



INFLUENCE OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEES PERFORMANCE IN LOCAL NON-GOVERNMENTAL ORGANIZATIONS IN KISUMU CENTRAL SUB-COUNTY, KENYA

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ABSTRACT

The purpose of this research was to study the influence of talent management strategies (Talent Retention strategies, Talent Attraction strategies, Career development strategies, and Strategic Planning strategies) on employees' performance in local Non-governmental Organizations in Kisumu Central Sub-county, Kenya. Due to limited information from the empirical studies done on local based Non-Governmental Organization, the study sought to find out whether talent management strategies implemented had significant impact on employees' performance. There was need to fill the gap by conducting a study locally, since most local NGOs had their focus on donors target and funding rather than employees performance. The Researcher used descriptive and qualitative research methods. 91 questionnaires were issued to respondents sampled from the local NGOs drawn from a list of 177 Local NGOs as per the NGOs council database (2017). Statistical Package for Social Sciences (SPSS) was used in analyzing the data where the results were presented in tabular form. Correlation analysis was conducted to establish the relationship between talent management strategies and employee performance. Regression analysis was used to establish the effect of the talent management strategies on employees' performance. The study found out that talent retention, talent attraction and succession planning had a significant effect on employees' performance while career development had no significant effect on employees' performance. The results of this study can be used in assessment of the impact of talent management strategies on employees' performance in Local Non-governmental organizations in other counties. The researcher recommended that further research should be done specifically on the implementation of Talent management strategies on employees performance to other sectors rather than NGOs and this would provide a basis for the improvement and proper utilization of the employee talents by potential employers who were in competition to get the best talented people to help the organization realize its set objectives.

Key Words: Talent Retention strategies, Talent Attraction strategies, career Development, Succession planning & Employees performance.

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INTRODUCTION

Talent management is said to be a Strategic Human Resource Management process that uses an integrated set of activities to enable the organization to plan for, procure, develop, retain, and motivate the right kind of employees required both at present and in the future (Hough, Thompson, Stickland, and Gamble, (2011). Organizations are now engaged in an increasingly fierce competition to acquire the best talent as they seek to gain the upper hand in today's fast changing environment (Huiyao Wang, 2016). Talent management strategies seeks to attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to an organization. Talent Management basically ensures that the talented and well-motivated people required by the organization are available to meet present and future needs (Armstrong, 2011). This will make succession planning much easier and skilled and talented workforce are motivated by the career progression and opportunities within the organization. The main idea of talent management is to identify and manage it in the best way possible to benefit both the organization and the employees. There is a significance relationship between investment in talent and the ability to achieve and maintain high employees' performance.

Advances in talent management system such as human capital management technology, is useful to HR leaders implement global recruiting strategies where they domicile and to generate the insights needed to drive quality of hire, internal mobility and proactive approach of building talent pipelines (Oracle, 2013). In order to introduce a management technology which would focus on continuously discovering talent within the personnel and using it the best way possible for the benefit of the company, certain key principles need to be maintained. Each manager needs to take personal responsibility to create talent, attract new talented employees, hiring conditions should be modified, support continued education and training of its

personnel aimed at developing talent, evaluate personnel to flush out talent, and develop leadership where top management needs to think about creating a system for growing mid-level managers.

Study done by Onwuka *et al.*, (2015) revealed that there is a strong relationship between talent management and employees performance. Attraction as a strategy of talent management plays an important roles and previous research done reveals that the major components of talent attraction includes salary packages, benefits, company culture, recruitment styles, staff turnover, work-life balance, and social networking including trainings. The support and active involvement of line managers is very critical at the stage of talent management (Kellyservice, 2013). There should be the continuous training of employees on new job skills to make them perform their jobs more efficiently and effectively as well as revise their work details to match skills required. Rahman and Nas (2013) assert that the purpose of employee development programmes is to improve employees' capabilities which lead to increased productivity for them and their team thus sustaining competitive position for their organizations.

Employees outcome i.e. Teamwork, job satisfaction and employee engagement are significantly influenced by talent attraction, retention, employee training and career management (Karuiki, 2015). To attract and retain the best anywhere in the world, an organization must have a strong and positive employer brand which is good enough to attract employees. Top most companies have one characteristics in common that is they give clear and consistent messages about themselves and that translates into a strong pull on talents (Agarwala, 2007). Referrals has been considered very effective in attraction of talent and research as it that using current employees as a source of job candidates is effective since they value their reputation and will refer individual who will make good employees, have realistic information about the job, master the

job very well once selected and identify skilled and talented individuals in the market (Breugh, 2008).

Career development creates opportunities for promotion within an organization and provides an opportunity for training and skill development that allows employees to improve their employability hiring on the external and internal labour market (Stahl *et al*, 2012). To maintain stable workforce, employers should plan to provide career opportunities by providing employees with more full expectations, encouraging promotion from within and developing equitable promotion procedures (Armstrong, 2009). Organization leaders can use different strategies to guide career development programs. Open door conversation about career enduring, annual or regular program evaluation talks with management and promote the ideas of career lattice which will encourage sideways moves in addition to upward movements (Reitman and Benatti, 2014). Career development strategies will help local non-governmental organizations identify employees' career paths, capacity development programs, and provide opportunities for their employees to grow which in turn lead to high employees' performance in the organization.

Problem of the study

According to Center for Creative Leadership / People in Aid (2010) in their survey of 37 INGOs engaged in humanitarian assistance and development, the people management issues specific to this sector include: Retention: over 50% of new recruits in the INGOs surveyed leave after their first or second contract. If employees are adequately invested in, well managed and retained, they will be innovative and creative, readily useful and available to the organization to do the right job for the right reasons, and goal achievements becomes glaring and tangible (Herbling, 2012).

Kehinde (2012) noted that talent management system have failed in most organizations today due to lack of planning and implementation of management policies. Ongori and Agolla (2009)

content that lack of personal growth in an organization result in career plateau which in turn led to increased employees intention to quit. Gou, Brown, & Ashcraft (2011) conducted a study in Maricopa County, Arizona, and concluded that organizations that were larger in size and technologically savvy were more likely to implement strategic talent practices than smaller local affiliate's organization.

In spite of the programs, incentives, policies and support availed at establishing new and revamping existent of NGOs, NGOs have continually failed to adopt successional planning practices and performed below the expectation in Kenya (Onyango, Njanja and Charles, 2014). Local NGOs have failed to adopt effective management of human resource in enhancing the organizational well-being (Henry, 2016). Local NGOs operate within a project orientation focus and it implies that they have inadequate priority for investing in promoting human resource capacities (Henry, 2016). Such organizations faces the challenge when hiring and recruiting staff and that of eventually retaining them at the end of a project phase where most staff leave prior to termination of the projects (Onyango, Njanja and Charles, 2014).

NGOs often experience difficulties in recruiting and retaining top quality workers given their unique context, including reliance on time-bound donor funding (Ogolo, 2018). Most of talent management strategies studies have been done in other sectors including INGOs, but locally such studies has not been done. There was need to fill the gap by conducting a study locally.

Objective of the study

The general objective of the study was to investigate influence of talent management strategies on employees' performance in local Non-Governmental Organizations in Kisumu Central sub-county, Kenya. The study sought to specifically achieve the following objectives;

- To evaluate the influence of talent retention strategies on employees performance in local Non-governmental organizations in Kisumu Central sub-county,
- To assess how talent attraction strategies has influence on employees performance in local Non-governmental organizations in Kisumu Central sub-county,
- To determine the influence of career development strategies on employees performance in local Non-governmental organizations in Kisumu Central sub-county,
- To examine the influence of succession planning strategies on employees performance in local Non-governmental organizations in Kisumu Central sub-county.

The study was guided by the following hypotheses;

- H₁: There is no significant influence of talent retention strategies on employees' performance in local Non-governmental organizations in Kisumu Central sub-county.
- H₂: There is no significant influence of talent attraction strategies on employees' performance in local Non-governmental organizations in Kisumu Central sub-county.
- H₃: There is no significant influence of career development strategies on employees' performance in local Non-governmental organizations in Kisumu Central sub-county.
- H₄: There is no significant influence of succession planning strategies on employees' performance in local Non-governmental organizations in Kisumu Central sub-county.

LITERATURE REVIEW

According to a research done in Nigeria, (Nzewi, et al., 2015) on talent management and employee performance in Commercial Bank in Asasa, it was found out that there was a significant positive relationship between talent retention and employee commitment. The implication if this result is that there is high possibility of enhancing

employee commitment if there is effective talent management. It suggests that management activities may ensure retention of top performers and maintenance of high quality workforce. The result confirms the findings of Armstrong (2009) and Robert(2008), who also stated that employees with a well-developed sense of order, cohesiveness, discipline and moral obligation to work hard, can be sustained on the job and eventually become emotionally attached to an organization effectively managing their talents (Nzewi, et al., 2015).

According to Berthon, et al. (2005), one of the recruitment tools for attracting quality prospect to an organization is a good reputation. If the organization is well known for positive reason then that company reputation precedes any possible HR activities. People are inclined to seek out job opportunities with that company simply because they have heard the remarks or are familiar the brands/products. Attraction policies lead to programmes for external resourcing. Retention policies are designed to ensure that people remain as committed members of the organization. The outcome of these policies is a talent flow which creates and maintains the talent pool (Armstrong 2010).

According to Armstrong (2008), career development is of great importance to both the individual employee and the organization. This is so because there is interaction between the organization for which he/she works and the development of the organization through the employee's career. Organization desire to strengthen their bond with employees must spend on the development of employees. It creates promotion opportunities within organization and provides training opportunities and skill development to improve their employee's employability on the external and / or external labour market (Butler & Waldrop, 2001).

According to previous studies, a proactive internal succession planning reduces transaction costs and, subsequently, raises corporate profit (Sebald et al., 2005; Steinweg, 2009). Furthermore, a seamless

succession may reduce the loss of knowledge and enhance work quality, for example, because information and practices can be transferred personally (Conway, 2007). Since customer satisfaction is driven, amongst other things, by work quality (Evans and Jack, 2003), this strategy leads to an increase in customer satisfaction. Furthermore, if leaders inform talents about their future and the promising pathways open to them, talents trust in leaders as long as they fulfill their promises when talents satisfy their requirements; this integrity is a distinct factor in establishing trustworthiness (Mayer et al., 1995). Subsequently, according to the expectancy theory of Vroom (1964), this strategy convinces the talent to show far greater levels of performance motivation of talent, provided that the promised succession is a result of individual desires (valences), that the talent is confident in what he is capable of doing (expectancy) and that he considers that he will get what has been promised (instrumentality).

Talent management aid in positioning the right people to the right jobs within the organization so that they gain competitive advantage. Many organizations have realized that undertaking talent management strategies to make sure that they involve themselves in activities that enhance their talent pipelines, equip individuals with critical relevant knowledge and skills, and give its employees opportunities to enhance job autonomy for higher performance since they are fully attached to their jobs.

Through talent management strategies business strategic plans are linked to individual competencies. Competency Based Management has become increasingly popular as its value is found in understanding talent required and available, existing (and potentially lurking) skill deficiencies, matching performance to needs, and aligning the right people with the right skills to the right jobs. (Marants, 2012).

METHODOLOGY

The study was carried out in Kisumu Central Sub County where the target population comprised of employees from the sampled local Non-Governmental Organizations. For the purpose of this study, some of the top local Non-Governmental Organizations within Kisumu Central sub-county were sampled from the list of 117 local Non-Governmental Organizations given by the NGO council based in Kisumu (NGO Board Kisumu, 2017). The research data used was obtained from 67 respondents from the sampled organizations through administration of questionnaires after issuing 91 questionnaires implying that 24 respondents failed to return their questionnaires. The study used descriptive survey design as a tool for describing collection of statistical observation, so that inferences can be drawn about characteristics, attitudes and behaviour of the population. Statistical Package for Social Sciences (SPSS) was used in analysis of data where correlation analysis was conducted to determine the relationship between the independent (talent retention, talent attraction, career development and succession planning) and dependent variable (employee performance). Regression analysis was also used to determine the effect of talent retention, talent attraction, career development and succession planning on employee performance.

RESULTS

The study was carried out to determine the influence of talent retention, talent attraction, career development and succession planning strategies on employees' performance in local Non-Governmental Organizations within Kisumu Central sub-county, Kenya. The descriptive results were discussed based on Talent retention, talent attraction, career development, succession planning and employees' performance.

Talent retention

Talent retention was evaluated based on nine factors as shown in the Table below;

Table 1: Responses on talent retention strategies

Statements		S.D	D	N	A	S.A	M	St.d
Effective leadership styles are applied and employees' issues are handled well.	f	1	5	7	29	26	4.07	0.958
	%	1.5	7.4	10.3	42.6	36.8		
Organization ensures its image remains good in order to retain skilled employees	f		1	8	33	26	4.22	0.714
	%	0	1.5	11.8	48.5	38.2		
Organization has competitive pay system in comparison to which motivates employees.	f	1	8	20	15	24	3.79	1.108
	%	1.5	11.5	29.4	22.4	35.3		
Organization has internal recruitment policy to raise the loyalty and morale of existing employees.	f	-	8	14	22	24	3.91	1.026
	%	0	11.8	20.6	32.4	35.3		
Organization promotes flexible working hours which is a motivating factor to employees.	f	1	7	8	24	27	4.03	1.044
	%	1.5	10.3	11.8	35.7	39.7		
Training opportunities are offered to enhance career growth hence retain skilled employees and mentor staff	f	1	11	11	24	21	3.78	1.112
	%	1.5	16.2	16.2	35.3	30.9		
An effective performance assessment is in place to enhance the employee confidence to perform their work	f	1	3	10	32	21	4.03	0.887
	%	1.5	4.4	14.7	47.1	30.9		
The organization ensures exit interviews are done with the purpose to improve management system.	f	1	12	15	23	15	3.55	1.091
	%	1.5	17.6	22.1	33.8	22.1		
The organization offers attractive non-monetary rewards to employees like recognition.	f	5	10	12	25	14	3.45	1.197
	%	7.4	14.7	17.6	36.8	20.6		
Overall Average							3.87	1.01

Key: SD= Strongly disagree D= Disagree N=Neutral A=Agree SA=Strongly agree M=Mean S.D=Standard Deviation f=frequency % =Percentage

From the study findings in Table 1, 79.4% of the respondents with a mean of 4.07 and standard deviation of 0.958 agreed that effective leadership styles are applied and employees' issues are handled well, 86.7% of the respondents with a mean of 4.22 and standard deviation of 0.714 agreed that organization ensures its image remains good in order to retain skilled employees. 57.4% of the respondents with a mean of 3.79 and standard deviation of 1.108 ascertained that organization has competitive pay system in comparison to which motivates employees, 67.7% of the respondents with a mean of 3.91 and standard deviation of 1.026 agreed that organization has internal recruitment policy to raise the loyalty and morale of existing employees, 75% of the respondents with a mean of 4.03 and standard deviation of 1.044 also agreed that Organization promotes flexible working

hours which is a motivating factor to employees. Study findings also showed that 66.2% of the respondents with a mean of 3.78 and standard deviation of 1.112 agreed that training opportunities are offered to enhance career growth hence retain skilled employees and mentor staff, 78% of the respondents with a mean of 4.03 and standard deviation of 0.887 agreed that an effective performance assessment is in place to enhance the employee confidence to perform their work, and 55.9% of the respondents with a mean of 3.55 and standard deviation of 1.091 agreed that the organization ensures exit interviews are done with the purpose to improve management system and 57.4% of the respondents with a mean of 3.45 and standard deviation of 1.197 agreed that the organization offers attractive non-monetary rewards to employees like recognition.

Talent attraction

Table 2: Responses on talent attraction strategies

Statements	N	S.D	D	N	A	S. A	M	Std
The organization assures employees job security, in order to attract the right talent.	f 1	5	7	29	25	3.54	1.185	
	% 1.5	7.4	10.3	42.6	36.8			
Organization has a well-developed talent pool that form the source of future Senior position.	f -	1	8	33	26	3.25	1.185	
	% 0	1.5	11.8	48.5	38.2			
Continuous trainings are given to employees to help in career progression.	f 2	14	10	25	17	3.60	1.169	
	% 2.9	20.6	14.7	36.8	25			
Organization has a recruitment process that embraces skills identification.	f -	8	13	23	24	3.91	1.011	
	% 0	11.8	19.1	33.8	35.3			
Organization ensure conducive organizational climate in order to attract the right skills.	f -	7	14	29	18	3.85	0.942	
	% 0	10.3	20.6	42.6	26.5			
The organization's good working conditions and fair salaries have enabled it to attract the right talents.	f -	9	17	22	20	3.76	1.016	
	% 0	13.2	25	32.4	29.4			
Work-life balance as well as social networking facilities in this organization is a motivating factor to staff.	f 1	8	12	35	12	3.75	0.927	
	% 1.5	11.8	17.6	51.5	17.6			
The organization is actively involved in communication and implementation of employer branding.	f 2	5	14	31	16	3.78	0.982	
	% 2.8	7.4	20.6	45.6	23.5			
Organization has proper induction process for incoming staff.	f 2	2	8	36	20	4.03	0.904	
	% 2.9	2.9	11.8	52.9	29.4			
Overall Average						3.72	1.04	

Key: SD= Strongly disagree D= Disagree N=Neutral A=Agree SA=Strongly agree M=Mean St.d=Standard Deviation f=frequency % =Percentage

According to study findings in Table 2, 79.4% of the respondents with a mean of 3.54 and standard deviation of 1.185 agreed that the organization assures employees job security, in order to attract the right talent, 86.7% of the respondents with a mean of 3.25 and standard deviation of 1.185 agreed that organization has a well-developed talent pool that form the source of future senior position. 61.8% of the respondents with a mean of 3.60 and standard deviation of 1.169 ascertained that continuous trainings are given to employees to help in career progression, 69.1% of the

respondents with a mean of 3.91 and standard deviation of 1.011 agreed that organization ensure conducive organizational climate in order to attract the right skills , 69.1% of the respondents with a mean of 3.85 and standard deviation of 0.942 also agreed that organization ensure conducive organizational climate in order to attract the right skills. Study findings also showed that 61.8% of the respondents with a mean of 3.76 and standard deviation of 1.016 agreed that the organization's good working conditions and fair salaries have enabled it to attract the right talents, 69.1% of the

respondents with a mean of 3.75 and standard deviation of 0.927 agreed that work-life balance as well as social networking facilities in this organization is a motivating factor to staff. In addition, 69.1% of the respondents with a mean of 3.78 and standard deviation of 0.982 agreed that

the organization is actively involved in communication and implementation of employer branding while 82.3% of the respondents with a mean of 4.03 and standard deviation of 0.904 agreed that organization has proper induction process for incoming staff.

Career Development

Table 3: Responses on career development

Statements	N	S.D	D	N	A	S. A	M	St.d
In house and external training programmes are commonly given to employees	f 1	10	19	26	12	3.55	1.004	
	% 1.5	14.7	27.9	38.2	26.6			
Leaders guide employees to acquire new knowledge and skills to master new ways of performing tasks	f 1	5	13	30	19	3.88	0.946	
	% 1.5	7.4	19.1	44.1	27.9			
In my organization appropriate learning and development strategies have been put in place.	f 3	8	22	20	15	3.54	1.105	
	% 4.4	11.8	32.4	29.4	22.1			
All line managers are tasked to coach staff under their supervision both old and new staff.	f 2	5	15	27	19	3.84	1.024	
	% 2.9	7.4	22.1	39.7	27.9			
Organization identifies employees with training gaps in line with their job and send them for training.	f 5	10	18	21	14	3.40	1.181	
	% 7.4	14.7	26.5	30.9	20.6			
Leadership skills development are taken very seriously to help organization achieves its objectives	f 5	3	15	26	19	3.75	1.146	
	% 7.4	4.4	22.1	38.2	27.9			
Organization have career development plans like reviewing skills database periodically and adding new skills.	f 5	9	12	29	13	3.51	1.159	
	% 7.4	13.2	17.6	42.6	19.1			
E – learning is of great importance in the organization to help define career paths for employees	f 3	7	15	21	22	3.76	1.156	
	% 4.4	10.3	22.1	30.9	32.4			
The organization emphasizes a lot on teamwork skills that brings cohesiveness.	f -	3	5	25	35	4.36	0.811	
	% 0	4.4	7.4	36.8	51.5			
Organization has personal development plans for all employees.	f 5	10	19	19	15	3.40	1.194	
	% 7.4	14.7	27.9	27.9	22.1			
Overall Average						3.7	1.07	

Key: SD= Strongly disagree D= Disagree N=Neutral A=Agree SA=Strongly agree M=Mean St.d=Standard Deviation f=frequency % =Percentage

According to study findings in Table 3, 64.8% of the respondents with a mean of 3.5522 and a standard deviation of 1.004 agreed that in house and external training programmes are commonly given to employees in order to attract the right talent, 72% of the respondents with a mean of 3.88 and standard deviation of 0.946 agreed that leaders guide employees to acquire new knowledge and

skills to master new ways of performing tasks. 51.5% of the respondents with a mean of 3.54 and standard deviation of 1.105 ascertained that in their organizations appropriate learning and development strategies have been put in place, 67.6% of the respondents with a mean of 3.84 and standard deviation of 1.024 agreed that all line managers are tasked to coach staff under their

supervision both old and new staff, 51.5% of the respondents with a mean of 3.40 and standard deviation of 1.181 also agreed that organization identifies employees with training gaps in line with their job and send them for training. Study findings also show that 66.1% of the respondents with a mean of 3.75 and standard deviation of 1.146 agreed that leadership skills development are taken very seriously to help organization achieves its objectives, 61.7% of the respondents with a mean of 3.5075 and standard deviation of 1.159 agreed that organization have career development plans like reviewing skills database periodically and

adding new skills. In addition, 63.3% of the respondents with a mean of 3.76 and standard deviation of 1.156 agreed that e-learning is of great importance in the organization to help define career paths for employees, 88.3% of the respondents with a mean of 4.36 and standard deviation of 0.811 agreed that the organization emphasizes a lot on teamwork skills that brings cohesiveness while 50% of the respondents with a mean of 3.40 and standard deviation of 1.194 agreed that organization has proper induction process for incoming staff.

Succession planning

Table 4: Responses on succession planning strategies

Statement		S.D	D	N	A	S.A	M	St.d
The organization has an ongoing process of systematically identifying, assessing, developing and promoting the growth of skilled employees in the organization's succession pipeline.	f	7	9	15	27	10	3.34	1.2
	%	10.3	13.2	22.1	39.7	14.7		
Organization devised means to keep records for individuals who are designated as successors.	f	5	6	23	28	6	3.39	0.984
	%	7.4	8.8	33.8	41.2	8.8		
The organization improve job filling for key positions by developing longer-term successors having range of work experience to encourage a culture of progression.	f	4	13	20	20	12	3.34	1.149
	%	5.9	19.1	29.4	29.4	17.6		
Established incentives/rewards for identified successors in the succession planning program.	f	2	17	26	19	4	3.10	0.940
	%	2.9	25	38.2	27.9	5.9		
Established way to review organizational skills at least annually.	f	2	11	12	27	14	3.62	1.092
	%	2.9	16.2	17.6	39.7	20.6		
Organization identifies an employee's current and potential skills that can be developed to help accelerate and maintain employees' performance in the future.	f	1	12	13	29	13	3.60	1.045
	%	1.5	17.6	19.1	42.6	19.1		
We often assess department's needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning.	f	3	11	13	25	16	3.58	1.157
	%	4.4	16.2	19.1	36.8	23.5		
Established means to compare individuals skills to the requirements of a future position through performance appraisal	f	1	9	15	22	21	3.78	1.081
	%	1.5	13.2	22.1	32.4	30.9		
Organization critically identify roles/task and match them to employees potential skills for a senior position	f	1	6	18	27	16	3.73	0.963
	%	1.5	8.8	26.5	39.7	23.5		
Overall Average							3.5	1.07

Key: SD= Strongly disagree D= Disagree N=Neutral A=Agree SA=Strongly agree M=Mean St.d=Standard Deviation f=frequency %=Percentage

According to study findings in Table 4, 54.4% of the respondents with a mean of 3.34 and a standard deviation of 1.2 agreed that the organization has an ongoing process of systematically identifying, assessing, developing and promoting the growth of skilled employees in the organization's succession pipeline, 50% of the respondents with a mean of 3.39 and a standard deviation of 0.984 agreed that organization devised means to keep records for individuals who are designated as successors. 47% of the respondents with a mean of 3.34 and a standard deviation of 1.149 agreed that organizations improve job filling for key positions by developing longer-term successors having range of work experience to encourage a culture of progression 33.8% of the respondents with a mean of 3.34 and a standard deviation of 1.149 ascertained that established incentives/rewards for identified successors in the succession planning program, 60.3% of the respondents with a mean of 3.62 and a standard deviation of 1.092 agreed that

established way to review organizational skills at least annually, 61.7% of the respondents with a mean of 3.60 and a standard deviation of 1.045 also agreed that organization identifies an employee's current and potential skills that can be developed to help accelerate and maintain employees' performance in the future. Study findings also show that 60.3% of the respondents with a mean of 3.58 and a standard deviation of 1.157 agreed that they often assess department's needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning? In addition, 63.3% of the respondents with a mean of 3.78 and a standard deviation of 1.081 agreed that established means to compare individuals' skills to the requirements of a future position performance appraisal while 63.2% of the respondents of the respondents with a mean of 3.73 and a standard deviation of 0.963 agreed that organization critically identify roles/task and match them to employees' potential skills for a senior position.

Employee Performance

Table 5: Responses on employees' performance

Statements	N	S.D	D	N	A	S.A	M	St.d
Organizational sound internal recruitment policy promotes employee's commitment.	f -	3	13	32	20	4	0.816	
	% 0	4.4	19.1	47.1	29.4			
Continuous training and coaching has led to employees achieving set targets.	f 1	4	12	34	17	3.93	0.893	
	% 1.5	5.9	17.6	50	25			
When employees are given challenging job they are more motivated	f 1	3	16	29	18	3.90	0.904	
	% 1.5	4.4	23.5	42.6	26.5			
With good leadership in the organization employees are seen to be motivated.	f -	2	10	24	32	4.27	0.827	
	% 0	2.9	14.7	35.3	47.1			
Nurturing potential skills by leaders have helped employees stay longer with the organization	f 1	3	15	28	20	3.91	0.917	
	% 1.5	4.4	22.1	41.2	29.4			
Talent retention strategy has led to an increase in implementing project activities to the end.	f 1	6	18	27	16	3.76	0.971	
	% 1.5	8.8	26.5	39.7	23.5			
Organization formal succession	f 2	5	24	26	11	3.58	0.956	

planning has contributed to a high performing employees.	%	2.9	7.4	35.3	38.2	16.2		
Sound recruitment system led to matching right skills with right task, thus increase employees performance.	f	1	2	14	32	17	3.93	0.841
	%	1.5	2.9	20.6	47.1	25.0		
Employees' performance has been as a result of creating career opportunities due to sound leadership	f	4	5	18	29	12	3.63	1.113
	%	5.9	7.4	26.5	42.6	17.6		
Overall Average							3.88	0.92

Key: SD= Strongly disagree D= Disagree N=Neutral A=Agree SA=Strongly agree M=Mean St.d=Standard Deviation f=frequency % =Percentage

According to study findings in Table 5, 76.5% of the respondents with a mean of 4 and a standard deviation of 0.816 agreed that organizational sound internal recruitment policy promotes employee's commitment 75% of the respondents with a mean of 3.93 and a standard deviation of 0.893 agreed that continuous training and coaching has led to employees achieving set targets. 69.1% of the respondents with a mean of 3.90 and a standard deviation of 0.904 ascertained that when employees are given challenging job they are more motivated. 82.4 % of the respondents with a mean of 4.27 and a standard deviation of 0.827 agreed that with good leadership in the organization employees are seen to be motivated, 70.6% of the respondents with a mean of 3.91 and a standard deviation of 0.917 also agreed that nurturing potential skills by leaders have helped employees

Effect of Talent attraction on employee performance

The first objective sought to evaluate the influence of talent retention strategies on employees'

stay longer with the organization. Study findings also show that 63.2% of the respondents with a mean of 3.76 and a standard deviation of 0.971 agreed that talent retention strategy has led to an increase in implementing project activities to the end, 54.4% of the respondents with a mean of 3.58 and a standard deviation of 0.956 agreed that organization formal succession planning has contributed to a high performing employees.. In addition, 72.1% of the respondents with a mean of 3.93 and a standard deviation of 0.841 agreed that sound recruitment system led to matching right skills with right task, thus increase employees performance while 60.2% of the respondents with a mean of 3.63 and a standard deviation of 1.113 agreed that employees' performance has been as a result of creating career opportunities due to sound leadership.

performance in local Non-governmental organizations in Kisumu Central sub-county. The correlation results were as follows;

Table 6: Correlations between talent retention and employee performance

		Employee performance	Talent retention
Employee performance	Pearson Correlation	1	.456**
	Sig. (2-tailed)		.000
Talent retention		.456**	1
	Sig. (2-tailed)	.000	
	N	67	67

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

The results showed that correlation is significant at the 0.01 (2-tailed) implying that talent retention has a positive and significant relationship with employee performance (R= 0.456 and p-value = 0.000).

Hypothesis 1: Talent retention and employee performance.

Ho₁ There is no significant influence of talent retention strategies on employees' performance in local Non-governmental organizations in Kisumu Central sub-county.

Table 7: Regression results talent retention on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.557 ^a	.311	.221	.828	.311	3.477	7	54	.004	

a. Predictors: (Constant), Talent retention

From findings in Table 7 above, the value of R-Square was 0.311. This implied that, 31.1% of variation of Employee performance was explained for by talent retention. Similarly, even the overall

model showed a statistically significant effect of talent retention on employee performance (p = 0.004).

Table 8: ANOVA Table on talent retention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.697	7	2.385	3.477	.004 ^b
	Residual	37.045	54	.686		
	Total	53.742	61			

a. Dependent Variable: Employee performance

b. Predictor: (Constant), Talent retention

From the findings in table 8 above, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; talent retention, is important in predicting of Employee

performance as indicated by significance value=0.004 which was less than 0.05 level of significance (p=0.004<0.05).

Table 9: Coefficients model for talent retention on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.780	.725			2.456	.017
	Talent retention	.356	.166	.330		2.144	.037

a. Dependent Variable: Employee performance

From Table 9; the study revealed that talent retention had a significant influence on employee performance in Non-Governmental Organizations in Kisumu Sub county (t statistic = 2.144, p-value=0.037< 0.05). Therefore, at 5% level of significance the null hypothesis was rejected,

indicating that talent retention had a positive influence on employee performance in Non-Governmental Organizations in Kisumu Sub County. Likewise for every unit increase in talent retention, there was a corresponding increase in employee performance by 0.356.

Effect of Talent attraction on employee performance

The second objective of the study sought to assess how talent attraction strategies has influenced

employees’ performance in local Non-governmental organizations in Kisumu Central sub-county. The correlation between talent attraction and employee performance yielded the results in Table 10 below.

Table 10: Correlations between talent attraction and employee performance

		Employee performance	Talent attraction
Employee performance	Pearson Correlation	1	.509**
	Sig. (2-tailed)		.000
Talent attraction		.509**	1
	Sig. (2-tailed)	.000	
N		67	67

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

The results in Table 10 showed that correlation is significant at the 0.01 (2-tailed) implying that talent attraction has a positive and significant relationship with employee performance (R= 0.509 and p-value = 0.000).

Hypothesis 2: Talent attraction and employee performance.

Ho₂. There is no significant influence of talent attraction strategies on employees’ performance in local Non-governmental organizations in Kisumu Central sub-county.

Table 11: Regression results for talent attraction on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. Change	F
					R Change	R Square Change	df1		
1	.687 ^a	.472	.389	.698	.472	5.663	9	57	.000

a. Predictors: (Constant) Talent attraction

From findings in Table 11, the value of R-Square is 0.472. This implies that, 47.2% of the variation in Employee performance was explained for by talent

attraction. Similarly, even the overall model showed a statistically significant effect of talent attraction on employee performance (p = 0.000).

Table 12: ANOVA Table on Talent attraction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.843	9	2.760	5.663	.000 ^b
	Residual	27.784	57	.487		
	Total	52.627	66			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Talent attraction

From the findings in table 12, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; talent attraction, is important in predicting of Employee

performance as indicated by significance value=0.000 which is less than 0.05 level of significance (p=0.000<0.05).

Table 13: Coefficients model for talent attraction on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.224	.507		4.386	.000
	Talent attraction	.438	.126	.573	3.467	.001

a. Dependent Variable: Employees performance

From Table 13; the study revealed that talent attraction had a significant influence on employee performance in Non-Governmental Organizations in Kisumu Central Sub County (t statistic = 3.467, p-value=0.001< 0.05). Therefore at 5% level of significance the null hypothesis was rejected,

Effect of Career Development on employee performance

The third objective sought to determine the influence of career development strategies on employees’ performance in local Non-governmental organizations in Kisumu Central sub-county. Before

indicating that talent retention has a significant effect on employee performance in Non-Governmental Organizations in Kisumu Central Sub County. Likewise for every unit increase in talent attraction there was a corresponding increase in employee performance by 0.438.

carrying out any further inferential analysis, a correlation test was conducted to determine the existence of strength and direction of a linear relationship between career development and employee performance. The Pearson product moment correlation technique was used.

Table 14: Correlations between career development and employee performance

		Employee performance	Career development
Employee performance	Pearson Correlation	1	.426**
	Sig. (2-tailed)		.000
Career development		.426**	1
	Sig. (2-tailed)	.000	
N		67	67

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

The results showed that correlation is significant at the 0.01 (2-tailed) implying that Career development has a positive and significant relationship with employee performance (R= 0.426 and p-value = 0.000).

Hypothesis 3 Career Development and employee Performance

H₀₃ There is no significant influence of career development strategies on employees’ performance in local Non-governmental organizations in Kisumu Central sub-county.

Table 15: Regression results for career development on employee performance

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	Sig. F Change			
1	.496 ^a	.246	.111	.780	.246	1.827	10	56	.077

a. Predictors: (Constant) Career development

From findings in Table 15 above, the value of R-Square is 0.246. This implied that, 24.6% of the variation in Employee performance was explained for by career development. In this case the overall

model showed that statistically effect of career development on employee performance is not significant ($p = 0.077$).

Table 16: ANOVA on Career development

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.109	10	1.111	1.827	.077 ^b
	Residual	34.055	56	.608		
	Total	45.164	66			

- a. Dependent Variable: Employee performance
- b. Predictors: (Constant), Career development

From the findings in table 16 above, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; career development, is statistically not significant towards

predicting of Employee performance as indicated by significance value=0.077 which is greater than 0.05 level of significance ($p=0.077>0.05$).

Table 17: Coefficients model for career development on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.936	.623		4.713	.000
	Career development	.189	.130	.234	1.458	.150

Dependent Variable: Employee performance

From Table 17 above; the study revealed that career development had no significant influence on employee performance in Non-governmental Organizations in Kisumu Central Sub County (t statistic = 1.458, $p\text{-value}=0.150>0.05$). Therefore at **Effect of Succession planning on employee performance**

The fourth objective sought to examine the influence of succession planning strategies on employees' performance in local Non-governmental organizations in Kisumu Central sub-county. Before

5% level of significance the null hypothesis was not rejected, indicating that career development had no significant effect on employee performance in Non-governmental Organizations in Kisumu Central Sub County.

carrying out any further inferential analysis, a correlation test was conducted to determine the existence of strength and direction of a linear relationship between succession planning and employee performance. The Pearson product moment correlation technique was used.

Table 18: Correlations between succession planning and employee performance

		Employee performance	Succession planning
Employee performance	Pearson Correlation	1	.409**
	Sig. (2-tailed)		.001
Succession planning		.409**	1
	Sig. (2-tailed)	.001	
	N	67	67

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

The results showed that correlation was significant at the 0.01 (2-tailed) implying that succession planning has a positive and significant relationship with employee performance (R= 0.409 and p-value = 0.001).

Hypothesis 4: Succession planning and employee Performance

H₀₄ There is no significant influence of succession planning strategies on employees' performance in local Non-governmental organizations in Kisumu Central sub-county.

Table 19: Regression results for succession planning on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Change	Square Change	F Change	df1	df2
1	.573 ^a	.328	.220	.718	.328	3.035	9	56	.005

a. Predictors: (Constant), Succession planning

From findings in Table 19, the value of R-Square is 0.328. This implies that, 32.8% of the variation in Employee performance was explained for by succession planning. In this case the overall model

showed that statistically the effect of succession planning on employee performance is significant (p = 0.005 < 0.05).

Table 20: ANOVA on succession planning

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.093	9	1.566	3.035	.005 ^b
	Residual	28.892	56	.516		
	Total	42.985	65			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), succession planning

From the findings in table 20 above, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; succession planning, is statistically significant towards

predicting of Employee performance as indicated by significance value=0.005 less than 0.05 level of significance (p=0.005 > 0.05).

Table 21: Coefficients model for succession planning on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.290	.438			5.227	.000
	Succession planning	.278	.133	.353		2.085	.042

a. Dependent Variable: Employee performance

From Table 21; the study revealed that succession planning had significant influence on employee performance in Non-governmental Organizations in Kisumu Central Sub County (t statistic = 2.085, p-value=0.042 < 0.05). Therefore at 5% level of significance we reject the null hypothesis and

conclude that succession planning had significant effect on employee performance in Non-governmental Organizations in Kisumu Central Sub County. Likewise for every unit increase in succession planning there was a corresponding increase in employee performance by 0.278.

Correlation analysis

The results of correlation analysis were as shown in Table 22. The findings indicated that there was weak positive and significant relationship between talent retention to employees' performance in the local Non-governmental organizations in Kisumu Central Sub-county. This was depicted by a Pearson correlation coefficient $r=0.254$, $p\text{-value} = 0.036 < 0.05$ which was significant at 0.05 level of significance. This implies there is an association

between talent retention and employees' performance.

There was weak positive and significant relationship between talent attraction and employees' performance with a Pearson correlation coefficient $r=0.243$, $p\text{-value}=0.046 < 0.05$ which was significant at 0.05 level of significance. This implied that increased talent attraction results in an increase of employees' performance.

Table 22: Multiple Correlations Analysis of the study variables

Correlations of the variables		Talent Retention	Talent attraction	Career development	Succession Planning	Employees' Performance
Talent Retention.	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	67				
Talent attraction	Pearson Correlation	.565**	1			
	Sig. (2-tailed)	.000				
	N	67	67			
Career development	Pearson Correlation	.519**	.368**	1		
	Sig. (2-tailed)	.000	.002			
	N	67	67	67		
Succession Planning	Pearson Correlation	.439**	.501**	.591**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	67	67	67	67	
Employees' Performance	Pearson Correlation	.254*	.243*	.304*	.354**	1
	Sig. (2-tailed)	.036	.046	.012	.003	
	N	67	67	67	67	67

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

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

The results also indicated that there was weak positive and significant relationship between Career development and Employees' performance in selected Non-governmental Organizations in Kisumu central Sub-county. This is depicted by a Pearson correlation coefficient $r=0.304$, $p\text{-value} = 0.012 < 0.05$ which was significant at 0.05 level of

significance. This implies that improved career development results in an increase in Employees' performance. In addition, the results also showed that there was weak positive and significant relationship between Succession Planning and Employees' performance in selected Non-governmental Organizations in Kisumu central Sub-

county. This is depicted by a Pearson correlation coefficient $r=0.354$, $p\text{-value}=0.003 < 0.05$ which was significant at 0.05 level of significance. This implied that improved succession planning results in an increase in Employees' performance

Multiple linear regression for all the variables

Analysis of variance (ANOVA) at 0.05 level of significance the ANOVA test indicated that in this model the independent variable is significant indicator of employees' performance.

Table 23: ANOVA^a Table on employee performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.824	4	2.456	4.369	.004 ^b
	Residual	35.411	63	.562		
	Total	45.235	67			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Talent retention, talent attraction, career development, succession planning

From the findings in Table 23; at 5% level of significance, talent retention was a significant predictor of Employees' performance in Non-governmental organizations in Kisumu Central Sub-county where ($p=0.004 < 0.05$). Talent attraction was a significant predictor of Employees'

performance where ($p=0.000 < 0.05$), Career development was a significant predictor of employees' performance as depicted by ($p=0.004 < 0.05$), and succession planning was a significant predictor of Employees' performance as depicted by ($p=0.004 < 0.05$).

Table 24: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.370	.506		4.688	.000
	Talent retention	.033	.111	.038	.296	.768
	Talent attraction	.112	.090	.164	1.253	.215
	Career Development	.253	.110	.288	2.299	.025
	Succession Planning	.105	.109	.124	.971	.335

a. Dependent Variable: Employees' Performance

Letting Y be employee turnover, \hat{X}_1 be Talent retention, \hat{X}_2 be Talent attraction, \hat{X}_3 be Career Development, and \hat{X}_4 be Succession planning, using the regression coefficients, we have;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$Y = 2.370 + 0.033X_1 + 0.112X_2 + 0.253X_3 + 0.105X_4$$

From the equation above when talent retention is increased by one unit Employees' performance will increase by 0.033, a unit increase in talent attraction will result to 0.112 increase in Employees' performance, a unit increase in career

development will result to 0.253 increase in Employees' performance, a unit increase in succession planning will result to 0.105 increase in employees' performance

CONCLUSION AND RECOMMENDATION

Talent retention was found to have a significant impact on employee's performance thus it's suitable in predicting the productivity of the hired personnel towards achievement of the organization's set objectives. It also accounted for 31.1% of the variation in employees' performance in local Non-governmental Organizations in Kisumu Central Sub County that is accounted for by talent retention. Talent attraction on the other hand also

had a significant effect on employees' performance in local Non-governmental Organizations in Kisumu Central Sub County. In this case 47.2% of the variation in employees' performance in local Non-governmental Organizations in Kisumu Central Sub County was accounted for by talent attraction. Moreover based on the results talent attraction was found to be an important factor in predicting the employees' performance in an organization. Succession planning is one of a factor that contributes to the growth of an organization as it equips and mentors the staffs for future succession. With succession planning the local Non-governmental organizations in Kisumu Central Sub County can improve on their employees' performance with the aim of improving the productivity of the organization. In addition the results showed that 32.8% of the variation in employees' performance in an organization was accounted for by succession planning. Thus succession planning was found to be an important factor in predicting the employees' performance in Non-governmental organizations in Kisumu Central Sub County. However, as much as other talent management strategies had a significant relationship on employees' performance, career development had no statistical significance on employees' performance although it accounted for 24.6% of the variation in employee's performance. The regression analysis p value 0.077 was greater than 0.05 level of significance thus indicating that career development was not a significant variable in predicting the employee's performance in Non-governmental Organizations in Kisumu Central Sub County. The findings of this study will help other NGOs beyond local ones in handling talent management on achieving organizational goals by fully utilizing the employees' talents.

For an organization to attract more potential workers, it was recommended to always maintain

their good image so as to retain skilled and talented employees. The organization provides good leadership which enables it to retain their skilled staff and it also uses flexible working arrangement strategy as way of retaining employees with the aim of improving the organization's performance. Compensation, recognition and reward system should be offered to hardworking employees. It's also essential that flexible working arrangement, team work and communication and feedback should be emphasized so as to retain employees. Training and Development should be done well and it is recommended that internal training of employees be done any time a new employee is absorbed into the organization so that it increase the performance efficiency of the employee with the objective of realizing the goals of the local NGOs. For employees to perform much better, it is recommended by the researcher that local NGOs should have succession planning policies that will inform future leadership by having a pool of skilled employees where they can select talent to fill in vacant senior position.

The issue of Talent management strategies on the employees performance in local Non-Governmental Organization had been in the verge of research and upon considering findings from this study it will be of great importance to suggest that a further research should be done specifically on the implementation of Talent management strategies on employees performance to other sectors rather than NGOs and this will provide a basis for the improvement and proper utilization of the employee talents by potential employers who are in competition to get the best talented people to help the organization realize its set objectives.

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