

**THESIS TITLE: ORGANIZATIONAL CITIZENSHIP BEHAVIOR, EMPLOYEE
COMMITMENT, TALENT MANAGEMENT AND EMPLOYEE
PERFORMANCE IN SELECTED COMPANIES IN ELECTRICITY
COMPANIES IN KENYA**

BY

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PHILOSOPHY IN BUSINESS MANAGEMENT (STRATEGIC MANAGEMENT)**

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DECLARATION

Declaration by the Candidate

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DEDICATION

This thesis is dedicated to the Almighty God, the author, creator and provider of all our needs, the foundation of knowledge and wisdom. It is dedicated to my beloved mum, the late Damaris, for instilling the culture of hard work, good morals and values in me, my most incredible mentor and motivator; my dear family; husband Mr. Michael Liech; my children Dorothy Dottie Liech, Dr. Alexander Adoyo, Vaughn Oketch Liech, Damaris Akoth Liech and Daisy Teresa Liech, for their love and tolerance when they most needed my attention, and my siblings, whose prayers strengthened me all through the period of my study.

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ABSTRACT

There is expectation from citizens for quality goods and services particularly from public service employees who get remunerated by taxpayers. Instead there are numerous complaints, accusations and validated cases of poor service delivery resulting from alleged corruption, poor quality of service, delay in expected outputs, deliverables, exaggerated cost of goods and services, among others. The purpose of this study was to examine how organizational citizenship behavior, employee commitment, and talent management affects employees' performance at the electricity companies in Kenya. Specific objectives were to examine the effect of; organizational citizenship behavior on employee performance, the mediating effect of employee commitment and moderating role of talent management on employee performance, and to determine the moderated mediation effect of talent management. The study was guided by the Theory of Attribution, Side-Bet and Resource Base-View Theory. Positivism research philosophy and explanatory research design were adopted, employing stratified, simple random sampling techniques in collecting data from a sample size of 2887 employees of KenGen and Kenya Power in Nairobi Kenya, using a self-administered questionnaire. To test reliability and validity of research instrument, Cronbach Alpha and factor analysis were applied. Descriptive statistic was used for variability of datasets. Hierarchical and multiple regression models using Hayes Process macro were used to analyze data and to test the hypotheses. The study findings revealed that; total effect of organizational behavior ($\beta = 0.641, p = 0.000$), organizational citizenship behavior ($\beta = 0.511, p = 0.000$), employee commitment ($\beta = 0.302, p = 0.000$) and talent management ($\beta = 0.194, p = 0.000$) have positive and significant direct effects on employee performance. In addition, organizational citizenship behavior has direct effects on employee performance ($\beta = 0.493, p = 0.000$) employee commitment mediates the relationship between organizational citizenship behavior and employee performance ($\beta = 0.131, p = 0.000$), talent management moderates the link between; organizational citizenship behavior and employee performance through employee commitment ($\beta = 0.182, p = 0.000$), and there existed moderating mediation effect at three levels (below mean, $\beta = 0.170$, at the mean, $\beta = 0.115$ and above mean, $\beta = 0.060$) respectively. It is concluded that organizational citizenship behavior, employee commitment and talent management, all have a positive and significant direct effect on employee performance, while, organizational citizenship behavior positively affect employee commitment. This study further reveals a complimentary mediation and concludes that employee commitment mediates the association organizational citizenship behavior and employee performance. Talent management moderates the strength of the indirect association of organizational citizenship behavior and employee performance via employee commitment by being high when employees' commitment is negative and lower when employee commitment is higher. Electricity company management and policy makers in public institutions at large, should formulate policies, develop strategies on organizational citizenship behavior and enforce human resource practices that attract potential employees, enhance their loyalty and foster high performance. The study used quantitative data; future studies may consider using mixed methods, further, the study used Hayes model 14 and simple mediation and moderation: future studies may employ Hayes model 15 to test multiple moderations for more insight on factors affecting employees' performance.

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OPERATIONAL DEFINITION OF KEY TERMS

Employee Performance: Refers to employee behaviours or actions that are relevant to the goals of the organisation or outcome/output that employees exhibit towards the organisational goals (Koopmans *et al.*, 2016).

Task Performance: Refers to the technical and leadership ability to do the job, which involves setting strategic goals and performance standards and motivating and directing subordinates to accomplish the set goals (Koopmans *et al.*, 2016).

Contextual Performance: A voluntary behaviour exhibited by employees that is not directly part of their job description but contributes to the overall effectiveness of the organisation, (Koopmans *et al.*, 2016).

Counterproductive Work Behavior: Refers to intentionally unacceptable behaviour that potentially harms an organisation and has consequences for employees (Koopmans *et al.*, 2016).

Organisational Citizenship Behaviour (OCB): Is a discretionary behaviour (with five dimensions) that is not directly or explicitly recognized by the formal reward system and, in the aggregate, promotes the efficient and effective functioning of the organisation (Sharma & Jain, 2014).

Altruism Behaviour : Refers to helping colleagues freely without expecting any benefit or return, which contributes to group efficiency (Dopelt & Davidovitch, 2022).

Conscientiousness Behaviour: This is a discretionary activity that goes beyond job description and is associated with loyalty. The behavior that performs the assigned job within the deadlines, (Milan & Rita, 2020).

Courtesy Behavior: Refers to avoiding problems and facilitating constructive use of time, giving advance notices where necessary, providing timely reminders, and giving appropriate information (Sharma & Jain, 2014).

Civic Virtue Behavior: Broadly promotes the organisation's interests by voluntarily serving on committees and attending organisational functions (Sharma & Jain, 2014).

Employee Commitment: Refers to a multidimensional approach with affective commitment, continuance commitment, and normative commitment (Otuohere, 2021).

Affective Commitment: Refers to the employee's emotional attachment to an organisation (Siti, 2018).

Continuance Commitment: Refers to a commitment based on the perceived cost if the employee were to leave the organisation, for example, position, resources,

housing scheme, and retirement benefits, among others that come with longer work in an organisation (Aziz, 2021).

Normative Commitment: Refers to the moral duty an employee owes to the organisation that makes employees loyal to the organisation in return for gain (Aziz *et al.*, 2021).

Talent Management: Is the systematic acquisition, development, retention and maintenance of those individuals with high potential who are of value to an organisation (Mahmoud Kaleem, 2019).

ABBREVIATIONS AND ACRONYMS

OCB	:	Organizational Citizenship Behavior
EC	:	Employee Commitment
EP	:	Employee Performance
TLM	:	Talent Management
HR	:	Human Resource
KOM	:	Kaiser-Meyer-Olkin
KP	:	Kenya Power
KenGen	:	Kenya Electricity Generating Company

CHAPTER ONE

INTRODUCTION

2.1 Background of the Study

Globalisation, technology, innovation and the quality and quantity of the workforce have created dynamic work environments. This has introduced competition challenges to organisations, and those unable to cope with these challenges may struggle to survive.

The performance of public sector organisations is determined by their capacity to acquire human capital with the prerequisite skills and competencies necessary for achieving organisational goals. Organisations have to be aware of the fact that employees are a critical resource in production (Armstrong, 2019). In the UK, the results of a study on factors affecting employee performance indicated that environment, management support and intrinsic motivation have the strongest direct and indirect impacts on job performance (Anastasios *et al.*, 2019). Employees are responsible for the organisation's success or failure through the way they perform their work. Consequently, organisations need to consider how to effectively manage and optimise their employees' performance to stay competitive. This is especially true in a dynamic business environment, where changes can directly affect the productivity of individuals and groups and ultimately impact overall organisational performance. The performance of any business relies on how well the organisation optimises the use of its employees to gain a competitive edge (Kumari *et al.*, 2021). Thus, employees are the most vital resource for an organisation and are a key factor in its success.

In Singapore, the nation's success is attributed to reliance on the best and brightest citizens through investment in education and competitive compensation, among others (Quah, 2018). Managers of organisations should adapt to a dynamic business environment that can directly affect the productivity of individuals and the groups they supervise, influencing positive performance. Mwangi and Waithaka (2018) state that human resources are the most important resource for an organisation. Utilising and managing employees' core competencies and capabilities are the most essential part of the sustainability of many organisations in the 21st Century.

Several studies on employee performance in various parts of the world affirm several factors that can affect employee performance. These factors include organisational citizenship behaviour, employee commitment, work-life balance, and various other factors such as cultural differences, economic conditions, and government policies (Diamantidis *et al.*, 2019). None of the studies was conducted in an electricity company in a different context. In a study conducted by Musangi *et al.*, (2023) on the effect of talent management on employee performance it revealed that the higher talent management programs are implemented, the higher the retention rate will be, and in return, the higher the performance will be. Further, the findings of Sopiah *et al.*, (2020) in a study conducted in Indonesia investigating the relationship between talent management and employee performance among 386 nurses, reported a positive influence of talent management on work involvement and employee performance. In Pakistan, Bibi (2019) studied the Impact of Talent Management Practices on Employee Performance among

healthcare employees. The result of the study revealed a significant positive effect of talent management practices such as attraction, recruitment and selection, coaching, mentoring, learning and development, compensation and retention of talented employees on employee performance. In these studies, talent management was used as an indirect variable, whereas in this study, talent management is a moderating variable. In India, Sunil and Eeman (2018) conducted a study on The Impact of Organizational Citizenship Behavior on Job Performance and was mediated by social capital. They found altruism to have the strongest significant relationship with job performance among healthcare workers. They said employees with sportsmanship behaviour are willing to tolerate minor personnel inconveniences, avoid grievances, complaints, accusations, or protests and conserve energy for task accomplishment, thus making the workload light for management.

Likewise, civic virtue behaviour involves employees' willingness to participate actively in managerial events and scan work environments for threats and opportunities. Such behaviours reflect an employee as being part of the organisation. Consequently, courtesy behaviour avoids creating problems for co-workers and reduces intergroup conflicts, thus relieving managers from falling into a crisis management pattern. Further, employees with altruistic behaviour voluntarily help others, share strategies, teach others useful knowledge/skills or show them how to accomplish complex tasks. From the evidence exhibited by the literature, OCB was therefore proven to have a positive effect on employee performance; thus, the null hypothesis was rejected. Some comparable studies were conducted in more developed economies with different work environments.

Other studies conducted on employee performance in various countries around the world have shown a number of factors that can impact employee performance. Podsakoff *et al.*, (2018) investigated the relationship between organizational citizenship behaviour and employee performance. They found the altruism dimension to have the most robust relationship with employee performance, whereas the civic virtue dimension had an insignificant relationship with employee performance. Dwomoh *et al.*, (2019) found courtesy to have the highest positive effect on the employee's performance. Rosafizah *et al.*, (2020) in a study conducted in the public service of Malaysian Higher Educational Institutions, showed organizational support positively and significantly contributed to citizenship behavior at both an individual and organizational levels and that, when public officers are satisfied with their jobs, they are more likely to present citizenship behavior to colleagues, the organization, as well as the nation without expecting any returns as a natural reciprocate of gestures and feedback thus, presenting satisfaction with their job resulting in better job performance. The study was done in a different environment which probably enabled positive behavior.

In developing nations like Nigeria, for example, a study revealed that employee performance is affected by work-life and family interface. Economic conditions can play a role in employee performance particularly in developing countries. Additional challenges related to employee performance in developing countries are; inadequate resources and infrastructure, (Babapour & Mehralian, 2018). This can make it more difficult for organizations to effectively manage and optimize employee performance.

Organizations need to consider the economic context in which they operate and adopt strategies and practices that are tailored to these conditions. A study conducted in Ghana found organizational citizenship behaviour and employee commitment to be the internal marketing tools for improving employee performance (Cobbinah *et al.*, 2021). In this study, employee commitment was applied as a moderator. According to Mbanefo *et al.*, (2019), work-life balance and various other factors such as cultural differences, economic conditions, and government policies are the hindrances to employee performance.

In Uganda, a study conducted by Christopher *et al.*, (2022) on rewards and employee performance, established the existence of a significant relationship between intrinsic rewards and employee performance. They concluded that intrinsic rewards address the core needs of the employees, and as a result, influence and motivate employees to higher performance. In Kenya, public service has experienced numerous complaints, accusations and validated cases of poor employee performance resulting from alleged corruption, poor quality of service, delay in expected outputs and deliverables, and exaggerated cost of goods and services, among others (Aluvisia, 2016). However, employees' performance in public service in Kenya is linked to a reward system following the introduction of performance management. Performance is depicted by key performance indicators, which are achieved through measuring individual performance against set goals. Government policies can also impact employee performance. According to the Public Service Commission's report for the year 2018/19 on the status of the public service compliance with the values and principles in Articles 10 and 232 of the Constitution of

Kenya, performance is below average in some sectors of the economy causing low service delivery in the public service. The report recommends the adoption of performance contracting by the government to ensure commitment by employees to deliver specific outcomes. Kenya, in its Vision 2030, aspires to be an industrialized middle-income country providing a high quality of life to all its citizens. The World Bank report (2016) on Development Indicators, postulated that aspects of development such as wealth, health, nutrition, water, infrastructure, education and life expectancy are strongly and significantly related to the consumption of energy per capita. The sustainable development goals (SDGs) can be achieved if the government is steadfast in the implementation of strategies contained in the KNEECS (2020) to transform Kenya Power, the sector responsible for providing energy to the people of Kenya. To achieve this, all sectors of the government must effectively perform.

This research explored how organizational citizenship behavior, employee commitment and talent management affect employee performance at the electricity (KenGen and Kenya Power) companies within the energy sector in Kenya. Kenya Electricity Generating Company (KenGen), was incorporated under the Kenyan Companies Act, as the Kenya Power and Lighting Company (KPLC) in 1954. It is the leading electricity power generating company in East Africa. It was incorporated with the mandate to generate electricity through the development, management and operation of power plants in Kenya. In 1998 the management was separated from KPLC and renamed KenGen. It is the largest electricity power producer in Kenya, generating over 60% of the electricity

consumed in the country, and has its tentacles spread across Kenya. The company accounts for about 80% of the installed capacity from various power generation sources. It is the primary source of generation of electricity and will remain the most important player in the generation of electricity in Kenya that sells to Kenya Power in bulk, (Mulunda *et al.*, 2018).

Kenya Power, on the other hand, is a public liability company whose name has changed over time, from East Africa Power and Lighting Limited to The Kenya Power and Lighting Company Limited (KPLC) in 1983 and in 2011, it rebranded to Kenya Power. Its interests are in geothermal, hydro and thermal power generation as well as power generated from solar and wind sources. The Company transmits, distributes, and retails electricity to customers throughout Kenya and is a national electric utility company; managing electric metering, licensing, billing, emergency electrical services and customer relations. Kenya Power also offers optic fibre connectivity to telecommunication companies through an optical fibre cable network that runs along high-voltage power lines across the country and feeds into the national power grid. Kenya Power has offices in each of the forty-seven counties in Kenya and its head office is in Nairobi, Kenya. From the literature, it is clear that electricity is an enabler of economic transformation, it is therefore necessary to study employee performance in the two major players.

Diamantidis (2019) suggests that employee performance is affected by factors such as job stress, motivation and communication. He added that motivated employees reflect self-satisfaction, self-fulfilment, and commitment, which are expected to produce a better quality of work that is indulgent to organizations' policies and that extensively materializes efficiency and competitive advantage. Subsequently, effective communication enables good coordination among the teams or units in an organization. In contrast, the absence of it causes problems in running business operations or critically causes damage between individuals. Employee performance is influenced by motivation because if they are motivated, they put more effort into improving performance, and ultimately customers will be satisfied (Diamantidis, 2019). The outputs of the actions need to be measured to verify whether they are to the organisation's goals and objectives or not.

Organisational Citizenship Behavior (OCB) is showing positive behaviour beyond expectations and job descriptions, helping colleagues, doing extra jobs voluntarily without expecting any reward, respecting the rules and regulations of the organisation, and having tolerance for work-related impositions (Basirudin *et al.*, 2016).

Organisational citizenship behaviour (OCB) is discretionary individual behaviour, not directly or explicitly recognized by the formal reward system, and that in the aggregate, promotes the effective functioning of the organization (Sugianingrat *et al.*, 2019) Workers with positive organizational citizenship behaviour (OCB) are willing to

contribute beyond their legal responsibilities because they feel that their benefits and self-concept will increase and the organization will function more effectively (Deery *et al.*, 2017).

Goshu and Kitaw (2017) suggest that understanding the concept of performance only cannot be taken as a grant for organizational improvement and sustainable growth, managers should, however, create an environment that emboldens organizational citizenship behavior (OCB) to optimize employees' performance through their commitment to the organizational goal. When employees perceive the fairness of an organization to be high, it influences their behavior, makes them committed to the organization and affects their performance positively (Hidayah & Harnoto, 2018).

Organizations rely on employees committed to goal attainment and employees should therefore be invested in by developing their skills and capability for improved performance and retaining the best talents for prosperity (Chelagat *et al.*, 2021). It is commonly believed that when employees are committed, they work harder and are more likely to go the extra mile to achieve organizational objectives and contribute to a reduction in turnover.

It is believed that the relationship between organizational citizenship behavior (OCB) and employee performance (EP) is higher when mediated by employee commitment (EC) than in the direct relationship. The mediating role of employee commitment to

organizational citizenship behavior (OCB) can enhance employees' performance, lower absenteeism and employee turnover (Pradhan *et al.*, 2020). In a study by Chodorek and Sudolska (2016), they postulate that employees who are talented, fully involved, energetic, satisfied with the tasks they carry out, loyal to the organization, cooperate and share knowledge and can create and introduce innovations, foster good relations with clients as well as increase the quality of processes, products and service. Such employees constantly improve performance and organizational effectiveness. To address these challenges and improve employee performance, organizations need to adopt strategies and practices that are tailored to their specific needs and context. This may include the adoption of performance management systems (Public Service Commission, 2018/19), the development of effective leadership and management practices, the provision of training and development opportunities and the creation of a positive and supportive work environment (World Bank, 2016). By taking a proactive and holistic approach to managing and optimizing employee performance, organizations can better position themselves for success in today's global business environment.

It is therefore necessary for organizations to look for ways of attracting and retaining talented employees to reinforce the desired behavior among employees for improved performance. Knowledge transfer is an external factor which is critical to an organization, its presence leads to effectiveness and better performance. Intellectual capital and employee talent have become areas of competitive advantage, and even of survival for organizations. Kenya National Assembly, Hansard (2003) reports that there

are limited number of institutions in the public sector that have proper succession management policy which is critical and relevant in talent management, causing challenges of institutional management in the public service.

According to Tafti *et al.*, (2017), some of the most problematic talent management practices include poor workforce planning and talent retention strategies, and a lack of management commitment towards talent management practices such as management commitment and workforce planning. The World Bank Report (2016) showed that in Kenya, public sectors are plagued by problems of poor performance. It is in this respect that a study is undertaken to establish the effect of organizational citizenship behavior, employee commitment and talent management on employee performance among the employees of the two selected companies in the energy sector in Kenya.

2.2 Statement of the Problem

Employee performance is a critical factor for a competitive edge and growth of every business, and employees are the most valuable resource to any organization due to the fact that, the performance of employees can lead to the success or failure of any organization (Armstrong, 2019). In a study conducted by Leonard and Thomson (2019), they refer to employees as the most precious resource to any organization and their performance is vital to the competitiveness and growth of every business in such a way that, their performance can make or break the credibility of any company. In the recent past, there have been numerous complaints about poor service delivery by Kenya Power

employees, ranging from frequent power outages, power interruptions without warning, billing errors, slow response to emergency cases, inadequate electricity meters, ignored emergency calls and varying degrees of poor performance, (Mbau, 2020). Many areas in Kenya suffer adversely from frequent power failure due to grid power inefficiencies, (Kariuki, 2017). The cost of power is high and increasing despite the associated challenges experienced by consumers. Availability of electricity meters has become another challenge to consumers. Many sectors in the economy such as businesses, health, education and security, to mention a few, are affected by these inefficiencies. The situation becomes worse during rainy seasons when frequent blackouts become the order of the day. It is obvious the company is losing revenue in tune of hundreds of millions every year. Electricity is a key factor of development and is hyped as enabler for social and economic transformation. The level and intensity of its use in a country is a key indicator of economic growth and development thus, it should be available in adequate quantity, quality and affordable price, (Ndirangu *et al.*, 2020).

The government is committed to achieving universal electricity access by 2022-25. The principal operators in electricity within the energy sector is Kenya Electricity Generating Company (KenGen), who is the principal generator of electricity in Kenya and accounts for close to 80% of the installed capacity from various power generation sources. It manages and develops all public power-generating facilities and transmits power to Kenya Power for distribution. It is therefore prudent for the agencies to have effective performance of its employees with requisite competencies to realize their potential

through commitment and sound talent management programs, be ready to improve their skills continuously and work beyond their formal job responsibilities, (Dai & Wang, 2022).

For this reason, it is prudent to examine the effect of OCB, employee commitment and talent management on employees' performance in the two companies within the sector. This is aimed at improving service delivery in support of the country's economic development. Additionally, there is a lack of understanding of how factors such as organizational citizenship behavior, employee commitment and talent management impact employee performance in electricity companies of the energy sector in Kenya (Mbanefo *et al.*, 2019). Secondly, the connection between talent management and performance in the energy sector in Kenya has not been explored in depth (Collings *et al.*, 2016). Employee performance is an extremely vital criterion for determining organizational success or failure, being the most valuable asset of every organization, employees being the bloodstream of any business (Kasimu *et al.*, 2018). This study therefore sought to establish the effect of the aforesaid variables on employees' performance at the electricity companies within the energy sector in Kenya, hence adding to the growing body of literature on the variables.

2.3 General Objective of the Study

2.3.1 General Objective

To examine the effect of organizational citizenship behaviour, employee commitment and talent management on employee performance in two companies out of nine (9) in Kenya's energy sector.

2.3.2 Specific Objectives

To address the above general objective, the following specific objectives were formulated;

- i. To establish the effect of organizational citizenship behaviour on employee performance in two companies.
- ii. To examine the direct effect of employee commitment on employee performance.
- iii. To establish the effect of talent management on employee performance.
- iv. To examine the effect of Organizational citizenship behaviour and employee commitment.
- v. To establish the mediating effect of employee commitment on the relationship between organisational citizenship behaviour and employee performance.

- vi. To ascertain the moderating effect of talent management on the relationship between employee commitment and employee performance.
- vii. To examine the moderating mediation effect of talent management on the indirect relationship between organisational citizenship behaviour (OCB) and employee performance through employee commitment.

2.4 Hypothesis Tests

This study aimed and tested the following null research hypothesis:

- H₀₁:** There is no effect of organisational citizenship behaviour on employee performance in the absence of employee commitment.
- H₀₂:** There is no significant effect of employee commitment on employee performance.
- H₀₃:** There is no significant effect of talent management on employee performance.
- H₀₄:** There is no significant effect of organisational citizenship behaviour on employee commitment.
- H₀₅:** Employee commitment does not mediate the effect of organisational citizenship behavior on employee performance.
- H₀₆:** Talent management has no moderating effect on the relationship between employee commitment and employee performance.
- H₀₇:** Talent management does not moderate the effect of organizational citizenship behavior and employee performance through employee commitment.

2.5 Significance of the Study

The findings of this research may assist electricity companies in Kenya to re-examine their existing human resource management policies relating to the studied variables and how they impact on employees' performance in the companies. The entire public service may use the findings to formulate policies and develop strategies that can assist in building strong and holistic human resource management practices that may optimize employee performance in electricity companies and the public service at large.

These research findings also provide valuable information that may be useful to policymakers and human resource management practitioners. Further, scholars and future researchers may use the findings as empirical literature to further the body of knowledge. Finally, the findings may bridge the gap left out by the previous studies on factors affecting employee performance. Consequently, this study is anticipated to add to the available literature on the subject matter with a unique reference to a body responsible for electricity provision in Kenya.

2.6 Scope of the Study

This study was aimed at establishing how organizational citizenship behaviour, employee commitment, and talent management affect employees' performance in two electricity companies in Kenya. The study was limited to KenGen and Kenya Power employees, stationed at the headquarters in Nairobi County, to establish challenges affecting the performance of their workforce nationwide. Nairobi was selected as the study area

because the majority of management employees are housed at the Stima Plaza in Nairobi County, despite the fact that the two companies have employees spread in all forty-seven counties. The study was conducted between the months of May to July 2022.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter serves as a comprehensive review of the literature relevant to the study. It discusses the concepts of employee performance (outcome), organizational citizenship behaviour (predictor), employee commitment (mediator), and talent management (moderator). It also presents the theories guiding the study, an empirical review, a summary of the literature, and research gaps. Finally, it introduces the conceptual research framework on which the hypotheses of this study are based.

2.2 Employee Performance

Hermina and Yosepha (2019) define employee performance as the work quality and quantity achieved by an employee in carrying out his function per the responsibilities given to him. Ramos-Villagrasa *et al.*, (2019), define performance as workers' behaviors contributing to organisational goals. They assert that the sustainability and success of an organisation can only be attained by improving the performance of the employees through the developed capabilities of teams and individuals. Employee performance is the achievement of specific tasks measured against a pre-determined or endorsed standard of accuracy, completeness, cost-effectiveness, and speed (Sultana *et al.*, 2021).

Armstrong and Brown (2019), argue that human capital is a resource owned by employees through their performance. The recourse can be transferred to other competing

firms when they leave to join the competitor. In this case, it is critical to enhance existing levels of human capital by attracting high-quality employees and enhancing their commitment by providing them with opportunities to develop to prevent losing them to other firms. Joy (2020) states that the poor performance of organisations could be traceable to the organisations' workforce resulting from the effectiveness, efficiency and commitment of the employees and how the variables relate to stress management by the employees. Employee performance is the dependent variable being tested in this study to establish the number of changes in the independent variables that cause changes in the dependent variable (Kendra, 2019). According to Armstrong (2019), the dimensions of employee performance are efficiency (time and cost), quality, inputs, outputs and competencies. On the other hand, Samaik *et al.*, (2019) show that quality, quantity, timeliness and cost-effectiveness are generally considered as the specific measure of individual employee performance. According to Diamantidis (2018), work environment and management support have the most substantial impacts on employees' performance.

Aluvisia (2016) postulates that the recruitment process, poor training, and lack of rewards and incentives for high performers are the critical factors affecting employee performance in the Kenyan public service. Additionally, the literature states that Kenya's public service has experienced numerous complaints, accusations, and validated cases of poor employee performance resulting from alleged corruption, poor quality of service, delay in expected outputs, deliverables, and exaggerated cost of goods and services, among others. Atatsi *et al.*, (2019), in their systematic literature review on the factors

affecting employees' performance, show a positive relationship between behaviours and employee performance. They stress the need for a positive work environment and peer relationships to enhance employee performance. They suggest that organizations should focus on presenting a great environment for employees to work and promote programs that would enhance peer relationships for high performance.

Human resource management is a system that combines human resource philosophies, strategies, policies, processes, practices and programs supported by various human resource management models. The success of an organisation in achieving its strategic goals depends greatly on the performance of its employees. According to Hermina and Yosepha (2019), performance refers to the work quality and quantity an employee achieves in carrying out his function following the responsibilities given. It results from a person's work output within a given period compared to a work standard or target.

The authors argue that employee performance can be considered in two-dimensional constructs: task and contextual performance. They further state that employee performance is the actual job performance, denoting the work quality and quantity an employee achieves in carrying out his function following the responsibilities assigned. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks, compared to various possibilities, such as work standards, targets, or predetermined criteria. They highlight the influential role of the leadership style of supervisors, based on their ability to direct, influence, encourage, and control

subordinates to do work and achieve specific goals, in affecting employees' performance in an organisation. They conclude that the nature and style of a leader are crucial in determining an organisation's success and failure based on its employees' performance. An effective leader positively impacts the organisation's progress in facing the changes and challenges in a competitive work environment. The consequence of a wrong leadership style is decreased employee performance, impacting the organisation's total performance. Other factors affecting employee performance include work environment, attitude, motivation, and discipline.

Koopmans *et al.*, (2016) refer to employee performance as individual work performance under three dimensions: task performance, contextual performance and counterproductive work behaviour. He defines task performance as the proficiency with which individuals perform the core substantive or technical tasks central to their job; contextual performance refers to behaviours that support the organisational, social and psychological environment in which the technical core must function; and counterproductive work behaviour as behaviour that harms the well-being of the organisation. This study adopts the generic work of Koopmans *et al.*, (2016), who developed data collection tools that incorporate the three dimensions of individual work performance. They categorized dimensions of individual work performance into task performance, contextual performance and counterproductive work behaviour.

Consequently, contextual performance, the second dimension, refers to behaviours that support the organisational, social and psychological environment in which the technical core must function. It comprises behaviours that positively influence the work environment. Finally, counterproductive work behaviour, the fourth dimension in the framework, refers to behaviour that harms the organisation's well-being. However, although proactive and creative performance is considered part of task performance in some jobs, this literature review considered it part of contextual performance because they contribute to a positive organizational, social and psychological work environment.

They formulated a heuristic conceptual framework of individual work performance with three dimensions to establish what constitutes individual work performance. In summary, task performance is the degree to which someone can complete activities essential to the organisation's success. In contrast, contextual performance focuses on the behaviours that an employee exhibits that are not directly related to their job duties. The contextual performance classification includes exhibiting enthusiasm and going the extra mile to complete one's duties, offering to do tasks not officially part of the role, cooperating with colleagues, complying with organisational protocols, and advocating for and defending the organisation's objectives. Figure 2.1 below shows the three dimensions with their employee performance indicators for this study.

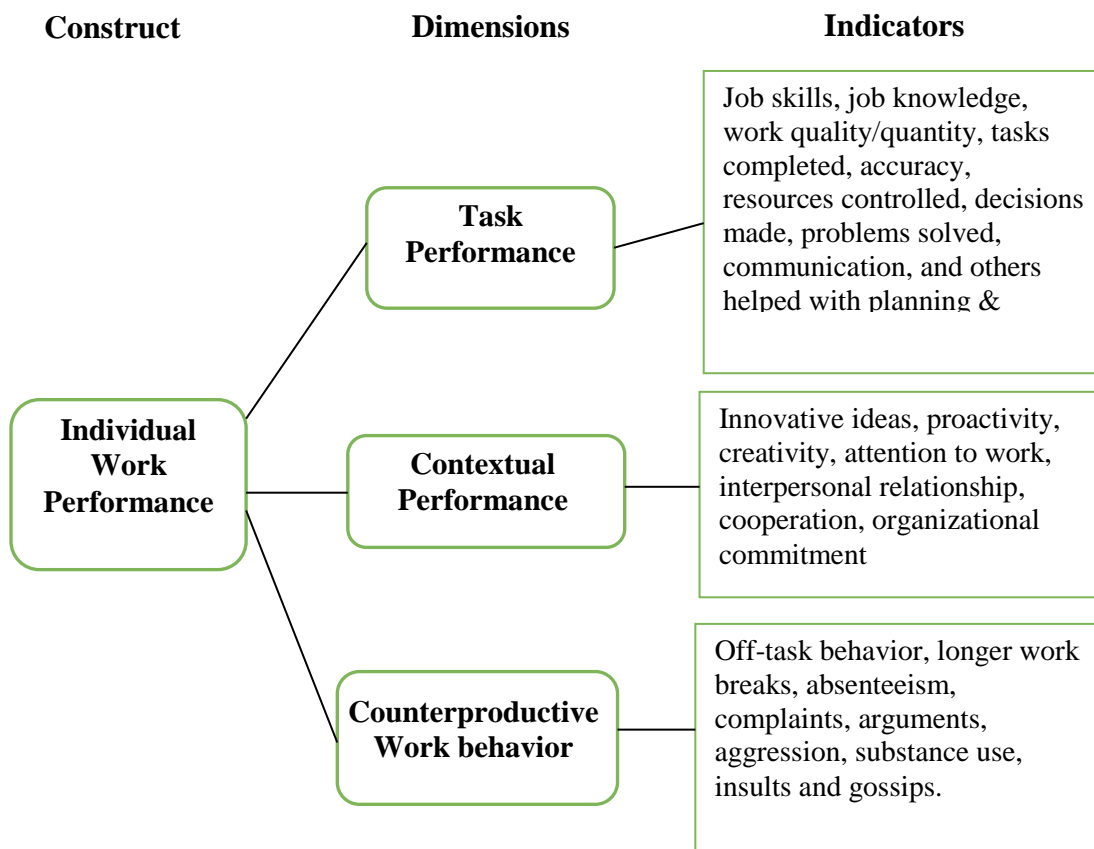


Figure 2.1: Individual Work Performance Framework

Source: Koopmans (2016) modified by Researcher (2023)

According to Hermina and Yosepha (2019), task performance involves planning, organizing, administering, and setting strategic goals and necessary performance standards, including motivating employees and directing subordinates to accomplish the set goals through encouragement, recognition and constructive criticism. They summarize dimensions of employee performance into three: task performance, adaptive performance and contextual performance. According to Shmailan (2016), employee performance is an activity an employee does while carrying out the work towards achieving the organizational goal. Employee performance is influenced by individual

skills in carrying out its functions, employee's ability, traits, employee job satisfaction and the reward level given. According to Pereira *et al.*, (2019), employee performance is related to a set of factors affecting workers; health, environment, employees' well-being and quality of work life. They contend that the performance of employees can make or break the organization's reputation and can adversely affect its profitability. They argue that high-performing employees are innovative, have positive behavior; contribute to the organization's productivity. They in turn win the support of their supervisors and feel respected both as professionals and as people. According to Uddin *et al.*, (2019), employee performance in organisational contexts is improved by better employee engagement.

Employees, being the most valuable assets of every organisation are the bloodstream of any business (Sendawula *et al.*, 2018). Pradhan *et al.*, (2016) argued that employee performance is an integral factor in enhancing organisational performance to achieve the mandate. Employee performance is affected either positively or otherwise by circumstances and management characteristics. Measuring the performance of individual employees has become an integral tool to ensure organisational performance (Maley *et al.*, 2021).

In the work of Anastasios and Prodromos (2019), they postulated that integrated factors affecting employees' performance are firm/environment-related, job-related and employee-related. Further, adaptability and intrinsic motivation directly affect

employees' performance, and job environment and management support have the strongest direct and indirect impacts on job performance. Employees are essential elements for organizational success and organizations that pay attention to employee welfare and equitably reward employee performance improve employee performance and loyalty to the organization. It is important to note that, the human element in the organization is fundamental, and if employees are not committed to their duties and with good motivation, the organization cannot achieve the results to be achieved (Viviyanti *et al.*, 2020). When an employee is motivated, he works harder to achieve the assigned work. Equally, unmotivated employees lack enthusiasm for accomplishing assigned work and give up easily. Finally, discipline in an employee entails attitude, respect and obedience to written and unwritten organizational regulations. Disciplined employees have self-control, reflect a sense of responsibility and are good team players (Aronofsky, 2017).

The survey conducted by Manzoor and Asif (2021) alluded that discipline manifests in an employee who comes to work every day and on time, the way an employee dresses at the workplace, the use of office equipment, quality of work, cost reduction, and respect towards colleagues and supervisors. Rabindra and Jena (2017) grouped and modelled task performance, adaptive performance and contextual performance into three distinct dimensions and developed them into measures of employees' performance. Koopmans *et al.*, (2016) proposed an experiential framework of work performance in multi-disciplinary, systematic literature in which performance consisted of three dimensions:

task performance, which refers to the proficiency with which an employee performs central job tasks; contextual performance, which refers to employee behaviours that support the psychological and social environment of the organisation in which the job tasks are performed, and counterproductive work behaviour which refers to behaviour that is harmful to the well-being of the organisation. This study adopted a questionnaire and dimensions of Koopmans *et al.*, (2016), such as task performance, contextual performance and counterproductive work behaviour, to measure employee performance.

2.3 Organizational Citizenship Behavior (OCB)

Hidayah and Harnoto (2018) define organisational citizenship behaviour (OCB) as a type of individual behaviour of an employee in the workplace that is discretionary and not directly or explicitly recognized by the formal reward system and that, in the aggregate, promotes the effective functioning of the organisation. They postulate that when employees perceive justice in organisational citizenship behaviour practices, they get motivated to increase their performance. Supriyanto *et al.*, (2019) refer to organisational citizenship behaviour as a type of voluntary action in the workplace that goes beyond what is expected of an employee in their job description.

A study by Laras *et al.*, (2021) stated that Organizational Citizenship Behavior (OCB) has a positive effect on the performance of educational employees of private universities in Sleman Regency. The behaviour includes helping new employees with their work, sharing work burdens, assisting in problem-solving, training fellow workers, utilisation

of new equipment, helping fellow workers meet deadlines, and providing the equipment needed. According to Ocampo *et al.*, (2018), the concept of organizational citizenship behaviour (OCB) was introduced in the late 1970s and 1980s, is generally regarded in the literature as a new construct that has become one of the popular subjects studied in the business and management domains. The construct supports the fact that the well-being behaviours of employees can greatly affect the achievement of organizational goals. According to Viviyanti and Azis (2020), in their study on Antecedents and Consequences of Organizational Citizenship Behavior of Public Organizations, argued that organizational citizenship behaviour (OCB) may as well have a negative effect on performance because doing more than what is expected may introduce work overload and contribute high-stress level. They, however found employee commitment insignificant in the relationship of the variables.

According to Ndoja and Malekar (2020), the importance of developing organisational citizenship behaviour (OCB) at the workplace is reflected by the way employees are willing to perform extra roles, which reduces the need for specialised resources because talented employees can multi-task. According to Organ (2018), early empirical studies on organizational citizenship behaviour (OCB) concentrated its effect on individuals in terms of the effect on job satisfaction, resulting from perceived fairness on the individual's level of organizational citizenship behaviour. The assumption in the study of organizational citizenship behaviour was that the total workforce would have a positive relationship to the effectiveness of the organization as a whole. To the contrary, he

argued that effort and time involved in organizational citizenship behaviour might, at some level, come at the expense of core job performance and productivity, or some organizational citizenship behaviour more interesting than in-role tasks, which might lead to negligence in core job duties, and result in lower productivity and consequent effects on pay and promotion. Organ (2018) initially proposed the concept and studied organisational citizenship behaviour in the US in 1988. He stated that the concept referred to actions taken by individuals which are not formally rewarded by the organisation, yet still contribute to the overall effectiveness of the organization. He developed five (5) dimensions of organisational citizenship behavior as; altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Three studies were conducted by Klotz *et al.*, (2018) to examine how employees use the five dimensions of organizational citizenship behaviour (conscientiousness, sportsmanship, civic virtue, courtesy and altruism), and the findings revealed that all five organisational citizenship behaviour dimensions predict job performance ratings, workplace status and citizenship fatigue. Organisations must acquire employees with relevant talent, skills and the right attitude and provide appropriate tools, a conducive work environment, and endeavour to retain the talented workforce to enhance the performance and achievement of the organisation's goals (Basu *et al.*, 2017). A review of organisational citizenship behaviour and its implication in a diverse workplace environment by Tamunomiebi and Onah (2019) revealed that diversity is an essential strategy for modern organisations to remain competitive and innovative in their

operational life. It affords organisations different breeds of employees with higher behavioural tendencies. According to Khan *et al.*, (2019), organisations cannot survive well if the workforce does not practice positive behaviours pertinent to the organisation's requirements.

According to Rao and Prakash (2018), in their study on Organizational Citizenship Behavior (OCB); the behavioural Indicators of a Good Soldier in India define organisational citizenship behaviours (OCB) as discretionary behaviours that are neither mandated nor compensated by the organisation. They refer to good soldiers as those not concerned about getting rewards or any other tangible benefits from the organisation for positive behaviours. They proposed a theory of organisational citizenship behaviour to include those behaviours that contribute to maintaining an organisation's social system based on social exchange theory relying on long-term socio-emotional benefits instead of short-term economic benefits. They developed dimensions/indicators of organisational citizenship behaviour (OCB). They concluded that for an organisation to excel and achieve heightened organizational effectiveness, its managers must foster a culture of citizenship behaviour among the employees by providing a conducive climate and organizational culture.

2.4 Employee Commitment

Commitment to the organization was modelled by Meyer and Allen in the 1990s and has been extremely popular since then and refers to the construct as an employee's

identification with an organization. They refer to commitment as a psychological state that has three distinct dimensions, namely; affective commitment, continuance commitment and normative commitment, calling them the components which affect how employees feel about their organizations. When employees believe they can be rewarded by following social norms, they will be willing to make a normative commitment. Normative commitment relates to individuals' perception and moral obligation and loyalty to remain with a specific organization due to gains obtained from the organization over the years and when an employee is satisfied with the job, his/her continuance commitment is positively affected. Normative commitment on the other hand is the extent to which an employee is attached to an organization because of social norms and ethical reasons.

According to Hadi *et al.*, (2020), commitment develops from positive feelings about the organization which is developed through the perception, work experience and personal characteristics of an employee. It is not emotional but it is a moral duty owed to the organization by an employee as loyalty in return for gains from the organization. Normative commitment, therefore, comes as a result of a psychological contract between an employee and the organization. As one of the key dimensions of employee commitment, affective commitment binds employees with their organization. This type of commitment makes employees like or love their organization such that they put more effort into the goals of the organization. Affectively committed employees always display sustainable behaviour with other co-workers voluntarily because this commitment is

grounded on their desire or willingness rather than on an exchange-based relationship with their organization (Shrestha, 2019).

Employees with a high degree of normative commitment have no choice but to remain in the organization even if they want to leave. Such employees perform their jobs passively, and gradually, their performance declines. The three commitment components will be useful in determining how they affect employee performance. According to Hadi and Fatwa (2020), organizational commitment predicts work variables such as; turnover, hierarchical citizenship conduct and employment execution. Affective commitment is understood as the employee's constructive emotional bonding to the organisation. Such an employee strongly associates himself/herself with organisational goals and seeks to stay with the organisation because he/she wishes to do so. Committed employees are generally believed to fit and connect with the organisation and understand the goals of the organisation. Every organisation must command a full level of employee commitment for outstanding performance on a long-term basis. Organisations cannot deliver value to their customers unless every employee can exhibit a high level of commitment toward the realization of strategic objectives. Affective commitment relates to the employee's constructive emotional bonding with the organisation. An employee with affective commitment strongly associates with the organizational goals and seeks to stay with the organization no matter the condition. Affective commitment is understood as the employee's constructive emotional bonding with the organization.

According to Górká *et al.*, (2019), organisational culture plays an important role in employee commitment by strengthening employees' loyalty. Adnan *et al.*, (2018) stated that employee commitment is affected by three factors; personal characteristics, where an employee is willing to make promises for reasons like personal professional ethics, personal responsibilities and work interests. In structural characteristics, it is argued that organisational structure can indirectly affect the employee's feelings and commitment, and job-related characteristics such as support to supervisors, colleagues and access to resources, all can affect employees' commitment. In a study conducted by Grego-Planer (2019), they also stated that employee commitment has three dimensions which they specified as; affective commitment, normative commitment and continuance commitment. He said the affective commitment is an emotional connection with the organisation. It is usually connected to job experiences that come as a result of employee involvement in the activities of the organization and identifies with the values of the organization. Secondly, he classified normative commitment to center on the way an employee internalises the principles, values and rules of the organisation, while continuance commitment refers to the feeling of moral responsibility to continue working for the organisation. According to Siti (2018), if employees are more committed to the organisation, their performance will increase positively and when they believe that they can be rewarded following social norms, they will be willing to make normative commitments (Mishra *et al.*, 2023).

In a study by Tiyanto and Faizin (2022), on Employee Performance analysis with Employee Commitment as an intervening variable, they stated that employees who are highly committed will have a stronger desire to be part of the organization and will identify with the goals and values of the organization, as well as being willing to display the behaviour of greater organizational citizens behaviour such as willingness to go beyond the normal duties. In a study by Suhaimi *et al.*, (2018), they also supported the three dimensions of employee commitment, thus affective commitment, continuance commitment and normative commitment. They said affective commitment refers to a mental connection with the organization; continuance commitment denotes costs connected with leaving the organization; while normative commitment is commitment associated with the investment of the person in the organization. They alluded to the statement that, employees with affective commitment develop emotional ties with the organization primarily due to positive work experience. While continuance commitment is based on the perceived economic and social cost of leaving the organization. Such employees perceive that the longer they work in an organization, the more they benefit and the greater convenience of accessing resources.

2.5 Talent Management

The concept of talent management emerged in the late 1990s in a study by McKinsey's group of researchers at large and medium-sized companies in the United States of America. In another study in 1997, McKinsey's consultants coined the phrase War for Talent, the concept has been widely used in the literature. Beluchi *et al.*, (2020) assert

that talent management is generally viewed as an organization's ability to recruit and retain the most talented employees available in the job market. Talent dependably bears critical economic benefits in the areas of effective utilization of revenue, customer satisfaction, quality of work, productivity, cost-effectiveness, cycle time and market capitalization, among others. Having good talent management refers to having a pool of skilled workers with relevant knowledge, cognitive abilities and potential to do well. The challenge of an organization is not in getting talented employees but making sure that the talented employees are retained in the same organizations.

Talented employees are good at what they do, and although organizations would want them to stay and work for them forever, they always look for better opportunities elsewhere, thus the need to define strategies for retaining them. It also refers to a set of strategies and systems used to improve processes of attracting, acquiring, developing, retaining and utilizing people with the skills and aptitude required to meet current and future business needs. In a survey conducted by Amelia *et al.*, (2023), they argue that talent management mechanisms ensure that all employees at each level within the organization perform at their full potential and that there is a sufficient number of talented employees in the organization to make a significant contribution to the organization's competitiveness. Bibi (2019) argues that the significant positive effects of talent management practices are explicitly attraction, which involves recruitment and selection; learning and development, which involves coaching, mentoring, and retention, and compensation for employee performance. It is a vital ingredient for organizations to

effectively compete globally. The performance of talented employees plays a crucial role in maintaining the competitive edge of an organization in challenging situations. Tyskbo (2019), says that talent management is the science of using strategic human resource planning by companies and organizations, in order to improve business value and to make it possible to achieve their goals. Everything that was done to recruit, retain, develop, reward and make people perform forms part of talent management and strategic workforce planning. Kaleem (2019) modelled talent management and categorized the construct into four distinctive dimensions, namely; talent acquisition, talent development, talent retention and talent maintenance. Kano *et al.*, (2018), state that many public sector organizations are addressing challenges of highly competitive talents and the pace of technological advancement, by looking internally and externally to reignite employee performance.

Mahfoozi *et al.*, (2018), modelled talent management into a Talent Management Mindset and Talent Management Strategy to provide practices of talent management in the public sector. The study revealed that the Talent Management model is a multifaceted construct consisting of two main parts that affect the talent management practices in the public sector. On the other hand, Sonia and Abir (2018) found positive impact of talent management on employee performance. Their findings provide insight that talent management was not used as a moderator in the study and the use of employee commitment as a mediator was rarely applied. Chartered Institute of Personnel and Development (CIPD) defines talent management as a systematic attraction, identification,

development, engagement, retention and deployment of those individuals who are of particular value to an organization. This is because of either their high potential in the future or because of their ability to fulfil critical business roles of the organization. In a study by Tetik (2016), he refers to talent management as the practice of attracting, identifying, acquiring, developing and retaining a pool of talented workers. That its development process consists of training, coaching, mentoring, career management and leadership development, while retaining covers performance management, succession planning, compensation and career advancement opportunities. According to Meyers (2020), investing a lot of organizational resources on talent may not be beneficial to the organization because such investments will only yield a healthy return if the employee continues working for the same organization.

2.6 Theoretical Perspective

This study is guided by Attribution Theory, Side-bet Theory and Resource Based-View Theory. These theories have been largely used in the literature as the discussions herein. The two major theories hankering this study are attribution theory and side-bet theory.

2.6.1 Attribution Theory

Attribution Theory was brought to the public limelight by Fritz Heider in the 1950s with the publication of his book. The theory states that individuals attribute events that have an impact on the way they cognitively, affectively and behaviorally respond to occasions. The theory assumes that people are motivated to understand their environment and the

causes of particular events and if they can understand these causes, they will be in a position to influence or control the sequence of future events. There are two kinds of attributions made to achieve cognitive control over the environment, by explaining and understanding the causes behind behaviours and the environment whether the attribution is internal or external. When people observe an event or behaviour, they try to identify the cause by looking for information about the situation or the person involved (Martinko, & Mackey, 2019).

Weiner (2019) states that the theory is concerned with how individuals interpret events and how their interpretation relates to their thinking and behaviour. He focused his attribution theory on achievement by identifying ability, effort, task difficulty and luck as the most critical factors affecting attributions for achievement. It is closely related to the concept of motivation. He says that in attribution theory, people tend to make three types of attributions; internal, external and situational. In Weiner's work, he stated that high consistency, distinctiveness and consensus lead to external attribution, while low consistency, distinctiveness and consensus lead to internal attribution.

Internal attributions assign the cause of an event or behaviour to personal dispositions, abilities, or traits. External attribution assigns the cause of an event or behaviour to external factors such as luck or fate. Situational attribution assigns the cause of an event or behaviour to the context or situation. According to Heider's work, attribution theory has two dimensions, causality for the behaviour which is internal (motivation and

ability), or external which is the environment. Internal and external factors contribute to the cause of employee behaviour and achievement of desired goals (Tayyaba *et al.*, 2019). The theory has three streams that influence employee behaviour and performance.

The streams include the strength of the human resource system, its influence, and the intent of human resource practices. Particularly, employees attribute to these three dimensions which influence their behavior and performance. This theory examines the cognitive processes that individuals use in assigning responsibility for various factors that affect their lives. Other literature claim that the theory comprises three dimensions; internal/external factors, controllable/uncontrollable, and stable/unstable. Application of the theory to the study proposes the aspects of the work and the environment to which employees attribute as positive, which will influence their performance through the mediating variable of employee commitment. Attributions theory supported organisational citizenship behaviour in this study. This is because attribution influences behaviour and most of the actions and decisions of employees in the workplace. The aspects of work to which employees attribute low organizational citizenship behaviour will affect their performance and commitment to the organization. If the employee believes that the employer has control over particular variables, and if the employer's choice represents phenomena external to the employees, then employees will attribute that they are valued and thus, commitment is offered in exchange. Since employee commitment is an emotional response, if the employees attribute that some factors are

negative, it will affect their citizenship behaviour and the effect on performance will occur through the moderation of talent management.

The theory however, assumes people are rational beings constantly concerned with causality rather than seeking the true causes of events. The theory is centred on causes to explain outcomes rather than actions, while not all outcomes provide a search for understanding causality but rather, a cognitive work (Weiner Bernard, 2010).

In the work of Gardner *et al.*, (2019), in their study on internal, external and relational attribution across leaders and members, they integrated attributional biases into knowledge of convergent and divergent attributions within leader-member relationships and theorized why relationships work. Figure 2.2 illustrates the work of Fritz Heider on the internal and external attribution theory of causality for the behaviour, which demonstrates motivation/ability, and external attribution, which signifies the environment.

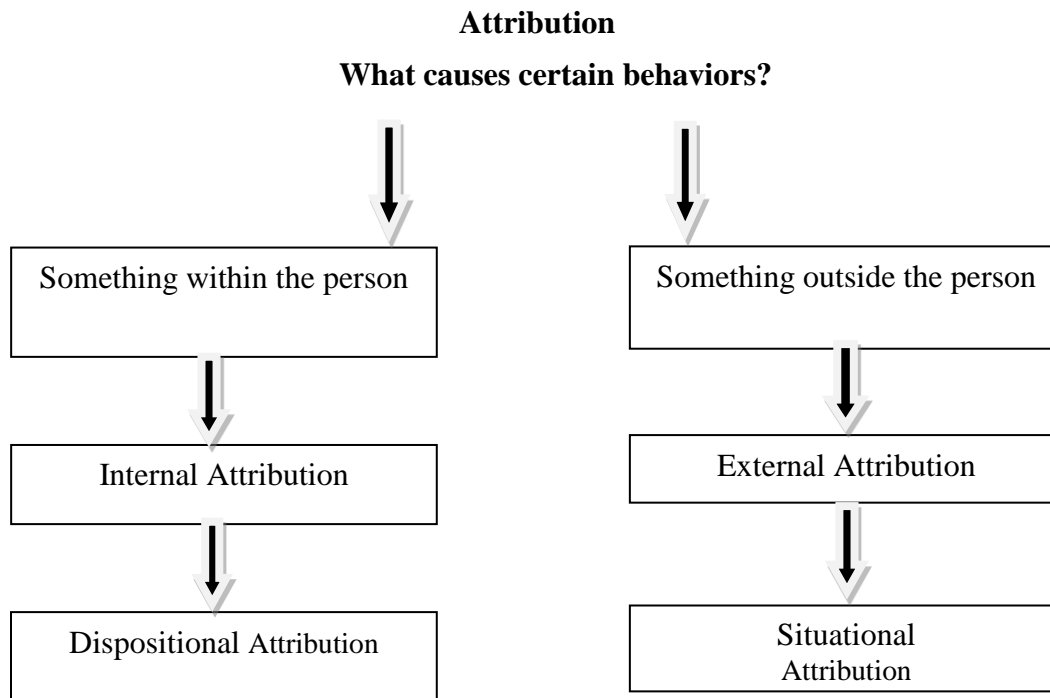


Figure 2.2: Model of Attribution Theory

Source: Fritz Heider (1958), adopted by Research, 2023

2.6.2 Side-Bet Theory

Becker invented the Side-Bet theory in the 1960s, and he referred to it as commitment due to the accumulation of any value invested. In relation to the organisation, employees undertake to stay with the organisation as a result of their investment in the organisation. Such investments include contributions to non-vested pension plans, development of organization-specific skills or status, organisational benefits such as reduced mortgage rates, amongst others, which may not be replaced, or perceived cost to the individual that would be lost or deemed worthless if he/she were to leave the organization. Becker's opinion is that individuals become committed to a course of action because the costs

associated with behaving otherwise are too high, which is an economic rationale, and not because they have an affective attachment. In the work of Zaki *et al.*, (2021), they stated that the theory assumes that, the relationship between an employee and an organization is dependent on the hidden investments the employee has made in the organization which would be lost if the employee were to leave the organization.

This theory is used in this study to support employee commitment, the mediating variable in this study as expanded by Powell and Meyer (2004), who contended that continuance commitment is, however not the only way to view commitment. Their contribution is in support of the theory by stating that the magnitude of one's investments in a particular activity decreases the likelihood that the activity will be discontinued. Becker (1960) contends that commitment occurs through a process of placing side-bets and that when an individual has placed side-bets, he has staked something of value to him which makes him committed to a cause. He says that the greater the number of side-bets, the greater the individual's commitment such that the individual cannot behave otherwise because the costs associated with the action become too high. Powell and Meyer (2004) argued that Becker's side-bet commitment theory is saturated with affective commitment. They, however, support the notion that individuals become committed to a course of action because the costs associated with behaving otherwise are too high and not because they have an affective attachment to the object of their commitment.

According to Joarder *et al.*, (2020), side-bets theory refers to anything of value the individual has invested, such as time, effort or money that would be lost or deemed worthless at some perceived cost if the individual were to leave the organisation. It is hypothesised as a greater commitment among employees who develop additional investments in the job that would be lost with the change of jobs. According to Meyer, continuance commitment as a dimension of side-bet theory refers to anything perceived to be of value, such as retirement pension benefit, organisational status/position and associated benefits, which an individual may be enjoying that would be considered lost if that individual leaves the organisation. However, he argued that where the side bet relates to the employee's age and tenure, it is affective commitment. Side-bet theory has been criticised for referring to affective commitment as psychological. Individuals identify with the organisation and maintain their membership to pursue personal goals such as hierarchical position, seniority rights and interpersonal relationships that can be considered lost. Secondly, continuance commitment considers people as economic beings since employees stay with the organisation because of the accumulation of the value of investments, which would be considered lost or deemed worthless if the employee were to leave the organisation, meaning individuals are bound to the organisation by extraneous economic factors (Meyer & Allen, 2004).

Veldsman (2014), in his study on People Performance Enablers to Employees' Psychological Attachment to the Organization, enumerated job satisfaction, employee well-being and organisational climate as the significant influences on employees'

propensity to leave or stay with an organisation. He developed a side-bet model for employee commitment shown in Figure 2.3. He stressed that; the factors in the model must be taken into consideration by organizations while developing human resource procedure manuals.

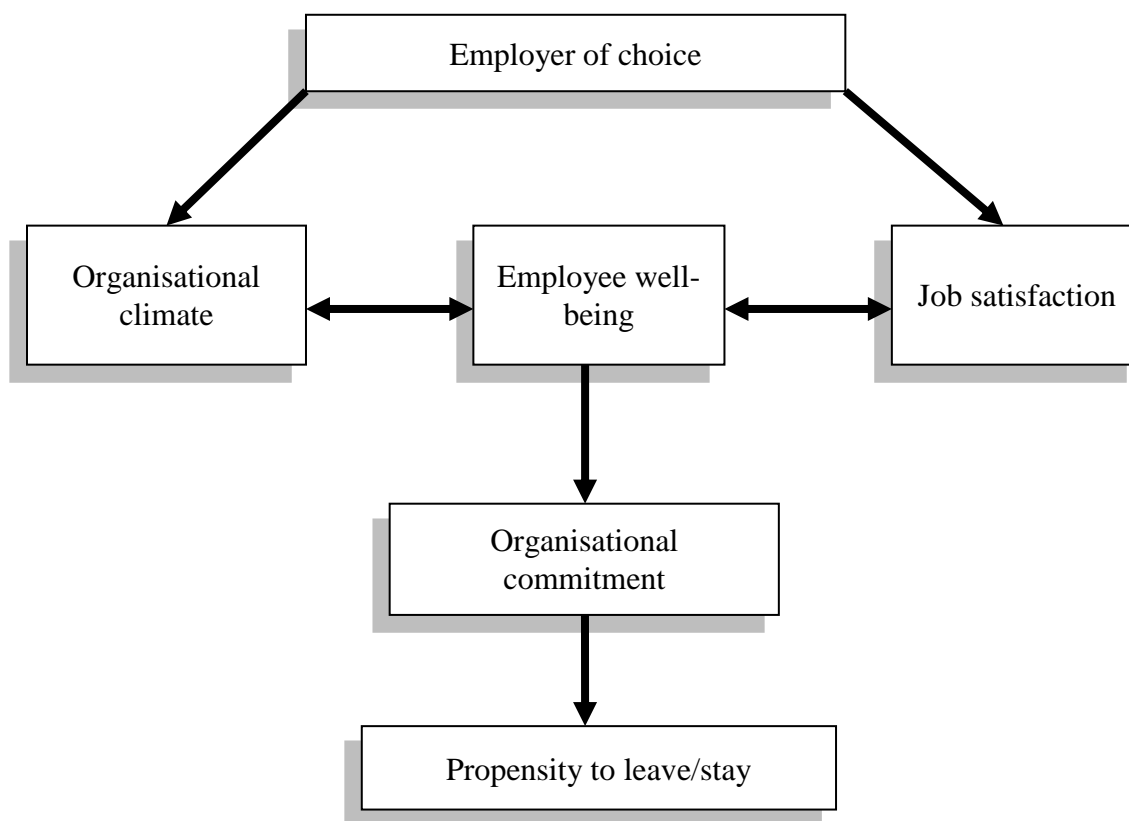


Figure 2.3: Model of Side-Bet Theory

Source: Veldman's Employee Commitment Model (2014), modified.

2.6.3 Resource Based View Theory

Resource Based-View theory took shape in the 1980s with the theory of the Growth of the Firm and later in the 1990s, it became dominant in strategic management and strategic planning by the work of Jay Barney. It was further developed by Penrose (2009), who first put it to the literature and proposed a model for effectively managing firms' resources, diversification strategy and productive opportunities (Utami & Alamanos, 2023). According to Armstrong (2019), Resource Base-View Theory refers to the range of resources in an organisation, including its human resources, that produce its unique character and create a competitive advantage. The theory emphasises investment in people to increase the value of the firm. It proposes that sustainable competitive advantage is achieved when the firm has a unique, valuable, rare, inimitable and non-substitutable pool of human resources that competitors cannot imitate or substitute (Utami & Alamanos, 2023). Resource Base-View theory is concerned with the enhancement of the human capital of the organisation. The theory emphasises that investment in people increases their value to the organisation. Resource View theory states that, by hiring and developing talented employees, organisations create a more intelligent workforce and extend their skill base, making businesses more flexible and with comparable advantages to their competitors.

Resource-Based-View Theory assumes that a firm's resources generate sustained competitive advantage. The heterogeneity of resources owned by firms assumes that

firms that possess unique resources can perform a given activity and create a competitive edge. This theory supports talent management, a moderating variable in this study. The theory postulates that having a pool of skilled and talented human resource base is advantageous and supports an organisation's strategic capability, which enhances its competitive advantage. Resource base refers to an employee-owned resource that can be transferred to a competitor when employees leave an organization and join a competitor. Therefore, organisations must attract high-quality and skilled employees, provide them with opportunities for continued development, and implement strategies for commitment and retention to avoid possible loss of critical employees to competitors after investing in them.

2.7 Empirical Review

This section reviews related literature on the subject under study as presented by scholars, researchers, and authors using models to give knowledge, information, and interpretation about the given phenomenon. It provides an in-depth understanding and explanation of the findings of similar previous studies.

2.7.1 Organizational Citizenship Behavior on Employee Performance

Khuzaini *et al.*, (2019) define organisational citizenship behaviour (OCB) as a discretionary individual behaviour that is not recognised by official reward systems and promotes the effective functioning of the organisation. The study investigated organisational citizenship behaviors' role in mediating employee performance's

spirituality. The result showed a significant effect. Singh *et al.*, (2018) found a significant and positive influence of organisational citizenship behaviour on job satisfaction. Furthermore, when the organisation appropriately manages the organisational citizenship behaviour (OCB), it will positively affect employees' performance. The study stated that to nurture organisational citizenship behaviour (OCB), it is essential to enhance employees' job satisfaction. Hidayah and Harnoto (2018) found that organisational citizenship behaviour (OCB) is positively and significantly related to employee performance. They alluded that an employee who practices positive organisational citizenship behaviour voluntarily, even outside of his responsibilities, will improve his performance. It could be seen that organisational citizenship behaviour (OCB) has a significant relationship and directly affects employee performance.

In a survey conducted by Triani and Wadud (2020) on the effect of organisational citizenship behaviour on employee performance, the sample size was 51 employees at PT Surya Dermato Medica. The study used a mixed method to collect data. Organisational citizenship behaviour had a positive and significant effect on employee performance. Lestari and Ghaby (2018), in their study on The Influence of Organizational Citizenship Behavior (OCB) on Employee Job Satisfaction and Performance, showed that organisational citizenship behaviour (OCB) has a significant positive effect, both on job satisfaction and employee performance, just like the findings of Khuzaini (2019) which indicated a significant direct effect on employee performance by organisational citizenship behaviour. The findings of a study by Dwomoh *et al.*, (2019) on The Effect of

Organizational Citizenship Behavior and Performance of Employees in a Technical University, where tests were done on the organisational citizenship behaviour dimensions like conscientiousness, sportsmanship, courtesy and employee performance, revealed that courtesy produced the highest effect on the performance of employees. On the other hand, altruism and civic virtue behaviours of workers in higher educational institutions had no significant effect on the performance of employees. The workers' engagement in these behaviours, however, enormously increases the workload and adversely affects the performance of employees. The interaction between the constructs was found to have an inverse effect on organisational citizenship behaviour and job performance. They found the involvement of employees in conscientiousness behaviour to be enhancing the performance and productivity of the organisation.

In a study conducted by Dinka (2018) on organisational citizenship behaviour and employee performance in Ethiopia, the study found employee performance positively significant and correlated to organisational citizenship behaviour dimensions. He concluded that organisational justice problems and employee's intention to leave were the primary underlying reasons for the inaudibility of the organisational citizenship behaviour among employees. At the same time, the perception of fairness, individual character and leadership style were the major enabling factors for employee organisational citizenship behaviour. A study by Eeman *et al.*, (2017) conducted on the healthcare industry in India on the impact of organisational citizenship behaviour on job performance and was mediated by social capital found a significant relationship between

organisational citizenship behaviour (OCB) and job performance among its different dimensions with altruism having the strongest relationship on performance.

In the case of a study conducted by Ranjhan and Mallick (2018), the findings indicated a positive relation between organisational citizenship behaviour (OCB) and competitive advantage. The study, according to Olajide (2020), found that an employee with sportsmanship behaviour is willing to tolerate minor personnel inconveniences. He/she avoids grievances, complaints, accusations, or protests and conserves energy for task accomplishment, and such employees make the workload light for management.

Likewise, civic virtue behaviour involves employees' willingness to actively participate in managerial events and scan the work environment for threats and opportunities. According to Podsakoff *et al.*, (2018), courtesy behaviour avoids creating problems for co-workers and reduces intergroup conflict, thus relieving managers from falling into a pattern of crisis management. Further, Bolino *et al.*, (2018) alluded that employees with altruistic behaviour voluntarily help others, share strategies, teach others helpful knowledge to enhance their skills or show others how to deal with complex tasks. The studies referenced were conducted under different contexts, while the current study is conducted in electricity companies with different work environments that may influence employees' behaviour.

2.7.2 Employee Commitment on Employee Performance

In a study conducted by Debebe (2021) on the effect of employee commitment on job performance in the City Road Authority, Addis Ababa, Ethiopia. The study used descriptive research methods with both qualitative and quantitative research approaches. A five-point Likert-scaled questionnaire was adopted for data collection. The results revealed a positive correlation between the variables. He argued that employees who are emotionally attached to their organisation and believe in its values and goals are likely to put in more effort to ensure the attainment of its objectives. The study further revealed that normative and continuous commitments are more challenging due to their reliance on job satisfaction and motivation.

The study conducted by Cafferkey *et al.*, (2019) found significant support for the value of a process perspective and the application of human resource practices. In this study, the respondents comprised young college graduates, most of whom had not been with their companies for a long time, as opposed to the current study with a target population of employees from two electricity companies. He highlighted a notable association between affective commitment and job performance and a statistically significant correlation between continuance commitment and job performance. He asserted that organisations should emphasise social responsibility towards their employees as their primary stakeholders. The study concluded that the success of any organisation is contingent upon its employees. He said that it is prudent to consider the contributions before applying employees as a mediator variable in a study.

A study conducted by Memon *et al.*, (2018) on 13 respondents in the oil and gas industry stated that, before deciding on a mediation study that focuses solely on statistical issues, data analysis tools alone are an insufficient justification for a mediation study and the significance of a mediation model depends mainly on the design decisions. They state that simply saying that a mediator will mediate the relationship between independent variables and dependent variables does not justify the role of a mediator, nor does it contribute to the advancement of theory building unless the need for a mediator in a model is explicitly justified as to why a mediator is needed and if needed, which mediator variable should be used. According to Memon, other vital issues to be considered and ensured before conducting a mediation analysis are the reliability and validity of the instrument, sample size, application of appropriate software and basic understanding of available approaches for mediation testing. Strategies must be implemented to energize employee satisfaction, given that employees who are satisfied with their work are more responsible and committed to their jobs. It is worth noting that mediating the effect of employee commitment is beneficial in amplifying the positive effect of organisational citizenship behaviour (OCB) on employees' performance.

Stackhouse *et al.*, (2022) argue that. Employee commitment is among the many elements that impact performance; however, it is vital and comprises one of the many methods available for enhancing performance. Employee commitment enhances employee performance, and the commitment of employees considerably reckons the overall performance of an organisation. Commitment assists in attaining the planned

organisational goals, hence causing efficiency and high performance. Encouraging employees play an integral role in increasing the outcomes and performance of the organisation. A strong workforce pool means that every worker understands and is devoted to the values and objectives of the company. Several researches have shown the interaction between employee commitment and worker performance. Regarding work satisfaction and employee commitment, job satisfaction is the cause of employee commitment and hard and practical work, which are essential organisational citizenship behaviours. According to a study conducted by Andrew (2017). The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) is significantly related to employee performance. The research findings reveal a positive relationship between the three commitments and employee performance. The results also prove a strong correlation between the three independent variables and employee performance.

2.7.3 Talent Management on Employee Performance

In this study, talent management was measured by four dimensions (talent acquisition, talent development, talent retention and talent maintenance). Talent management was used as a moderator in this study; however, one of the requirements for using a moderator is to first establish the relationship between the moderator and other variables in the study. For this reason, the researcher reviewed the existing literature on the relationships between the moderator (talent management in this case) and predictor variables (employee performance) and found a positive relationship. A study by Bibi (2019) on the

effect of talent management practices on employee performance among healthcare employees of organisations in Pakistan assessed talent management practices with the five dimensions: recruitment and selection for talent attraction, coaching and mentoring for learning and development of talent and compensation for retention of talent and its effect over employee performance. He established a significant effect of talent management practices on employee performance, such as recruitment and selection for talent attraction, coaching and mentoring for learning and development, and compensation for talent retention on employee performance. He found a significantly positive effect of talent management practices on employee performance.

The study by Sopiah *et al.*, (2020) on the effect of talent management on employee performance confirmed that talent management has a positive effect on employees' performance at government and private hospitals. The study further states that talent management is an organisation's business strategy that potentially promotes accomplishing organisational goals. They postulate that talent management is an essential series of processes to identify, develop, retain, maintain, and place the right people in the right place at the right time to carry out organisational goals. On the other hand, in a study by Dahshan *et al.*, (2018), he stated that effective talent management is considered a critical success factor for organisations' sustainable competitive advantage. He concluded that if an organisation manages the talents of its employees, their performance will be enhanced to achieve the desired goals. Research conducted by Matoke and Nyanga'au (2023) on Talent Management Strategies and Employee Performance in Wildlife

Services in Kenya found that employer branding, recruitment and selection influence employee performance in Wildlife Works.

The study conducted by Mohana *et al.*, (2021) on the impact of talent management on employee job performance with a sample size of 222 respondents in the information technology sector in Egypt found that talent retention, leadership, and reward items of talent management are impacting significantly on the employee job performance. A study by Abdullah *et al.*, (2020) found a relationship between talent acquisition, talent development and talent retention on employee performance. He asserted that in present-day business, organisations can only have a complete environment if they design appropriate practices to attract talents through well-planned employee acquisition and development of talented individuals to meet the current and future skills requirement and manage and retain the acquired employees for a competitive edge. A study conducted by Jaipong *et al.*, (2022) on the talent shortage and talent war of True Corporation in Thailand revealed that companies place high value on policies that maintain a high employee retention rate. He noted that compensation plays a crucial role in maintaining the motivation and productivity of the company's employees, resulting in greater job satisfaction and commitment.

A study conducted by Muyela and Kamaara (2021) on the effect of talent management on employee performance in the Civil Service in Kenya found a positive and significant effect of talent management dimensions such as talent development, talent retention,

talent attraction and career development on employee performance in the ministry of Industries, Trade and Cooperatives in Kenya. Wickramaaratchi and Perera (2020) in their study on the impact of Talent Management on Employee Performance mediated by Job Satisfaction revealed a positive impact of talent management on employee performance. They postulate that a strategic talent management system involves identifying and deploying potential and high-performing employees in essential positions and giving them support to exhibit their unlimited talents toward achieving organisational goals. Further, they argue that talent management systems are deployed to elicit desired role behaviours among the organisation's pool of talents to assist in realising the organisation's strategic objectives. Thus, the behaviours of talented employees mediate the strategic talent management systems.

In a study conducted by Dixit and Arrawatia (2018) on the Impact of Talent Management on Job Satisfaction and Employee Performance in Public Sector Banks of Rajasthan. They found that Talent management leads to higher level performance and satisfaction of employees instead of being a process of hiring, reinforcing and evaluating the aptitude. They said that Talent management is an organisation's core functional unit, and to enhance employees' productive performance, talent management uses human resource planning to achieve this goal. To make employees part of talent management and strategic workforce planning, efforts have been made to retain, develop, attract, and reward employees.

A study conducted by Ekhsan *et al.*, (2023). on the Impact of Talent Management on Employee Performance Mediated by Employee Engagement in Manufacturing Companies refers to talent management as the company's efforts to manage, develop, and retain employees who have the potential to make a significant contribution to the company. They found that the implementation of good talent management can improve employee performance through employee engagement. They also found that employee engagement mediates the relationship between talent management and employee performance. In a study conducted by Ramaditya *et al.*, (2022) on Reinventing talent management to maximise performance, the findings revealed that the components of retention, reward, shared values, and managerial environment help achieve high performance. According to Kusi *et al.*, (2020) on improving the Performance of Public Universities in Ghana through Talent Management. They found that Talent Management is a significant predictor of performance.

They concluded that besides leadership, training programs in public universities should champion talent management orientation to build a talent mindset.

2.7.4 Organizational Citizenship Behavior on Employee Commitment

According to Nguyen *et al.*, (2022), in their study on the effect of organisational citizenship behaviour on employees' commitment to higher educational institutions. The findings established that dimensions of organisational citizenship behaviour (OCB), such as sportsmanship and civic virtue, substantially affected employee commitment. They

also found a difference in commitment between groups of respondents based on age and educational level. Meanwhile, Shrestha (2019), in his study on organisational citizenship behaviour and employee commitment in Nepal, found that altruism and compliance factors of organisational citizenship behaviour had a positive relationship with affective and normative commitment.

A survey by Hemaloshinee (2021) on organisational commitment and non-supervisory organisational citizenship behaviour was found to be positive and to increase employee commitment. The study was based on a sample size of 64 from a target population of 322 employees. The study aimed to establish how organisational citizenship behaviour dimensions influence employee commitment to better performance. He stated that committed employees direct their priorities and efforts towards achieving organisational goals. Further, such employees invest in the organisation emotionally and materially, and it makes it difficult for them to leave the organisation due to the possible cost associated with the decision to leave (Debebe, 2021).

Grego's study (2019) found that organisational citizenship behaviour is positive but not correlated with normative and continuance commitment. He said that since normative commitment demonstrates a sense of duty and loyalty, employees with this type of commitment display citizenship behaviour, while those with continuance commitment express compulsion to stay with the organisation because they have no alternative. Such employees do not demonstrate citizenship behaviour. (Kartoka & Pienata 2020) results

found that affective commitment positively and significantly affects organisational citizenship behaviour (OCB); consequently, normative commitment positively and significantly affects organisational citizenship behaviour (OCB); finally, continuance commitment affects organisational citizenship behaviour (OCB). A study by Saed and Hussein (2019) on the impact of organisational citizenship behaviour on the organisational commitment of Arabic Bank employees in Jordan applied descriptive methods on 52 management employees. The study reveals that dimensions of organisational citizenship behaviour (altruism, courtesy, conscientiousness, sportsmanship and civic virtue) impact the dimensions of organisational commitment (Affective Commitment, Continuous Commitment and Normative Commitment) on employees of Arabic Bank.

Paill'e (2012) in his study on exploring the relationship between employee commitment, organisational citizenship behaviour and the decision to leave the organisation established a partial mediation of citizenship behaviour in the relationship between employee commitment and intent to leave the organisation. Xerri and Brunetto (2013) studied the importance of employee commitment and organisational citizenship behaviour. They found positive and statistically significant affective commitment to innovative behaviour, with individual focus to innovative behaviour. The survey by Heydari & Lai (2019) on the Effect of employee commitment on service performance through a mediating function of organisational citizenship behaviour in China's hospitality industry. They concluded that the effect of Organizational citizenship

Behaviour, such as purchaser satisfaction, customer loyalty, religious and social capital, image and prestige rises outside, so it is advocated to make stronger the organisation's corporate identity, expand trust and organisational justice in their organisational coverage priority.

2.7.5 Mediating Effect of Employee Commitment on the Relationship between Organizational Citizenship Behavior and Employee Performance

The mediator variable describes the psychological processes, which are dynamic properties in individuals that occur to create the relationship or effect. According to Alansaari *et al.*, (2019), a mediator is the variable that explains the relationship between the independent variable and the dependent variable in research. They found partial mediation effects of employee commitment on recruitment. It works as a referee between the two and helps navigate the relationship between independent variables (IV) and dependent variables (DV). Employee commitment is used in this study as a mediator to navigate the relationship between the OCB (IV) and employee performance (DV). The mediation effect can either be complete or partial, depending on the significance of the direct relationship between the two variables. Further, Mahfouz *et al.*, (2018) found that employee commitment partially mediates the relationship between transformational leadership style and employee performance. Sari and Wahyuni (2019), found a partial mediating effect of commitment in the relationship between resilience and organisational citizenship behaviour (OCB) and explained the mechanisms underlying organisational citizenship behaviour (OCB) resilience.

Owoeye *et al.*, (2020), in their study on the mediation effect of employee commitment, found that employee commitment fully mediates the relationship between skill-enhancing practices and performance in the context of the Police Force in Nigeria. Further, in a study by Khairunesa *et al.*, (2018), employee commitment was found to promote the improvement and the achievement of organisational goals through the stimulation of the transformational leadership style, while human relationships were found to efficiently stimulate workers' minds to be committed to the organisation. They assert that to have positive value on commitment, leaders should always be fair, ready to recognise employees' performance and always solve problems collaboratively with employees since employees are always sensitive to leaders' actions. They concluded that an effective leadership style can induce workers to provide commitment. They recommended that leaders should ensure they adopt leadership styles that are appropriate and capable of inducing employees to be committed to the organisational goal.

According to Nayak and Kumar (2018), a partial mediating effect was found in their study on the mediating role of employee commitment on the quality of work life and performance. They argued that employees who are committed are more adaptable and productive. Such employees have a sense of responsibility and are not financial liabilities to their organisations. Uddin *et al.*, (2019), in their study on the mediation effect of employee commitment and organizational citizenship behaviour, found that employee commitment played a mediating role in the employee performance relationship. According to Otuya (2019), the mediation effect in statistics takes place when four

conditions are fulfilled; thus, the independent variable (X) must be significantly related to the dependent variable (Y), and secondly, the independent variable (X) must be significantly related to mediating variable (M) and the mediating variable (M) must in turn be significantly related to the dependent variable (Y) when the independent variable is held constant. Finally, the relation between the independent variable (X) and the dependent variable (Y) must be weaker when the mediating variable (M) is added to the model. Hidayati *et al.*, (2021) conducted a study on commitment as a mediator of the effect of the work environment on employee performance. They found that work environment has a positive and significant influence on work commitment, and work commitment also has a positive and significant effect on employee performance. Therefore, they concluded that work commitment is a mediating variable to employee performance.

In a survey of Mahfouz *et al.*, (2021), on the impact of human resource management practices on employee performance and the mediating role of employee commitment in the Jordanian construction industry. The study found that first, human resource management practices significantly affect employee performance, employee commitment positively affects employee performance, and human resource management practices significantly affect employee commitment. In contrast, employee commitment partially mediates the relationship between human resource management practices and employee performance. They concluded that human resource management practices should be applied to improve employees' commitment and performance. If the organisation cannot

implement human resource management practices, it cannot increase employee performance.

2.7.6 Moderating Effect of Talent Management on the Relationship between Organizational Citizenship Behavior and Employee Performance through Employee Commitment

A moderating variable is a variable that can strengthen, diminish, negate, or otherwise alter the association between independent and dependent variables and can change the direction of this relationship. A moderating variable is used exclusively in quantitative rather than qualitative research (Hefner, 2017). Moderating variables are helpful because they help explain the links between the independent and dependent variables. Also, sometimes referred to as moderators, these moderating variables provide additional information regarding the association between two variables in quantitative research by explaining what features can make that association stronger, weaker, or even disappear. According to Edwards and Konold (2020), moderation analysis is a linear model that assesses the relationship between two continuous regressors (X and W) and a single outcome (Y), and testing for moderation can be used to determine if the relationship between two variables applies across different settings, contexts and individuals. They state that moderation occurs when the magnitude and/or direction of a relationship between independent and dependent variables is conditional on a third variable.

In a study by Memon *et al.*, (2019), they stated that moderating variables are used when there are weak or inconsistent relations between an independent variable (X) and an outcome variable (Y) in the study. They argue that the main objective of moderation analysis is to measure and test the differential effect of the independent variable on the dependent variable. They proposed three key points a researcher must consider when performing a moderation analysis. First, the significance of the moderating effect must be ensured since a moderator variable (W) may or may not affect the dependent variable (Y). Secondly, a decision on whether any moderating effect should be made based on the significant relationship between the moderating effect (W) and the dependent variable (Y). In this study, talent management is used as a moderator variable (W) to determine its effect on the relationship between organizational citizenship behaviour (X) and employee performance (Y) or otherwise.

A study by Maamari and Alameh (2016) revealed the statistical significance of a moderating role of talent management in the relationship between hiring highly skilled employees and human resource policies. The study applied a 5-point Likert scale, while in this study, talent management moderated the effect of OCB on employees' performance, and a 7-point Likert scale was used, creating a contextual gap. In the work of Sopiah *et al.*, (2020) in Indonesia, the study found a positive effect of talent management on work engagement and employee performance. According to Chapman (2019), talent management is a key determinant of business success and a competitive resource, forcing organisations to re-examine how they manage the great potential of top

performers. Al-Qeed *et al.*, (2018) stated that talented workers must be trained and developed to improve their capabilities, knowledge and attitudes. They indicate that the organisational brand must be tailored to its product, the job offered should be appealing to the individual employee, and terms of engagement should be clearly stated. According to Walker (2020), talent management is a dynamic factor in public service organisations since public institutions use the principle of equality for all employees, making it challenging to implement talent management programs. The principle is applied in the workplace to imply that all employees get the same chance of development and growth, including equal opportunities for promotion. This approach challenges the exclusive talent management approach in the public service.

According to Cheese *et al.*, (2020), organisations should make significant investments in talent development activities so that the competencies of talented employees are developed for the successful implementation of business strategies. This is because talent development is the process of advancing the skills and competencies of employees to progress in their careers and preparing them for future roles within the organisation. Therefore, talent development is typically undertaken by organisations to ensure a succession plan rather than a mere replacement of the workforce. According to Mervat *et al.*, (2018), a huge cost is involved when talented employees depart from an organisation because employees leaving the organisation often take valuable knowledge and expertise gained through experience. A high employee turnover rate harms organisations' ability to carry out their mission due to impairments to continuity, loss of institutional memory,

and the high cost of replacing departing employees. Organizations must particularly consider, developing and implementing strategies to improve efficiency and effectiveness. Almaaitah *et al.*, (2020) stated that talent development processes almost invariably focus on organisational needs, such as succession planning, the achievement of business goals and the enhancement of leadership skills. They stated that organisations must have the best talents to succeed in hyper-competitive and increasingly complex globalisation. This is because, in today's highly competitive and complex business environment, an organisation's talent is in the form of its employees' effectiveness in terms of skills and competencies.

2.7.7 The Moderation Mediation Effect of Talent Management on the Relationship between Organizational Citizenship Behavior and Employee Performance through Employee Commitment

Employee commitment, an employee's internal psychological property, will be tested to establish how organisational citizenship behaviour (OCB) affects employee performance. In a study conducted by Chaudhary (2020) on testing a moderated mediation model, his findings supported the moderated mediation model in which the indirect effect was moderated. In his work, he contended that before a researcher decides on the use of a construct as a mediator in a study, the researcher must explicitly justify why that variable must be used to mediate the relationship. He argued that conceptualising a mediation relationship needs the theoretical meaning behind such a relationship. He stated that the most widely used method of examining the moderated mediation effect is to analyse the

mediation effect separately at each level of a moderator. A moderated mediation occurs when a moderator is added to a mediation model. According to Edwards and Konold (2020), moderation and mediation analyses are two commonly used techniques concerning variables. Moderation can be helpful in evaluating the conditions under which associations between variables occur, while mediation analysis, on the other hand, provides a means of testing why two variables might be related. A moderator effect occurs when the effect of one predictor is changed by introducing a second predictor in the model, and it is used in the analysis of the interaction effect. For example, the association between organisational citizenship behaviour and employee performance may differ depending on the talent management practised by the organisation's management.

According to Clement, & Bradley-Garcia, (2022), the moderated mediation concept was brought forth by James and Brett in 1984. It involves examining whether a moderator(W) influences the magnitude of an indirect effect. Explicitly, a moderated mediation relationship occurs when a mediation relationship is dependent upon the level of a moderator. In our scenario involving organisational citizenship behaviour, employee commitment, talent management, and employee performance, a model of moderated mediation could be hypothesised wherein organisational citizenship behaviour (X) is associated with employee performance (Y) through employee commitment (M), and this association is strengthened by talent management (W).

In a study framework, a mediating variable is conceptualised as a third variable that intervenes in the relationship between variables with direct relationships to act as a mechanism of transmitting the effect of one variable to another. They, therefore, recommended that no causal inferences about mediation should be made with cross-sectional data. They further suggest that process analysis should be used to assess the mediation hypotheses, and regression assumptions such as linearity of the model, regular distribution of the residuals, independence of the variables, multicollinearity and homoscedasticity are upheld. According to Obedgiu *et al.*, (2022), talent management and employee performance are seen as the strategic tools for implementing strategic objectives and enhancing employee performance. It affects the employee's level of commitment and performance, which is crucial to ensuring any organisation's continuity and good positioning. Talent management systems should always be aligned with the organisational strategy and objectives. Such practices may shape employee behaviour and improve their performance.

According to Anju and Dahiya (2023), the most critical challenge organisations have today is managing their talent pool effectively. Managers must develop strategies and practices for acquiring, developing, retaining and maintaining key employees. Even though acquiring and managing high-performing talents has gained much attention from academicians and scholars, there are still several unanswered questions. The dimensions, such as specific definitions, practices, factors, and outcomes, are still not precise. According to Geibel and Otto (2023), commitment has an insignificant effect on

employee performance through organisational citizenship behaviour; therefore, they concluded that employee commitment influences employee performance. According to Sani and Ekowati (2019), committed employees are considered hard workers and are likely to go the extra mile to achieve organisational objectives. They recommend that organisations pay more attention to employees' commitment because it represents employees' loyalty and sustainability, as well as attention to the organisation's goals and success.

In the work of Vito *et al.*, (2018), they found a substantial and significant effect of talent management on employee commitment. They, therefore, concluded that talent management is a daily organisational activity that is carried out at every stratum of the company's operations at the same time. That is, organisations get a competitive advantage through the identification, development, retention and compensation of talented employees, which is critical to the success of any organisation. They further stated that talent management is a component of corporate planning to attain quality human resources. The study by Mahlahla (2018) found that talent management positively affected employee performance and a strong relationship between the implementation of talent management and retention strategies. Mediators and moderators in research help beyond studying a simple relationship between two variables and are essential when studying complex or causal relationships between variables. Testing of moderated mediation effects has been employed in very few studies in this field. When the effect of an independent variable on a dependent variable varies due to different levels of a third

variable, this variable is called a moderator. Further, literature has shown that moderated mediation provides robust and precise results by simultaneously including different effects of the process studied (Hayes, 2018).

Mediation analysis allows researchers to understand how a predicting variable influences an outcome variable, and its effect merits appropriate attention; otherwise, the relationship between two variables of interest may not be fully considered. Grego-Planer (2019) argues that a high level of employee organisational citizenship behaviour (OCB) improves performance and increases innovation. He states that it is plausible to note that the more employees get trained, the more they are likely to perceive their employer as committed to them, and as a result, they will reciprocate. Therefore, Talent management is one of the main tools for managing human capital in the 21st century. Human capital is, therefore, the primary resource for organisations besides land, machines, and other physical assets. Organisations need talented employees in order to adapt to the global competition and to maximise the benefits associated with the prosperous current technology (Ignatius & Febrianti, 2018). According to Jameel and Ahmad (2019), employee performance is essential to all organisations. It enables senior management to assess the performance of their organisation and develop programs and frameworks that can help in improving the overall performance of the organisation.

According to Mohammad *et al.*, (2020), in their study on the effect of talent management practices on organisational performance, the mediating role of employee commitment

demonstrated a positive mediating effect of affective, continuance and normative commitment on the relationship between talent management (TLM) practices on organisational performance. The goal of moderated mediation is to empirically quantify and test hypotheses about the contingent nature of the mechanisms by which the independent variable (X) exerts its influence on the predictor variable (Y) (Hayes, 2015). According to Aziz *et al.*, (2021), commitment demonstrates employees' positive attachment and commitment to the organisation. A multiple regression analysis of the study revealed that the continuance of employees' commitment to the job was due to remuneration and a lack of alternatives. The findings showed that organisational commitment plays a significant role in achieving human resources performance goals.

Suliman (2019) argues that talent management and employee performance are seen as the tools for implementing strategic objectives and enhancing employee performance. It affects the employee's level of commitment and performance, which is crucial to ensuring the continuity and good positioning of any organisation. Talent management systems should always be aligned with the organisational strategy and objectives. Such practices may shape employee behaviour and improve their performance. In this study, talent management is the third variable that is used to measure the causal relationship between the independent and dependent variables by either amplifying or weakening the effect using a regression coefficient. Talent management is used as a moderator to establish its influence on the relationships of the variables in the study.

Omar *et al.*, (2019) conducted a study on the mediating effect of employee commitment as a mediating variable in the recruitment process and showed a partial mediation effect of employee commitment. The study concluded that the mediating variable in the study enhanced employees' commitment to the organisation. According to Edeh and Mlanga (2019), talent management dimensions are related to the measures of workers' commitment. In a study conducted by Emanikor (2020) on the effect of talent management practices on employee performance among Mobile Telecommunication Firms in Kenya, it was revealed that a significant positive effect between elements of talent management such as human resource planning, recruitment and selection, learning development, remuneration and employee performance in telecommunication. He concluded that talent management practices are an essential tool for organizations in enhancing employee performance levels. Based on the findings, human planning had a more significant impact on employee performance. He found talent management to have direct and indirect effects on employee attitudes toward affective commitment and they recommended that key employees should be targeted for learning, innovation and aligning organizational goals to employees' goals in an attempt to have favourable outcomes from them.

According to Sopiah *et al.*, (2020), talent management positively influences work engagement and employee performance, which supports Suliman's findings (2019). In the work of Abazeed (2018), he found talent management positively related to organisational commitment. Zaeema *et al.*, (2018), recommended compensation plans

necessary to retain talent in the organisation and improve skills to enable employees to meet the changing dynamism in the organisation to stimulate their commitment.

A study by Minha and Muhammad (2020) on the effect of talent management practices on organisational performance, the mediating role of employee commitment, demonstrated a positive mediating impact of affective, continuance and normative commitment on the relationship between talent management (TLM) practices on organisational performance. According to Aziz *et al.*, (2021), commitment demonstrates employees' positive attachment and commitment to the organisation. Multiple regression analysis of the study revealed that the continuance commitment of employees to the job was because of remuneration and lack of alternatives. The findings showed that organisational commitment plays a significant role in achieving human resource performance goals. The study is therefore motivated by the need to assess the effects of organisational citizenship behaviour on employee performance, as mediated by employee commitment and moderated by talent management in KenGen and Kenya Power.

2.8 Summary of the Research Gaps

After reviewing the existing literature on organisational citizenship behaviour, employee commitment, talent management and employee performance in the two electricity companies in Kenya, several research gaps were identified as indicated in Table 2.1.

Table 2.1: Summary of Research Gaps

Author (s)	Focus topic	Method	Finding	Gap
Triani, Halin and Wadud (2020)	Effect of Organizational Citizenship Behavior on Employee Performance	Questionnaires and observation were used to collect data	Organisational citizenship behaviour has a positive and significant effect on employee performance.	The focus was on the performance of 51 employees at PT Surya Dermato Medica Palembang, using mixed methods to collect data. In comparison, this study used quantitative methods to focus on 422 employees of the energy sector in Kenya. Thus, the contextual gap is experienced in the studies.
Khuzaini, Zainul, and Zamrudi, (2019)	Organisational Citizenship and Employee Performance: The Role of Spirituality	The study employed a survey design with a sample size of 180 respondents.	The results indicated significant direct effects of organisational citizenship behaviour on employee performance.	A survey was based on 180 respondents, and the study was investigating the effect of spirituality on employee performance. The result showed a significant effect. This survey was based on 422 respondents, investigating the effect of OCB on employees' performance. Hence, the gap is in methodology.
Debebe (2021)	Effect of Employee Commitment on Employee Performance; Case of Addis Ababa City Road Authority in Ethiopia	Adopted descriptive research method with both qualitative and quantitative research approach and a five-point Likert-scaled questionnaire	There existed a positive relationship between employee commitment and employee performance	Used descriptive research with both qualitative and quantitative research approaches and adopted a five-point Likert-scaled questionnaire. This study used a quantitative method with 7 7-point Likert scale, which is the methodology gap in the studies.
Bibi (2019)	Impact of Talent Management on Employee Performance among Healthcare Employees in Pakistan	Cross-sectional design and quantitative method were employed	The study revealed a positive significant effect of talent management on employee performance	The study was conducted on healthcare employees in Pakistan. This study is done at the electricity companies in Kenya, establishing contextual gaps in the studies.

Saed and Hussein (2019)	Impact of Organizational Citizenship Behavior on Organizational Commitment on Employees of Arabic Bank	The study used a descriptive-analytical approach	Organisational citizenship behaviour has an impact on organisational commitment	The study applied descriptive methods, it was conducted on bank employees, while this study was quantitative and was conducted on employees of electricity companies in Kenya. The gap is experienced in methodology.
Khan, Khan, Jan, Javad and Khattak (2021)	Mediating Effect of Employee Commitment in Relationship between Toxic Leadership and Employees' Performance in a Banking Sector in Pakistan	A 5-point Likert scale questionnaire was used for data collection, and the Yamane formula was used to draw sample size	There was a significant partial mediating role of employee commitment in the relationship between toxic leadership and employees' performance.	The study was conducted in the Banking sector, and a 5-point Likert scale was applied. This study was conducted in the energy sector, and a 7-point Likert scale was applied.
Maamari (2016)	Talent Management Moderating the Relationship between Recruitment for the Highly Skilled and HR Policies	A questionnaire was used to collect data with a 5-point Likert scale design	Talent management moderates the relationship between hiring employees and HR policies	Although talent management was applied as a moderator in both studies, in the comparable study it moderated the effect of leadership on performance with a 5-point Likert scale. In this study, talent management moderated the effect of OCB on employees' performance, and a 7-point Likert scale was used to create a contextual gap.
Dayeh and Farmanesh (2021)	The Link between Talent Management, Organizational Commitment and Turnover Intention: A Moderated Mediation Model in Amman, Jordan	A convenient sampling method was undertaken on bank employees	Talent management provides the substratum for organisational advances and enables other variables for employee outcomes to become active	The sample was 510 employees from different banks located in Amman, Jordan. The study under review was conducted in electricity companies with 422 employees; thus, a contextual gap was experienced in the studies.

2.9 Conceptual Framework

The summary of the literature review reflects evidence of contextual and methodological gaps to be filled since most of the studies were based on the same variables; they have focused on different interactions and employee performance using direct effects models, with a few using a single mediation effect. However, no evidence from the literature shows a focus on moderated mediation at the electricity companies. This study therefore, attempted to fill the gaps identified by developing the conceptual framework shown in Figure 2.4.

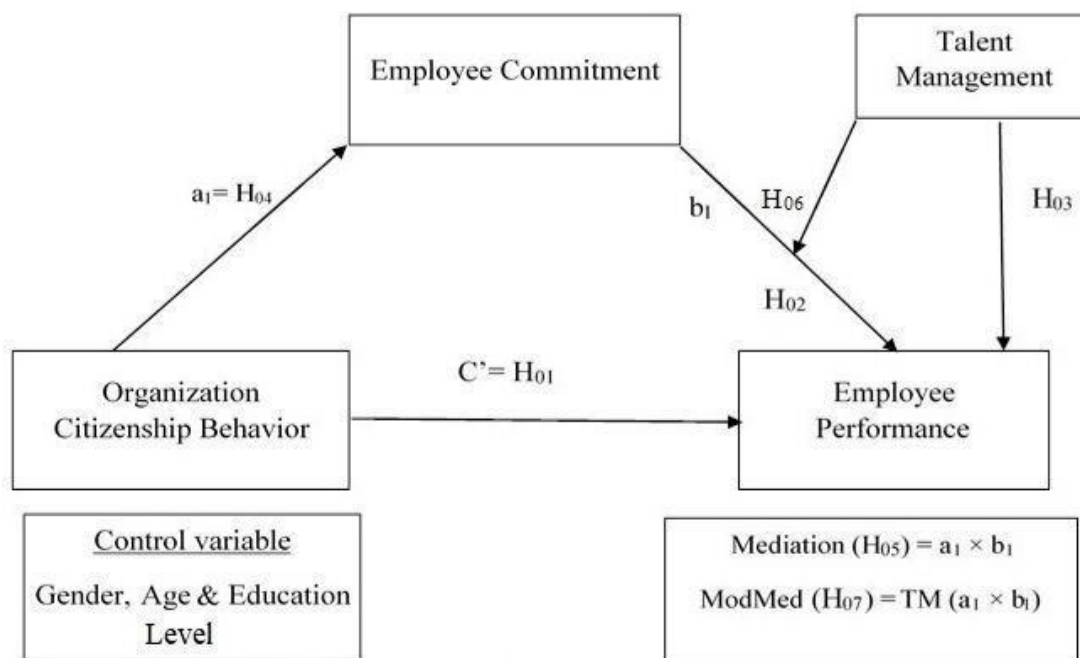


Figure 2.4: Conceptual Framework of the Study

Source: Hayes (2018)

The conceptual framework of this study exemplifies the interactions between dependent variable, independent variable, mediating variable, moderating variable and the moderated mediation. The study established the direct effect of organizational citizenship behavior on employee performance (H₀₁); employee commitment and employee performance (H₀₂); talent management and employee performance (H₀₃); organizational citizenship behavior and employee commitment (H₀₄); mediated effect of employee commitment on the relationship between organizational citizenship behavior and employee performance (H₀₅); moderating effect of talent management on the relationship between employee commitment and employee performance (H₀₆), and moderated effect of talent management on the indirect relationship between organizational citizenship behavior and employee performance through employee commitment (H₀₇). The control variables were; gender, age and Education.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the philosophy, research design, study area, target population, sample size, sampling technique, data collection instruments and procedure, measurement of variables, pilot testing, validity and reliability, data processing, analysis and presentation, assumptions of regression, statistical tools for testing hypothesis, ethical consideration.

3.2 Research Philosophy

Research philosophy refers to providing theories about the nature of the reality being investigated and how knowledge of that reality is produced and justified (Mauthner, 2020). It also refers to beliefs and assumptions of developing knowledge about the field of study that dictates what should be studied, how research should be done, how the results should be interpreted and reported, and ontology and epistemology. Ontological assumption is about the reality encountered by the researcher during the research, while epistemology is concerned with the nature of knowledge and different methods of gaining that knowledge. Axiological assumptions refer to the researcher's subjective values, intuition and biases. These assumptions affect the research question, choice of methodology and interpretation of findings.

This study is based on a philosophical assumption of positivism, which relies on the scientific, statistical evidence that reveals the true nature of a study (Saunders *et al.*, 2019). It uses experimental designs to measure effects, and the data collection techniques focus on gathering complex data in the form of numbers to enable evidence to be presented in a quantitative form. Data collection techniques in a Positivism study focus on gathering complex data in numbers to enable evidence to be presented in quantitative form (Park *et al.*, 2020). Therefore, the Positivism philosophy was used in this study, focusing strictly on pure data and facts, and human interpretation was not influenced.

3.3 Research Design

Research design is the procedure for collecting, analysing, interpreting, and reporting data. This refers to procedures the researcher applies to collect, analyse, interpret, and report data in a study (Boru, 2018). Research design can be explanatory, exploratory, or descriptive, depending on the area of research. On the other hand, explanatory research seeks to ask ‘why’ and ‘how’ questions by explaining and accounting for descriptive information (Boru, 2020). This study explored explanatory designs to ascertain cause-effect relationships between the studied variables, enhance replication and provide a link between variables (Pawar, 2020). As explained in the earlier chapter, the general objective of this study was to examine the effect of organisational citizenship behaviour, employee commitment and talent management on employee performance. Achievement of this objective requires statistical analysis of data collected through quantitative

methods to obtain causal relationships and provide results with justifications for the established relationship.

3.4 Study Area

The study was conducted in Nairobi County, the capital of Kenya. The two electricity Companies (KenGen and Kenya Power) are headquartered in Nairobi County. The companies have offices in all the 47 counties in Kenya. While Nairobi is within an area of approximately 695 km², the target population of KenGen were management and non-management employees housed at Stima-Plaza. These employees comprise fewer management employees than non-management employees, similar to Kenya Power. This provided a good representation of the researcher within the scope of the study.

3.5 Target Population

The target population for this study was the management and non-management employees of KenGen and Kenya Power stationed at the company's headquarters in Nairobi County, Kenya. The two electricity companies were of interest because of the challenges faced by electricity consumers in Kenya. KenGen produces about 80% of electricity, while Kenya Power is Kenya's principal distributor. The researcher chose the two companies out of the nine in the energy sector because electricity is the key factor of economic growth and an enabler of innovation. This survey was concentrated in the companies' headquarters because that is where most departmental heads who serve at the management level are stationed. At the time of data collection, employees at the

headquarters in Nairobi were approximately 2,887, apart from employees stationed in the other forty-six counties in Kenya.

Fricker (2023) refers to the target population as the group of elements to which the researcher wants to make inferences. It should be inclusive enough to provide sufficient data to the study and exclusive enough to avoid having participants who do not represent the study's needs. The employees from the two companies who formed part of the respondents were categorized into management and non-management. After categorizing employees from the two electricity companies, as shown in Table 3.1, the researcher randomly selected a sample size of 422 using the stratified technique and Yamane Formula, as shown in Table 3.2.

3.6 Sample

For this study, the target population for KenGen was 600, comprising 500 non-management and 100 management employees. On the other hand, the target population for Kenya Power was 2,287 (734 management and 1,553 non-management) employees, all stationed in Nairobi. Table 3.1 shows the distribution of employees per company.

Table 3.1: Target Population Distribution

Nairobi region (Population - N)			
Company	Management	Non-management	Total
KenGen	100	500	600
Kenya Power	734	1,553	2,287
Total	834	2,053	2,887

Source: KenGen and Kenya Power (2023)

3.7 Sample Size

According to Turner (2020), if the sample size is too small, the study's outcome may fail to answer its research question, and when it is too large, it will be costly and lose accuracy. Sampling aims to get a representative that enables the researcher to get information about the entire population. This study targeted a population drawn from two electricity companies in Kenya, KenGen and Kenya Power respectively.

3.8 Sampling Technique

Due to limited time and resources, the study employed a stratified sampling technique. The technique involved separating the target population into homogenous exclusive parts called strata, from which a simple random sampling is chosen, and the different strata are combined to have a single sample (Iliyasu & Etikan, 2021). In this study, the target population was subdivided into subgroups of management and non-management. This aimed to enhance the estimate's precision, given that each stratum within itself was more

homogeneous. Using a stratified technique, departmental heads and any other management employees were randomly selected to form part of the sample size. Employees in the category of non-management were randomly selected to form part of the required size of respondents. This was because the entire population was homogenous to the study variables. The stratified technique ensures the desired representation of units in all the strata, providing a better cross-sectional population. Yamane's formula below was applied.

$$n = N/(1+N(e)^2), \text{ with a confidence of 95\%}$$

Where:

n = desired sample size

N = population of the respective stratum

N = size of the entire population

e = precision or the error, which is 0.05

To substitute the formula (for the sample size of non-management for KenGen):

Using the same procedure to obtain sample size for each stratum, with a total target population of 2,887 employees from the two companies, a total sample of 422 was arrived at as in Table 3.2.

Table 3.2: Sample Size

Population Stratified into Strata			Yamane formula $n = \frac{N}{1+N(e)^2}$			
Employee Categories	Companies' targeted population (N) (At the Headquarter in Nairobi)			Companies' Sample Size (n)		
	KenGen	Kenya Power	Total	KenGen	Kenya Power	Grand Total
Management	100	734	834	15	107	122
Non-management	500	1,553	2,053	73	227	300
	600	2,287	2,887	88	334	422

Source: KenGen and Kenya Power (2023)

3.9 Data Collection Instrument and Procedure

This is the process of gathering and measuring information that enables one to answer stated research questions, test hypotheses, and establish outcomes (Kabir, 2016). Once the proposal was approved, an introductory letter was sought from the school, and a research license was secured from the National Commission for Science, Technology, and Innovation (NACOSTI). Research authorities were obtained from the respective institutions as guided by NACOSTI. Authority to conduct research was obtained from the two institutions where the population was drawn, and consent of the respondents was sought to enable the administration of questionnaires. Two research assistants were recruited to administer questionnaires while the researcher coordinated the process and provided guidance where necessary. Quantitative data was collected using questionnaires designed in five sections: employee performance, organisation citizenship behaviour, employee commitment, talent management and correspondent's general characteristics.

3.10 Measurement of Variables

This is the process of systematically assigning values to represent attributes of objects. Ordinal and nominal scales were applied to measure the demographic attributes of the respondents, while a 7-point Likert scale was used to rate respondents' responses. The application of the 7-point Likert scale was based on suggestions of preceding studies that argue that the scale provides various options that may increase meeting the realities of people. According to Russo and Tomei (2020), a 7-point scale is more reliable when using the Cronbach Alpha Coefficient to test the internal consistency of the data. Factor analysis was applied to reduce individual items into smaller numbers and simplify the results. Questions requiring reverse coding were reverse coded appropriately, and those requiring deletion were deleted to obtain the acceptable Alpha. The variables in the study were dependent, independent, mediating, and moderating variables. This scale is known to be the most accurate and better reflects the respondents' actual evaluation. Control variables were measured using categories of coded numerical numbers. They were included in multivariate analyses to identify spurious associations (Vighnesh D., 2021).

3.10.1 Dependent Variable

Based on the extensive literature review, employee performance was measured using the Koopmans *et al.*, (2014) model. The model has three dimensions: task performance (6 items), contextual performance (6 items), and counterproductive work behaviour (5 items). Its analysis offers detailed insights into scale characteristics. A total of 17 items developed by Koopmans *et al.*, (2014) were analysed using a 7-point Likert-type scale

ranging from (1- strongly disagree to 7- strongly agree), and the data collected was transformed by standard factor analysis to composite data for ease of analysis.

3.10.2 Independent Variable

Mackenzie and Podsakoff (2016) used twenty-four (24) items to measure variables in the five dimensions of organisational citizenship behaviour (OCB). The five (5) dimensions used were Altruism *et al.*, and each had five (5) items, except for Civic Virtue, which had four (4) items. The dimensions were tested using a 7-point Likert scale transformed by standard factor analysis.

3.10.3 Mediating Variable

Employee commitment was used as the mediating variable in the study, with twenty-three (23) items adopted from Allan and Meyer (1990) three types of commitments, Affective, Continuous and Normative, were used to measure the relationships. The affective commitment had eight (8) items, continuous commitment had seven (7), and normative commitment had eight (8) items. A 7-point Likert scale was used on the 23 items, and the data collected was transformed using standard factor analysis.

3.10.4 Moderating Variable

The study adopted Mahmoud Kaleem (2019), thirteen (13) items of (3, 3, 3 and 4) tools for the four dimensions of talent management thus, talent acquisition, talent development, talent retention and talent maintenance, was used to measure the moderating effect of the

variables. The 7-point Likert- scale was used to measure the items, and data was transformed into a composite by factor analysis method.

3.10.5 Control Variables

Control variables play an integral role in implementing experimental and quasi-experimental research designs in an organisation due to practical difficulties associated with the inclusion. Control variables reduce available degrees of freedom and statistical power and have the potential to reduce the amount of explainable variance available in the outcome (Bernerth & Aguinis, 2016).

Control variables were measured using categories of coded numerical numbers included in multivariate analyses to identify spurious associations. Their influence was held constant when checking the covariation between X and Y. According to Lee, Nam and Park (2022), gender and age significantly affect individuals' decision-making. The importance of control is that the researcher can generalise the study findings to other populations. The Control variables in the study were gender, age and educational. The variables of the study, their dimensions, number of items and measurement scales are contained in Table 3.3.

Table 3.3: Variables, Number of Items, Measurement Scales and Sources

Variable	Dimension	No. of items	Appendix I	Measurement scale	Source	
Dependent Variable	Employee performance	Task performance	6	A	7-point Likert scale (where 1 strongly disagree, 7-strongly agree)	Koopmans , L. <i>et al.</i> , (2014)
		Contextual performance	6			
		Counter-productive work behaviour	5			
Independent Variable	Organisational citizenship behavior	Altruism	5	B	7-point Likert scale (where 1 strongly disagree, 7-strongly agree)	Sharma and Jain (2014)
		Conscientiousness	5			
		Sportsmanship	5			
		Courtesy	5			
		Civic virtue	4			
Mediating Variable	Employee commitment	Affective	8	C	7-point Likert scale (where 1 strongly disagree, 7-strongly agree)	Allen and Meyer (2004)
		Continuance	7			
		Normative	8			
Moderating Variable	Talent management	Talent Acquisition	3	D	7-point Likert scale (where 1 strongly disagree, 7-strongly agree)	Kaleem Mahmoud , (2019)
		Talent development	3			
		Talent retention	3			
		Talent Maintenance	4			
Control variables	Demographic	Gender	2 codes	E	Gender will be assigned two codes; Male - 1 Female - 0 Age: will be assigned codes of five values; 18 - 25 years - 1 26 - 35 years - 2 36 – 45 years - 3 46 - 55 years - 4 56 – 60 years - 5 Education: will be assigned four codes; High School Certificate - 1 College level - 2 Under graduate-3 Post graduate - 4	Nassazi Aidah, (2013).
		Age	5 codes			
	Education level	4 codes				

Source: Researcher's Work (2023)

3.11 Pilot Testing, Validity and Reliability of the Instrument

Reliability is the degree to which the measure of a construct is consistent and dependable when different people perform the measurement repeatable on different occasions, under different conditions, and validity explains how well the collected data covers the actual area of investigation or measures what is intended to be measured. To a large extent, a study's dependable result is measured by the consistency and accuracy of data collection procedures and instruments, Kubai (2019). Reliability and validity measure the correctness and relevance of data. Reliability, which is part of the assessment of validity, was ensured.

3.11.1 Pilot Test

Researchers use a pilot study to evaluate the adequacy of their planned methods and procedures for a more rigorous investigation, which, if not pre-tested, may result in the occurrence of a fatal and costly flaw in a study. Pre-testing of the instrument enables the researcher to evaluate the clarity of the instrument and its ease of use to the respondents (Lowe, 2019). A pilot study was done at KenGen and Kenya Power stations in Kisumu County to ensure the appropriateness of the tool's content validity before a significant data collection exercise. A total of 50 respondents were randomly selected for the pilot testing of the instrument to assess its clarity and ease of use. After discussion with the supervisors, the items that were identified as confusing or biased were modified to increase the content validity of the instrument. The results indicated that all items were reliable with Cronbach Alpha above .7 apart from continuous commitment, whose item seven (7) scored .6, and the item was dropped during the more extensive survey.

3.11.2 Validity of Instrument

The validity of a research instrument refers to the extent to which a measure adequately represents the underlying construct it intends to measure (Kubai, 2019). The validity of the instruments was ascertained to ensure that the subject matter is clear, relevant in generating the data required and matches the construct to be measured. This study concentrated on four slants of validity: face validity, content validity, construct validity and criterion validity. Face validity is the simplest and easiest but gives subjective opinions about the appearance and content of the questionnaire (Desai & Patel, 2020).

Face validity was ensured by having supervisors assess questions in the research instrument to ascertain relevance to the study objectives. Content validity is the degree to which the measure used in research covers all the construct content (Desai & Patel, 2020). Content validity was ensured by a thorough review of the past literature on the construct. The supervisors approved the instrument's adequacy, and a pre-test was conducted to ascertain the validity of the content. Criterion validity helps predict something the researcher is interested in based on the quality of the measurement method. Criterion validity was established using the correlation output of the independent variable on the dependent variable. Construct validity is the degree to which a group of items represents the construct to be measured. Construct validity can be either convergent or discriminant. To ensure convergent and discriminant validity, a survey instrument was adopted from experts and presented to the supervisors for verification of the content, and

possible consequences and appropriate adjustments were made before the administration of the tool.

3.11.3 Reliability of Instrument

Kamper (2019) refers to reliability as the extent to which measurement is error-free. It is a measure that gives the same answer when the same construct is measured several times. On the other hand, validity is the extent to which the score on a measure truly reflects the construct it is supposed to measure. Taber (2018), in his study on the use of Cronbach Alpha when developing and reporting research instruments in science education stated that the Cronbach Alpha Coefficient is the most commonly used for internal consistency measure. It is viewed as the most appropriate measure of reliability where the Likert scale is used in data collection. In an exploratory study, reliability should equal to or be above .6; however, the four cut-off points for reliability include (.9 and above) for excellent reliability, (.7-.9) for high reliability, (.5-.7) moderate reliability, (.5 and below) for low reliability. Hamed (2016) argues that, for a test to be reliable, it also needs to be valid hence, although reliability is essential for a study, it is only sufficient when combined with validity. To ensure internal consistency, items are created that measure the same concept and measure if there is a correlation between them. Cronbach alpha coefficient was used to test the questionnaire's reliability by determining the items' internal consistency. This study considered all the items reliable if they yielded a reliability coefficient of .7 and above because it is the figure considered desirable for the consistency of a tool.

3.12 Data Processing, Analysis and Presentation

Once data collection work is completed, the data must be processed into information. The processing of data and further analysis may involve management, explanatory data analysis, testing and modelling (Sharma, 2018). In an exploratory study, data analysis involves examining the data errors and describing data using descriptive statistics to detect errors. The process is iterative, involving data analysis and data cleaning. This process aims to enable the researcher to understand the data and determine the approach and methods for further statistical analyses (Sharma, 2018). The process involves assessing the availability of appropriate data, deciding suitable techniques for answering questions of interest, applying relevant methods, and evaluating, summarising, and reporting findings.

3.13 Data Processing

This consists of cleaning, coding, amending or removing incorrect or superfluous data, checking for incompleteness or inconsistencies, and choosing the right technique for hypothesis testing. Transforming data means changing the intended data from the Likert scale to a more meaningful form to make it suitable for further analysis. In this study, each item in the questionnaire was assigned a code and then entered into a statistical analysis software package, SPSS version 23. Coding involved assigning a numeric symbol to enable quick data entry and minimise errors for further analysis. A typical factor process was applied to transform data, and variables were broken down from multiple questions, then correlation and regression analysis was conducted.

3.14 Data Analysis and Presentation

Data analysis involves converting data into information and knowledge by exploring the relationships between variables. Data Analysis systematically applies statistical techniques to evaluate data (Sharma, 2018). Data analysis entails a quantitative approach where data from questionnaires are validated, coded, tabulated, and screened to ensure the data's credibility and avoid misleading results of the analysis. The data analysis process in this study started with quantitative data analysis, which involved establishing returned questionnaires, demographic breakdown, data transformation, testing outliers, reliability tests, descriptive statistics, factor analysis, analysis of direct relationships, and testing hypotheses. The mediation effect was examined using a basic single model (Hayes, 2018) Model 14, while the moderation effect of talent management and the moderated mediation effect was examined using Hayes (2018) model 14. Hypotheses were tested at a .05 level and probability estimates were not lower than .045 of significance using p-value and t-statistics. Summary statistics were done in qualitative and quantitative measures, frequencies and percentages, and interpretations of results were made. Eventually, findings were arrived at and reported; conclusions were made, limitations were reported, and recommendations were made.

3.15 Descriptive Statistics

Calculating descriptive statistics is a vital first step in research analysis and should always occur before making inferential statistical comparisons. It should include nominal, ordinal, interval, ratio, frequencies and central tendency (Kaur *et al.*, 2018). Descriptive

statistics were used to transform numerical values using mean and standard deviations. Data was summarised in an organised manner by describing the relationship between the variables in a population sample. Descriptive statistics for the variables of interest were first calculated before correlation analysis was conducted to determine the associations among the variables.

3.16 Data Transformation and Inferential Analysis

The transformation changed data from the 7-point Likert scale to the ratio scale before inferential statistics analysis. It involved moving data from its original data type to a new format using the arithmetic method to make it suitable for analysis. The data collected was checked to ensure orderliness and correctness and to address the study's objectives. Data analysis was done according to the objectives of this study. Data generated by questionnaires were cleaned, edited and coded before being analysed. Categories were reduced, and new variables were created by re-specifying the numerical or logical transformation of data. This means single scores are loaded with items used to create composite scores. Data was finally analysed using Statistical Package for Social Sciences (SPSS) software version 23. Hierarchical and multiple regression analysis using Hayes (2018) was used to test for direct effects and mediation process and Hayes (2014) for testing moderation and moderated mediation effects, respectively, using Hayes (2014) Process.

3.16.1 Inferential Analysis

Inferential analysis helps the researcher understand the larger population from which a sample is taken and make conclusive predictions about the data collected from a sample. The two main uses of inferential analysis are to make estimates about the population and test hypotheses to conclude. In this study, statistical tests were used in hypothesis testing using the data obtained in a statistical format to facilitate identifying essential patterns, making data analysis more meaningful. Statistical tools used in this study were R^2 , ΔR^2 , p-value, F and t-test. Hierarchical Regression and Process Macro Analysis were used to test the hypothesis. R^2 calculated at each stage showed an incremental change in variance accounted for in the dependent variable (Y) by adding a new predictor.

3.16.2 Correlation Analysis

Correlation analysis is used in a study to explore the degree of association between predictor and outcome variables. In social science research, linear correlation analysis is the tool used to estimate the relationship of one variable to another (Senthilnathan, 2019). This study used correlation tests to establish the existence of an association between variables and the direction or extent the variables are related. Based on the direction, the degree of correlation can be categorised as positive, negative, or zero correlation. The values of the correlation coefficients range from -1 to +1, where +1 represents the perfect positive correlation coefficient, and -1 represents the perfect negative correlation coefficient. In social science studies, it is statistically significant and can be considered correlated when $R \geq 3.5$ or $R \leq -3.5$. Bivariate analysis was conducted using correlation

analysis to establish the relationship between the variables. Pearson Correlation Coefficient was employed to determine the direct relationship between the independent variable organisational citizenship behaviour, and the dependent variable employee performance. Correlation tests were also conducted to establish the relationships between employee commitment and employee performance, talent management and employee performance, OCB and employee commitment and the indirect relationship between organisational citizenship behaviour and employee performance through employee commitment.

3.17 Factor Analysis

Noora (2021) refers to factor analysis as a multivariate technique for identifying whether the correlations between a set of observed variables shoot from their relationship. Factor analysis was conducted in this study to reduce the number of variables in the constructs. According to Noora (2021), factor analysis clusters variables that are alike into the same factor to identify underlying variables, and it only uses the data correlation matrix. It helps understand the structure of variables and reduce the dataset to a manageable size without distorting the original information where the sample size is large. Factor analysis involves three major steps, namely, suitability assessment of the data, factor extraction, rotation and interpretation. Kaiser-Meyer-Olkin (KMO) is used in conducting factor analysis to test intended to test the adequacy of the sample size measure and the suitability of data for factor analysis. This study used (KMO) to determine the appropriateness of factor analysis, while Bartlett's test of Sphericity measured sampling

adequacy. According to that, a Kaiser-Mayer-Olkin of .50 or above is acceptable for indicating the adequacy of data. In determining the number of sub-constructs, an Eigenvalue greater than 1.0 and a factor loading not less than .5 was useful in Confirmatory Factor Analysis.

3.18 Testing Sample Adequacy

A researcher cannot take facts about the sample to be facts about the population being investigated unless the facts about the sample data resemble that of the population. This is when the sample is referred to as adequate. According to Noora (2021), the Kaiser-Meyer- Olkin Measure (KMO) statistic measures sampling adequacy for both overall variables and each variable. He states that values of KMO less than .5 should either be deleted or the offending variables and other related variables are included in the offending variables.

3.19 Testing Outliers

Outliers are those data that deviate so much from regular observations and cause suspicions that a different mechanism generates them; they increase error and bias and reduce the power of statistical tests (Ghorbani, 2019). Leys *et al.*, (2019) refer to outliers as the discrepancy between the observed values and the value predicted by the statistical model; thus, the Mahalanobis distance can be computed to detect multivariate outliers. Outliers are observations that deviate evidently from the rest and can lead to false acceptance or rejection of hypotheses depending on how the researcher deals with them.

According to Jiao and Pretis (2022), two ways of testing the presence of outliers are the number and proportion detected of deviation of outliers from expected values and ‘scaling’ tests on whether the proportion decreases with the cut-off used to detect outliers.

There are three categories of outliers, namely, error outliers, which are the observations that are caused by not being part of the targeted population, data lying outside the range of values, errors in observation, recording, data preparation, computation, coding, or data manipulation. The second type is interesting outliers, which refer to data points identified as potential error outliers but have not confirmed actual error outliers. Finally, influential outliers can either be data points whose presence alters the fit of a model (Model fit outliers) or prediction outliers, which refer to data points whose presence alters parameter estimates (Jiao & Pretis (2022)). They further posit that once the type of outlier has been identified, it should either be deleted or removed from the data set using the appropriate technique. In this study, outliers were identified through Mahalanobis Distance using the p-value, and any data with $p < .001$ was deleted.

3.20 Assumptions of the Regression Model

The regression model has assumptions about the variables used in the analysis, which must be relied upon in statistical testing. When these assumptions are not met, the results may not be trustworthy, resulting in Type I or Type II errors or over or under-estimation of significance or effect size (s) (Tarek, 2019). The following are the four assumptions of a Regression model.

3.20.1 Normality Test

Regression assumes a normal distribution of variables. The normality assumption of the data collected was checked using a histogram and results of Skewness and Kurtosis. Skewness was used to measure the symmetry of distribution, while Kurtosis measured the peak of the distribution. The data is normal when the value ranges between .84 and 1.41, and the data was within this range, which falls within the threshold. Descriptive and frequency methods and absolute skewness values were normal between -3 and +3 used to check the skewness of distributions. In contrast, absolute Kurtosis values between -6 and +6 were used to establish the peak of normality in the distribution to address the outliers in the data.

3.20.2 Linearity Test

The model assumes that the response of Y to predictors X1, X2, X3... Xp is linear in the regression parameters and the response variable is a linear function of the parameters (1,2,3... p). Osborne and Waters (2002) claim that standard multiple regression can only accurately estimate the relationship between dependent and independent variables if the relationships are linear in nature. According to Williams and Grajales (2013), some types of non-linear relationships can be modelled within a linear regression framework. If the relationship between the IV and DV is non-linear, there is increased chances of Type II errors, however in multiple regression, there is an increased risk of Type I errors for other IVs that share variance. Scatter plots are used to indicate curvilinearity and linear relationships.

3.20.3 Homoscedasticity Test

Homoscedasticity assumes that the variance of errors is the same across all IV levels (Osborne & Waters, 2002). When the variance of errors differs at different values of IV, heteroscedasticity occurs, and its slight occurrence can weaken the analysis and distort the finding and increase the possibility of Type I error. This assumption can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Heteroscedasticity is indicated when residuals are not evenly distributed. Heteroscedasticity is evident when the error term either decreases or increases consistently as the value of DV increases. Where skew is present in the IVs, iteration of the variables can reduce the Heteroscedasticity (Osborne *et al.*, 2002). More formal tests for heteroscedasticity were performed.

3.20.4 Multicollinearity Test

This refers to a situation where two or more independent variables (IV) in a regression model correlate (Williams, 2013). Where multicollinearity is less severe, it can lead to unstable estimates of the coefficients for individual predictors. Concern for multicollinearity is dependent on the purposes of the analysis. Where prediction is the study's primary objective, multicollinearity is not a significant obstacle since predicting the response variable will not be destructively affected. Multicollinearity is more problematic if the aim is an inference about population parameters. According to Hair *et al.*, (2021), when the tolerance level is more than 0.9, it indicates the presence of multicollinearity. Equally, if the VIF is greater than 10, there is multi-collinearity. The

variance inflation factor (VIF) and ridge regression or removing some of the highly correlated predictors are better methods of removing multicollinearity (Sari *et al.*, 2018).

3.21 Testing Direct Effects

The test statistics computed as the basis of accepting or rejecting the hypothesis for direct relationships included the coefficient of determination (R^2), the beta coefficient (β), and the p-values. The significance level (p-value) for each variable was set at ($p < 0.05$) for the variable to be accepted as significant. The decision on the tests concerning the direct effects of H_{01} to H_{04} was based on the t values -1.96 to +1.96 and p values of ≤ 0.05 (Andrade, 2019).

3.22 Model Specification

Modelling in research is the application of statistical analysis to datasets to aid in identifying relationships between variables and making predictions. This study had four direct relationships: mediation hypothesis, moderating hypothesis and moderated mediation effect. Different models were used to test the hypotheses.

3.22.1 Model 1: Direct Effect

Hierarchical regression was used to test the effect of control variables and the direct effect of the first four hypotheses (H_{01} , H_{02} , H_{03} , H_{04}) (Badri *et al.*, 2021). Before testing mediation models, this model helped in understanding how much additional variables

contribute to the outcome variance, which is employee performance. The Researcher applied the following statistical equations:

- i. The first model examined the effect of the control variables on employee performance and how much they account for the variance in employee performance (R^2). To carry out the test, the following equation was applied: $Y = \beta_0 + \beta_1 \text{Gender} + \beta_2 \text{Age} + \beta_3 \text{Education} + \epsilon \dots$
- ii. To examine the direct effect of Organizational Citizen Behavior (OCB) on employee performance while all the control variables are constant. The impact of OCB was explained by the additional variance (ΔR^2) in employee performance. The model used to test hypothesis H_{01} was equation; $Y = \beta_0 + C + \beta_1 X + \epsilon \dots$
- iii. To determine the effect of employee commitment (M) on employee performance (Y): H_{02} while holding the control variables and OCB (X) constant. The equation applied was; $Y = \beta_0 + C + \beta_1 X + \beta_2 M + \epsilon \dots$. The additional value or variance accounted for by employee commitment was explained in terms of in R^2 and change in R^2 , (ΔR^2).
- iv. To examine the effect of talent management (W) (moderating variable) on employee performance (H_{03}) while holding constant the covariates, the independent and the mediator variables, the following equation was used: $Y = \beta_0 + C + \beta_1 X + \beta_2 M + \beta_3 W + \epsilon \dots$
- v. To examine the effect of organisational citizenship behaviour on employee commitment (H_{04}) while holding constant the control variables. The equation used

was $M = \beta_0 + C + \beta_1W + \beta_2X + \epsilon$indicated as path a_1 in the conceptual framework.

Where:

Y = the dependent variable (employee performance)

β_0 = the constant

C = the control variables (Gender, Age and Education)

β_1X = the independent variable (OCB)

β_2M = the mediation variable (employee commitment)

β_3W = the moderation variable (Talent management)

R^2 = Variance

ΔR^2 = Variance due to additional variables

3.22.2 Model 2: Mediation Model

The model in Figure 3.1 demonstrates the effect of the mediator on dependent variable H_05 : while controls and independent variables are held constant, $Y = \beta_0 + C + \beta_1X + \beta_2M + \epsilon$ In this model, X is the independent variable (OCB), M is the mediating variable (employee commitment), Y is the dependent variable (employee performance), and the paths (coefficients) are denoted by a_1 , b_1 , c' , (Hayes, 2018). Mediation analysis was used to test whether the proposed causal effect of X on Y may be transmitted through a mediating variable (M).

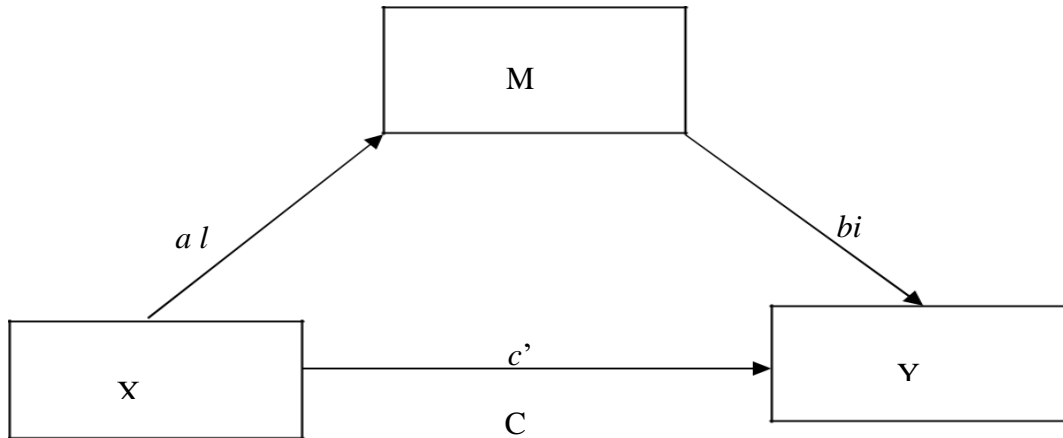


Figure 3.1: Simple Mediation Model

Source: Hayes (2018)

Where:

Y = Dependent (outcome) variable—employee performance

X = Independent (predictor) variable-organizational citizenship behavior

M = Mediator variable-employee commitment

a_1 = effect of X on M

b_1 = effect of M on Y

C = Total effect of X on Y ($ab + c'$), and

c' = direct effect of X on Y

In the model above, path c' represents the direct causal effect of X on Y.

The mediation model (M) decomposes the total effect of X on Y (C), into two parts: the indirect effect of X on Y, quantified by ab , which is the product of a and b , and the direct effect of X on Y without the effect of the mediator. a_1 is the predicting coefficient of the impact of X on M, and b_1 and c' are the predicting coefficients of the impact of M on Y,

respectively. $b1$ represents the causal effect of M on Y without considering the impact of the X. Path c' , on the other hand, represents the direct causal effect of X on Y controlling for M. The indirect effect of $a1b1$ is the difference between the total effect C and the direct effect. The two paths ($a1$ & $b1$) represent the indirect effect, which connects X to Y through M.

3.22.2.1 Assumptions of mediation: -

X must have a significant relationship with M

$$M = a_0 + C + a_1X + \epsilon \dots\dots\dots (i)$$

M must have a significant relationship with Y

$$Y = \beta_0 + C + \beta_1M + \epsilon \dots\dots\dots (ii)$$

Significance effect of x on y while holding M constant

$$Y = C'0 + C + \beta_1M + C'X + \epsilon \dots\dots\dots (option) \dots\dots\dots (iii)$$

Mediation = $a1x b1$ or C, which is total effect minus c' , which is direct effect H_{05}

$$(Total\ effect) = (a_1b_1) + c' \text{ (direct effect); } H_{06}.$$

3.22.3 Model 3: Moderation Model

This model used Hayes (2018), Model 14 to test the interactions of organisational citizenship behaviour, employee commitment, Talent Management and employee performance to establish the effect of the moderator in the interactions, H_{06} ; as demonstrated in figure 3.2. Thus, $Y = \beta_0 + C + \beta_1M + \beta_2W + \beta_3MW + \epsilon \dots$ (testing for the moderating effect of talent management).

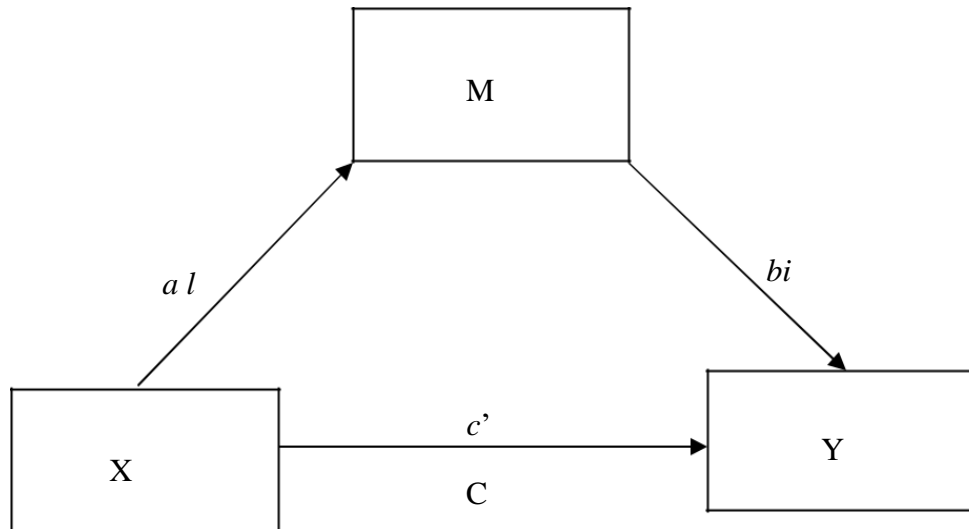


Figure 3.2: Simple Moderation Model

Source: Hayes Model 14

3.22.4 Model 4: Moderated Mediation Model

To test the moderated mediation effect of talent management on the indirect relationship between OCB and EP through EC (H07), the following question was applied: $M = a_1b_1 + a_1b_3V = a_1(b_1 + b_3V)$, which is the statistical model used for moderated mediation analysis and Hayes (2018) model 14 in Figure 3.3 was used for analysis.

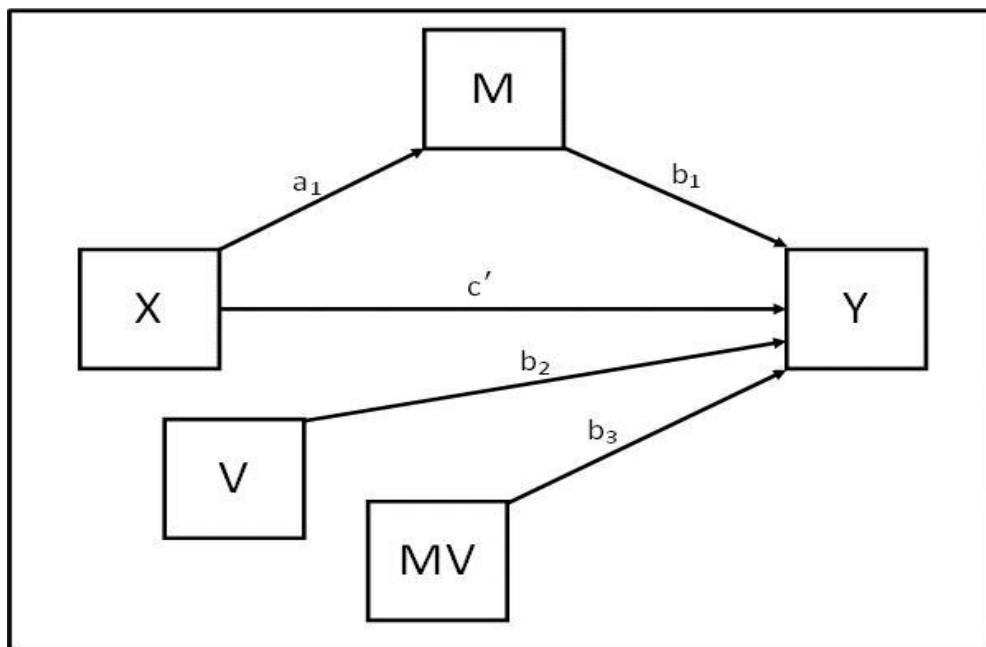


Figure 3.3: Statistical Diagram

Source: Hayes 2018 (Model 14)

3.23 Statistical Tools for Testing Hypothesis

Hypotheses were tested using correlation coefficient and multiple regression, β , R^2 , R^2 , P-value, t-value and F-statistics, as shown in Table 3.4.

Table 3.4: Statistical Tools for Testing Hypothesis

Hypothesis		Tools	Decisions
H ₀₁	Organisational Citizenship Behaviour has no significant direct effect on employee performance	β , R ² , P-v, t-v, F-statistics	Sign at $p \leq .05$, or $t \geq 1.96$.
H ₀₂	There is no significant direct effect of employee commitment on employee performance	β , R ² , R ² , P-v, t-v, F-statistics	Sign at $p \leq .05$ or $t \geq 1.96$
H ₀₃	There is no significant direct effect of talent management on employee performance	β , R ² , R ² , P-v, t-v, F-statistics	Sign at $p \leq .05$ or $t \geq 1.96$
H ₀₄	There is no significant direct effect of organisational citizenship behaviour on employee commitment	β , R ² , R ² , P-v, t-v, F-statistics	Sign at $p \leq .05$ or $t \geq 1.96$
H ₀₅	There is no mediation effect of employee commitment on the relationship between organisational citizenship behaviour and employee performance	β , p-V, t-value LLCI and ULCI	Sign with both LLCI and ULCI are non-zeros
H ₀₆	There is no moderation effect of talent management on the relationship between employee commitment and employee performance	β , p-V, F, ΔR^2 , t-value	Sign at $p \leq .05$ or $t \geq 1.96$
H ₀₇	There is no moderated mediation effect of Talent Management on the relationship between OCB and employee performance through employee commitment	β_2 , p_5 , F, R ² , ΔR^2 , P $\leq .05$ significant t- test	P $\leq .05$ t ≥ 1.96

Source: Researcher's Work (2023)

3.24 Ethical Consideration

Based on ethical issues pointed out by Yip Camille and Sng Ban (2016), for the researcher to obtain access and collect data from the two electricity companies in Kenya, a letter authorizing research was obtained from the university. A Research Licence was

obtained from the National Commission of Science, Technology and Innovation (NACOSTI), and clearance to administer questionnaires at each of the two companies was obtained. During data collection in the field, the researcher considered a high level of professionalism and treated any details with the confidentiality they deserved. Participants who consented were assured of the confidentiality of the information they provided. For other respondents, the researcher endeavored to obtain their consent before questionnaires were administered to them. They were given opportunity to seek clarification, including any risks or benefits associated with the survey. The researcher ensured the privacy and confidentiality of sensitive information to protect respondents from victimization. The data collected was kept in a personal computer protected by a password accessible only by the researcher.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter deals with the analysis and interpretation of data and the reporting of results. It starts with analysis of response rate, data screening, analyses demographic of the respondents, testing reliability of the instrument, factor analysis, transformation of data, analysis of outliers, descriptive statistics, test of assumptions, analysis of correlation, hierarchical regression analysis, hypotheses testing and summary of results.

4.2 Data Screening and Cleaning

Data was classified and summarised to make them manageable during analysis. Data presentation involved coding of data, screening, cleaning and selecting the appropriate strategy for analysis and hypothesis testing. Coding was done by assigning numeric symbols to every item in the questionnaire to enable quick data entry and minimise errors during data analysis. The data was cleaned and screened to check for inconsistencies, missing responses, and any other errors to ensure accuracy and completeness.

From a target population of 2,887 employees of both KenGen and Kenya Power, a sample size of 422 was drawn. Questionnaires were administered to four hundred twenty-two (422) respondents, 180 from KenGen and 242 from Kenya Power, all based at the headquarters in Nairobi County, Kenya (as explained in chapter three). Subsequently, 422 questionnaires were distributed in the month of May 2022 to the respective

respondents and the exercise of data collection was carried out in a period of two months (May-July 2022). From the four hundred and twenty-two (422) questionnaires distributed, only three hundred and ninety-eight (398) were returned, representing a response rate of 94%. In contrast, the unreturned questionnaires represented approximately 6% of non-response rate. According to Fincham (2008), researchers should aim to achieve a standard survey response rate of roughly 60%.

Upon screening the data, it was noted that three hundred and ninety-eight (398) returned questionnaires needed to be correctly completed. The three (3) incomplete questionnaires were dropped during data screening and cleaning before descriptive statistics analysis was done. As a result, the response rate was approximately 93.6%, which was a good representation of the study population and was within the threshold. The discrepancy was because some respondents ultimately refused to complete and return their questionnaire despite several follow-ups; others returned the questionnaires half-filled. Descriptive statistics were used during data entry to check for missing values. The resultant anomaly was rectified immediately before analysing data, and the complete questionnaires, as indicated in Table 4.1, were subjected to further tests.

Table 4.1: Summary of Returned Questionnaires

Response	Frequency (n)	Waste Percentage (%)
Questionnaires distributed	422	
Questionnaires returned	398	94
Questionnaires not returned	24	6
Total	422	100
Questionnaires qualified for analysis	395	93.6
Questionnaires were rejected due to incompleteness	3	4

Source: Researcher's Work (2023)

4.3 Demographic Information of the Respondents

The demographic profiles of the respondents in Table 4.2 were analysed concerning gender, and Table 4.3 contains age profiles while education profiles are in Table 4.4, respectively. The percentage of male respondents was 54.4% higher than female respondents who were 45.6%. The disparity in response between male and female respondents could be attributed to female's unwillingness to respond or the inequality of the workforce in the energy sector. This information was critical in identifying credible control variables in the conceptualization of the study contrast by giving the respondents' type, nature and quality. The mentions of demography are analysed in Table 4.2.

4.4 Distribution of Respondents by Gender

Table 4.2 reflects that most respondents were male, 215, representing 54.4% of the population, while female respondents were 180, representing 45.6%. The findings reflect

that the male gender responded in a larger number compared to the female gender, thus showing gender imbalance in the respondents, which could imply that there is a bigger number of male employees in the two companies as opposed to female employees. According to McKinsey (2015), a Global Institute report suggests that having female workforce participation equal to male involvement worldwide could increase the overall global economic output by not less than a quarter per cent as opposed to the current employment situation.

Table 4.2: Distribution of Respondents by Gender

Items	Frequency	% Number of respondents
Male	215	54.4
Female	180	45.6
Total	395	100

Source: Research data (2023)

4.5 Distribution of Respondents by Age

Out of 395 respondents, 138 were youth, while 257 respondents were above 35 years of age. Respondents aged between 36 and 45 years were the majority who participated in the study. They formed a sample size 160 and represented 40.5% of the total respondents. The second category of respondents was aged between 26 and 35 years, and the respondents were 112 at 28.3%. The two categories of respondents formed a cumulative sample size of 272 at 68.8%. Respondents aged above 46 were 97 and represented 24.6% of the total respondents, while those aged 18-25 were 26 at 6.6%, as reflected in Table

4.3. The result implied that respondents between 18 and 45 are the majority in this study. This means that, from the sample size, those respondents in the category of 18 and 45 years were twice the size of the employees above 45 years (table 3.2), and most of them actively participated in the study by returning their questionnaire.

Table 4.3: Category of Respondents by Age

Demographic characteristics		Number of respondents	% Number of respondents
Age	18 - 25 years	26	6.6
	26 - 35 years	112	28.3
	36 - 45 years	160	40.5
	Above 46 years	97	24.6
Total		395	100

Source: Research Data (2023)

4.6 Distribution of Respondents by Level of Education

The distribution of respondents in the study concerning educational level is reflected in Table 4.4. Most respondents, who comprised 173 employees, were holders of graduate degrees and accounted for 43.8% of the total respondents. They are followed by holders of postgraduate degrees, who were 101 and accounted for 25.6%, while respondents who are diploma holders were 97 and formed 24.5% of the total respondents. Finally, holders of high school certificates were 24 employees, accounting for 6.1% of the total

respondents. The analysis indicated that most of the respondents had an excellent educational background and could analyze the conditions of the work environment that affect employee performance. This implies that many employees within the electricity companies are well educated, understand their jobs pretty well, and can perform jobs well with good human resource policies.

Table 4.4: Distribution of Respondents by education

Demographic characteristics		Number of respondents	% Number of respondents
Education	High school certificate	24	6.1
	Diploma	97	24.5
	Graduate	173	43.8
	Post Graduate	101	25.6
Total		395	100

Source: Research Data (2023)

4.7 Analysis of Outliers

Outliers are the extreme values that do not fit within the data set, leading to skewed correlation coefficients and causing defects in conclusions that might be made from the findings (Wanda, 2020). In multiple regression, outliers can be encountered in the dependent variable, independent variable or both, but not all will impact the regression line. However, when only one predictor exists, an outlier can be detected using a scatter

graph; mean and standard deviation are often used to measure the normal fluctuation of data around the standard curve.

Outliers can significantly influence the mean if not uniformly spread across increasing Type I errors. Consequently, outliers will improve the standard deviation. This reduces the chances of detecting significant differences, thus increasing the chance of Type II error. Additionally, spurious outliers should be removed from a study; however, if too many removals are done in multivariate designs, the analysis may not be performed. Instead, they suggested replacing the missing data with the mean of the remaining data in the corresponding cell. According to Leys *et al.*, (2019), outliers are observations that distinctly deviate from the rest of data sets and cause important changes in substantive statistical analysis. In this study, three (3) cases of influential outliers (Model fit and Prediction) were detected on the 4 variables and were dealt with through Mahalanobis distance analysis, which was conducted to address identified outliers using SPSS and the tool was Chi-square and any item with $p < .001$ was deleted. The inferences of the study were made using sample size $n = 395$ where mean = .6472, $SD = .29624$ and $se = .01491$ and three identified cases of outliers with $p < .001$ were deleted from the data set before analysis was conducted. The results are shown in table 4.5.

Table 4.5: Mahalanobis Distance

	Criteria	Statistic	Std. error
Mahalanobis distance	Mean	0.6472	0.01491
	Std. Deviation	0.29624	
	Maximum	1.00	
	Minimum	0 .00	
	Case number	395	

Source: Research Data (2023)

4.8 Reliability of the Instrument

Reliability tests were run to examine whether all the items adopted for the study could measure the constructs and ensure the research instrument's consistency and the results' validity. Where a measure takes place under the same conditions, it should produce the same results and, at the same time, distinguish between changes in the measure (Livingston, 2018). Table 4.6 contains Cronbach's alpha for the dimensions of each variable after deleting appropriate items to improve the reliability of the research instrument. It indicates that overall, Cronbach's alpha for all the dimensions of the variables was above $\alpha=.7$, which is acceptable reliability. This means that the items are reliable and have shared covariance, and they measure the same underlying concept.

Table 4.6: Reliability Coefficient for Dimensions of the Variables

Variable		Dimension	Cronbach's	Comment
DV	Employee performance	Task performance	0.891	Accept cut-off
		Contextual performance	0.860	Accept cut-off
		Counterproductive work behavior	0.782	Accept cut-off
		Average mean	0.844	
IV	Organisational citizenship behavior	Altruism	0.831	Accept cut-off
		Conscientiousness	0.711	Accept cut-off
		Sportsmanship	0.802	Accept cut-off
		Courtesy	0.765	Accept cut-off
		Civic Virtue	0.806	Accept cut-off
	Average mean	0.783		
Me. V	Employee commitment	Affective	0.803	Accept cut-off
		Continuance	0.777	Accept cut-off
		Normative	0.821	Accept cut-off
		Average mean	0.800	
Mo. V	Talent management	Acquisition	0.906	Accept cut-off
		Development	0.876	Accept cut-off
		Retention	0.846	Accept cut-off
		Maintenance	0.916	Accept cut-off
		Average mean	0.886	

Source: Research Data (2023)

4.9 Factor Analysis

Factor analysis aims to identify the hidden variables in the data constructs and understand the relationships among data sets (Williamson & Saunders, 2010). It was used to determine and specify factor loading values of the scale items and explain which items are highly correlated and which overlapping or redundant items. The Bartlett's test of Sphericity and Kaiser-Meyer-Olkin (KMO) was used to measure sampling factorability and establish sample adequacy. Bartlett's test of Sphericity is statically significant at $p < 0.05$, while the KMO index should range between 0 and 1. For this data set, factor analysis was conducted to establish the relationships of the dimensions (Saidi &

Mohammad, 2021). This was achieved by testing the factorability of the items of the study to identify several items used to test relationships among interrelated variables. Items with low factor loading values and poor fitting in the model were removed from the data set. Items which indicated factor loading values above 0.5 were used for further descriptive analyses.

4.9.1 Factor Analysis for Employee Performance (EP)

Employee performance (dependent variable) had three dimensions with a total of seventeen (17) items, which were examined using principal components extraction and loaded by varimax rotation. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was at 0.848, Bartlett's test had a Chi-square of sphericity 3316.494, and $df = 136$ with a significant level of $p = .000$, as reflected in Table 4.7.

Table 4.7: KMO and Bartlett's Test

Kaiser-Meyer- Olkin Measure of Sampling Adequacy		0.848
Bartlett's Test of Sphericity	Approx. Chi-Square	3316 .494
	Df	136
	<i>Sig</i>	<i>0.000</i>

Source: Research Data (2023)

Seventeen (17) items measuring employee performance (EP) were adopted from Koopmans. *et al.* , (2014) were divided to measure three dimensions (task performance, conceptual performance and counterproductive work behaviour). All the items loaded

well, while six (6) items of task performance (TP) were loading at component 1 with an eigenvalue of 5.8 at 34%, having approximately 3.9 rotation sum of squared loading and 22.9% variance. Conceptual performance (CP), with its six (6) items loaded in component 2, has an eigenvalue of 2.3 at approximately 14%. Consequently, counterproductive work behaviour (CPWB) with its five items loaded in component 3 and eigenvalue was 2.15 at 12.67%. The rotated component matrix reflected that items fitted in each respective component, showing that they belonged to the variable and were reliably measuring the variables. The three items together accounted for a cumulative of 60.4%, as shown in Table 4.8.

Table 4.8: Factor Analysis for Employee Performance

Item	Eigen	%	Cumulative
Employee performance (n=395)	Value	Variance	%
Component 1	5.801	34.121	34.121
Component 2	2.328	13.691	47.812
Component 3	2.154	12.671	60.483
Items with their Factor Loadings	Component 1	Component 2	Component 3
In the past ten months: -			
I managed to plan my work so that it was done on Time	0.769		
My planning was optimal	0.770		
I kept in mind the results that I had to achieve in my Work	0.844		
I was able to separate main issues from side issues at my work	0.774		
I was able to perform my work well with minimum time and effort	0.804		
I collaboration with others was very productive	0.715		
I took on extra responsibilities		0.696	
I started new tasks myself after finishing the old ones		0.714	
I took on challenging work tasks when available		0.799	
I worked at keeping my job knowledge up to date		0.822	
I worked at keeping my job skills up to date		0.789	
I came up with creative solutions to new problems		0.630	
I complained about unimportant matters at work			0.600
I made problems greater than they were at work			0.710
I focused on the negative aspects of work situation, instead of on the positive aspects			0.785
I spoke with colleagues about the negative aspects of my work			0.760
I spoke with people from outside the organisation about the negative aspects of my work			0.772

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 5 iterations.

Source: Research Data (2023).

4.9.2 Factor Analysis for Organisational Citizenship Behaviour

Organisational citizenship behaviour (OCB), which was the independent variable of the study, comprised five (5) dimensions (Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue) with a total of twenty-four (24) items adopted from Podsakoff *et al.*, (2018). The twenty-four (24) items were analysed using principal component analysis with the varimax rotation method. Adequacy was tested using the Kaiser-Meyer-Olkin (KMO) measure, which indicated.853, Bartlett's test of sphericity Chi-square of 3216.409, at $df = 276$ and significant level of $p = .000$ as in table 4.9.

Table 4.9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.853
Bartlett's Test of Sphericity	Approx. Chi-Square	3216.409
Df		276
Sig		0.000

Source: Research Data (2023)

The five (5) items of Altruism loaded on component 1 with an eigenvalue total of 6.159, at 35.7% having approximately 3.09 rotation sum of squared loading and 12.8% variance. The three components together had a cumulative of 59.05%. The five (5) items of conscientiousness loaded in component five measured Courtesy behaviour loaded on component 2 with an eigenvalue of 2.138 at 8.9%. One of its items, "I always find fault with what the organisation is doing (R)", loading alone on component six, with an eigenvalue of 1.116 at 4.6%, meaning it did not belong to the construct and was dropped

from the analysis. Civic Virtue behaviour and its four items loaded on component 3 with an eigenvalue of 2.074 at 8.64%. Sportsmanship behaviour loaded on component 4 with an eigenvalue of 1.374 at 5.7%. At the same time, one (1) of its items, “I attend unrequired functions that help the image of the company”, was dropped from the study since it was not loading with others. Finally, all five (5) items of Conscientiousness behaviour loaded well in component five (5) with an eigenvalue of 1.312 at 5.46%, as reflected in Table 4.10.

Table 4.10: Factor Analysis for Organizational Citizenship Behavior

Item	Eigenvalue	% variance	Cumulative %			
Organizational citizenship behavior (n=395)						
Component 1	6.159	25.661				25.661
Component 2	2.138	8.908				34.569
Component 3	2.154	8.642				43.211
Component 4	2.074	7.727				48.938
Component 5	1.374	5.465				54.403
Component 6	1.312	4.651				59.054
Items with their Factor Loadings	comp 1	comp 2	comp 3	comp 4	comp 5	comp 6
I help others who have heavy work load	0.667					
I do my job without constant requests from my boss	0.724					
I believe in giving an honest day's work for an honest day's pay	0.740					
I do not waste time complaining about trivial matters	0.784					
I try to avoid creating problems for co-workers	0.707					
My focus is always on what is right, rather than what is wrong	0.710					
I take steps to try to avoid problems with other workers	0.778					
My attendance at work is above the norm	0.735					
I always find fault with what the organization is doing (R)					0.696	
I am mindful of how my behavior affects other people's jobs	0.606					
I do not take extra breaks			0.550			
I respect company rules and policies even when no one is watching me			0.797			
I guide new people even though it is not required			0.800			
I always keep up to date with issues that regard my company			0.797			
I read and keep up with organization announcements, and memos				0.648		
I help others who have been absent				0.734		
I respect the rights of my colleagues				0.704		
I willingly help others who have work related problems				0.620		
I keep abreast of changes in the organization					0.572	
I tend to magnify problems					0.782	
I do not consider the impact of my actions on co-workers					0.750	
I attend meetings that are not mandatory, but important					0.654	
I am always ready to give a helping hand to those around me					0.575	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 6 iterations.

Source: Research Data (2023)

4.9.3 Factor Analysis for Employee Commitment (EC)

The twenty-three (23) items of the three (3) dimensions of employee commitment (Affective, Continuance and Normative commitment) which was the mediating variable, adopted from Meyer and Allen (2004) loaded with Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy at .806, Bartlett's test of sphericity Chi-square of 2677.597, at $df = 253$ and significant level $p=.000$ as per Table 4.11.

Table 11.11: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.806
Bartlett's Test of Sphericity	Approx. Chi-Square	2677.597
	df	253
	Sig	0.000

Source: Research Data (2023)

Of the twenty-three (23) items of employee commitment, twenty-two (22) items were loaded. Normative dimension had eight (8) items, six (6) loaded on component one (1) with an eigenvalue of 4.389 at 19% with one item "I do not believe that a person must always be loyal to his or her organisation (R)" did not load and was dropped from the study. In contrast, one (1) item "If I got another offer for a better job elsewhere, I would leave my organisation" loaded on component seven with an eigenvalue of 1.039 at 4.5%. This meant that the item did not belong to the construct and, therefore could not load on component two. Four items of continuance commitment loaded on component 2 with an eigenvalue of 3.129 at 3.6%, while its two items "I am not afraid of what might happen if

I quit my job without having another one lined up (R)” and “It wouldn't be too costly for me to leave my organisation now (R)” loaded on component five (5) with eigenvalue of 1.147 at 4.9%. The affective commitment had eight (8) items, four loaded on component 3 with an eigenvalue of 2.278 at 9.9%, three loaded on component 4 with an eigenvalue of 1.301 at 5.66% and one (1) item “This organisation has a great deal of personal meaning for me” loaded on component 6 with eigenvalue of 1.108 at 4.8%. The seven items had a cumulative 62.568%, as in Table 4.12.

Table 4.12: Factor Analysis for Employee Commitment

Item	Eigenvalue	% variance	Cumulative %						
Organizational citizenship behavior (n=395)									
Component 1	4.389	19.081	19.081						
Component 2	3.129	13.604	32.685						
Component 3	2.28	9.904	42.589						
Component 4	1.301	5.659	48.248						
Component 5	1.147	4.988	53.235						
Component 6	1.108	4.817	58.053						
Component 7	1.039	4.515	62.568						
Items with their Factor Loadings			comp 1	comp 2	comp 3	comp 4	comp 5	comp 6	comp 7
Even if it were to my advantage, I do not feel it would be right to leave		0.641							
I was taught to believe in the value of remaining loyal to one organization		0.607							
I would feel guilty if I left this organisation now		0.757							
This organisation deserves my loyalty.		0.773							
I would not leave my organisation right now because of my sense of obligation to it		0.818							
I owe a great deal to this organisation.		0.696							
If I got another offer for a better job elsewhere, I would leave my organisation									0.844
It would be very hard for me to leave my job at this organisation right now even if I wanted to				0.625					
I am not afraid of what might happen if I quit my job without having another one lined up (R)							0.739		
Too much of my life would be disrupted if I left my organisation				0.634					
I believe I have too few options to consider leaving this organisation				0.769					
It wouldn't be too costly for me to leave my organisation now (R)							0.764		
One of the few negative consequences of leaving my job at this organisation would be the scarcity of available alternatives elsewhere				0.746					
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice				0.805					
I do not feel a strong sense of belonging to my organisation (R)						0.646			
This organisation has a great deal of personal meaning for me						0.639			

I do not feel like 'part of the family' at my organisation (R)	0.847
I do not feel 'emotionally attached' to this organisation (R)	0.862
I think that I could easily become as attached to another organization as I am to this one (R)	0.679
I would be very happy to spend the rest of my career with this organisation	0.780
I enjoy discussing my organisation with people outside it	0.760
I really feel as if this organisation's problems are my own	0.640

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 7 iterations.

Source: Research Data (2023)

4.9.4 Factor Analysis for Talent Management (TLM)

Factor analysis for four (4) dimensions of talent management (talent acquisition, talent development, talent retention and talent maintenance) which was the moderating variable in the study adopted from Mahmoud Kaleem (2019), had a total of 13 items which all loaded well with Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy at .870, Bartlett's test of sphericity Chi-square of 3556.427, at $df = 78$ and significant level $p .000$ as contained in table 4.13.

Table 4.13: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.870
Bartlett's Test of Sphericity	Approx. Chi-Square	3556.427
Df		78
Sig.		0.000

Source: Research Data (2023)

The four (4) items of talent maintenance loaded on component 1 with an eigenvalue of 5.935 at 45.65%. Three items of talent acquisition loaded on component 2 with an eigenvalue of 2.212 at 17%. Consequently, three items of talent development loaded on component 3 had an eigenvalue of 1.254 at 9.6% and finally, three items of talent retention loaded on component 4 with an eigenvalue of 1,034 at 7.95%. The four variables had a cumulative of 80.264%. The items were respective variables since they loaded in their components well, meaning that each item belonged to the question it was intended to investigate, table 4.14.

Table 4.14: Factor Analysis for Talent Management

Item	Eigenvalue	Cumulative		
		% variance %		
Organisational citizenship behavior (n=395)				
Component 1	5.935	45.652	45.652	
Component 2	2.212	17.012	62.664	
Component 3	1.254	9.647	72.311	
Component 4	1.034	7.954	80.264	
Items with their Factor Loadings	comp	comp	comp	comp
	1	2	3	4
My organisation practices sound growth policies	0.817			
My organisation practices recognition and autonomy which increases employee sense of belonging, making them willing to leave and enhancing their performance.	0.853			
Senior management devotes a significant amount of time to employee issues making their relationships harmonic	0.845			
Promotion of work-life balance and staff welfare policies boost employee devotion to the organisation and increases their performance	0.770			
My organisation has a fair and transparent talent acquisition policy and process	0.871			
The organisation attracts the right talents by fair distribution of salary and benefits among grades	0.876			
Newly acquired talents are deployed appropriately	0.860			
After acquiring talent, the process of onboarding is friendly and easy	0.773			
My organisation facilitates employees to learn job-related competencies	0.893			
My organisation implements training and development programs systematically	0.855			
My organisation conducts exit interviews to establish the reason for leaving	0.863			
My organisation evaluates the performance of its employees to place talented ones in higher positions when they fall vacant	0.828			
Through clear policies, strategies and work environment, employees are enthusiastic about work performance and unwilling to leave.	0.752			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 4 iterations.

Source: Research Data (2023)

4.10 Transformation of Data

Data was transformed to convert numerous items from the Likert scale into normality for easy-running relationships (Osborne 2002). The remaining items that were loaded after running factor analysis were transformed to get average scores of the items for the final analysis of correlation and multiple regression. The scores of the items of each variable that loaded were totalled and divided by the number of items. The items of employee performance (EP) that loaded had mean=5.787 (SD=1.403). While organisational citizenship behaviour (OCB) had mean=5.702 (SD= 1.154). Further, employee commitment (EC) had mean=5.155 (SD=1.727). Finally, talent management (TLM) had a mean of 4.508 (SD=1.971). The mean results of the various constructs in Table 4.15 were further used for testing assumptions, correlation and regression analysis and hypotheses testing.

4.11 Descriptive Statistics for the Variables

Descriptive statistics analysis was conducted on the retained items of all the variables after factor analysis. Statistical analysis tools like minimum, maximum, mean and standard deviation were used to analyse the collected data. Mean was used to eliminate outliers while standard deviation was used to reveal how each observed value is close to the mean of the entire dataset (Kaur, 2018). Descriptive statistics is normally conducted on data to ensure that mean and standard deviation of the data is as expected, and the entries are not out of the acceptable range. Table 4.15 contains the variables evaluated on a 7-point Likert Scale (1 = strongly disagree and 7 = strongly agree) and the acceptable mean score was not less than 4.0 to ascertain that mean and standard deviation of the data

were within the range. Descriptive analysis was conducted on items retained and they comprised 17 items, measuring employee performance, 23 items measuring OCB; 18 items measuring employee commitment and 13 items measuring talent management.

Table 4.15: Summary of Descriptive Statistics for the Constructs

Variables (n=395)	Items	Mean	Std. Dev
Employee Performance	17	5.787	1.403
Organisational Citizenship Behavior	23	5.702	1.154
Employee Commitment	18	5.155	1.727
Talent Management	13	4.508	1.971

Source: Research Data (2023)

4.11.1 Descriptive Statistics for Employee Performance

Employees agreed that collaboration was very productive in task performance, mean=5.91 (SD=0.464). Besides, considering the result one has to achieve in task performance enhances employee performance, mean=5.87 (SD=0.342). Performance of work well with minimum time, mean=5.78 (SD=0.379). When planned, work is done on time, mean=5.75 (SD=0.312). Separation of main issues from non-issues at work, mean=5.74 (SD=0.392), and having optimal planning, mean=5.42 (SD=0.507). The contextual performance items, keeping job knowledge up-to-date scored, mean=5.85 (SD=0.399). Under contextual performance, employees agreed on keeping job skills up-to-date, mean=5.85 (SD=0.399), while keeping job knowledge up-to-date scored a mean of 5.81(SD=0.391). Taking extra responsibilities, mean =5.72 (SD=0.468). Innovative

solutions for new problems, mean=5.64(SD=0.364), and taking challenging work when available=5.61(SD=0.493). Starting new tasks after finishing the old ones, mean=5.47(SD=0.523). For counterproductive work behaviour dimensions, respondents expressed a strong opinion that focusing on the negative work situation as opposed to the positive has counterproductive effects on employee performance, mean=6.28 (SD=0.188). Besides, making problems greater at work worsens the effort of the employees to perform, with a mean of 6.18 (SD=0.272). Furthermore, speaking to people outside the organisation about the negative aspects of work, mean=6.03 (SD= 0.477). Complaining about unimportant matters at work also negatively impacts employee performance, mean=5.64 (SD=0.364). Talking with colleagues about the negative aspects of work discourages employees from performing, mean=5.68 (SD=0.561). Counterproductive work behaviour was considered as the biggest predictor of employee performance since it had the highest mean scores. Employee performance had the average score of mean=5.787 (SD=0.403) in Table 4.16.

Table 4.16: Mean and Standard employee performance

Task Performance	Min	Max	M	SD
My collaborations with others were productive	1	7	5.91	0.464
I kept in mind the results that I had to achieve in my work	1	7	5.87	0.342
I have been able to perform my work well with minimum time and effort	1	7	5.78	0.379
I managed to plan my work so that it was done in time	1	7	5.75	0.312
I was able to separate main issues from non-issues at my work	1	7	5.74	0.392
My planning for the past ten months was optimal	1	7	5.42	0.507
Contextual performance				
In the past ten months, I worked at keeping my job skills up to date	1	7	5.85	0.399
The past ten months, I have worked at keeping my job knowledge up to date	1	7	5.81	0.391
In the past ten months, I took on extra responsibilities	1	7	5.72	0.468
In the past ten months, I came up with creative solutions to new problems	1	7	5.64	0.364
In the past ten months, I took on challenging work tasks when available	1	7	5.61	0.493
In the past ten months, I started new tasks myself after finishing the old ones	1	7	5.47	0.523
Counterproductive work behavior				
In the past ten months, I focused on the negative aspects of work situations instead of the positive aspects	1	7	6.28	0.188
In the past ten months, I have made problems greater than they were at work	1	7	6.18	0.272
In the past ten months, I spoke to people outside the organisation about the negative aspects of my work	1	7	6.03	0.477
In the past ten months, I complained about unimportant matters at work	1	7	5.64	0.364
In the past ten months, I spoke with colleagues about the negative aspects of my work	1	7	5.68	0.561
Average	1	7	5.787	0.405

Source: Research Data (2023)

Employees strongly agreed that organisations must have strategies for managing counterproductive work behaviour for high employee performance to be realised. Organization should put much emphasis on counterproductive work behaviour while also monitoring the other dimensions to improve the performance of employees. Therefore, the overall average value of employee performance has mean=5.787 (SD=0.405), meaning the performance of employees in general was above average.

4.11.2 Descriptive Statistics for Organisational Citizenship Behaviour (OCB)

Organisational Citizenship Behavior (OCB) has five dimensions (Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue). The results for altruism reflected the following results; “I believe in giving an honest day’s work for an honest day’s pay”, mean=6.06 (SD=1.400), “I try to avoid creating problems for co-workers”, mean=6.03(SD=1.578), “I do not waste time complaining about trivial matters”, mean=5.81(SD=1.592), “I do my job without constant requests from my boss”, mean= 5.65 (SD=1.707), and “I help others who have heavy work load”, mean=3.47 (SD=1.606). Secondly, the items of conscientiousness behavior were; “I do not consider the impact of my actions on co-workers”, mean=5.91(SD=1.354), “I tend to magnify problems”, mean=5.84 (SD= 1.420), “I am always ready to give a helping hand to those around me”, mean= 5.81(SD=1.530), “I keep abreast of changes in the organization”, mean=5.63(SD=1.518), “I attend meetings that are not mandatory but important”, mean=5.56 (SD=1.439). Further, sportsmanship items; “I attend functions that, although not required, only help the company image”, mean=5.17 (SD=1.335), “I read and keep up with the organization’s announcements and memos”, mean=5.36 (SD= 1.377), “I help others who are absent”, mean=6.02 (SD=1.398), “I respect the rights of my colleagues”, mean=5.11(SD=1.258), “I willingly help others who have work related problems”, mean=4.98 (1.372). For Courtesy behavior, the scores were; “I am mindful of how my behavior affects other people’s jobs”, mean=6.8 (SD=1.355), “I take steps to try to avoid problems with other workers”, mean= 6.1 (SD=1.390), “My attendance at work is above the norm”, mean=5.94 (SD=1.17), “My focus is always on what is right, rather than what

is wrong”, mean=5.83 (SD=1.517). Finally, Civic Virtue behaviour items had the following scores; “I respect company rules and policies even when nobody watches”, mean=6.11 (SD=1.418), “I always keep up to date with issues that regard my company”, mean= 5.77 (SD=1.551), “I guide new people even though it is not required”, mean=5.24 (SD=1.492), and “I do not take extra breaks”, mean=5.78 (SD=1.782). From the five dimensions of organisational citizenship behaviour (OCB), courtesy had the highest mean, meaning that employees were in unison that although all the dimensions affect employee performance, care should be taken about courtesy behavior. Organisational citizenship behaviour had an average score, mean = 5.702 (SD=1.154), in Table 4.17.

Table 4.17: Mean and Standard Deviation for dimensions of organisational citizenship behaviour commitment

Altruism behaviour	Min	Max	M	SD
I believe in giving an honest day's work for an honest day's pay.	1	7	6.06	1.400
I try to avoid creating problems for co-workers	1	7	0.03	1.578
I do not waste time complaining about trivial matters	1	7	0.81	1.592
I do my job without constant requests from my boss	1	7	0.65	1.707
I help others who have a heavy workload	1	7	0.47	1.606
Conscientiousness behaviour				
I do not consider the impact of my actions on coworkers	1	7	5.91	1.354
I tend to magnify problems	1	7	5.84	1.420
I am always ready to give a helping hand to those around me	1	7	5.81	1.530
I keep abreast of changes in the organisation	1	7	5.63	1.518
I attend meetings that are not mandatory but important	1	7	5.56	1.439
Sportsmanship behaviour				
I attend functions that, although not required, help the company image	1	7	5.17	1.335
I read and keep up with the organisation's announcements and memos	1	7	5.36	1.377
I help others who are absent	1	7	6.01	1.398
I respect the rights of my colleagues	1	7	5.11	1.258
I willingly help others who have work-related problems	1	7	4.98	1.372
Courtesy behaviour				
I am mindful of how my behaviour affects other people's jobs	1	7	6.08	1.355
I take steps to try to avoid problems with other workers	1	7	6.01	1.390
My attendance at work is above the norm	1	7	5.94	1.417
My focus is always on what is right rather than what is wrong	1	7	5.83	1.517
Civic Virtue				
I respect company rules and policies even when nobody watches	1	7	6.11	1.418
I always keep up to date with issues that regard my company	1	7	5.74	1.492
I guide new people even though it is not required	1	7	5.74	1.492
I do not take extra breaks	1	7	5.28	1.782
Average	1	7	5.702	1.154

Source: Researcher's Work (2023)

4.11.3 Descriptive Statistics for Employee Commitment

Employee Commitment has three dimensions (Affective, Continuance and Normative). A descriptive statistics test was conducted on items of its three dimensions after factor analysis and removal of five items which did not load out of 23 items of employee

commitment; the remaining 18 items generated the following results: Affective commitment with its items such as not feeling like part of the family in the organisation, mean=5.66 (SD=1.550). Spending the rest of one's career with the organisation, mean=5.58 (SD=1.665). Not feeling a strong sense of belonging, mean=5.52 (SD=1.661). Not feeling emotionally attached to the organisation scored mean=5.44 (SD=1.616), and thinking of becoming attached to another organisation, mean=5.39 (SD=1.648). Feeling like owning an organisation's problems, mean=5.27 (SD=1.758) and enjoying discussing one's organisation with people outside it, mean=5.11 (SD=1.865). Conversely, descriptive analysis of six items of continuance commitment, such as leaving the organisation, would require personal sacrifice, mean=5.57 (SD=1.500). The consequence of leaving one's organisation is the scarcity of available alternatives, mean=5.55 (SD=1.520). Too much of one's life is disrupted when leaving an organisation, mean=5.53 (SD=1.573). There are too few options to consider leaving an organisation, mean=5.47 (SD=1.448). It would be tough to leave the organisation even if one had to, mean=5.43 (SD=1.514). The normative commitment had the following scores of mean and standard deviations; "I owe a great deal to the organisation" had mean=5.07 (SD=1.853).

In addition, being taught to believe in the value or remain loyal to one organisation had a mean=4.50 (SD=2.022). Besides, not leaving the organisation because of a sense of obligation to it, mean=4.38 (SD=2.036). Furthermore, the employees feel it would not be right to leave even if it were to their advantage, mean=4.31 (SD=2.066). Moreover, feeling guilty leaving the organisation had a mean of 4.00 (2.089). Generally, the mediating effect of employee commitment on the indirect relationships between

organisational citizenship behaviour and employee performance was found to be partial. However, employees agreed that continuance commitment has higher effects while affective commitment has average effects and normative has the lowest impact. The mediator variable had an average score of mean 5.155 (SD=1.727); this is contained in Table 4.18.

Table 4.18: Mean and Standard Deviation for three dimensions of employee commitment

Affective commitment	Min	Max	M	SD
I do not feel like 'part of the family' at my organisation (R)	1	7	5.66	1.550
I would be thrilled to spend the rest of my career with this organisation	1	7	5.58	1.665
I do not feel a strong sense of belonging to my organisation (R)	1	7	5.52	1.661
I do not feel 'emotionally attached' to this organisation (R)	1	7	5.44	1.616
I think that I could quickly become as attached to another organisation as I am to this one (R)	1	7	5.39	1.648
I feel as if this organisation's problems are my own	1	7	5.27	1.578
I enjoy discussing my organisation with people outside it	1	7	5.11	1.865
Continuance commitment				
One of the primary reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice	1	7	5.57	1.500
One of the few negative consequences of leaving my job at this organisation would be the scarcity of available alternatives elsewhere	1	7	5.55	1.520
Too much of my life would be disrupted if I left my organisation	1	7	5.53	1.573
I believe I have too few options to consider leaving this organisation	1	7	5.47	1.448
It would be tough for me to leave my job at this organisation right now, even if I wanted to	1	7	5.43	1.514
Normative commitment				
I owe a great deal to this organisation	1	7	5.07	1.853
This organisation deserves my loyalty	1	7	5.04	1.886
I was taught to believe in the value of remaining loyal to one organisation	1	7	4.50	2.022
I would not leave my organisation right now because of my sense of obligation to it	1	7	4.36	2.036
Even if it were to my advantage, I do not feel it would be fitting to leave	1	7	4.31	2.066
I would feel guilty if I left this organisation now	1	7	4.00	2.089
Average	1	7	5.155	1.727

Source: Researcher Data (2023)

4.11.4 Descriptive Statistics for Management

A descriptive analysis of talent management, based on its four dimensions (Acquisition, development, retention, and maintenance), revealed varied mean and standard deviation. Analysis of talent acquisition on items such as newly acquired talents being deployed appropriately scored mean=4.67 (SD=1.833). On the other hand, organisations attract talent by distributing salary and benefits among the grades, mean=4.65 (SD=1.892) and newly acquired talents are deployed appropriately, mean=4.64 (SD=3.935). Analysis of talent development items like, “my organisation implements training and development programs systematically”, mean=4.85 (1.911). Besides, “my organisation facilitates employees to learn job competencies”, mean=4.83 (SD=1.900). Likewise, after acquiring talent, the onboarding process is friendly and accessible, mean=4.27 (SD=2.018). The retention items had respondents agreeing that their organisation conducts exit interviews to establish the reason for leaving, mean=4.49 (SD=1.965). Clear policies, strategies, and environment showed employees' enthusiasm for work and willingness to stay with the organisation, which was mean=4.48 (SD=1.958). Lastly, the organisation evaluates employees' performance, and talented ones are placed in higher positions when they fall vacant, mean=4.47 (SD=1.958). Respondents agreed that their organisation conducts exit interviews to establish the reason for leaving, mean=4.49 (SD=1.965).

Clear policies, strategies and environment, the employee is enthusiastic about work and unwilling to leave, mean=4.48 (SD=1.958) and lastly, the performance of employees is evaluated by the organisation and talented ones are placed in higher positions when they fall vacant, mean=4.47 (SD=1.958). Finally, for talent maintenance, employees agreed

that promotion of work-life balance and staff welfare policies boost employee devotion to their organisation and increase their performance, mean=4.53 (SD=2.081). As such, they agreed that their organisation practices a sound growth policy, mean=4.51 (SD=2.093). Employees also concurred that the practice of recognition and autonomy increases employees' performance, mean=4.21 (2.064) and finally, the devotion of a significant amount of time by senior management on employees' issues makes their relationships harmonic, mean= 4.01 (SD=1.015). Talent management was used as a moderator in this study. Its descriptive results show that the effect of talent management on moderating employee performance is lower than that of other corresponding variables since it was below average. Therefore, the companies' resources should be directed toward variables that adversely affect employees' performance. The average score for talent management mean is 4.508 (SD=1.971). This is demonstrated in Table 4.19.

Table 4.19: Mean and Standard Deviation for Talent Management

Talent Acquisition	Min	Max	M	SD
Newly acquired talents are deployed appropriately	1	7	4.67	1.833
The organisation attracts the right talents by fair distribution of salary and benefits among the grades	1	7	4.65	1.892
My organisation has a fair and transparent talent acquisition policy and process.	1	7	4.64	1.935
Talent Development				
My organisation implements training and development programs systemically	1	7	4.85	1.911
My organisation facilitates employees to learn job-related competencies	1	7	4.83	1.900
After acquiring talent, the process of onboarding is friendly and easy	1	7	4.27	2.018
Talent Retention				
My organisation conducts exit interviews to establish the reason for leaving	1	7	4.49	1.965
Through clear policies, strategies and work environments, employees are enthusiastic about work performance and unwilling to leave	1	7	4.48	1.958
My organisation evaluates the performance of its employees to place talented ones in higher positions when they fall vacant	1	7	4.47	1.958
Talent Maintenance				
Promotion of work-life balance and staff welfare policies boost employee devotion to the organisation and increase performance	1	7	4.53	2.018
My organisation practices sound growth policies	1	7	4.51	2.093
My organisation practices recognition and autonomy, which increases employee sense of belonging, makes them unwilling to leave and enhances their performance	1	7	4.21	2.064
Senior management devotes a significant amount of their time to employee issues, making their relationship harmonic	1	7	4.01	2.015
Average	1	7	4.508	1.971

Source: Research Data (2023)

4.12 Tests of Assumptions of Regression Analysis

Testing regression assumptions is essential to ensure that the results represent the sample and are expected to yield the best results. Before carrying out correlation and regression analysis, a test was conducted to determine the regression model's normality, linearity, multi-collinearity, and homoscedasticity assumptions. If the assumptions are met, the results may result in a Type I or Type II error or over/under-estimating significance.

4.12.1 Testing for Normality Assumption

Normality is an assumption that residuals of the model are normally distributed, and results and methods can be analytically derived in explicit form when the relevant variables are normally distributed (Singh and Masuku, 2021). Normality was established using a histogram to show distributions of the variables around the standard curve, figure 4.1. In contrast, the skewness and kurtosis values of the study variables indicated in Table 4.20 were also used to check whether the scores were within the accepted range.

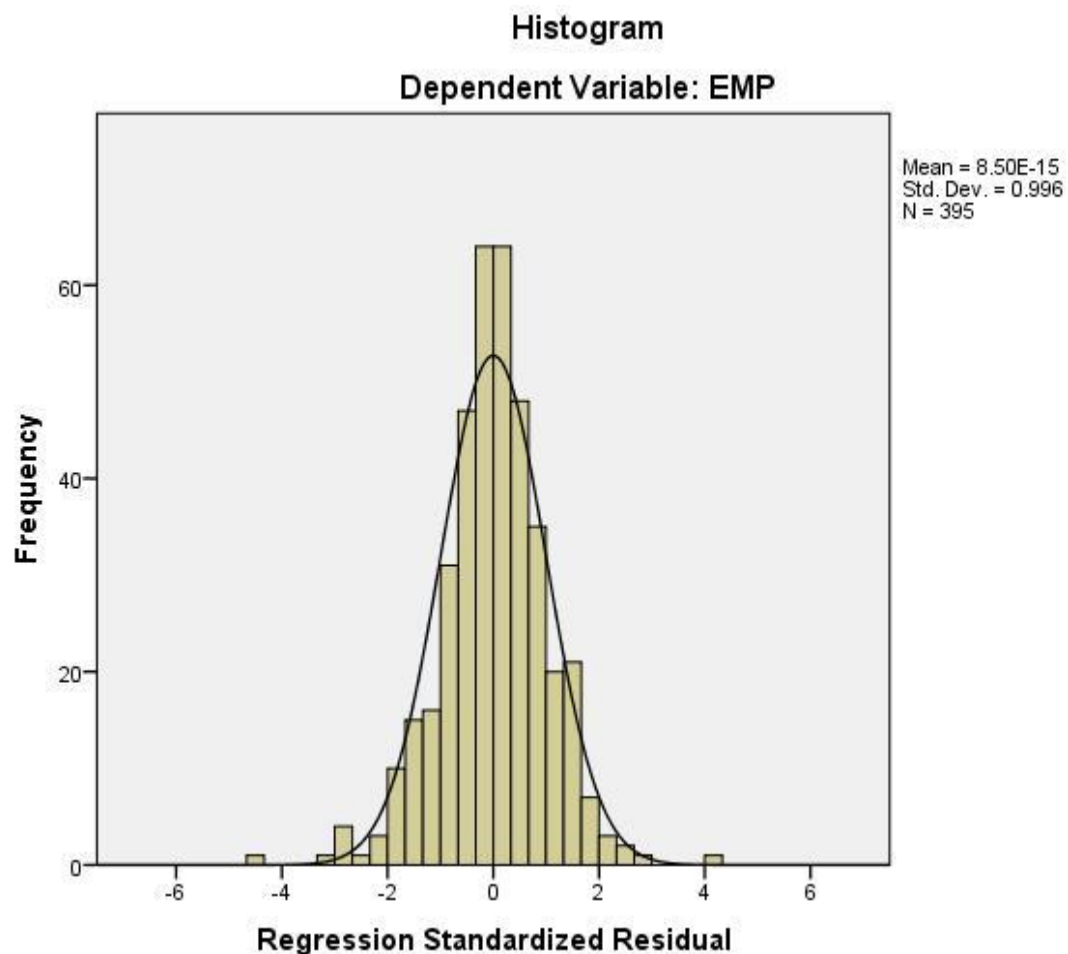


Figure 4.1: Histogram for Normal Distribution

Table 4.20: Tests of Normality showing results of Skewness and Kurtosis

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. error
Employee performance (EMP)	-1.211	0.123	1.375	0.245
Organisational Citizenship Behavior (OCB)	-1.263	0.123	1.916	0.245
Employee Commitment (EC)	-0.663	0.123	0.234	0.245
Talent Management (TLM)	-0.605	0.123	-0.117	0.245

Source: Research Data (2023)

4.12.2 Testing for Linearity Assumption

The assumption of regression states that standard multiple regression can only be estimated accurately if the relationship and independent variables are linear. According to Osborne and Waters (2002), standard multiple regression can only accurately determine the relationship between dependent and independent variables if the relationship is linear between the variables. Literature records that if the relationship between independent and dependent variables is nonlinear, the regression analysis results will likely be underestimated or overestimated, leading to an increased chance of Type II or Type I errors. The linearity assumption of the variables in this study was examined through simple inspection of the P-P plot of the scores represented by a straight line and standard probability plot using three variables of this study (organisational citizenship behaviour, employee commitment and talent management). Figure 4.2 specifies that R^2 Linear is 0.995. This signifies that 99.5% of the employee performance is accounted for by organisational citizenship behaviour, employee commitment and talent management; therefore, the linearity assumption has been fulfilled.

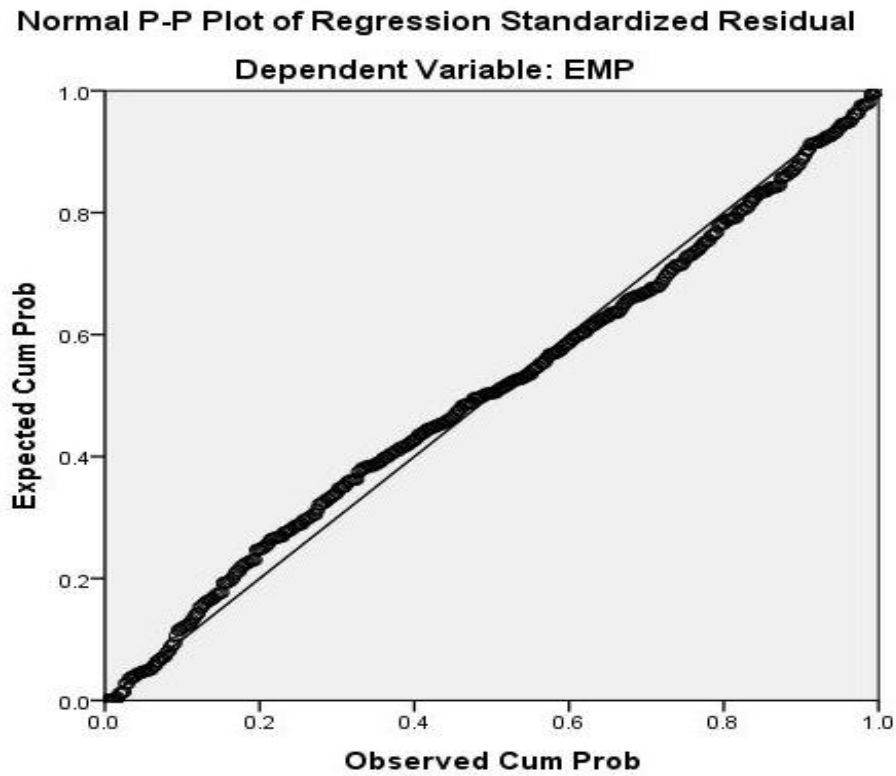


Figure 4.2: Linearity and Normality Plot

4.12.3 Testing for Homoscedasticity Assumption

Homoscedasticity assumes that the variance of errors is the same across the spectrum of the data levels, R and R. Wilcox (2022). This was conducted by visually examining the scatterplot using predicted values on the X-axis and the standardised residuals on the Y-axis. The residual values are uniformly distributed, showing no evidence of any significant deviation since there is no pattern in the data. However, the data is scattered like a cycle, and the residuals are scattered randomly around zero. Their relative merits are discussed. Generally, these estimators deal effectively with regression outliers and leverage points. Some can offer a substantial advantage in terms of efficiency when there

is heteroscedasticity. Included are robust versions of logistic regression and recently derived methods for dealing with multivariate regression, two of which take into account the association among the outcome variables, in contrast to most estimators that have been proposed. Robust versions of ridge estimators and robust lasso and elastic net techniques have been added. R functions for applying these estimators are described. Keywords: Regression M-estimators; Theil–Sen estimator; Least trimmed squares; S-estimators; Skipped estimators; Deepest regression line; Multivariate regression; Quantile regression; L-estimators; Regression outliers. When the homoscedasticity assumption is met, residuals will form a patternless cloud of dots. The residual values are uniformly distributed, showing no evidence of any significant deviation, and since there is no pattern in the data, but the data is scattered like a cycle, and the residuals are scattered randomly around zero, most residuals are within the threshold, suggesting that homoscedasticity assumption has been met. Thus, the assumption that the prediction equation is working well across the spectrum is demonstrated in Figure 4.3.

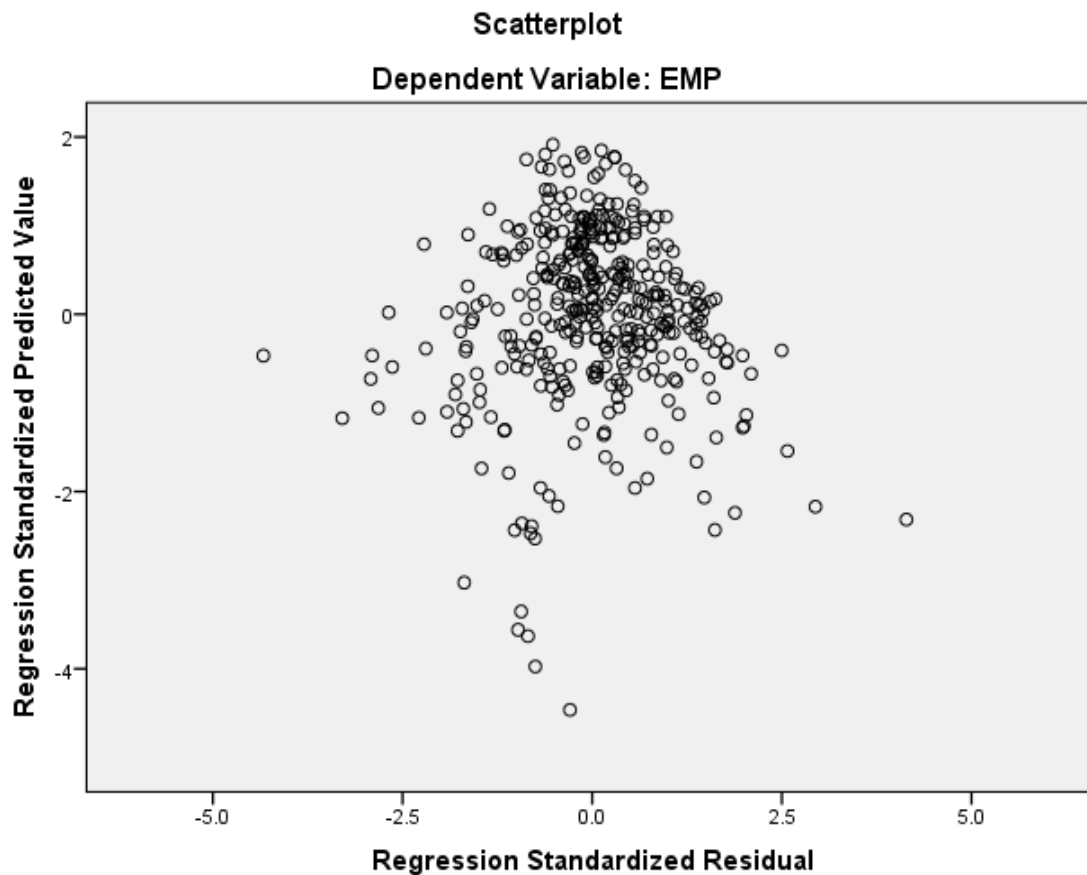


Figure 4.3: Test Plot for Homoscedasticity

4.12.4 Testing for Multicollinearity Assumption

Multicollinearity occurs when the regression model includes several variables that are significantly correlated with the dependent variable and each other, a phenomenon whereby a high correlation exists between the independent variables (Noora, 2020). It occurs in a multiple regression model when a high correlation exists between these predictor variables, prompting questionable assessments of regression coefficients. This leads to strange outcomes when attempts are made to decide the degree to which the independent variables explain the changes in the outcome variable. Correlation of

independent variables is a problem because independent variables should be independent to fit the model and interpret the results.

The variance inflation factor (VIF), used to identify the correlation between independent variables and the strength of that correlation, was applied to test multicollinearity in this study. VIFs start at one and have no upper limit. A value of 1 indicates no correlation between the independent variables. VIFs between 1 and 5 indicate a moderate correlation but are not severe enough to warrant corrective measures. At the same time, VIFs greater than 5 is a critical level of multicollinearity, which implies that coefficients are poorly estimated and the p-values are questionable. If the tolerance value is less than the cutoff value of 0.20, the independent variable should be dropped from the analysis due to multicollinearity. The rule of thumb is that when $VIF > 4.0$, there is multi-collinearity (Garson (2012)). From the results, the value of tolerance lies between 0.790 and 0.928 while VIF is between 1.077 and 1.266, meaning the three variables are within the threshold with talent management slightly lower at 1.077, confirming the multicollinearity assumption, Table 4.21.

Table 4.21: Multicollinearity Test Result

Variable	Collinearity Statistics		
	Correlation	Tolerance	VIF
Organisational Citizenship Behavior	0.627	0.824	1.213
Employee Commitment	0.516	0.790	1.266
Talent Management	0.343	0.928	1.077

Source: Research Data (2023)

4.13 Testing for Independence

Autocorrelation measures the relationship between current and past values of variables and that the errors are independent of one another. The errors can affect the validity and confidence of inferential statements associated with conventional hypothesis tests. The Durbin-Watson between employee performance, talent management, organisational citizenship behaviour (OCB) and employee commitment (EC) was 1.660, which lies between the acceptable range of 1.5 and 2.5 hence, the assumption was met, Table 4.22.

Table 4.22: Test of the independence of variables

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.712	.507	.504	0.58027	1.660

- a. Predictors: (Constant), TLM, OCB, EC)
- b. Dependent Variable: EMP

Source: Research Data (2023)

4.14 Control Variables on Employee Performance

A test was conducted to establish the effect of control variables on employee performance using hierarchical regression while holding constant and other variables. The study had three control variables (Gender, Age and Education) tested to identify how much they affect employee performance. The analysis in model 1, Table 4.23 revealed Gender ($\beta=-0.093$, $p=0.361$), Age ($\beta=-0.049$, $p=0.397$) and education ($\beta=-0.074$, $p=0.207$), the interpretation was that influence of all the control variables was found insignificant on employee performance. Consequently, the result reflected $R^2.008$, meaning that the effect of control variables on employee performance was 0.8%, which had a negligible impact.

Table 4.23: Effect of Control Variables on Employee Performance

Model 1	B	Standardised			
		Std. Error	Beta	T	Sig.
(Constant)	-0.025	0.237		-0.104	0.917
Gender	-0.093	0.102	-0.046	0.019	0.361
Age	-0.049	0.058	-0.043	-0.847	0.397
Education	0.074	0.059	0.064	1.263	0.207
Model summary statistics					
R^2	0.402				
ΔR^2	0.396				
F	256.959				

Source: Research Data (2023)

4.15 Analysis of Correlation Coefficient of the Variables

Correlation coefficient analysis was conducted to establish the linear relationship of the variables in the study and their strength. Correlation measures the strength of the association and direction between variables. Where there is a perfect correlation, the value of the coefficient will range from -1 to +1, where the correlation is positive or negative (Schober *et al.*, 2018). This study used Pearson's Correlation coefficient to analyse the relationships between employee performance, organisational citizenship behaviour, employee commitment and talent management. The findings of the correlation analysis presented in Table 4.24 reflect the association of the variables. Analysis of Pearson correlation in the direct relationship between organisational citizenship

behaviour and employee performance was found positively significant at ($r=0.627$; $p < 0.01$), while the relationship between employee commitment and employee performance also had a significant positive relationship ($r=0.516$, $p < 0.01$), talent management had a low positive relationship with employee performance $r=0.343$, $p < 0.01$. The results show that there is a positive significant relationship between independent variable and the dependent variable and therefore, null hypothesis was rejected.

Table 4.24: Correlation Statistics for the Variables

Variables	EMP	OCB	EC	TLM
Employee performance (EMP)	1			
Organizational citizenship behavior (OCB)	0.627**	1		
Employee commitment (EC)	0.516**	0.415**	1	
Talent management (TLM)	0.343**	0.164**	0.260**	1

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

Source: Research Data (2023)

4.16 Hierarchical Regression Analysis of the Study Variables

Hierarchical regression is the way to establish whether predictor variables statistically explain a significant amount of variance in the outcome. Variable. Hierarchical regression was used to examine the relationship between three predictor variables (organisational citizenship behaviour, employee commitment, and talent management) and one outcome variable (employee performance) to isolate predictor(s) that have a highly significant influence on employee performance. Table 4.25 contains four models

of hierarchical regression analysis of this study. Model one analysed the effect of control variables on the outcome variable. The result revealed $R^2 .007$, meaning 7% of control variables contribute to employee performance. The second model contained control variables and organisational citizenship behaviour (predictor), whose contribution to employee performance was $R^2 .372$ with an incremental change of $\Delta R^2 .365$. This meant that organisational citizenship behaviour (OCB) 's contribution to employee performance was 36.5%. Model three consisted of the control variables and two predictor variables, {organisational citizenship behaviour (OCB) and employee commitment (EC)}, which yielded further improvement with $R^2 .446$. The incremental change with employee commitment in the model was $\Delta R^2 .074$, translating to a 7.4% contribution of employee commitment to employee performance, which was somehow smaller. However, there was still some improvement in the model. The fourth and last model had control variables and three predictors; {organisational citizenship behaviour (OCB), employee commitment (EC), and talent management (TLM)}; with the addition of talent management to the model, there was an overall improvement thus, $R^2 .483$ with $\Delta R^2 .017$ meaning, an improvement of 1.7% took place with the addition of talent management in the model. Table 4.25 contains the analysis results.

Table 4.25: Hierarchical Regression Analysis of the Variables

Model Summary									
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	.083a	.007	.001	.97348819	.007	.905	3	389	.439
2	.610b	.372	.366	.77515283	.365	225.531	1	388	.000
3	.668	.446	.439	.72897169	.074	51.718	1	387	.000
4	.695d	.483	.475	.70511648	.037	27.629	1	386	.000

a. Predictors: (Constant), Education, Gender, Age

b. Predictors: (Constant), Education, Gender, Age, Zscore (OCB)

c. Predictors: (Constant), Education, Gender, Age, Zscore (OCB), Zscore (EC)

d. Predictors: (Constant), Education, Gender, Age, Zscore (OCB), Zscore (EC), Zscore (TLM)

Source: Research Data (2023)

4.17 Testing Hypotheses of the Study

For Hypotheses testing direct effects for hypotheses 1 to 4 in this study, correlation coefficient and regression were used. Further, a hierarchical regression model was adopted to test the impact of control variables on the dependent and independent variables in the study. Besides the multiple regression model, Hayes Model 4 was used for testing mediation, while Hayes 2018 Model 14 was used to test moderation and moderated mediation hypotheses.

4.17.1 Organizational Citizenship Behavior on Employee Performance

The analysis of the total effect of organisational citizenship behaviour was established before testing the direct impact of hypothesis 1 of the study. The result of the analysis is contained in Table 4.26, where the control variables were included in the analysis: Gender (β .002, p .980), Age (β -.081, p .074), and Education (β -.066, p .158), thus

control variable proved insignificant in the model. The result of the analysis of the total effects of organisational citizenship behaviour on employee performance $C=c'+ ab$) revealed a positive and significant impact, ($\beta .641, p .000$) and $t=16.030$ while holding constant talent management. Further, the findings indicated that $R^2 .402, \Delta R^2 .394, F=256.959, p .000$. This implies that 39.4% of the variance in employee performance is attributed to organisational citizenship behaviour in the case of the total effect.

Table 4.26: Results of the analysis of the total effect of OCB on employee performance

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.417	0.186		2.243	0.025
Gender	0.002	0.079	0.001	.025	0.980
Age	-0.081	0.045	-0.071	-1.791	0.074
OCB	0.641	0.040	0.641	16.030	0.000
Model summary statistics					
R^2			0.402		
ΔR^2			0.394		
F			256.959**		

NOTE: *** significant at $p=0.000$

Source: Research Data (2023)

Hypothesis H_{01} stated that organisational citizenship behaviour has no direct effect on employee performance. To test this hypothesis, hierarchical regression analysis was conducted to establish the impact of covariates in the test. The result contained in Table 4.27 indicated that gender ($\beta=0.048, p=0.524$), age ($\beta=-0.042, p=0.326$), education ($\beta=-0.033, p=0.446$). It was evident that control variables had no significant effect. When the

direct impact of citizenship behaviour on employee performance was tested when holding employee commitment and talent management constant (path c'). The results indicated a positive significant effect of organisational citizenship behaviour on employee performance positive and significant impact, ($\beta=0.511$, $p=0.000$, and $t=12.689$), as shown in Table 4.27. This means that organisational citizenship behaviour stringer employees' behaviour in the positive direction, causing employees to perform high. This implies that organizations, where organizational citizenship behaviour is embraced have high-performing employees and need not worry much about employee commitment and talent management. The results indicate that if practices of organisational citizenship behaviour are well practised by an organisation, it has a more appropriate direct effect on the employees' performance even without employee commitment and talent management, the study rejected the hypothesis.

Table 4.27: Results of Analysis on Effect of Organizational Citizenship Behavior on Employee Performance

Model	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	0.189	0.177		1.068	0.286
Gender	0.048	0.075	0.024	0.638	0.524
Age	-0.042	0.043	-0.037	-0.983	0.326
Education	-0.033	0.044	-0.029	-0.764	0.446
OCB	0.511	0.042	0.511	12.689	.0000

Source: Research Data (2023)

The study findings support those of Khuzaini *et al.*, (2019), Triani *et al.*, (2020), Lelei *et al.*, (2020) and Eeman *et al.*, (2018), whose findings on the direct effect of organisational citizenship behaviour (OCB) on employee performance were positive and significant. A study by Harnoto (2018) consequently found organisational citizenship behaviour to positively and significantly affect employee performance. Further, the study findings agreed with Khuzaini *et al.*, (2019) study on organisational citizenship behaviour and employee performance, where the results indicated a significant direct effect on employee performance by organisational citizenship behaviour. Triani *et al.*, (2020) found the impact of organisational citizenship behaviour positive and significant on employee performance. Eeman *et al.*, (2017) found a substantial relationship between OCB and job performance among its dimensions, with altruism having the most vital relationship with job performance. Podsakoff *et al.*, (2018) investigated organisational citizenship behaviour and employee performance. The study found that organisational

citizenship behaviour has a significant relationship with employee performance among different dimensions of organisational citizenship behaviour. The altruistic dimension was found to have the most vital relationship with employee performance, whereas the civic virtue dimension had an insignificant relationship. Dwomoh *et al.*, (2019) found courtesy to have the highest positive effect on the employee's performance.

4.17.2 Employee Commitment on Employee Performance

This hypothesis, H₀₂, stated that there is no significant effect of employee commitment on employee performance. Hierarchical regression was conducted to establish the direct impact of employee commitment on employee performance while holding constant organisational citizenship behaviour and talent management (path *b1*). The result contained in Table 4.28 indicated that Gender ($\beta=0.048$, $p=0.524$), age ($\beta=0.042$, $p=0.326$), education ($\beta=-0.033$, $p=0.446$), and employee commitment had a significant effect on employee performance ($\beta=0.302$, $p=0.000$). The result implied the average impact of commitment on employee performance with $R^2=0.475$, $\Delta R^2 0.073$, $F= 53.928$, $p=0.000$. That implied that 7.3% accounts for employee commitment. Although the effect is positive, the company needs to enhance employees' commitment towards their work performance, probably through a conducive work environment. Since there was evidence of a positive impact on the variables, the hypothesis was rejected.

Table 4.28: Performance: Results of Analysis on Effect of Employee Commitment on Employee

Model	Unstandardised Coefficients		Standardised Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	0.189	0.177		1.068	0.286
Gender	0.048	0.075	0.024	0.638	0.524
Age	-0.042	0.043	-0.037	-0.983	0.326
Education	-0.033	0.044	-0.029	-0.764	0.446
Employee commitment	0.302	0.041	0.302	7.344	0.000

Source: Research Data (2023)

The findings support the work of Debebe (2021), Mahfouz *et al.*, (2020); Zia-ur-Rehman and Tariq (2020) and Bandula and Jayatilake (2016), who found a positive direct relationship between employee commitment and employee performance. They argued that employees with an affective commitment to an organisation are emotionally attached to the organisation and, therefore, believe in the values and goals of the organisation. Such employees purpose to stay with the organisation, and work hard to ensure the achievement of the organisational goal. Further, Maz *et al.*, (2020) found that employee commitment has a positive and significant influence on employee performance. The findings of a study by Bandula and Jayatilake (2016) were in concurrence that employee commitment is positive and significantly correlates with job performance.

4.17.3 Talent Management on Employee Performance

This section tested hypothesis (H_{03}), stating that talent management does not directly affect employee performance. To test the theory, hierarchical regression analysis was conducted to establish the impact of covariates of gender, age and education on the variable. The effect of control variables was; gender ($\beta=0.066$, $p=0.365$), age ($\beta=-0.023$, $p=0.577$) and education ($\beta=-0.019$, $p=0.649$) on the dimensions revealed inconsequential relationships. Although the result was positive, as reflected in Table 4.29, the effect was relatively low on employees' performance ($\beta=0.194$, $p=0.000$), $R^2=0.509$, $\Delta R^2=0.034$), with significant $F=27.063$ and $p=0.000$, meaning 3.4% of the total variance of employee performance is accounted for by talent management. Thus, the Null Hypothesis was rejected. This implies that the managers of the two electricity companies should pay more attention to talent management practices, given that the study's results indicated a shallow direct effect of talent management on employee performance. Although the effect was low, there was evidence of a positive impact on the variables, so the study rejected the hypothesis. The findings resemble the findings of Mohana *et al.*, (2021), Ngiu *et al.*, (2021), Sopiah *et al.*, (2020), and Bibi (2019), who found that talent management positively influences work involvement and employee performance. Consequently, the findings support the work of Ansar and Baloch (2018), who argue that the mere presence of talented workers does not enhance performance unless organisations' talents are well managed. Bibi (2019) found a significant positive effect of talent management practices such as recruitment, selection for talent attraction, coaching, mentoring, and

compensation on employee performance. Sopiah *et al.*, (2020) also found that talent management positively influences work involvement and employee performance.

Table 4.29: Results for Talent Management on Employee Performance

Model	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.086	0.173	0.033	0.496	0.620
Gender	0.066	0.072	0.033	0.907	0.365
Age	-0.023	0.041	-0.020	-0.558	0.577
Education	0.019	0.043	-0.017	-0.456	0.649
Talent management	0.194	0.037	0.194	5.202	0.000
Model summary statistics					
R²	0.509				
ΔR²	0.034				
F	27.063***				

NOTE: *** significant at $p=0.000$

Source: Research Data (2023)

4.17.4 Organizational Citizenship Behavior on Employee Commitment

This hypothesis (H_{04}) stated that organisational citizenship behaviour does not directly affect employee commitment. Hierarchical regression was used in testing this hypothesis, and the impact of covariates on the organisational citizenship behaviour (predictor in the study) while holding talent management (moderator) and employee performance (outcome variable), constant. The result of the analysis on the effect of covariates on organisational citizenship behaviour (predictor) established the following: gender ($\beta=0.048$, $p=0.524$), age ($\beta -0.042$, $p=0.326$), and education ($\beta -0.033$, $p=0.446$) which were insignificant. The hypothesis was tested to establish the relationship between

organisational citizenship behaviour and employee commitment (path a1). The results in Table 4.30 reflect a direct positive significant effect of organisational citizenship behaviour on employee commitment (mediator) ($\beta=0.493$, $p=0.000$, R^2 0.073). The result implies that the contribution of organisational citizenship behaviour (OCB) on employee commitment is represented by 7.3%. The effect can be interpreted that when employees attribute organisational citizenship behaviour practised by the organisation as judicious, they can be committed and motivated to perform towards achieving organisational goals. The study rejected the null hypothesis.

Table 4.30: Results for Organisational citizenship behaviour (OCB) on Employee Commitment

Model	Unstandardised Coefficients		Standardised Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	0.189	0.177		1.086	.286
Gender	0.048	0.075	0.024	0.638	.524
Age	-0.042	0.043	-0.037	-0.983	.326
Education	-0.033	0.044	-0.029	-0.764	.446
Score (OCB/EC)	0.493	0.040	0.302	12.212	.000
R^2	0.475				
ΔR^2	0.073				
F	53.928***				

NOTE: *** significant at $p=0.000$

Source: Research Data (2023)

4.17.5 Mediation Effect of Employee Commitment on the Relationship between Organizational Citizenship Behavior and Employee Performance

The hypothesis states that employee commitment does not mediate the relationship between organisational citizenship behaviour and employee performance. The Hypothesis of the mediation effect was tested using multiple regression analysis with the aid of Hayes (2018) Process Macro Version 3.2 Model 4. The mediation model explains how the independent variable influences the dependent variable, the intermediary or the intervening variable. For mediation to occur, the following conditions must be fulfilled. There must be a direct relationship between the independent variable (predictor) and the dependent variable (outcome), i.e. path c' when path $a1$ and path $b1$ in the model are held constant. Secondly, there must be a significant influence between the independent variable and the mediating variable, path $a1$; thirdly, the mediation variable must influence the dependent variable, path $b1$ (Kenny 2016).

In the words of Otuya (2019), the mediation effect in statistics occurs only when the following four conditions are met. First, the independent variable must be significantly related to the dependent and mediating variables. The mediating variable must also be substantially associated with the dependent variable when the independent variable is held constant. The four conditions are met in this study's preceding hypotheses (H_{01} to H_{04}). Test results revealed that the direct effect of organisational citizenship behaviour on employee performance (c') in the absence of employee commitment was positively significant ($\beta=0.511$, $p<0.000$). When employee commitment was introduced in the

model, the analysis revealed a partial and complementary mediation effect of employee commitment on the relationship between organisational citizenship behaviour and employee performance ($\beta=0.131$, $se=0.027$, $LLCI=0.082$, $CLLI=0.187$) with no zero in between the lower and upper confidence level limits.

The effect of organisational citizenship behaviour on employee performance when employee commitment was not introduced in the model was, although positively significant, lower than the total effect ($\beta=0.511$, $p<0.001$). The total effect path, $C = c' + ab$, (direct effect + indirect effect), is positively significant ($\beta=0.641$, $p.000$), the confidence level is $LLC=0.563$, $ULC=0.720$, and there is no zero between the confidence levels. This is because there was a positive effect on the direct relationship between the predictor variable (organisational citizenship behaviour) and the outcome variable (employee performance), meaning that some effects passed directly between independent and dependent variables. In contrast, others passed through the mediating variable. Given that confidence intervals from the bootstrap analyses were both positive and non-zero. The mediation effect (indirect effect) equals the reduction in the total effect, which is also the measure of the amount of mediation effect. The study rejected the hypothesis. Table 4.31 contains the analysis results of this hypothesis.

Table 4.31: Mediation Analysis of employee commitment on the Relationship between organisational citizenship behaviour and employee performance

Model	Coeff	se	t	p	LLCI	ULCI
(Constant)	0.417	0.186	2.243	0.025	0.052	0.783
ZOCB	0.641	0.040	16.030	0.000	0.563	0.720
Gender	0.002	0.079	0.025	0.980	-0.154	0.158
Age	-0.081	0.045	-1.791	0.074	-0.170	0.008
Education	-0.066	0.045	-1.414	0.158	-0.157	0.026
****Total, Direct and Indirect Effects of X on Y****						
Mediation effect	Effect	se	t	p	LLCI	ULCI
Total effect of X on Y	0.641***	0.040	16.030	0.000	0.563	0.720
Direct effect of X on Y	0.511***	0.042	12.289	0.000	0.429	0.592
Indirect effect(s) of X and Y	Effect	BootSE		BootLLCI	BootULCI	
ZEC	0.131***	0.027		0.082	0.187	

NOTE: *** significant at $p=0.000$

Source: Research Data (2023)

The study findings relate to that of Singh (2022); who found that employee commitment partially mediates the relationship between variables. Further, Agus and Selvaraj (2020) found a partial mediating effect of employee commitment on the relationship between quality of work life and the intention to stay. They, therefore, concluded that if employees are contented with their quality of life, the stronger will be their commitment to the organisation and ultimately their intention to stay. The study of Alansaari *et al.*, (2019) found the mediating effect of employee commitment. It is worth noting that the mediating effect of employee performance is beneficial in amplifying the positive impact of organisational citizenship behaviour (OCB) on employees' performance. Because the analysis found a significant effect, it was concluded that employees who are committed

are more adaptable and productive, have a sense of responsibility and are not financial liabilities to the organisation. Further, the findings of Shrestha (2019) on the effect of employee commitment on organisational citizenship behaviour found both affective and normative commitments positive and significant, as well as the relationships between altruism and conscientiousness, while that of continuance commitment and altruism were found to have a negative relation. In this study, both affective and normative commitments showed a relatively stronger linkage to altruism than conscientiousness. In a study by Mahfouz *et al.*, (2020), employee commitment partially mediated the relationship between transformational leadership style and employee performance. The interpretation of the findings is that, if employees are contented with their quality of life, the stronger will be their commitment to the organisation. Employees' commitment is one of the mechanisms needed to ensure that organisational goals are achieved. Leaders of organisations must, therefore, ensure that employees' goals are aligned with those of the organisation to give employees a sense of belonging and commitment.

4.17.6 Moderating Effect of Talent Management on the Relationship between

Employee Commitment and Employee Performance

The hypothesis states that Talent Management has no moderating effect on the relationship between employee commitment and Employee Performance. The study used Hayes (2018) Process Model 14 version 3.2 to ascertain the moderating effect of talent management on the relationship between employee commitment and employee performance; the significant impact of the Talent management-moderator variable (W)

on employee performance-dependent variable (Y) was established, ($\beta=0.194$, $p=0.000$). This is because the moderator variable may or may not affect the dependent variable. The main objective of moderation analysis is to measure and test the differential effect of the independent variable on the dependent variable Memon *et al.*, (2019). This study used Talent management as a moderator variable (W) to determine its effect on the relationship between employee commitment and employee performance or otherwise.

The analysis results reveal that talent management positively moderates the relationship between employee commitment and employee performance ($\beta=.182$, $p=0.000$, $t >1.96$) and $\Delta R^2.018$, $F=14.542$, $p=0.000$. This means that 1.8% is the strength of talent management in the model; thus, the study rejected the hypothesis. This empirical evidence is contained in Table 4.32. This means that how companies manage talent affects the relationship between employee commitment and performance. These findings are further illustrated by the mode graph in Figure 4.4. In examining the figure, the role of higher levels of Talent management in positively strengthening the indirect effect of employee commitment on employee performance was realised. The findings provide managers in electricity companies with information on how best to manage talents at their disposal for better employee performance. That is, if electricity companies wish to improve the performance of their employees, they need to invest in programs that attract, develop and retain employees and make them develop confidence towards their organisations because of positive practices. From the findings, it is evident that talent

management requires an effective succession planning system, the lack of which affects the retention of potential employees thus, an insufficient pool of talented employees.

Table 4.32: Moderating Effect of Talent Management on Relationship between Employee Commitment and Employee Performance

Variables	B	PV	LLCI	ULCI
(Constant)	0.175	0.308	0.399	0.555
Employee commitment	0.266	0.000	0.187	0.344
Talent management	0.182	0.000	0.110	0.254
ΔR^2	0.018			
T	>1.96			
F	14.542			

Source: Research Data (2023)

For a better understanding of the interactions between employee commitment, talent management and employee performance, the moderation graph presents the effect as suggested by Ponchio and Correio (2018), who proposed that researchers have to be careful on several points when it comes to the moderation effect. It is useful to probe the significance of the moderation interaction by graphically representing the moderation effect of the variables at different levels of interaction of the moderator. The graph showed an enhancing effect as talent management and employee performance increased. The slopes in the figure indicated that, at a high talent management level, employee performance and employee commitment were also high for organisations with high talent management compared to the organisations with low talent management practices, as

Figure 4.4 demonstrates. As employee commitment increases, employee performance increases in both sets of firms, but the increase is high in firms that initially had low levels of talent management. Thus, employees are motivated to perform better and get committed if the firm embraces talent management.

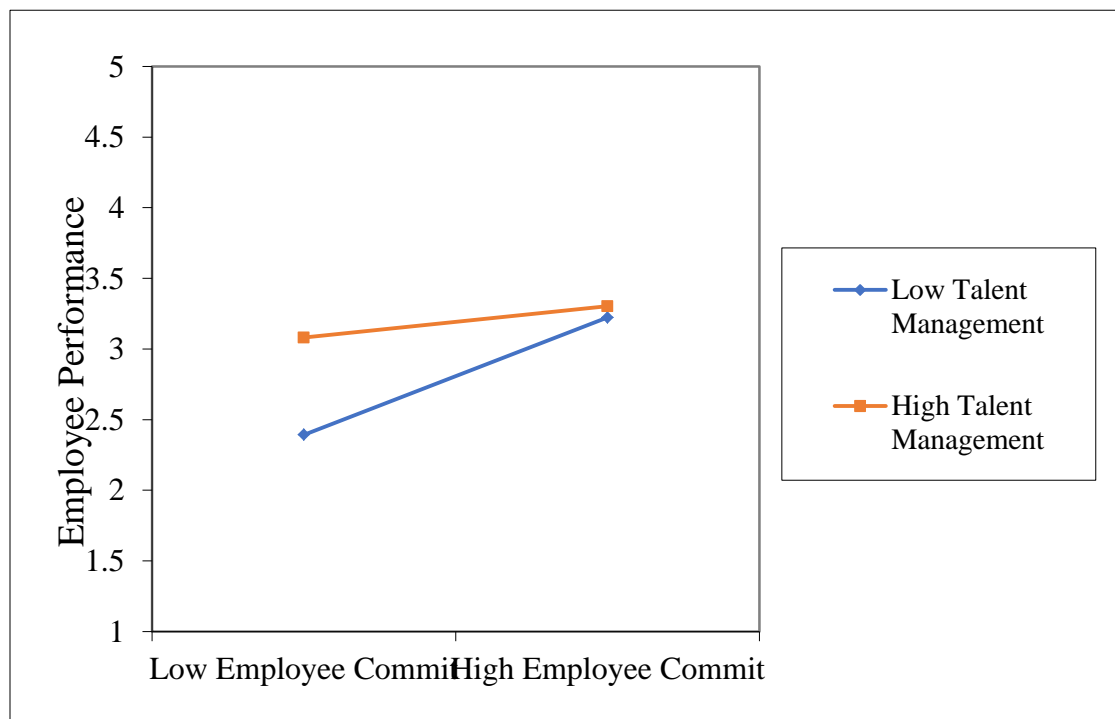


Figure 4.4: The Nature of Interaction of Talent Management on the relationship between organisational citizenship behaviour and employee performance through employee commitment

The findings resemble the work of Maamari *et al.*, (2016) and Al-Qeed *et al.*, (2018), who found a positive moderating effect of talent management. They stated that talented workers need to be trained and developed to improve their capabilities, knowledge, and attitude. The findings of Maamari and Alameh (2016) revealed the existence of a

statistically significant moderating role of talent management efforts in the relationship between hiring highly skilled employees and HR policies.

4.17.7 The Moderated Mediation Effect of Talent Management on the Relationship between Organizational Citizenship Behavior and Employee Performance Through Employee Commitment (H07)

This Hypothesis states that talent management has no moderating effect on the association between citizenship behaviour, employee commitment and employee performance. Analysis of the moderated mediation effect was performed with Hayes (2018) Model 14 to test the moderated mediation effect of talent management on the indirect relationship between organisational citizenship behaviour and employee performance through employee commitment. The findings of the analysis indicated that the conditional effect of the indirect relationship was experienced at three points. The findings revealed that the level of talent management is positive and highly significant below the mean; it will still increase at a reducing balance at the mean level, and the effect above the mean will yield a negative effect.

The result shows that below the mean, the effect is more substantial ($\beta=0.170$, LLCI.114, ULCI 0.238); at the mean level, the effect is significant but low ($\beta 0.115$, LLCI0.072, ULCI 0.168) and above the mean, moderating effect is still insignificant and at a much lower level, ($\beta =0.060$, LLCI .017, ULCI .113) and no zero in between lower and upper interval limits. The index of moderated mediation at ($\beta =-0.055$, LLC1-.086,

ULC1 -.027) and confidence levels do not include zero between the limit, as shown in Table 4.33. This is to say the strength of moderated mediation was more muscular below the mean, became weak at the mean point and with the increase of talent above the mean level, it got weaker. This means that, with the positive effects, the objective was not attained thus the study rejected hypothesis H₀₇.

Table 4.33: Moderated Mediation of Talent Management on the Relationship between Organisational Citizenship Behaviour and Employee Performance through Employee Commitment (H₀₇)

Indirect Relationship	Direct effect	Indirect effect	Conf. Interval		P v
			LLCI	ULCI	
	0.477	0.155(.024)	0.072	0.168	0.000
Moderated indirect relationship	Effect	SE	Conf. Interval		
			LLCI	ULCI	
Low level of Talent management	0.170	0.032	0.114	0.238	
At the mean level	0.115	0.024	0.072	0.168	
Level above the mean	0.060	0.024	0.017	0.113	
Index of moderated mediation	-0.055	0.015	-0.086	-0.027	

OCB- Organizational citizenship behavior

EP- Employee Performance

EC- Employee Commitment

TLM-Talent Management

Source: Research Data (2023)

In addition to the estimated scientific results, it is helpful to visualise the results using a moderating graph. A visualised interaction between organisational citizenship behaviour [independent variable (X)], and talent management [moderating variable (W)] on employee performance [dependent variable (Y)] through employee commitment [mediating variable (M)] as demonstrated in Figure 4.5. The mode graph illustrates the application of moderated mediation analysis within the context of electricity companies in the energy sector. When employee commitment is negative, talent management is

high, and the relationship between organisational citizenship behaviour and employee performance is significantly moderated through employee commitment. This means that more input from talent management beyond the mean level would further reduce the effect of moderated mediation. This can be explained as when employee commitment is low, employee performance will be high if an organisation has high talent management. However, as employee commitment increases, the increase in employee performance is high with firms that initially had low levels of talent management. For an organisation to maximise employees' performance, many factors motivate their positive behaviour and commitment to perform, Dwomoh *et al.*, (2019). Given that electricity is widely considered a crucial enabler of economic growth, it is essential to understand the fundamental factors that may constrain employee performance in this sector.

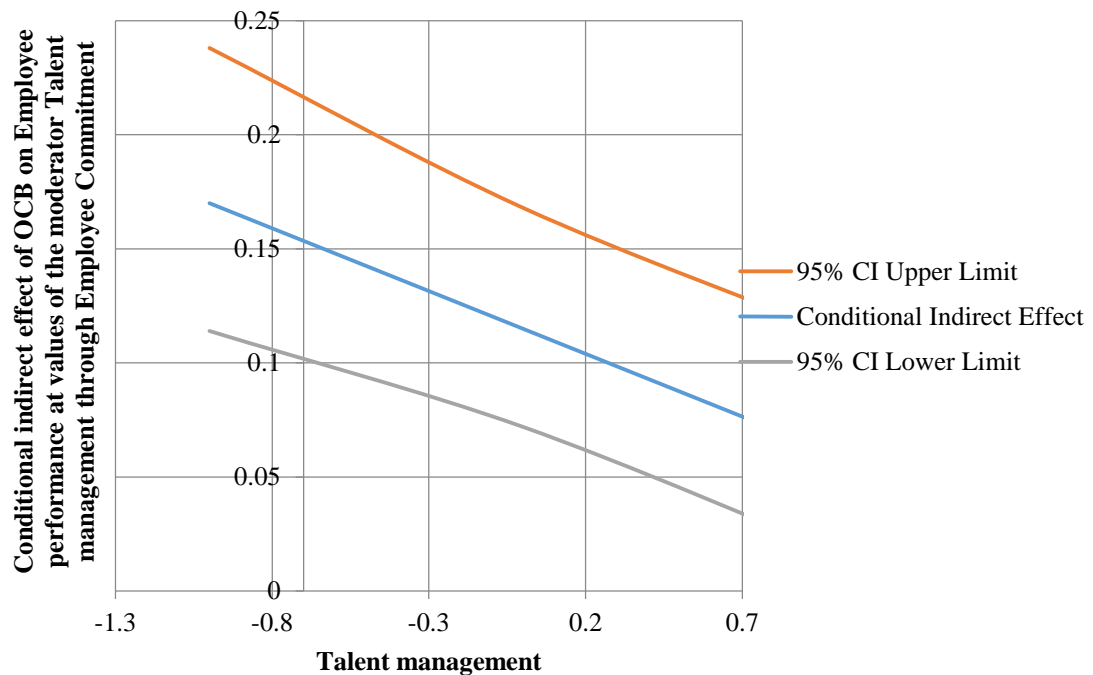


Figure 4.5: Moderated Mediation Graph

Figure 4.5 demonstrates the moderated mediation effect at all three levels of the moderator (talent management) as reflected in the analysis in Table 4.33. It shows that, at the lower level of talent management (moderator), the mediation effect of employee commitment is much stronger than when the level of talent management is at the mean level. Consequently, at the mean level, mediation effect of employee commitment is high but at a reducing rate, while when the level of talent management is high, the effect of employee commitment (mediator) is much lower. This means that the relationship of the variables are antagonizing in nature. This information may help organization to invest its resources in strategies that can increase employee commitment to enhance performance of its employees.

The findings support the work of Memon, *et al.*, (2018) in which he stated that, a mediation relationship needs forethought relationships between the variables of interest and the theoretical meaning behind those relationships. Further, there is similarity in the findings of Edeh and Mlangi (2019), who found talent management dimensions to be related with the measures of workers' commitment. In a study by Mahlahla (2018), he found talent management to have a positive impact on employee performance and a strong relationship between the implementation of talent management and retention strategies. He concluded that mediators and moderators in research conduct studies beyond a simple relationship and complex studies to establish causal relationships between variables. He stated that very few studies testing effects of moderated mediation have been employed, though the effect of moderated mediation provides robust and precise results. Further, the findings are consistent with literature positing by Edwards and Konold (2020) that moderated mediation models are particularly useful when there is interest in understanding both why, and under what conditions are variables related to one another.

This combined model provides an opportunity to simultaneously investigate contingent and indirect effects. In the words of Edwards and Konold (2020) they stated that, moderated mediation models are particularly useful when there is interest in understanding both, why and under what conditions variables are related to one another.

Table 4.34: Summary of Results of Hypotheses Testing

Hypotheses Testing		B	Pv	LLCI	ULCI	Remarks
H ₀₁	There is no direct effect of organisational citizenship behaviour on employee performance without a mediator.	0.641	0.000	-	-	Rejected
H ₀₂	There is no significant direct effect of employee commitment on employee performance.	0.302	0.000	-	-	Rejected
H ₀₃	There is no significant direct effect of talent management on employee performance	0.194	0.000	-	-	Rejected
H ₀₄	There is no significant direct effect of organisational citizenship behaviour on employee commitment	0.493	0.000	-	-	Rejected
H ₀₅	Employee commitment has no significant mediation effect on the relationship between organisational citizenship and employee performance.	0.131	-	0.082	0.187	Rejected
H ₀₆	Talent management has no moderating effect on the relationship between employee commitment and employee performance	0.182	0.000	-	-	Rejected
H ₀₇	Talent management has no moderating effect on the relationship between organisational citizenship behaviour and employee performance through employee commitment	0.060 0.115 0.170	- 0.055 - 0.086 - 0.027	-	-	Rejected

Source: Research Data (2023)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the study results in the context of the research questions, hypotheses and literature review that informed the study. The chapter is organised into a summary of study findings, conclusions based on the findings, implications of the findings and future research direction. The third section discusses the impact of the current findings, recommendations and future research directions.

5.2 Summary of Findings

The main objective of this study was to examine the effect of organisational citizenship behaviour, employee commitment and talent management on employee performance within the two electricity companies (KenGen and Kenya Power) .in Kenya. The constructs were subjected to descriptive statistics to establish the variability of the dataset. The results of descriptive statistics for all items indicate that all four items scored a mean above 5 and a standard deviation (SD) of less than 2 as shown in Table 4.15, which is the acceptable standard. The results confirm the statistical significance of the dataset.

From the predictor variables, organisational citizenship behaviour, with 23 items, scored the highest mean score of 5.702 and SD of 1.154, followed by employee commitment

with 18 items which scored a mean of 5.155 and SD of 1.727 and talent management, with 13 items, scored a mean of 4.508 and standard deviation (SD) of 1.971 respectively.

The analysis of the hypotheses on the direct effect of the variables revealed significant positive results for the predictor variables on the outcome variable. Thus, the study findings indicate a Total Effect of Organisational Citizenship Behaviour (OCB) on Employee Performance, which is $\{C = c + a_1b_1(\beta=0.641, p=0.000)\}$; Direct effects of the predictor variables on the outcome variables equally revealed positive and significant effects. Organisational citizenship behaviour on employee performance (H_{01}), $\beta=0.511$, $p=0.000$; Employee commitment on employee performance (H_{02}), $\beta=0.302$, $p=0.000$; Talent management on employee performance (H_{03}), $\beta=0.194$, $p=0.000$ and Organisational citizenship behaviour on employee commitment (H_{04}), $\beta=0.493$, $p=0.000$, all have a significant direct effect on outcome variable among employees of the electricity companies and the study rejected null hypotheses. These results support the findings of Triani, Halin and Wadud (2020), Podsakoff *et al.*, (2018); and Dwomoh *et al.*, (2019), who found that organisational citizenship behaviour positively influences the performance of employees. Debebe's (2021) findings found a positive relationship between employee commitment and employee performance. Mahfouz *et al.*, (2020) also found a positive and significant influence of employee commitment on employee performance. Consequently, the findings of H_{03} , the analysis effect of talent management on employee performance, support the works of Zaki *et al.*, (2021), Shrestha (2019) and

Nguyen *et al.*, (2022), who found employee commitment significantly associated with some aspects of organisational citizenship behaviour.

In examining the mediation role of employee commitment on the relationship between Organisational citizenship behaviour and employee performance (H_{05}), the study results found a partial complementary mediation effect $\beta=0.131$, $SE = 0.027$, $CI= 0.082, 0.18715$ and rejected the null hypothesis. Further, in establishing the moderating effect of talent management on the indirect effect of organisational citizenship behaviour and employee performance through employee commitment (H_{06}), the findings revealed a positive impact $\beta= 0.182$, $p=0.000$ and the hypothesis was rejected. Finally, the results of the conditional indirect effect (H_{07}) were also found to be significant at three levels of employee commitment (below the mean, at the mean and above the mean) ($\beta= 0.170$, $SE=0.032$; 0.115 , $SE=0.024$; 0.060 , $SE=0.024$) and the hypothesis was rejected.

The findings on the mediation effect (H_{05}) supported those of Alansaari *et al.*, (2019), Owoeye *et al.*, (2020) and Sari and Wahyuni (2019), which found a partial mediating effect of employee commitment in the relationship between resilience and organisational citizenship behaviour (OCB). They explained the mechanisms underlying organisational citizenship behaviour (OCB). The results of the moderation effect (H_{06}) supported the findings of Hefner (2017), Edwards and Konold (2020) and Memon *et al.*, (2019), which revealed the existence of a statistical significance of the moderating role of talent management in the relationship between hiring highly skilled employees and human

resource policies. Finally, the results of moderating mediation effect of talent management on the relationship between organisational citizenship behaviour (OCB) and employee performance through employee commitment (H_{07}) were in concurrence with those of Chaudhary (2020), Obedgiu *et al.*, (2022) and Edwards and Konold (2020) on moderation mediation analyses.

5.3 Conclusion of the Study

This study aimed to examine the direct effect of four variables: organisational citizenship behaviour, employee commitment and talent management on employee performance and, the direct impact of organisational citizenship behaviour on employee commitment. The study's findings conclude that organisational citizenship behaviour, employee commitment and talent management all have a positive and significant direct effect on employee performance; additionally, organisational citizenship behaviour positively and significantly affects employee commitment. This study further reveals a complimentary mediation and concludes that employee commitment mediates the relationship between organisational citizenship behaviour and employee performance. Finally, the findings confirm that talent management moderates the strength of the indirect relationship between organisational citizenship behaviour and employee performance via employee commitment in such a way that it is high when employees' commitment is negative and much lower when it is higher.

5.4 Contribution to Knowledge

The contribution of this study to knowledge is that it is the original study that applied a multi-theoretical approach, such as organisational citizenship behaviour, employee commitment, and talent management, to investigate factors affecting employee performance in electricity companies in Kenya. Secondly, the study tested the mediation effect of employee commitment and the moderation role of talent management on employees' performance, as well as the moderated mediation effect of talent management in the two electricity companies. It established greater power on the direct effect of organisational citizenship behaviour on employee performance and a complimentary mediation effect of employee commitment on the relationship between organisational citizenship behaviour and employee performance. Consequently, its contribution to knowledge is evident in the moderating role of talent management on the study variables among the electricity companies' employees.

The positive effect in the analysis of the direct association of organisational citizenship behaviour and employee performance contributes to the Attribution Theory, which states that one's belief, attitude and experience affect their point of view, hence influencing behaviour and most of the actions and decisions of the employee in the workplace (Tayyaba *et al.*, 2019). Attribution theory is about how individuals interpret events and how their interpretation relates to their thinking and behaviour Hewett *et al.*, (2018). This study has established a positive effect of organisational citizenship behaviour on employee performance without employee commitment concepts.

5.5 Limitations of the study

The study examined the effect of organisational citizenship behaviour (OCB) on employee performance mediated by employee commitment and moderated by talent management at the electricity companies in Kenya. This survey was conducted at the companies' headquarters in Nairobi County and targeted management and non-management employees, with a target population of 2,887. This scope could have been limited since a majority of the employees of electricity companies are stationed in other forty-six counties. Secondly, cross-sectional and quantitative research methods were applied to data collection. Further, data collection was conducted during the COVID-19 pandemic, which was a challenge to organisations as most employees were working on shifts; thus, research assistants had to make several trips before getting back completed questionnaires. Finally, the study used a single mediator, a single moderator, and moderated mediation, which was analysed using Hayes (2018) Model 14, which is likely to be biased.

5.6 Recommendations

The results of this study may be used by policymakers in the public service to formulate human resource policies and inculcate the culture and spirit of organisational citizenship behaviour in the public service. Secondly, electricity company managers may use this study's findings to develop strategies that ensure the workforce commitment towards the organisational goals. The developed policy should be brought to the employees' attention, and adherence should be ensured by incorporating it into the rules and regulations governing the processes and procedures.

Further, owing to the limited scope and target population, this study should be replicated in other Countries with a broad scope and large target population, as it might present different results. Secondly, the study used a closed-ended questionnaire to collect quantitative data. Further studies should consider using a mixed data collection method since this may provide more detailed information about the behaviour and commitment of employees and reveal other issues that could influence employee performance at the two electricity companies. Further, future studies should use Hayes Model 15 to moderate path c' in the model since this will likely give unbiased results.

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APPENDICES

Appendix 1: Survey Questionnaire

Dear Respondent,

I am a postgraduate student at Moi University School of Business and Economics, Department of Management Science and Entrepreneurship, pursuing a PhD degree in business management (strategic management). This research aims to examine the effect of organisational citizenship behaviour, employee commitment, and talent management on employee performance in electricity companies in Kenya. This information is sought solely for academic purposes and will be treated confidentially.

I humbly request you to spare a few minutes to assist me in answering the following questions.

Thank you for your support.

Regards,

Dinah Liech

Instructions

Please indicate the degree of agreement or disagreement with each statement that describes your performance in the company within the energy sector by ticking a number from 1 to 7 using the Likert scale: (1 = strongly disagree and 7 = strongly agree) for sections A, B, C and D, while section E of the questionnaire seeks the Demographic attributes.

Section A: Employee Performance

Using Likert scale of 1-7; where 1= strongly disagree, 2= disagree, 3= slightly disagree, 4= undecided, 5= slightly agree, 6=agree, 7= strongly agree. Please (✓) tick appropriately to show the option that describes your work performance, and for the questions that require explanation please narrate.

Employee performance

Task Performance		Scale						
		1	2	3	4	5	6	7
SN	In the past three months: -							
1	My collaborations with others were productive							
2	I kept in mind the results that I had to achieve in my work							
3	I have been able to perform my work well with minimum time and effort							
4	I managed to plan my work so that it was done in time							
5	I was able to separate main issues from non-issues at my work							
6	My planning for the past ten months was optimal							
Contextual performance		1	2	3	4	5	6	7
	In the past three months							
1	I took on extra responsibilities							
2	I started new task myself after finishing the old ones							
3	I took on challenging work task when available							
4	I worked at keeping my job knowledge up to date							
5	I worked at keeping my job skill up to date							
6	I came up with creative prevention of new problems							
Counter-productive work behavior		1	2	3	4	5	6	7
	In the past three months							
1	I complained about matters that are not important at work							
2	I make problems greater than they were at work							
3	I focused on the negative aspects of work situation, instead of on the positive aspects							
4	I spoke with colleagues about the negative aspects of my work							
5	I spoke with people from outside the organization about the negative aspects of my work							

Section B: Organization Citizenship Behavior

Using Likert scale of 1-7; where 1= does not describe me at all, 2= describes me slightly, 3 describes me, 4= undecided, 5= describes some aspect of me, 6=describes me partially, 7= describes me totally), please tick (√) to show the extent to which these statements of the OCB influence your performance.

SN	Organizational citizenship behavior (OCB)	Scale						
		1	2	3	4	5	6	7
Altruism								
1	I believe in giving an honest day's work for an honest day's pay							
2	I try to avoid creating problems for co-workers							
3	I do not waste time complaining about trivial matters							
4	I do my job without constant requests from my boss							
5	I help others who have heavy work load							
Conscientiousness		1	2	3	4	5	6	7
1	I do not consider the impact of my actions on co-workers							
2	I tend to magnify problems							
3	I am always ready to give a helping hand to those around me							
4	I keep abreast of changes in the organization							
5	I attend meetings that are not mandatory, but important							
Sportsmanship		1	2	3	4	5	6	7
1	I attend functions that although not required, helps the image of the company							
2	I read and keep up with organization announcements, and memos							
3	I help others who have been absent							
4	I respect the rights of my colleagues							
5	I willingly help others who have work related problems							
Courtesy		1	2	3	4	5	6	7
1	I am mindful of how my behavior affects other people's jobs							
2	I take steps to try and avoid problems with other workers							
3	My attendance at work is above the norm							
4	My focus is always on what is right, rather than what is wrong							
Civic Virtue		1	2	3	4	5	6	7
1	I respect company rules and policies even when nobody watches							
2	I always keep up to date with issues that regard my company							
3	I guide my people even if it is not required							
4	I do not take extra breaks							

Section C: Employee Commitment

Using Likert scale of 1-7; where 1= strongly disagree, 2= disagree, 3= slightly disagree, 4=undecided, 5= slightly agree, 6=agree, 7= strongly agree, please show the extent to which you agree or disagree with the statement on influence of employee commitment on employee performance, (✓ tick appropriately).

SN	Employee commitment	Scale						
		1	2	3	4	5	6	7
Affective commitment								
1	I would be very happy to spend the rest of my career with this organization							
2	I enjoy discussing my organization with clients							
3	I really feel as if this organization's problems are my own							
4	I do not feel a strong sense of belonging to my organization (R)							
5	This organization has a great deal of personal meaning for me							
6	I do not feel like 'part of the family' at my organization (R)							
7	I do not feel 'emotionally attached' to this organization (R)							
8	I think that I could easily become as attached to another organization as I am to this one (R)							
Continuance commitment		1	2	3	4	5	6	7
1	It would be very hard for me to leave my job at this organization right now even if I wanted to							
2	I am not afraid of what might happen if I quit my job without having another one lined up (R)							
3	Too much of my life would be disrupted if I leave my organization.							
4	I believe I have too few options to consider leaving this organization.							
5	It wouldn't be too costly for me to leave my organization now (R)							
6	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere							
7	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice							
Normative commitment		1	2	3	4	5	6	7
1	Even if it were to my advantage, I do not feel it would be right to leave							
2	I do not believe that a person must always be loyal to his or her							

	organization (R)							
3	I was taught to believe in the value of remaining loyal to one organization							
4	I would feel guilty if I left this organization now							
5	This organization deserves my loyalty							
6	I would not leave my organization right now because of my sense of obligation to it							
7	I owe a great deal to this organization							

Section D: Talent Management

Using Likert scale of 1-7; where 1= strongly disagree, 2= disagree, 3= slightly disagree, 4= undecided, 5= slightly agree, 6=agree, 7= strongly agree, to what extent you agree or disagree with the statement on the influence of talent management on employee performance, (✓ tick appropriately).

SN	Talent Management	Scale						
		1	2	3	4	5	6	7
	Talent Acquisition							
1	Talent acquisition policy & process practiced by my organization is fair and transparent							
2	The organization attracts the right talents by fair distribution of salary and benefits among the grades							
3	Newly acquired talents are deployed appropriately							
	Talent Development	1	2	3	4	5	6	7
1	After acquiring talent, the process of on-boarding is friendly and easy							
2	My organization facilitates employees to learn job related competencies							
3	My organization implements training and development programs systematically							
	Talent Retention	1	2	3	4	5	6	7
1	My organization conducts exit interviews to establish the reason for leaving							
2	My organization evaluates performance of its employees to place talented ones in higher position when they fall vacant							
3	Through clear policies, strategies and work environment, employee is enthusiastic about work performance and unwilling to leave							
	Talent Maintenance	1	2	3	4	5	6	7
1	My organization practices sound growth policies							
2	My organization practices recognition and autonomy which increases employee sense of belonging, makes them unwilling to leave and enhances their performance							
3	Senior management devotes significant amount of their time on employee issues making their relationship harmonic							
4	Promotion of the work-life balance and staff welfare policies boost employee devotion to the organization and increases their performance							

Section E: Demographic Attributes of Respondents

√ as appropriate

Management () Non-management ()

1. Gender

(a) Female ()

(b) Male ()

2. Age

(a) 18-25 ()

(b) 26-35 ()

(c) 36-45 ()

(d) Above 45 ()

3. Education level

(a) High school certificate ()

(b) College Diploma ()

(c) Graduate ()

(d) Post Graduate ()

Appendix II: Key Players in the Kenya Energy Sector & Location of the Study Site

	Key Players	Roles and Responsibilities
1	Ministry of Energy and Petroleum	policy formulation for the energy sector
2	Kenya Electricity Generating Company (KenGen)	managing and developing all public power electricity generating facilities and selling electricity in bulk to Kenya Power
3	Kenya Power	transmits and distributes electricity to customers within Kenya
4	Independent Power Producers (IPPs)	build, own and operate power stations and sell power in bulk to Kenya Power
5	Energy & Petroleum Regulatory Authority (EPRA)	reviewing electricity environmental regulations, tariffs and enforcing safety and in the power sector as well as safeguarding the interests of electricity consumers
6	Rural Electrification and Renewable Energy Corporation (REREC)	implements rural electrification on behalf of the government
7	Kenya Electricity Transmission Company (KETRACO)	construction of new transmission lines and acceleration of infrastructure development
8	Geothermal Development Company (GDC)	promotes rapid development of geothermal electric power
9	Kenya Nuclear Electricity Board (KNEB)	driving the nuclear energy generation programs for Kenya and oil companies

LOCATION OF THE STUDY SITE



Stima Plaza Nairobi – KenGen and Kenya Power headquarters

Appendix III: Research Permits

Our Ref: KGN/HRDM/03/BK/am

Date: 20th April, 2022

Dinah A.L
Moi University
P.O Box 3900
ELDORET

Dear Dinah,

RE: APPROVAL TO CONDUCT RESEARCH

Reference is made to your letter dated 13th April, 2022.

This is to confirm that you have been granted an approval to conduct an academic research in our Company on "Organizational citizenship behavior, employee commitment, and talent management and employee performance.

The data collected is strictly for the intended purposes only and should be treated in strict confidence. You are expected to submit a copy of your research thesis to the undersigned after completion of your research.

You will be accorded all the necessary assistance in your research.

Yours faithfully,

FOR: KENYA ELECTRICITY GENERATING COMPANY PLC.

BEATRICE KANDIE (Mrs.)
HUMAN RESOURCE DEVELOPMENT MANAGER



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RESEARCH LICENSE



This is to Certify that Ms. Dinah Anyango Liech of Moi University, has been licensed to conduct research in Nairobi on the topic: Organisational citizenship behaviour, employee commitment, talent management and employee performance in selected companies in the energy sector in Kenya for the period ending : 09/April/2023.

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Dinah Anyango Liech
 Moi University

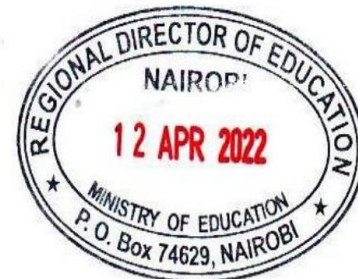
RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on the topic: *“Organisational citizenship behavior, employee commitment, talent management and employee performance in selected companies in the energy sector in Kenya”*.

This office has no objection and authority is hereby granted for a period, ending 09th April, 2023 as indicated in the request letter.

Upon completion, you are advised to share your research findings with this and other relevant offices.

DR. GLADYS MALONZA
 FOR: REGIONAL DIRECTOR OF EDUCATION
 NAIROBI.



Appendix IV: Data Analysis Output

Variables Entered/Removed ^a

Model	Variables Entered	Variables Removed	Method
1	Education, Gender, Age ^b		Enter
2	Zscore (OCB) ^b		Enter
3	Zscore (EC) ^b		Enter
4	Zscore (TLM) ^b		Enter

a. Dependent Variable: Zscore (EMP)

b. All requested variables entered

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change	Change Statistics	
							df1	df2
1	.090 ^a	.008	.000	.99978597	.008	1.056	3	391
2	.634 ^b	.402	.396	.77724364	.394	256.959	1	390
3	.689 ^c	.475	.468	.72932826	.073	53.928	1	389
4	.713 ^d	.509	.501	.70605835	.034	27.063	1	388

a. Predictors: (Constant), Education, Gender, Age

b. Predictors: (Constant), Education, Gender, Age, Zscore(OCB)

c. Predictors: (Constant), Education, Gender, Age, Zscore(OCB), Zscore(EC)

d. Predictors: (Constant), Education, Gender, Age, Zscore(OCB), Zscore(EC), Zscore(TLM)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	-.025	.237		-.104	.917
	Gender	-.093	.102	-.046	-.914	.361
	Age	-.049	.058	-.043	-.847	.397
	Education	.074	.059	.064	1.263	.207
2	(Constant)	.417	.186		2.243	.025
	Gender	.002	.079	.001	.025	.980
	Age	-.081	.045	-.071	-1.791	.074
	Education	-.066	.046	-.056	-1.414	.158
	Zscore(OCB)	.641	.040	.641	16.030	.000
3	(Constant)	.189	.177		1.068	.286
	Gender	.048	.075	.024	.638	.524
	Age	-.042	.043	-.037	-.983	.326
	Education	-.033	.044	-.029	-.764	.446
	Zscore(OCB)	.511	.042	.511	12.289	.000
	Zscore(EC)	.302	.041	.302	7.344	.000
4	(Constant)	.086	.173		.496	.620
	Gender	.066	.072	.033	.907	.365
	Age	-.023	.041	-.020	-.558	.577
	Education	-.019	.043	-.017	-.456	.649
	Zscore(OCB)	.493	.040	.493	12.212	.000
	Zscore(EC)	.262	.041	.262	6.460	.000
	Zscore(TLM)	.194	.037	.194	5.202	.000

a. Dependent Variable: Zscore(EMP)

MEDIATION RESULTS

Run MATRIX procedure:

*****PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018).

www.guilford.com/p/hayes3

Model : 4
 Y : ZEMP
 X : ZOCCB
 M : ZEC
 Covariates:

Gender Age Educatio

Sample

Size: 395

OUTCOME VARIABLE:

ZEC

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.450	.202	.806	24.708	4.000	390.000	.000

Model

coeff	se	t	p	LLCI	ULCI	
constant	.755	.215	3.512	.000	.332	1.177
ZOCCB	.433	.046	9.365	.000	.342	.524
Gender	-.151	.091	-1.651	.100	-.331	.029
Age	-.129	.052	-2.470	.014	-.231	-.026
Educatio	-.107	.054	-1.988	.047	-.212	-.001

OUTCOME VARIABLE:

ZEMP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.689	.475	.532	70.343	5.000	389.000	.000

Model

coeff	se	t	p	LLCI	ULCI	
constant	.189	.177	1.068	.286	-.159	.538
ZOCB	.511	.042	12.289	.000	.429	.592
ZEC	.302	.041	7.344	.000	.221	.383
Gender	.048	.075	.638	.524	-.099	.194
Age	-.042	.043	-.983	.326	-.126	.042
Educatio	-.033	.044	-.764	.446	-.120	.053

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

ZEMP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.634	.402	.604	65.550	4.000	390.000	.000

Model

coeff	se	t	p	LLCI	ULCI	
constant	.417	.186	2.243	.025	.052	.783
ZOCB	.641	.040	16.030	.000	.563	.720
Gender	.002	.079	.025	.980	-.154	.158
Age	-.081	.045	-1.791	.074	-.170	.008
Educatio	-.066	.046	-1.414	.158	-.157	.026

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	
	.641	.040	16.030	.000	.563	.720

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	
	.511	.042	12.289	.000	.429	.592

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
ZEC	.131	.027	.082	.187

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

MODERATION & MODERATED MEDIATION

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 14

Y :

ZEMP X:

ZOCB

M:ZEC

W:ZTLM

Covariat

es:

Gender Educatio
Age

Sample

Size: 395

OUTCOME VARIABLE:

ZEC

Model Summary

R	R-sq	MSE	F	df1	df2	p
.450	.202	.806	24.708	4.000	390.000	.000

Model

coeff	se	t	p	LLCI	ULCI	
constant	.755	.215	3.512	.000	.332	1.177
OCB	.433	.046	9.365	.000	.342	.524
Gender	-.151	.091	-1.651	.100	-.331	.029
Age	-.129	.052	-2.470	.014	-.231	-.026
Educatio	-.107	.054	-1.988	.047	-.212	-.001

OUTCOME VARIABLE:

ZEMP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.726	.527	.482	61.561	7.000	387.000	.000

Model

coeff	se	t	p	LLCI	ULCI	
constant	.175	.171	1.020	.308	-.162	.512
ZOCB	.477	.040	11.957	.000	.399	.555
ZEC	.266	.040	6.658	.000	.187	.344
ZTLM	.182	.037	4.961	.000	.110	.254
Int_1	-.128	.033	-3.813	.000	-.193	-.062
Gender	.064	.071	.896	.371	-.076	.203
Age	-.038	.041	-.939	.348	-.119	.042
Education	-.023	.042	-.560	.576	-.106	.059

Product terms key:

Int_1 : ZEC x ZTLM

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p
M*W	.018 14.542	1.000	387.000	.000

-				
Focal predict: ZEC		(M)		
Mod var: ZTLM		(W)		

Conditional effects of the focal predictor at values of the moderator(s):

ZTLM	Effect	se	t	p	LLCI	ULCI
-1.000	.393	.053	7.467	.000	.290	.497
.000	.266	.040	6.658	.000	.187	.344
1.000	.138	.051	2.681	.008	.037	.239

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	t	p	LLCI	ULCI	
.477	.040	11.957	.000	.399	.555

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

ZOCB -> ZEC -> ZEMP

ZTLM	Effect	BootSE	BootLLCI	BootULCI
-1.000	.170	.032	.114	.238
.000	.115	.024	.072	.168
1.000	.060	.024	.017	.113

Index of moderated mediation:

Index	BootSE	BootLLCI	BootULCI	
ZTLM	-.055	.015	-.086	-.027

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

W values in conditional tables are the mean and +/- SD from the mean.

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

----- END MATRIX -----

MODERATED MEDIATION RESULTS

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation

available in Hayes (2018). www.guilford.com/p/hayes3

Model : 14

Y : ZEMP X: ZOCE M:ZEC W:ZTLM Covariates:

Gender Age Educatio

Sample Size: 393

OUTCOME VARIABLE:

ZEC

Model Summary

R	R-sq	MSE	F	df1	df2	p
.425	.181	.804	21.391	4.000	388.000	.000

Model

coeff	se	t	p	LLCI	ULCI
constant	.777	.218	3.573	.000	.349 1.205
ZOCB	.413	.048	8.652	.000	.319 .507
Gender	-.143	.092	-1.557	.120	-.322 .037
Age	-.134	.052	-2.558	.011	-.237 -.031
Educatio	-.109	.054	-2.017	.044	-.215 -.003

OUTCOME VARIABLE:

ZEMP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.711	.506	.476	56.319	7.000	385.000	.000

Model

coeff	se	t	p	LLCI	ULCI
constant	.116	.172	.674	.500	-.223 .455
ZOCB	.463	.040	11.444	.000	.384 .543
ZEC	.263	.040	6.612	.000	.185 .341
ZTLM	.195	.037	5.281	.000	.122 .268
Int_1	-.152	.036	-4.225	.000	-.222 -.081

Gender	.065	.071	.917	.360	-.074	.204
Age	-.029	.041	-.700	.484	-.109	.052
Educatio	-.010	.042	-.237	.812	-.092	.073

Product terms key:

Int_1 : ZEC x ZTLM
 Test(s) of highest order unconditional
 interaction(s):

R2-chng	F	df1	df2	p	
M*W	.023	17.850	1.000	385.000	.000

Focal predict: ZEC (M)

Mod var: ZTLM (W)

Conditional effects of the focal predictor at values of the moderator(s):

ZTLM	Effect	se	t	p	LLCI	ULCI
-.984	.412	.054	7.615	.000	.306	.519
.005	.262	.040	6.593	.000	.184	.341
.994	.112	.053	2.138	.033	.009	.215

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****
 Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.463	.040	11.444	.000	.384	.543

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

ZOCB -> ZEC -> ZEMP

ZTLM	Effect	BootSE	BootLLCI	BootULCI
-.984	.170	.034	.108	.240
.005	.108	.023	.068	.158
.994	.046	.021	.008	.094

Index of moderated mediation:

Index	BootSE	BootLLCI	BootULCI	
ZTLM	-.063	.016	-.096	-.031

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

W values in conditional tables are the mean and +/- SD from the mean.

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- **END MATRIX** -----