in the management of organisation culture, there should be promotion of positive attitudes by increasing the

employees' area of responsibility through empowerment, aligning their financial interests with those of the organisation through adjustments to the payment system or demonstrating an organisational commitment to its human assets by investing in training. Notable, however, according to Grugulis and Wilkinson (2002), is that, organisational culture cannot be managed completely since employees are not passive to the process of culture management. Employees can see through and sometimes sabotage the actions of those attempting to control their thoughts and feelings. Managerial tasks usually involve establishing control over the meaning of work rather than its execution and converting employees to the corporate 'faith' (engagement). Cultural change targets employee attitudes directly and aims to secure commitment, engagement rather than resigned behavioural compliance with all employees sharing a common vision and working together for the good of the organisation (Grugulis & Wilkinson, 2002).

Furthermore, managing an engaged workforce also requires "soft skills" and the creation of a culture based on mutual respect between managers and employees (CIPD, 2009). The Co-operative Group is an example of an organization that has integrated employee engagement levels into the senior management bonus scheme as part of the engagement policy program in order to highlight its importance (Churchard, 2009). It is also vital that organizations recognize and celebrate success at individual, team and organizational levels. Organizations also use leadership development programs and other support for line managers to enhance engagement (Evans & Redfern, 2010).

According to Jung et al. (2009), organisational culture is widely considered to be one of the most significant factors in bringing about organisational change. This

change can in turn influence their engagement. Performance of organisations is dependent on the extent to which employee values are aligned to company strategy. Further in this regard, Lather et al. (2010) argue that organisational culture creates both stability and adaptability for organisations. Culture also fosters adaptability by availing a clear set of principles to follow when designing strategies for example performance management that is aimed at creating employee engagement to cope with new circumstances. Ramlall (2008) and Peters and Waterman (1982) cited in Kagaari et al. (2010) state that organisational culture has a positive effect on firm performance and that organisational culture is a key variable in achieving high performance and engaged employees. In essence, it is possible to have engaged employees since organisation's culture is a powerful driver of employee behaviour.

Kagaari et al. (2010) state that high performing organisations attract exceptional people with a can-do attitude who fit the culture and the success of the organisation is dependent on human behaviour governed by the norms, beliefs and values that are developed through the practical experience in a culture. A high involvement and high performance culture provides employees with a multitude of shared attitudes towards organisation objectives and more so, establishes commitment to organisation values. Organisation culture also serves as a control mechanism to guide employees towards desirable behaviour which shows that organisation culture is linked to employee commitment, job satisfaction and engagement (Lau & Ngo, 1996). Vital to note is the fact that successful organisation cultures have employees with similar basic organisational values and assumptions (Van den Berg & Wilderom, 2004) and when employees share similar values and assumptions, the outcome is engagement. In addition, organisational culture is created when groups of human beings can, regardless of their differences, reflexively judge in a common,

universalizing way how their organisation can be differentiated from the demands of the environment (Harste, 2004). Tsui, Wang and Xin (2006) state that organisational culture is to always be considered a means leading to organisational effectiveness, employee commitment and employee engagement. According to O'Reilly, (1989) and Sherwood, (1988) cited in Lau and Ngo (1996), culture is crucial for developing high performers and leads to increased engagement by employees.

According to Wellins et al. (2009), People are more likely to be engaged if their jobs and the culture of the organization match both their abilities and skills, and their motivation and values. People also want to be recognized and rewarded for their contributions. Rewards and recognition come in many forms, including competitive compensation packages, a healthy work/life balance, among others. But perhaps more important is the heightened sense of what employees feel when their leaders take just a few minutes to let them know that they are doing a great job and that their contributions are valued and appreciated ( Wellins et al., 2009).

In addition, Denison (2010)'s study unearthed the fact that certain cultural attributes can make people satisfied and committed and more so simultaneously make them increasingly engaged. An organization's cultural attributes measured in terms of what is expected of members is likely to drive engagement.

For example in his study on 6,444 randomly selected respondents from 1,080 organizational units who had completed the Organizational Effectiveness Inventory (OEI), a companion survey to the culture inventory, which enables an organization to evaluate the impact of culture on outcomes and identify the levers and conditions that shape and reinforce that culture,

Denison (2010), found out that constructive culture positively influenced employee engagement.

Furthermore, Denison (2010) examined 43 companies from Canada's 50 Best Managed Companies and Hewitt Associates' Best Employers in Canada. This study showed that constructive culture is directly proportional to an organization's ability to keep its promises: financial, brand, loyalty, quality, employee and customer satisfaction. All those studies demonstrate that constructive cultures have a definitive impact on the outcomes that ultimately determine an organization's long-term effectiveness and success which results in employee engagement because employees feel a part of the organisation's success.

According to Tricia (2007), as cited in Kakongoro (2008), organizational culture ought to embed among other things employees' participation. The degree at which employees perceive themselves as participating in the decision making process of an organization, directly influences their work and work mates, then, they adhere more to their roles and are finally empowered . Employees therefore need to always be given roles that are defined clearly in order to achieve organizational goals and the organisations need to look closely into supervisory and job related climates if their employees are to be fully engaged. The job related climate brings in a situation which indicates how a worker carries out specified duties and responsibilities. In order to understand this concept clearly, one has to consider role clarity, tension on the job from many sides and employee commitment to achieve the goals of the organisation. All employees expect their employers to at all times manifest commitment by providing a conducive working condition, access to training and development, provision of safe working environment and a balance between work and employees'

commitment which fall outside his /her work. This equally looks out for the need for managers to understand the concept of employee commitment. This understanding should be based on how commitment works, operates and most important which behaviours are displayed by employees committed and engaged to the organization (Kakongoro, 2008).

Seymour and Dupre (2008) carried out a research study on 1,641 employees (43% of all employees) and designed an intervention project to develop an organization-wide approach to employee workplace health. A comprehensive health risk assessment was undertaken, along with a staff survey on workplace culture, individual health practice and environmental effects on physical health. The results of the study prompted the organization to pursue the development of a Healthy Workplace Policy that would be used as a filter for all other policies relating to workplace culture and environment. The study also found that an engaged employee is aware of the business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to nurture, maintain and grow engagement, which requires a two-way relationship between employer and employee. According to Seymour and Dupre (2008), employee engagement is important because it is related to improved organizational performance and better retention of staff.



### **2.3 Conclusion**

The literature reviewed shows that both talent management and organisational culture have a relationship with employee engagement. Organisations therefore have a challenge of ensuring that they attract the best talent, nurture the talent and retain that talent. Such a situation if well achieved would high levels of engagement among employees.

## **Chapter Three**

### **Methodology**

#### **3.1 Introduction**

This chapter presents methodology that was used while conducting the study on talent management, organisation culture and employee engagement. The chapter is organized under subsections: research design, target population and sample design, instruments and measures of variables, procedure of data collection, data management and analysis, reliability and validity and ethical considerations.

#### **3.2 Research Design**

The study was conducted using a cross sectional survey design. The study employed quantitative methods of data collection. A case study design was used because it is not possible to study all branches of NWSC in Uganda within a short time and yet there is need to obtain detailed contextual analysis.

#### **3.3 Target Population**

The target population comprised of 453 staff of National Water and Sewerage Corporation from branches of Entebbe (86 staff), Jinja (92 staff), Mbarara (57 staff), Kabale (19 staff), Ggaba (132 staff), Fort Portal (32 staff), Bushenyi (17 staff) and Kasese (18 staff). The target population was attained from the staff payrolls of the mentioned branches. The sample was taken from this population as it is further clarified by Saunders, Lewis & Thornhil (1996), who indicate that cases from which a sample is taken is referred to as population.

### **3.4 Sampling Design and Size**

To minimize sampling errors, Krejcie and Morgan (1970) table for determining sample size for any population of a defined size was used to confirm a sample of 205 respondents. With a convenience approach, these respondents were selected based on who was willing and available to take part in the sample. However, only 163 questionnaires were retrieved and usable.

### **3.5 Measurement of Variables and Instruments**

The researcher used a structured self-administered questionnaire instrument in the collection of data.

Talent Management was measured using a questionnaire developed by Bernsen, Seger and Tillema (2009) cited in Govaerts, Kyndt, Dochy and Baert (2010). Respondents were expected to score on a Likert scale of 1 to 6 ranging from a small extent and to full extent on a question like I will definitely be working with this organisation in the next five years.

Organisation culture was measured using Hofstede's (1994) measure of organisation culture. For example, a respondent was expected to score on a likert scale of 1 to 6 ranging from this is very true and this is very un true a question like 'We are always polite to one another '.

Employee Engagement was measured using Gallup Work Place Audit since it was regarded as a suitable measure of employee engagement by Luthans and Peterson, (2002). For example, a respondent was expected to score on a Likert scale of 1 to 6 ranging from I strongly agree and I strongly disagree on a question like 'I know what is expected of me work'.

### 3.6 Procedure for Data Collection

The researcher distributed 205 questionnaires and retrieved 163 from the respondents. The response rate was 79.5%.

### 3.7 Data Processing and Analysis

The data was coded, cleaned, polished, cleaned and organized for consistency, accuracy and effectiveness. The results were then computed using SPSS (Statistical package for social scientists). Through the quantitative method the relationship between talent management, organisation culture and employee engagement was gauged using; regression, correlation, ANOVA tests and cross tabulations.

### 3.8 Validity

To validate the instruments, the supervisors cross checked the correctness of the questionnaires used.

### 3.9 Reliability.

The reliability of the research instrument was pre-tested to establish the acceptable Cronbach's alpha value  $\leq 0.7$  as shown in the table below:

**Table 3.1: Cronbach's alpha values for study variables**

Variable	Cronbach Coefficient
Talent management	.91
Organization culture	.86
Employee Engagement	.81

**Source: Primary Data**

All the Cronbach Coefficients on the study variable were above 0.70, which implied that the Likert Scale used was consistent and therefore the instruments were reliable

### **3.10 Ethical Consideration**

The researcher assured the respondents that the information obtained would be kept confidential and strictly for the research purpose. The respondents were also informed that they were free to participate or withdraw from the study at their free will.

## Chapter four

### Presentation and interpretation of findings

#### 4.1 Introduction

In this chapter, data analyzed is presented beneath two sections. The first section presents the descriptive findings and the second section presents inferential data findings.

#### 4.2 Descriptive findings of the sample

Information about the descriptive or demographic characteristics of the sample being studied is described in this section. The demographic characteristics of the respondents analyzed include; qualifications of the respondents, age of the respondents, sex of the respondents, marital status, years worked in organisation, number of workers in the organization and branch.

**Table 4.1: Distribution of respondents by their Qualifications**

		Frequency	Valid Percent	Cumulative Percent
Valid	Certificate	40	24.5	24.5
	Diploma	45	27.6	52.1
	Bachelor's degree	63	38.7	90.8
	Masters	12	7.4	98.2
	Others	3	1.8	100.0
	Total	163	100.0	

**Source: primary data**

Majority (38.7%) of the respondents are Bachelor's degree holders followed by Diploma holders at 27.6%.

**Table 4.2: Distribution of respondents by their Age**

		Frequency	Valid Percent	Cumulative Percent
Valid	Below 25 years	24	14.7	14.7
	26-35 years	80	49.1	63.8
	36-45 years	39	23.9	87.7
	46-55 years	19	11.7	99.4
	Above 56 years	1	.6	100.0
	Total	163	100.0	

**Source: primary data**

Only one respondent out of the 163 respondents was above 56 years and the majority of respondents were between 26 – 35 years at 49.1%.

**Table 4.3: Distribution of respondents by Sex**

		Frequency	Valid Percent	Cumulative Percent
Valid	Male	118	72.4	72.4
	Female	45	27.6	100.0
	Total	163	100.0	

**Source: Primary data**

The majority of respondents were male at 72.4% and only 27.6% were female.

**Table 4.4: Distribution of respondents by their marital status**

		Frequency	Valid Percent	Cumulative Percent
Valid	Married	106	65.0	65.0
	Separated	1	.6	65.6
	Divorced	1	.6	66.3
	Widowed	2	1.2	67.5
	Single	50	30.7	98.2
	Others	3	1.8	100.0
	Total	163	100.0	

**Source: Primary data**

The highest number of respondents was married representing a percentage of 65; only one respondent was either divorced or separated. 30.7% of the respondents are single.



**Table 4.5: Distribution of respondents by the years they have worked for the organisation**

		Frequency	Valid Percent	Cumulative Percent
Valid	0-1 years	29	17.8	17.8
	2-4 years	44	27.0	44.8
	5-7 years	23	14.1	58.9
	8-10 years	24	14.7	73.6
	11-13 years	12	7.4	81.0
	Above 14 years	31	19.0	100.0
	Total	163	100.0	

**Source: primary data**

The majority of respondents had worked for only 2-4 years at 27%; however, 19% had worked with the organisation for over 14 years.

**Table 4.6: Distribution of respondents by the number of workers in the branch.**

		Frequency	Valid Percent	Cumulative Percent
Valid	1-19 workers	8	4.9	4.9
	20-39 workers	47	28.8	33.7
	40 and above	108	66.3	100.0
	Total	163	100.0	

**Source: primary data**

Only 4.9% Branches had 1-19 workers, 28.8% had 20-39 workers and 66.3% had above 40 workers.

### 4.3 Inferential Statistics

In the inferential statistics section, results of the study are provided in relation to the research objectives. The research objectives that were answered in the study are:

- (i) To establish the relationship between talent management and employee engagement.
- (ii) To determine the relationship between organisation culture and employee engagement.

**Table 4.7: Bivariate correlation between Talent Management, organisation culture and employee engagement (N=163)**

<b>Correlations</b>			
	1	2	3
Talent management (1)	1		
Organisational culture (2)	.65**	1	
Employee engagement (3)	.61**	.67**	1

\*\* -  $p \leq 0.01$ , \* -  $.05$

**Source: primary data**

#### **The relationship between Talent Management and Employee Engagement.**

Talent Management had a positive correlation with the employee engagement ( $r=0.61$ ,  $p \leq .01$ )

Talent Management had a significant relationship with employee engagement ( $p=.00$ ).

This therefore implies that once an organisation is managing its talent, then there will be a big number of engaged staff.

### The relationship between Organisation Culture and Employee Engagement.

Organisation culture had a positive correlation with the employee engagement ( $r=0.67$ ,  $p \leq .01$ ). Organisation Culture had a significant relationship with employee engagement ( $p=.00$ ). It can therefore be argued that the culture of an organisation fosters the growth of engagement among employees.

**Table 4.8: Regression analysis**

		Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients	Standardized Coefficients	Rsq	Adjusted r	F	Sig
				.50	.49	81.31	0.00
		Std.					
		B	Error	Beta	T	Sig.	
1	(Constant)	.30	.20		1.56	.12	
	Talent management	.27	.06	.31	4.20	.00	
	Organisational culture	.50	.08	.47	6.41	.00	

A. Dependent Variable: employee engagement

#### Source: primary data

The findings indicated that, the adjusted R value is 50% (that is, Adjusted R value = .50). This implies that 50% of the variance in employee engagement can be attributed to Talent Management and Organisation culture. A combination of these independent variables appear as statistically significant predictors of engagement (Sig. = .00).

The variance of 50% in employee engagement was not explained and can be attributed to other factors apart from talent management and organisation culture.

Talent Management ( $B=.27$ ,  $t= 4.20$ ,  $Beta= .31$ ,  $p=.00$ ) and organizational culture ( $B = .50$ ,  $t =.6.41$ ,  $Beta=.47$ ,  $p=.00$ ) hence this showed that the variables have a significant effect on employee engagement.

The model summary shows the R Square at .50 and R adjusted at .50 showing that overall the variables indicated 50 % prediction potential for employee engagement which represents that the model has a 50% prediction and reliability capacity.

## **Chapter Five**

### **Discussions, conclusion and recommendations**

#### **5.1 Introduction**

This research study was aimed at establishing the relationship between Talent Management, Organisation Culture and Employee Engagement. This chapter is divided into three sections; the first section covers and discusses the results of the research study derived from both the inferential and demographic statistics of the previous chapter. The chapter also presents the variables of the selected areas of the research study in relation to the study problem and objectives. The second section provides the conclusions and recommendations while the last section suggests areas for further research.

#### **5.2 Discussions of findings**

In the first part of this section, the results of the study are discussed based on the research study objectives in the first chapter.

The findings reveal that the highest numbers of respondents are Bachelor degree holders which implies that majority of employees are well educated and qualified for their jobs. Therefore since the organisation has already attracted well qualified employees, the organisation should strive to retain such employees. Pulakos (2005) established that once an organization's recruiting efforts have produced a pool of promising job candidates, the organisation should help such candidates to blend with the organisation culture in order for them to be engaged.

Majority of the respondents were between the ages of 26 and 35 years which implies that NWSC has a relatively young work force based on the NWSC retirement

age of 55 years and more findings reveal that the majority of respondents have worked for only 2-4 years. Therefore, it is important that the organisation finds out the drivers of engagement among such age groups.

According to the NWSC Annual reports, in a bid to improve on employee engagement based on gender diversity, NWSC has a target of achieving a 50:50 gender balance as a cultural practice. However, findings reveal that males are the majority at 72% which is probably due to the technical nature of the organisation's operations which call for background in science related courses for example engineering, plumbing among others that are mainly male dominated. Achieving the target ratio, will call for more proactive and innovative approaches by management in ensuring that more females are attracted to and remain working with the organisation.

Majority of the branches have 40 workers or above. The study was undertaken in relatively bigger branches which is a good representation of employees across the organisation.

### **5.2.1 Relationship between Talent Management and Employee Engagement**

Findings reveal that there is a significant relationship between Talent Management and Employee Engagement. From the findings, it can be argued that for an organisation to have fully engaged employees, talent management practices should be implemented such that employees can feel a sense of worth to the organisation.

These primary findings are similar to Morton (2005) studies which found out that organisations which work actively on talent management have a much better understanding of what sustains employee engagement and these organisations are much aware that without attaining a pool of talented and engaged employees, the

organisation will not be successful. This relationship is also further validated by Bhatnagar (2007) who found out that effective talent management policies and practices demonstrate commitment to employees by employers and these policies and practices, result in more engaged employees. Becker et al. (2001)'s study also confirms the relationship having found out that there is a strong correlation between practices like talent management, engagement and management of employee turnover. Similarly, Towers (2007)'s study also found that 66 percent of highly engaged employees plan to stay with their current employers, compared to only 12 percent of disengaged employees. All this is attributed to the employees knowing that the organisation is managing their career path and interested in retaining them as vital talent. Similarly, Gruccio (2010), established that 29% of employees are 'actively engaged' in their jobs. Such employees work with passion and feel a strong connection to their organisation. However, 54% of employees are 'not engaged', meaning that they go through each work day putting time but no passion into their work. While the rest, 17% of employees, are 'actively disengaged'.

### **5.2.2 The relationship between organisation culture and employee engagement**

Primary findings have revealed that there is a relationship between organisation culture and employee engagement. From this study, it implies that an organisation culture fosters employee engagement. The way things are done in an organisation increases employee passion for work and the feeling of wanting to stay and be identified with that organisation.

The findings are in agreement with the theoretical findings of Deal and Kennedy (1982) and Peters and Waterman (1982) as cited in Lok and Crawford (2003) who found that organisational culture can exert considerable influence in

organisations particularly in areas of employee engagement. Lau and Ngo (1996) also argue that organisation culture serves as a guide to employees towards desirable behaviour that in the long run aids employee engagement.

In support of the findings about the relationship between organisation culture and employee engagement, Denison (2010)'s study of a sample of 9,464 individuals in 90 organizations in North America found that employee engagement is a result of a healthy organisational culture. According to Denison (2010), if organisations look at employee engagement alone, without considering the culture that employees work in, they potentially leave themselves blind to the strategic strengths and weaknesses in the organization that impact employee engagement and ultimately organizational performance

Jung et al. (2009), also confirms the relationship by arguing that organisational culture is widely considered to be one of the most significant factors in bringing about organisational change including engagement of employees. Tsui, Wang and Xin, (2006) also argue that organisational culture is to always be considered a means leading to employee engagement.

### **5.3 Conclusion**

In this study, both statistical and theoretical findings indicated that both talent management and organisation culture predict employee engagement. The findings showed a positive and significant relationship among the variables.

Therefore it can be concluded that organisations need to implement talent management practices and ensure that the organisation culture is an enabling one and



supports career development and employee involvement in decision making for the employees to be engaged fully.

In becoming a talent management focused organisation it is important that the organisation is committed for the long term, relentlessly reflective and striving for continuous improvement, have a culture based on shared values and beliefs, give positive feedback, show interest in ideas and development and support a curiosity to learn and to change among the employees.

#### **5.4 Recommendations**

The aim of the study was to investigate the relationship between talent management, organisation culture and employee engagement and the following were recommendations made:

- Organisations should attract and retain skilled and knowledgeable employees.
- Organisations should encourage employees to uphold and cherish organisational values, beliefs and practices.
- Organisations should continuously invest in employee engagement since engagement is a long term and ongoing initiative

#### **5.5 Suggestions for further research**

Following the above study, it was found out that talent management and organisation culture can lead to employee engagement. Thus the following suggestions for further research were made:

A study of the same variables should be carried out over a long period of time to confirm or disconfirm the findings.

The instrument could be better refined for more precise results.

More variables other than those studied could be identified and researched on for better prediction of employee engagement.

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**Appendix****Questionnaire****MAKERERE UNIVERSITY****MAKERERE UNIVERSITY BUSINESS SCHOOL****GRADUATE AND RESEARCH CENTRE****P.O. BOX 1337, KAMPALA****QUESTIONNAIRE FOR NATIONAL WATER & SEWERAGE  
CORPORATION STAFF****Masters Degree of Human Resource Management****A research survey on Talent Management, Organisation Culture and  
Employee Engagement****DEAR RESPONDENT,**

As part of the requirements for the award of the degree of Masters of Human Resource Management of Makerere University, the Researcher is administering this questionnaire to collect data on "Talent Management, Organization Culture and Employee Engagement"

The Results of this study will be treated confidentially and only used for research purposes. Your participation is voluntary, and indeed your name will not be required. Please tick the appropriate box or space that best represent your feelings.

**There is no wrong or correct answer but try to be very truthful and honest in all your responses that you will give.**

**Your cooperation is highly appreciated**

Branch Code.....

## SECTION A: BACKGROUND INFORMATION

1. State your current job title in this Organization.

.....

2. Qualification of the respondent (Please state if other)

Certificate	Diploma	Bachelors' degree	Masters' degree	Others

3. Age of respondent

Below 25 years	26-35 years	36-45 years	46-55 years	Above 56 years

4. Sex of the respondent

Male	Female

6. Marital Status

Married	Separated	Divorced	Widowed	Single	Others

7. How long have you worked in the Organization?

0-1 year	2- 4 years	5- 7 years	8- 10 years	11-13 years	Above 14 years

8. How many workers are there in the whole organisation?

.....

9. How old is the organisation?

.....

10. What is the name of the Branch/Area you work in?

.....

11. How long has the Branch/Area been in existence?

.....

12. How many workers are you in your Branch/Area?

.....

**SECTION B: Rating of Organization on Talent Management, Organisation Culture and Employee Engagement.**

**PART 1: Talent Management**

Circle the most appropriate that applies to you and the rest of the workers.

1	2	3	4	5	6
To a full extent	To a very large extent	To a large extent	To a moderate extent	To a small extent	To a very small extent

1	The organisation has a recruitment plan in place	1	2	3	4	5	6
2	The organisation advertises for job openings in the media	1	2	3	4	5	6
3	The organisation provides realistic information about what the advertised job involves	1	2	3	4	5	6
4	The organisation is able to identify quality talent among the job applicants	1	2	3	4	5	6
5	Once recruited, employees are trained	1	2	3	4	5	6
6	The organisation has a training plan in place	1	2	3	4	5	6
7	The training plan is implemented	1	2	3	4	5	6
8	The organisation has an appraisal system in place	1	2	3	4	5	6
9	The appraisal system has a provision to compare performance between the previous and current year	1	2	3	4	5	6
10	Appraisal recommendations are always implemented	1	2	3	4	5	6
11	Is the workforce segmented into super performers, upper performers, lower performers and failures?	1	2	3	4	5	6
12	Do you know your segment?	1	2	3	4	5	6
13	I am given support by my supervisors in my effort to learn	1	2	3	4	5	6
14	In my attempt to learn, I am encouraged to analyse the learning goals	1	2	3	4	5	6

Circle the most appropriate that applies to you and the rest of the workers.

1	2	3	4	5	6
To a full extent	To a very large extent	To a large extent	To a moderate extent	To a small extent	To a very small extent

15	My remuneration (pay) is equivalent to the skills I possess	1	2	3	4	5	6
16	Remuneration is based on achievement of targets	1	2	3	4	5	6
17	There are opportunities for advancement of my career in this organisation	1	2	3	4	5	6
18	My supervisor appreciates the work I do	1	2	3	4	5	6
19	I enjoy the work I do	1	2	3	4	5	6
20	The organisation has a succession plan in place	1	2	3	4	5	6
21	Once a staff leaves the organisation, there is a talented staff readily available to fill the gap	1	2	3	4	5	6
22	I will definitely be working with this organisation in the next five years	1	2	3	4	5	6

## Part 2: Organization Culture

Circle the most appropriate that applies to you and the rest of the workers.

1	2	3	4	5	6
This is very true	This is largely true	This is true	This is moderately true	This is untrue	This is very untrue

1	We are always polite to one another	1	2	3	4	5	6
2	Thinking of new ideas, being creative is acceptable in this organization by all members.	1	2	3	4	5	6
3	To you as an individual being very successful in this organization is acceptable.	1	2	3	4	5	6
4	It is important to do things the way you found them in this organization.	1	2	3	4	5	6
5	It is equally important to everyone in this organization to do things the way they found them	1	2	3	4	5	6
6	People want to be in charge, telling others what to do in this organization	1	2	3	4	5	6
7	It is important for people to be rich in this organization	1	2	3	4	5	6
8	People in this organization look for adventure and like to take risks	1	2	3	4	5	6
9	People in this organization believe they must be honest in any situation and always tell the truth.	1	2	3	4	5	6
10	People in this organization believe they should do what they are told.	1	2	3	4	5	6
11	People in this organization are ambitious, ready to work hard to get ahead.	1	2	3	4	5	6



Circle the most appropriate that applies to you and the rest of the workers.

1	2	3	4	5	6
This is very true	This is largely true	This is true	This is moderately true	This is untrue	This is very untrue

12	People in this organization are curious and try to understand everything.	1	2	3	4	5	6
13	People in this organization think they should do what others expect of them.	1	2	3	4	5	6
14	People in this organization do not like to boast or draw attention to things they do.	1	2	3	4	5	6
15	I am often provided with feedback.	1	2	3	4	5	6
16	Task requirements are often discussed with me	1	2	3	4	5	6
17	I have a sense of the organization's mission.	1	2	3	4	5	6
18	I am often reminded of the organization's mission.	1	2	3	4	5	6
19	I am free to voice innovative suggestions to top management in this organization.	1	2	3	4	5	6
20	I work competently without pressure from my bosses.	1	2	3	4	5	6

### Part 3: Employee Engagement

Circle the most appropriate that applies to you and the rest of the workers.

1	2	3	4	5	6
I strongly agree	I agree	I moderately agree	I moderately disagree	I disagree	I strongly disagree

1	I know what is expected of me at work	1	2	3	4	5	6
2	I have the material and equipment I need to do my work	1	2	3	4	5	6
3	At work, I have the opportunity to do what I do best every day	1	2	3	4	5	6
4	In the last seven days, I received recognition or praise for doing good work	1	2	3	4	5	6
5	My supervisor, seems to care about me as a person	1	2	3	4	5	6
6	There is someone at work who encourages my development	1	2	3	4	5	6
7	At work, my opinions seem to count	1	2	3	4	5	6
8	The mission/purpose of my company makes me feel my job is important	1	2	3	4	5	6
9	My fellow employees are committed to doing quality work	1	2	3	4	5	6
10	I have a best friend at work	1	2	3	4	5	6
11	In the last six months, someone at work has talked to me about my progress	1	2	3	4	5	6
12	In the last year, I had opportunities at work to learn and grow	1	2	3	4	5	6

*Thank you for your cooperation*