TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE AT OCEANFREIGHT (EA) LTD-KENYA

Njoroge, P. K., & Gichinga, L.

TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE AT OCEANFREIGHT (EA) LTD-KENYA

[1] Njoroge, P. K., & [2] Gichinga, L.

[1] Msc. Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

[2] Document, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

ABSTRACT

The purpose of this study was to investigate the talent management and employee performance at Oceanfreight {EA} Ltd which is a shipping agency for Mediterranean Shipping Company. The research specific objectives were to determine the effect of talent attraction, talent deployment, talent development and talent retention on employee performance. The study was guided by Human capital theory, Resource-based view theory, and Person -organisation- fit theory. The research design adopted by the study was descriptive research since the study was quantitative in nature. The target population of the study comprised of 90 employees of Oceanfreight {EA} Ltd. The sampling technique was stratified sampling technique which was applied to determine the sample size using Slovin's formula. Primary data was collected by use of structured questionnaires. The researcher adopted drop and pick later method to distribute the questionnaires to the respondents. Pilot study was carried out to ascertain the validity and reliability of data collection tools. The collected data was analysed, summarized and tabulated by use of SPSS software version 25. Pearson coefficient correlation and linear regression were used to determine relationships and correlations of the data. The results were presented using frequency tables, pie charts and graphs. The findings on correlation and regression analysis clearly indicated that there was a significant and positive association between talent management practices and employee performance. The research findings also showed that majority of the respondents agreed that the organization has efficient workforce planning processes which ensure all sections are properly staffed. The study concludes that the company boasts of a visible employer brand in the industry it operates and has invested in well-planned on boarding program for the new employees. The study concludes that the company has a dynamic policy governing staff training and development. This policy helps improvement of employee productivity in the company. The study recommends that the company should invest in Human Resource Information Systems to streamline its workforce planning processes to guarantee efficiency and ensure sufficient cross-section staffing. The management of the company should build its brand around human resource practices so as to attract qualified and experienced workforce. Also the company employees should be allocated tasks guided by their core experiences and qualifications so as to improve overall productivity.

Key Words: *Talent Attraction, Talent Deployment, Talent Development, Talent Retention*

INTRODUCTION

The labour community continues to have drastic changes due to advances in technology and globalization has compounded the high competition for key talents. Companies have no capacity any more to hire enough people with all the necessary capabilities to carry out the tasks they want. The demand for competent employees is high, especially for key positions that are tasked with steering the organization to higher levels of performance. Rapid technological and economic changes across all regions of the world has set in an era of uncertainty amongst leaders in the way they will manage talent since it is the most important arrow in their quiver as a deciding factor in an organisations' ability to develop competitive advantage in the global war of talent (Deloitte, 2019).

Talent management adds the most value to the organization if it is linked to the organizational strategy. In such situations, talent management influences different business factors. For example, aligning talent management with the corporate strategy has a relevant effect on talents resulting in appreciation, higher motivation, and stronger commitment to the organization (human resource outcomes). Furthermore, organizations report higher financial outcomes, positive influence on organizational attractiveness, achievement of business objectives, and customer satisfaction (organizational outcomes). Therefore, independent of the organizational scope in the local or global markets, organizations need to have a consistent strategy that is translated into clear talent management (Rutishauser, Senda, & Staffelbach, 2018).

In Nigeria, Schneider Electric partnered with The National Power Training Institute to train Electricians while in Kenya McKinsey & Company launched a youth leadership program to develop local talent. Companies also started other approaches like partnering with Universities for online programs like in the case of Safaricom in Kenya partnering with Strathmore University to

educate its employees. Ngozi (2017) carried out a research that evaluated impact of TM on performance of employees in selected commercial banks in Asaba, Delta State. The study findings showed positive relationship between TM and performance of employees. The research thus opined that TM is significantly related to performance of employees. The authors advocated for banks and other corporate firms should enrich job contents and offer growth opportunities in their organizations, to retain the top talents. Furthermore, talented employees are more productive resources capable of adding value and competitiveness advantage in organizations.

In Kenya, the talent scenario is not different from other regions since as the economy continues to grow more companies have moved into the country and the competition for local talent continues to escalate. Local businesses continue to grow and rival the Multinationals and Western companies in scale and ability to attract and retain talent. Mukweyi, (2016) observes that retention involves all the processes that are geared towards making an employee want to stay within an organization. This process is dependent on how that organization attracts, selects, develops and retains its best employees. At the core of TM is ta critical assumption that the talent must be found, segmented, nurtured and placed in the right pivotal positions that are key for the competitive advantage of the firm over others.

Building on the Human Capital theory, this research reviewed TM practices and their influence on retention in one of the largest mission hospitals in Kenya, Kijabe hospital (Mukweyi, 2016). The results showed that talent development had a positive impact on retention with 49.6 % of staff showing that there is a genuine interest by the organization to foster and develop employees. Talent acquisition had affair rating in that though only 11% of respondents in the general staff category had good knowledge on the HR selection and recruitment process 32% of staff agreed that the organization appointed high calibre employees. The reward

systems had the most negative impact on retention with more than 86% of staff stating that the salary offered was not competitive to market rates and was the number one cause of turnover among staff (Mukweyi, 2016).

Oceanfreight (EA) Ltd was incorporated in 1992 as the East African agent for Mediterranean Shipping Company (MSC), which is a global shipping line with four hundred and seventy (470) agent offices worldwide and headquartered in Geneva, Switzerland. From an initial workforce of sixteen(16) employees in 1992, Oceanfreight (EA) Ltd has grown over the years to its current staff establishment of ninety (90)staff manning its' seven core departments of Finance, HR and Administration, Export and Imports Shipping departments, Port Operations, Marketing and Information Technology each manned by a team of professionals in the specific field (Oceanfreight (EA), 2019).

Being a global shipping line, MSC demand it's agencies to adopt international best practices across the globe and Oceanfreight (EA) Ltd has had to endeavour to be at par with other global agencies in terms of staff training and development, staff engagement, maintaining a healthy work-life balance, and retention of all core staff to enhance performance and remain ahead of the competition (Oceanfreight (EA), 2019). Never-the- less, these talent management practices and interventions have had challenges at the agency level which this study aims to investigate.

Statement of the Problem

Ideally, talent management is important in the modern dynamic labour market which is characterized by the increase in labour mobility, shifting demographics, globalization, technological advancements and an aging workforce. Talent management provides a high return to companies with a flexible structure and a highly developed system of horizontal and vertical rotation where priorities are given to teams aimed at achieving results in a particular field (Orlova, *et al* 2016).

However, despite knowledge of talent management strategies, many organizations are failing to put in place the kind of human capital development and retention strategies that will bear appropriate outcomes (Cappelli, 2016).

At Oceanfreight (EA) Ltd just like many firms engaged in Shipping activities has lost many of its employees to the other Shipping lines which are perceived to have good working conditions and attractive remuneration practices (Oceanfreight HR report, 2019). Further, it is estimated that approximately 12 per cent of the company employees leave the company yearly to join other firms or venture in to their own establishments. This exodus makes the company lose its most skilled and talented work force thus affecting the overall performance of the company. This study aims at assessing the effectiveness of the talent management practices in place therein, to address or mitigate the challenges.

Locally, various studies have been done on talent management. For example, Wambui (2017) researched on the effect of talent management practices on performance of commercial state corporations. A study by Lyria (2016) sought to investigate the role of talent management on performance of listed firms in Nairobi Security Exchange. These studies established that talent management has a positive effect on employee performance. The reviewed empirical literature failed to holistically examine the nature of correlation between talent management and employee performance in Shipping lines which have a diverse workforce from different nationalities. Therefore, the current study sought to fill the existing knowledge gaps by holistically investigating the effect of talent management on employee performance in Shipping lines with specific focus on Oceanfreight (EA) Ltd.

Objectives of the Study

The general objective of this study was to evaluate the talent management and employee performance at Oceanfreight EA ltd. The specific objectives were;

- To determine the effect of Talent attraction in enhancing employee performance in Oceanfreight (EA) Ltd.
- To determine the effect of talent deployment in furthering employee performance in Oceanfreight (EA) Ltd.
- To examine the effect of Talent development in contribution to employee performance in Oceanfreight (EA) Ltd.
- To examine the effect of talent retention in aiding employee performance in Oceanfreight (EA) Ltd.

The study was guided by the following research hypothesis;

- H_{01} Talent Attraction has no significant effect in enhancing employee performance.
- H_{02} Talent deployment has no significant effect in enhancing employee performance.
- H_{03} Talent development has no significant effect in promoting employee performance
- H_{04} There exist no significant effect of talent retention in enhancing employee performance.

LITERATURE REVIEW

Theoretical Review

Human Capital Theory

Human Capital Theory was developed by Gary Becker and Theodore Schultz in the 1960s to reflect the effect of human capabilities through training activities in organizations. It introduced the view that education and training represent investment in future productivity and not just consumption of resources. Human capital can be classified as the economic value of employee's skills and experience, which include education, training, intelligence, health and other things that employers' value such as loyalty and commitment. Both the employee and the employer rely on human capital investments to increase competitiveness, profits and pay. It is important because it is perceived to increase productivity and thus profits in an organization meaning the more a company invests on its employees' education and training, the more

productive and profitable it can be (Kucharčíková, Mičiak, & Hitka, 2018).

However, like any other asset, human capital can depreciate if there are long periods of its unemployment and inability to keep up with new technology and innovations. It also migrates across economies leading to brain drain from the poorer regions to the more endowed or developed regions. Human capital theory suggests that education and training are investments that make individuals become more productive, have higher earnings and become more employable and it allows employees and employers to calculate the expected future returns of investing in training and education and therefore quantify these intangible assets (Mwaniki & Gathenya, 2016).

Resource Based View

The resource-based view (RBV) argues that firms possess resources, a subset of which enable them to achieve competitive advantage and a subset of those that lead to superior performance. To derive the required competitive advantage the resource must be valuable, rare and inimitable. Human resource systems and processes can contribute to sustained competitive advantage by facilitating the development of competences that are firm specific, promote complex social relationships and generate tacit organizational knowledge (Davis & Simpson, 2017).

The resource-based view seeks to identify the resources that provide the organization with sustainable competitive advantage which include talents, skills, information, technology and machinery. The theory posits that valuable resources must be protected to ensure competitive advantage for the organization to improve its' performance and therefore realize growth. Once an organization identifies the resources that will leverage its competitive advantage and natures them well it will fulfil its goals and objectives, satisfy its customers that will enhance its performance and growth. It also stresses the need to nature talents and protect them from competitors since this will improve their capabilities and therefore sustain

their productivity for better performance (Mwanzi, Wamitu & Kiama, 2017).

Person-Organization Fit Theory

Person-Organization fit (P-O fit) is defined as the "compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both. P-O fit is a type of Person-environment (P-E) fit in the organization in which people may fit or misfit (Sutarjo, 2016). Peoples' values are important attributes on which to establish their fit. Within the work context, values have been labelled as work values. Instrumental work values are work values related to obtaining desired ends, and refer to work benefits, work security, and success at work (Sutarjo, 2016).

Rahmadani and Sebayang (2017) has defined and conceptualized Person-organization fit in mainly four dimensions; Value Congruence which is fit between the intrinsic value of the individual with an organization that makes people feel comfort and confidence being at work. A sense of calm and comfort in work stimulates employees' ability, thereby increasing their performance. Secondly Goal Congruence which is fit between individual objectives with the organization including the leaders and co-workers. The purpose of employees joining the organization is not just merely looking for income, but they also have other missions to be achieved. Thirdly Needs of Employee Fulfilment which is the fit between the needs of employees with the working environment such as work systems and organizational structures. These needs may include the salary and working facilities. If employees' needs can be met by the company, they will feel cared for and eventually they can improve their spirits. Culture Personality Congruence is a fit between the personality of each individual and organizational climate or culture.
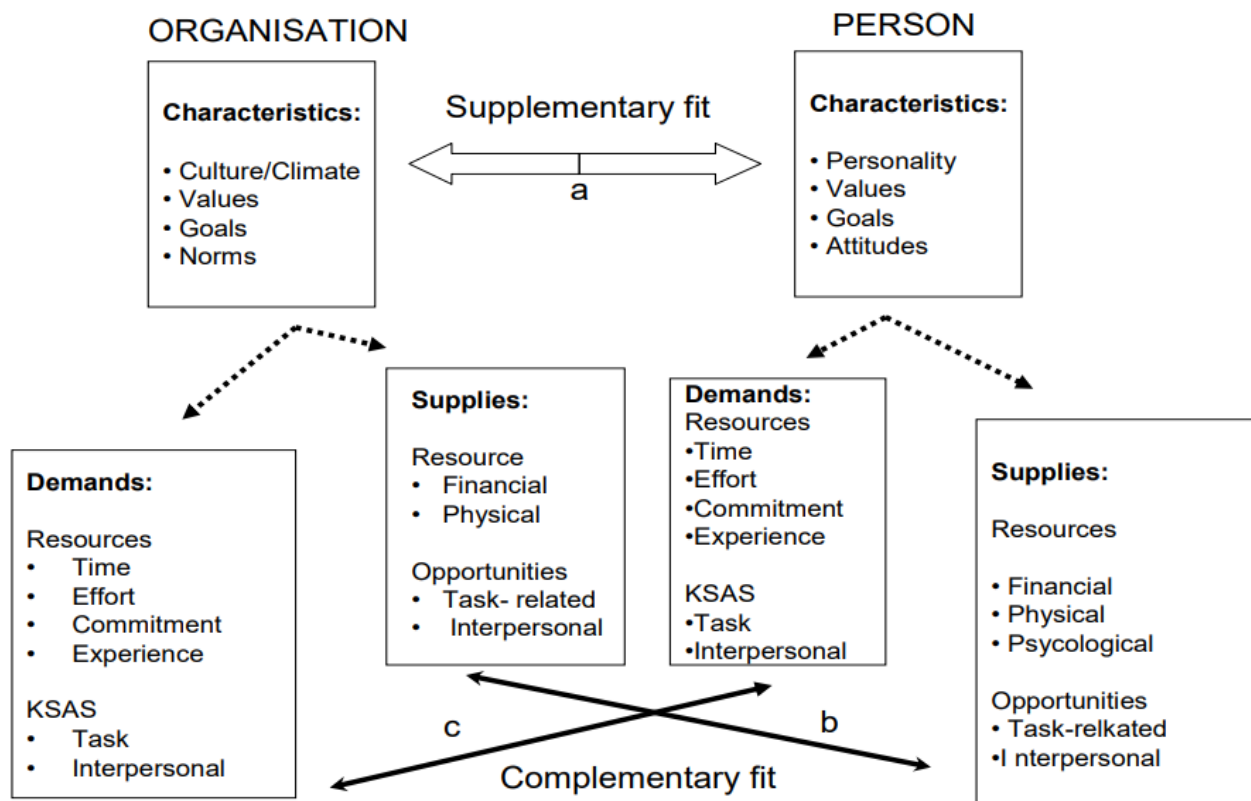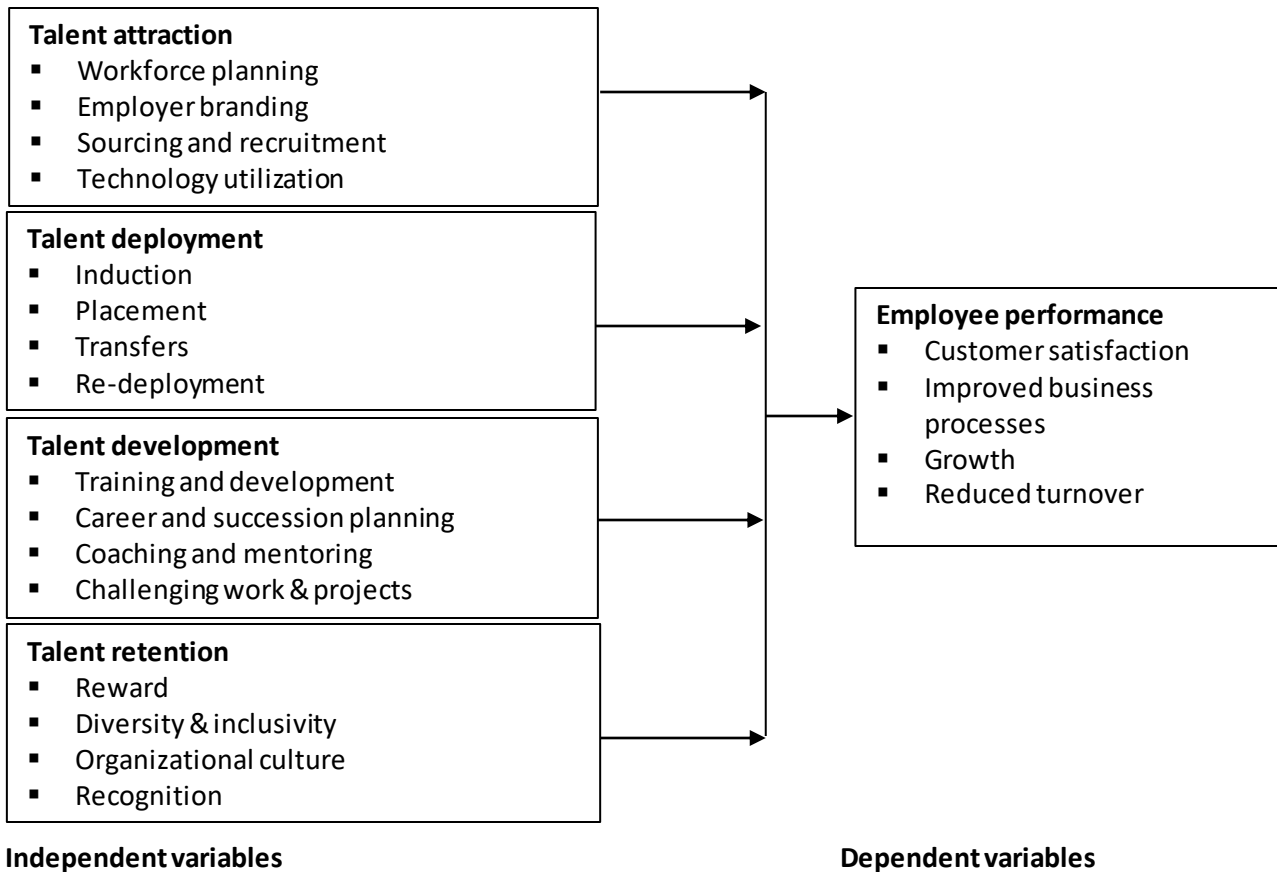

Figure 1: Person Organisation-fit for culture personality congruence

Source (Sutarjo 2016).

Talent attraction
- Workforce planning
- Employer branding
- Sourcing and recruitment
- Technology utilization

Talent deployment
- Induction
- Placement
- Transfers
- Re-deployment

Talent development
- Training and development
- Career and succession planning
- Coaching and mentoring
- Challenging work & projects

Talent retention
- Reward
- Diversity & inclusivity
- Organizational culture
- Recognition

Employee performance
- Customer satisfaction
- Improved business processes
- Growth
- Reduced turnover

Independent variables   Dependent variables

Figure 2: Conceptual Framework

Literature on Variables

Talent Attraction is the process of attracting and recruiting the best talent available to ensure your organization has the right people, with the right skills, who are in the right job and are working against the right requirements, SHRM (2016). It is a long-term HR strategy that aims to fulfill organizational needs by finding top talent and convincing them to bring their unique skills to the company. Talent acquisition and recruitment are sometimes used interchangeably and thought to mean the same thing but while recruitment is a linear process that involves searching for a specific candidate to fill a specific position, talent acquisition is a cyclical approach that is geared towards building relationships, anticipating future hiring needs and creating a sustainable pool of candidates (Das, 2017).

Talent deployment is the movement of staff within an organisation to meet operational needs. It is a process of drawing on identified talent to fill critical workforce gaps which may include placement of identified talent in short -term roles such as critical projects/taskforces or selection for long -term positions. Properly executed deployment practices are aimed at supporting employees to improve their motivation levels, engagement and productivity. Staff deployment can either be location based, departmental or through re-designation. Employee induction also referred to as orientation or socialisation is a critical aspect of staff deployment. It is the process of initiating a new employee into the organisation and acquainting him or her with the job requirements. It informs the new employee of what is expected of them and helps them gauge their suitability or otherwise in relation to the employer's expectations, tasks at hand and job demands (Mponda & Biwot, 2017).

Employees work with motivation to lead which typically involves a preference for leading over following and a personal identification with the

leader role predicts observer ratings of leadership potential basic dimensions include cognitive abilities, enhanced by the ability to understand complicated issues and solve complex problems, and basic interpersonal skills, such as responsiveness to the needs of others and the ability to co-operate with others (Urbancova & Vnouckova, 2016).

Kibui (2016), opines that the word retention connotes a state where the employees on their own free will decide to work and stay with their employer. Alternatively, it is a voluntary move by an organization to create an environment, which engages employees for long term. Its purpose is to prevent the loss of competent employees from the organisation that could have adverse effects on productivity and service delivery. Talent itself has become mobile and organisations therefore have to coordinate how they manage and retain it as there is a significant economic impact when organisations lose any of its critical employees especially given the knowledge that is lost with the employee's departure. Armstrong and Taylor (2017) contend that retention rules are established to ensure that people stay as committed members of the organisation that result to a talent flow that creates and retains the talent pool.

Talent management process covers all areas of the employee's life cycle from recruitment and selection, training and development, succession planning and career development, performance management, reward and retention and providing a good work environment for a better work life balance. However, these practices will not achieve the desired results for high organisational performance unless the workforce is fully committed, engaged, satisfied with their jobs and have good workplace relationships amongst themselves and with their managers (Puja & Shikha, 2016).

Empirical Review

There are several valuable research paths undertaken by researchers in talent management recently. The researcher presents just a fraction of a vast number of this diversity just to emphasize numerous approaches that are valuable and had received research consideration. Ngozi (2017) carried out study that assessed the relationship between talent management and employee performance in selected commercial banks in Asaba Delta State whose findings revealed a positive relationship between talent management and employee performance. The study findings proposed that the banks and other corporate organizations should enrich job contents and offer growth opportunities, in order to retain their top talents since talented employees are productive resources that are capable of adding value and competitiveness in organizations.

Wuim-pam (2017) investigated the impact of effective talent management on employee core competencies in Plateau State University, Bokkos and using a non-empirical approach, the result revealed that the skills, knowledge and abilities of employees' impact job descriptions and performance management. The study concluded that tying core competencies with talent management is a win-win proposition as it provides organizations with a means of upgrading and retaining their valuable workforce.

Mansoori, (2016) examined the importance of developing Talent Management programmes at Abu Dhabi Police Department to develop and build a talent pool as a key human resource. While managing and developing employee potential in the UAE had recently been put at the top of the government agenda, the study examined the workforce challenges facing the UAE where foreign manpower was excessively high, to determine what were the strategies and vision of the decision makers regarding Talent Management. They argue that it is crucial to recruit and develop talent, not just to meet today's needs but to bear in mind the UAE future vision. As demonstrated by the findings of the survey, there was a good synergy between the ADP management and its employees. It was made clear that the ADP relies on its talented individuals to drive organisational effectiveness and that the ADP in turn looks after the wellbeing and

Page: - 312 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

career development of its employees (Mansoori, 2016).

Despite numerous researches on the topic no significant attention has been paid to talent management on organisational performance in shipping firms. and this study will try to fill in this gap by presenting the results of the study carried out at Oceanfreight (EA)Ltd.

METHODOLOGY

This study adopted descriptive research design which Kothari (2014) defines as a process of collecting data in order to test hypothesis so as to answer questions covering the current status of the subjects of the study since it determines and reports the way things are. The target population was the entire workforce for Oceanfreight EA Ltd totalling 90 employees stratified as top managers, heads of departments, middle level managers and the general technical staff members of Oceanfreight (EA) Ltd. Stratified random sampling method was used to select relevant respondents from all staff cadres in Oceanfreight {EA} Ltd. The researcher used questionnaires as the main data instrument because questionnaires were self-administered, and the respondents can give information regarding the questions and are suitable as they can be kept for further reference in future since they are written documents. Quantitative data was analyzed using SPSS version 25 and employed descriptive statistics such as mean, standard deviation, variance and median. Correlation analysis was used to explain the relationship between talent management and employee performance.

FINDINGS

Descriptive Analysis

This study carried out the following descriptive statistics; mean, standard deviation of all the study variables.

Talent Attraction

The study sought to find out the implication of the selected statements on talent management. A Likert scale data was collected rating the extent of agreement in a scale of 1 to 5 where 1 is the strongly disagree whereas 5 is the strongly agree indicator. The mean score for each item was calculated and the findings were shown in Table 1.

Table 1: Talent Attraction

	Mean	Std. Deviation
There is efficient workforce planning processes which ensure all sections are properly staffed	4.20	1.017
We have a distinctive employer brand that is well visible in the industry	4.87	.796
Our organisation makes use of social media platforms in its recruitment and selection processes	2.52	1.213
Our organisation has a well-planned on boarding program for the new employees	4.09	.630

Results in Table 1 showed that majority of the respondents agreed to the statement that there is efficient workforce planning processes which ensure all sections are properly staffed with a mean score of 4.20 and a standard deviation of 1.017. Respondents also agreed to the statement that they have a distinctive employer brand that is well visible in the industry with a mean of 4.87 and standard deviation of 0.796. However, respondents disagreed to the statement that "Our organisation makes use of social media platforms in its recruitment and selection processes" with a mean score of 2.52 and standard deviation of 1.213. Majority of the respondents agreed to the statement that the organisation has a well-planned on boarding program for the new employees having mean score of 4.09 and standard deviation of 0.630.

Talent Deployment

The study sought to find out the extent of talent deployment in Oceanfreight. The results are presented in Table 2.

Table 2: Talent Deployment

	Mean	Std. Deviation
Our organisation has a well-planned induction program for all joining employees	4.01	1.116
In our organization, job allocation is based on individual employee competences and qualifications	4.72	.601
The cross-department employee transfers are carried out by consulting the affected employees	4.97	1.211
There is a staff re-deployment policy that is dear and easy to understand in the organization	4.30	.483

From the results in Table 2, it was showed that the respondents agreed to the statement that "Our organisation has a well-planned induction program for all joining employees" having a mean of 4.01 and standard deviation of 1.116. Majority of the respondents agreed to the statement that the organization's job allocation is based on individual employee competences and qualifications having a mean score of 4.72 and standard deviation of 0.601. Most of the respondents agreed to the statement that cross-department employee transfers are carried out by consulting the affected employees having mean score of 4.97 and standard deviation of 1.211. Respondents further agreed to the statement that there is a staff re-deployment policy that is dear and easy to understand in the organization having mean score 4.30 and standard deviation of 0.483.

Talent Development

With regard to the effect of talent development on employee performance, data that was collected through the Likert scale measuring the level of agreement of the respondents with respect to the given aspects of talent development. The results are as presented in Table 3.

Table 3: Talent Development

	Mean	Std. Deviation
The organization has a staff training and development policy which help employees improve their performance	4.04	0.692
The organization has a dynamic succession planning policy for all employees	3.27	0.906
The organization has mentoring programs that assists staff in their career development	4.11	0.519
The organization assigns employees challenging work and special projects to help them develop for future leadership positions	4.53	0.886

Results in Table 3 indicated that majority of the respondents agreed to the statement that the organization has a staff training and development policy which help employees improve their performance having mean score of 4.04 and standard deviation of 0.692. Majority of the respondents were indifferent to the statement that the organization has a dynamic succession planning policy for all employees having mean score of 3.27 and standard deviation 0.906. The respondents agreed to the statement that the organization has mentoring programs that assists staff in their career development having a mean of 4.11 and standard deviation of 0.519. Respondents agreed to the statement that the organization assigns employees challenging work and special projects to help them develop for future leadership positions as indicated by a mean of 4.53. The results are consistent with Wuim-pam (2017) who investigated the impact of effective talent management on employee core competencies in Plateau State University, Bokkos and concluded that tying core competencies with talent management is a win-win proposition as it provides organizations with a means of upgrading and retaining their valuable workforce.

Page: - 314 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Talent Retention

With regard to the effect of talent retention on employee performance, data that was collected through the Likert scale measuring the level of agreement of the respondents with respect to the given aspects of talent retention. The results are as presented in Table 4.

Table 4: Talent Retention

	Mean	Std. Deviation
Our organisation has employee reward policy which is fair	4.29	0.910
Our organisation has a policy which promotes employee diversity	3.44	0.647
Our organisation has an appealing organisational culture that fosters and enhances good working relationships amongst all staff	4.58	0.686
Our organisation fosters a healthy work-life balance which enhance good working climate for all staff	4.50	1.310

Results in Table 4 indicated that majority of the respondents agreed to the statement that "Our organisation has employee reward policy which is fair" having mean score of 4.29 and standard deviation of 0.910. Majority of the respondents were indifferent to the statement that the organisation has a policy which promotes employee diversity having mean score of 3.44 and standard deviation 0.647. The respondents agreed to the statement that the organisation has an appealing organisational culture that fosters and enhances good working relationships amongst all staff having a mean of 4.58 and standard deviation of 0.686.

Respondents agreed to the statement that the organisation fosters a healthy work-life balance which enhance good working climate for all staff as indicated by a mean of 4.50. The study findings were supported by Koranteng (2016) whose study explored the talent management as a mechanism for employee retention and revealed the adoption of major talent management practices including motivation, regular training and development of employees and enhanced employee retention.

Employee Performance

The study sought to determine the employee performance. The results are presented in Table 5.

Table 5: Employee Performance

	Mean	Std. Deviation
There is improvement in customer satisfaction	4.27	0.939
The firm business processes have improved	4.11	0.862
There is an improved growth on the firm	4.79	0.508
There is reduction in employee turnover rate	3.97	1.102

As shown in Table 5, majority of the respondents agreed to the statement that there is improvement in customer satisfaction level having a mean of 4.27 and standard deviation of 0.939. Respondents also agreed to the statement that the firm business processes have improved having a mean of 4.11 and standard deviation of 0.862. Respondents agreed to the statement that there is an improved growth on the firm as indicated by a mean of 4.79 and standard deviation of 0.508. Also respondents agreed to the statement that there is reduction in employee turnover rate having a mean of 3.97. The

results are consistent with a study by Lyria (2016) which sought to investigate the role of talent management on performance of listed firms in Nairobi Security Exchange and established that talent management has a positive effect on employee performance.

Correlation Analysis

To establish the relationship between the independent variables and the dependent variable the study conducted Pearson bivariate correlation analysis. The results are shown in Table 6.

Page: - 315 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Table 6: Pearson Correlation

		TA	TD	TDev	TR	EP
Talent attraction	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	68				
Talent deployment	Pearson Correlation	.460**	1			
	Sig. (2-tailed)	.000				
	N	68	68			
Talent development	Pearson Correlation	.239**	.345**	1		
	Sig. (2-tailed)	.003	.000			
	N	68	68	68		
Talent retention	Pearson Correlation	.308**	.362**	.610**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	68	68	68	68	
Employee performance	Pearson Correlation	.462**	.211**	.516**	.395*	1
	Sig. (2-tailed)	.000	.008	.000	.002	
	N	68	68	68	68	68

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

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

TA- Talent Attraction, TD- Talent Deployment, TDev- Talent Development, TR- Talent Retention, EP- Employee Performance

The correlation results showed that there was a positive and significant correlation between talent attraction and employee performance (r=0.462, P=0.000). Correlation results showed that talent deployment and employee performance had a positive and significant correlation (r=0.211, P=0.008). The correlation results also showed that correlation between talent development and employee performance was moderately positive and significant as indicated by r=0.516, P=0.000. The correlation between talent retention and employee performance was positive and significant (r=0.395, P=0.002).

Regression Analysis

The study conducted a multiple regression analysis in order to investigate the talent management and employee performance. The results for the model summary are as presented in Table 7.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678[a]	.461	.428	1.9620

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

The regression results in Table 7, showed a moderate regression between the talent management factors and employee performance. In the model summary, the R^2 is 0.461 indicating that predictors (talent attraction, talent deployment, talent development and talent retention) explain 46.1 per cent change in employee performance, while the remaining 53.9% are attributable to other factors not considered in the study.

Page: - 316 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2068.395	4	517.098	13.466	.000[b]
	Residual	2419.218	63	38.400		
	Total	4487.613	67			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Talent attraction, Talent deployment, Talent development, Talent retention

From the ANOVA results in Table 8, it was established that the significance value in testing the reliability of the model for the relationship between talent management and employee performance was obtained as 0.00 which is less than 0.05, the critical value at 95% significance level. Therefore the model is statistically significant in predicting the relationship between the study variables. The F value calculated is 13.466 indicating a significant model for the relationship as given by the regression coefficients.

Table 9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.519	4.061		2.836	.000
	Talent attraction	.438	.199	.175	2.201	.035
	Talent deployment	.175	.059	.127	2.966	.020
	Talent development	.519	.216	.483	2.403	.042
	Talent retention	.407	.122	.175	3.336	.000

a. Dependent Variable: Employee performance

The derived regression coefficients of the model are:

$$Y = 11.519 + .438X_1 + .175X_2 + .519X_3 + .407X_4$$

The regression results showed that talent attraction, talent deployment, talent development and talent retention were very significant variables with regards to the study since their significant value was found to be below 0.05. Further, results showed that all the independent variables had a positive coefficient indicating a positive role on employee performance. From the results, it showed that holding all factors constant at zero, the change in employee performance would be 15.012.

Further, the regression results showed that a unit change in talent attraction would lead to 0.438 unit change in employee performance. A unit change in talent deployment would lead to 0.175 unit change in employee performance. Further, a unit change in talent development would lead to 0.519 unit change in employee performance and finally, a unit change in talent retention would lead to 0.407 unit change in employee performance.

Hypothesis Testing

The first null hypothesis (HO$_1$) was that talent attraction has no significant effect on employee performance. From the regression results, talent attraction had a regression coeficient of 0.438 and a t-value of 2.201. The p-value for talent attraction was found to be 0.035 which is less than the significant level of 0.05, (p<0.05). Thus, the null hypothesis was rejected while the alternative hypothesis was accepted. The study concluded that talent attraction has significant effect on employee performance.

The second null hypothesis (HO$_2$) was that there is no significant effect of talent deployment on employee performance. Regression results indicated that talent deployment had a regression coeficient of 0.175 and a t-value of 2.966. The p-value for talent deployment was found to be 0.020 which is less than the significant level of 0.05, (p>0.05). Thus, the null hypothesis was rejected while the alternative hypothesis was accepted. The

Page: - 317 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

study concluded that talent deployment has a significant effect on employee performance.

Third null hypothesis (H0₃) stated that talent development has no significant effect on employee performance. Regression results showed that talent development had a regression coeficient of 0.519, t-value of 3.403 and p-value less than the significant level of 0.05, (p<0.05). Thus, the null hypothesis was rejected thus concluding that talent development has significant effect on employee performance. The results are consistent with Wuimpam (2017) who investigated the impact of effective talent management on employee core competencies in Plateau State University, Bokkos and concluded that tying core competencies with talent management is a win-win proposition as it provides organizations with a means of upgrading and retaining their valuable workforce.

Finally, the fourth null hypothesis (H0₄) stated that talent retention has no significant effect on employee performance. Based on regression results, talent retention had a regression coeficient of 0.407 and a t-value of 3.336. The p-value for talent retention was found to be 0.000 which is less than the significant level of 0.05, (p<0.05). Thus, the null hypothesis was rejected while the alternative hypothesis was accepted. The study concluded that talent retention had an effect on employee performance. The study findings were supported by Koranteng (2016) whose study explored the talent management as a mechanism for employee retention and revealed the adoption of major talent management practices including motivation, regular training and development of employees and enhanced employee retention.

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that there is workforce planning processes in the company which are efficient. These workforce planning processes guarantee sufficient staffing of all company sections. The study concluded that the company boasts of a visible employer brand in the industry it operates and has invested in well-planned on boarding program for the new employees. The company does not use social media platforms in its recruitment and selection processes. The study also concluded that the company has an induction program for new employees which is well-planned

and executed. Also individual employees in the company are allocated jobs based on their competences and qualifications. The study concludes that employee transfer process across the various company departments are conducted upon consulting the affected employees. The current employee re-deployment policy is clear and easy to understand.

The study concluded that the company has a dynamic policy governing staff training and development. This policy helps improvement of employee productivity in the company. The company's policy for succession planning is not visible and its mentoring programs are effective in enabling the staff in their career development. It is concluded that the company assigns employees challenging work and special projects to help them develop for future leadership positions.

The study concluded that the company has a reward policy for its employees which is perceived to be equitable and fair. The company also promotes diversity in its employment practices. The study concludes that the culture prevailing in the company is appealing as it fosters and enhances good working relationships amongst all staff and it fosters a healthy work-life balance which enhance good working climate for all staff.

The study recommended that the company should invest in Human Resource Information Systems to streamline its workforce planning processes to guarantee efficiency and ensure sufficient cross-section staffing. The management of the company should continue to build its brand around human resource practices so as to attract qualified and experienced workforce. Since it was established that the company does not use social media platforms for its recruitment needs, it should have a policy on social media recruitment and selection so as to widen the employee market space. The study also recommended that the company management should enrich the existing programs for new recruits induction to capture the contemporary work space issues. In the process of transferring the company employees across the functions, the management

should involve all the affected employees from the inception of the idea up to the idea execution. This would make affected employees to own those decisions and put resistance in check.It was a recommendation of this study that company management should design a policy for staff development which should be flexible and dynamic so as to withstand the emerging market dynamics. This policy should be effective in improving overall employee productivity in the company. The management should design a succession planning policy so as to ensure seamless continuity of the company's operations. The company should come up with effective employee mentoring programs to benefit employees in their career development. Finally the study recommended that the management of the company should formulate and implement equitable reward and compensation policy. The company should encourage diverse recruitment practices to ensure its workforce resembles the diversity as enshrined in the constitution. The company should incubate a culture which seeks to foster and enhance good working relationships amongst all employees.

Areas for Further Research

This research provided empirical evidence on the talent management and employee performance. The research, however, was limited to four talent management practices which included talent attraction, talent deployment, talent development and talent retention which accounted for 46.1 percent variation in employee performance. Therefore, the study recommends another study be undertaken to include other talent management practices which may influence employee performance in the firms in another industry like hotel and tourism.

REFERENCES

Abomeh, O., & Peace, N. (2016). Effects of Training on Employees' Productivity in Nigeria Insurance Industry. *British Journal of Economics, Management & Trade*, *7*(3), 227–235. https://doi.org/10.9734/bjemt/2015/15001

Alkhazali, Z., & Halim, M. A. (2016). The influence of Strategic Human Resource Management on Firm Performance of Jordanâ€™s Corporate Organizations. *International Journal of Academic Research in Business and Social Sciences*, *5*(12). https://doi.org/10.6007/ijarbss/v5-i12/1962

Alruwaili, N. F. (2018). Talent Management and Talent Building in Upgrading Employee Performance. *European Journal of Sustainable Development*, *7*(1), 98–106. https://doi.org/10.14207/ejsd.2018.v7n1p98

Das, G. (2017). *Talent Acquisition : It ' s evolving Pattern*. *06*(01), 45–51.

Davis, P. J., & Simpson, E. (2017). Resource-Based Theory, Competition and Staff Differentiation in Africa: Leveraging Employees as A Source of Sustained Competitive Advantage. *American Journal of Management*, *17*(1), 19. Retrieved from https://0-search-proquest-com.oasis.unisa.ac.za/docview/1926898178/fulltextPDF/869675928C0B4469PQ/52?accountid=14648&ticket=ST-6016181-Lun7T1QJay7v62PbWbwa7MXMIns-lmkn-castc03pv

Gallardo-Gallardo, E., Dries, N., & González-Cruz, T. F. (2017). What is the meaning of "talent" in the world of work? *Human Resource Management Review*, *23*(4), 290–300. https://doi.org/10.1016/j.hrmr.2013.05.002

George, U., & Chaze, F. (2016). Discrimination at Work: Comparing the Experiences of Foreign-trained and Locally-trained Engineers in Canada. *Canadian Ethnic Studies*, *46*(1), 1–21. https://doi.org/10.1353/ces.2014.0002

Ingram, T., & Glod, W. (2016). Talent Management in Healthcare Organizations - Qualitative Research Results. *Procedia Economics and Finance*, *39*(November 2015), 339–346. https://doi.org/10.1016/s2212-5671(16)30333-1

John, A., P., Sequeira, A. H., & Gopalakrishnan, S. (2017). Talent Acquisition Process in a Multinational Company: A Case Study. *SSRN Electronic Journal*, (July). https://doi.org/10.2139/ssrn.2708086

Kaur, R. (2017). Employee Retention Models and Factors Affecting Employees Retention in IT Companies. *International Journal of Business Administration and Management*, *7*(1), 161–174.

Kibui, A. W., Gachunga, H., & Namusonge, G. S. (2016). Role of Talent Management on Employees Retention in Kenya: A Survey of State Corporations in Kenya: Empirical Review. *International Journal of Science and Research*. Retrieved from www.ijsr.net

Koranteng, B. (2016). Assessing Talent Management as a Tool for Employee Retention -A case study of procredit savings and loans limited kumasi. Retrieved from http://ir.knust.edu.gh/bitstream/123456789/7636/1/Frederick Addy Koranteng %28PG7604212%292-1.pdf

Kucharčíková, A., Mičiak, M., & Hitka, M. (2018). Evaluating the effectiveness of investment in human capital in e-business enterprise in the context of sustainability. *Sustainability (Switzerland)*, *10*(9). https://doi.org/10.3390/su10093211

Mansoor S.A. Mansori. (2016). A Study into the Benefits of Developing Talent Management within the Public Sector : The Case of Abu Dhabi Police General Head Quarters - A thesis submitted in partial fulfilment of the requirements of Liverpool John Moores Un. *Liverpool John Moores University*.

Mudaki, A. L., Wanjere, D., Ochieng, I., & Odera, O. (2016). Effects of operational factors on organizational performance in Kenyan insurance industry. *International Journal of Business and Social Science*, *3*(17), 237–241.

Mukweyi, A. S. (2016). *An investigation of the influence of talent management practices on retention of healthcare professionals at Kijabe Mission Hospital , Kiambu*. Retrieved from http://su-plus.strathmore.edu/handle/11071/4574

Mwaniki, R., & Gathenya, J. (2016). Role of Human Resource Management Functions On Organizational Performance with reference to Kenya Power & Lighting Company â€" Nairobi West Region. *International Journal of Academic Research in Business and Social Sciences*, *5*(4), 432–448. https://doi.org/10.6007/ijarbss/v5-i4/1584

Ngozi, N. H. (2017). Talent management and employee performance in selected commercial banks in Asaba, Delta State, Nigeria. *European Law Review*, *8*(1), 01–01. https://doi.org/10.21859/eulawrev-08015

O'Connor, E. P., & Crowley-Henry, M. (2016). Organisational justice and talent management: The ethics, justice and fairness of exclusive talent management. *EIASM, 3rd Workshop on Talent Management*, (October), 1–22.

Orlova, L. V., Afonin, Y. A., & Voronin, V. V. (2016). Talent management and knowledge: Theory, methodology, models. *Review of European Studies*, *7*(9), 75–82. https://doi.org/10.5539/res.v7n9p75

Parthasarathy, M., & Pingle, S. (2017). Study of Talent Acquisition Practices – A Review on Global Perspective. *International Journal of Emerging Research in Management &Technology*, *9359*(11), 80–85.

Page: - 320 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Rahmadani, V. G., & Sebayang, I. R. (2017). The Influence of Person-Organization Fit and Person-Job Fit on Work Engagement Among Policemen in Sumatera Utara. *International Journal of Management Science and Business Administration*, *4*(1), 45–51. https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.41.1006

Rutishauser, D. L., Senda, D. A., & Staffelbach, P. B. (2018). Talent Management Framework Evidence-based Guidelines for Swiss Companies Operating in China. 1–28.

Sutarjo, M. (2016). Ten ways of managing person organization fit (P-O Fit) effectively : A literature study. *International Journal of Business and Social Science*, *2*(21), 226–233.

Thunnissen, M., Boselie, P., & Fruytier, B. (2016). A review of talent management: "infancy or adolescence?" *International Journal of Human Resource Management*, *24*(9), 1744–1761. https://doi.org/10.1080/09585192.2013.777543

Urbancova, H., & Vnouckova, L. (2016). Investigating Talent Management Philosophies. *Journal of Competitiveness*, *7*(3), 3–18. https://doi.org/10.7441/joc.2015.03.01

Wuim-pam, B. (2017). Employee Core Competencies for Effective Talent Management. *Human Resource Management Research*, *4*(3), 49–55. https://doi.org/10.5923/j.hrmr.20140403.01