



The Strategic  
**JOURNAL** *of* **Business & Change**  
**MANAGEMENT**

ISSN 2312-9492 (Online), ISSN 2414-8970 (Print)



[www.strategicjournals.com](http://www.strategicjournals.com)

Volume 10, Issue 4, Article 020

**TALENT MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN DE LA RUE COMPANY IN KENYA**

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## TALENT MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN DE LA RUE COMPANY IN KENYA

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Accepted: October 5, 2023

DOI: <http://dx.doi.org/10.61426/sjbcm.v10i4.2751>

### ABSTRACT

*This research evaluated effect of talent management (TM) practices on employee performance in De La Rue Company in Kenya. The study utilized positivism research philosophy as well as descriptive research design. Moreover, target population was 133 staff in De La Rue Company. Both secondary and primary data was employed in this research. This study used a data extraction tool to collect secondary data. Semi-structured questionnaires were deployed to gather primary data. Inferential and descriptive statistics were deployed in analysing quantitative data with assistance of SPSS version 25 statistical software. Additionally, descriptive statistics comprised of frequency distribution, mean, percentages as well as standard deviation. Further, inferential data analysis was done using Pearson correlation coefficient and multivariate regression analysis. Quantitative results were displayed in pie charts, tables, graphs and figures. The study found that recruitment practices have a positive and significant effect on the employee performance in De La Rue Company in Kenya. In addition, talent retention has a significant and positive effect on the employee performance in De La Rue Company in Kenya. Moreover, the study found that training and development has a positive and significant effect on the employee performance in De La Rue Company in Kenya. The study also found that career development has a positive and significant effect on the employee performance in De La Rue Company in Kenya. Therefore, this study recommended that the management of De La Rue Company should organise mentorship programs to the newly employees to help them interact and learn from senior staff members who possess specialized knowledge and abilities which as a result improves employees' productivity. Moreover, the management should give promotion to performing employees in order to enhance employees' satisfaction, morale, involvement, teamwork, retention and productivity. Furthermore, this study recommended that the company should pay the employees on time and the management should ensure that the salary paid to the employees is equivalent to the amount that other individuals receive from similar organizations with the same job title in order to motivate the employees, reduce employee turnover, increase productivity and improve employees' performance.*

**Key Words:** Recruitment Practices, Talent Retention, Training and Development, Career Development

**CITATION:** Kamau, A. N., & Juma, D. (2023). Talent management practices and employee performance in de la rue company in Kenya. *The Strategic Journal of Business & Change Management*, 10 (4), 290 – 309. <http://dx.doi.org/10.61426/sjbcm.v10i4.2751>.

## INTRODUCTION

Employees are viewed as a valuable resource and essential component of any organization's operations in the modern business environment. Employees are the primary component of strategies and regulations from design to execution (Yousif, 2017). Regardless of whether they interact directly with clients or not, employees' behavior has significant impact on organization's performance. Increasing employee performance aids a company's growth and ongoing achievement of objectives (Fatema, 2018). The improvement of employee performance requires the utilization of TM practices.

Talent management practices encompasses of the whole system in an organization that attracts, motivate, develops and also retains talented employees for effective execution and also existence of an organization together with its members (Abdullahi, Ramanand Solarin, 2022). According to Alkaf and Chiang (2022), talent management practises are activities used by employers to recruit and also develop productive talented workforce that is likely to have a long term stay in the organization. When deliberately put into place, this procedure can help the company perform better and maintain its competitiveness.

A firm's talent management practices are crucial for its talent management strategy, which supports and improves employee performance (Nagi and Mohammed, 2020). A low level of employee turnover rate, which is linked to business performance, appears to be directly correlated with talent management strategies, particularly measuring employees' performance and advancement (Yau, 2020). According to Al-Dalahmeh, Héder-Rima, and Dajnoki (2020), talent management practices have an impact on employees' intentions to leave a company.

Studies conducted in Kenya on talent management practices have focused on different sectors and specific organizations. In the Civil Service, Muyela and Kamaara (2021) established that Having leadership development programs that enable employees to continue managing their work

responsibilities while caring for their families at home, having a conducive learning and development environment that allows for a high degree of employee independence, having leadership that essentially allows employees to resolve work-related problems, and management that encourages employee development, significantly and positively influence EP in the ministry. Additionally, the ministry of Industries, Trade, and Cooperatives has found that initiatives like offering effective retention strategies, developing long-lasting working associations between employees, rewarding timely completion of tasks, and enabling workers to receive competitive benefits after attaining their goals have significant positive impact on staff performance.

De La Rue is extremely proud of the history and relationship it has built with the Kenyan people and their government. The company has been working with Kenya since before the nation gained its independence. The company has completed numerous varied and major projects over this time, most notably the printing and production of Kenya's banknotes and the first national identity card system (DeLaRue, 2021). De La Rue made a large investment in a cutting-edge factory to manufacture banknotes and other security goods in 1991, aiming to capitalize on Kenyan government effort to promote Kenya as a center of international trade. A testimony to the expertise and commitment of the local employees employed by De La Rue, the site today employs hundreds of Kenyans and the banknotes produced in the facility are used in more than 30 countries worldwide. Because it recently made an investment in the most advanced chip & pin smart technology and capabilities, the Nairobi plant, which also manufactures checkbooks and a variety of other security documents, was the first within the region to be recognized for Visa Card and MasterCard personalization (DeLaRue, 2018).

### Problem Statement

Performance of employees can also be related to how efficiently an organization utilises its financial resources. The direct facilities and materials required to make a single product are considered

economic resources (Athman & Nyang'au, 2019). Poor employee performance can lead to resource waste and greater operating costs for the company. At De La Rue Company, employee performance is important in ensuring that the printing of currency is up to date as required by the Central Bank of Kenya and in making sure that authentication of currency is done on time and within the shortest time possible (De La Rue, 2022). However, De La Rue has in the last five years been experiencing challenges in its employee performance based on employee turnover rate and overall labour productivity. The overall employee productivity of employees at De La Rue decreased from 82% in 2018 to 78% in 2019, 75% in 2020 and 71% in 2021. In addition, the overall employee productivity of employees at De La Rue decreased from 75% in 2020 to 73.5% in 2021 (De La Rue, 2022). Employee turnover also increased from 8% in 2018 to 17% in 2019 but decreased to 14% in 2020 (De La Rue, 2020). To improve the employees' performance, the organization has had to invest money to hire, recruit, develop and retain talented employees within the reach in job market. Muthina (2017) suggests that companies that invest in workers' growth as well as engagement are more likely to be creative and also successful.

De La Rue has made training and development part of the company culture and has established various ways to develop talent such as coaching, mentoring, projects and assignments. When conducted properly and efficiently, coaching and mentoring provide employees with a way to interact, learn, and advance both inside the organization and along their unique career paths. Moreover, the company has integrated and linked talent management strategy with recruitment, learning and development, reward and retention. De La Rue has a human resource policy that guides remuneration, training and recruitment. Under remuneration the company has an annual bonus plan, salary increase guideline and a Share save scheme. In addition, the company training policy directs that there should be bi-annual and annual trainings in different departments in the firm.

However, between 2009 and 2020, 59% of the staff had not received any training in the organization even with the change and addition of equipment. In addition, De La Rue (2020) observed that compared to other firms in the private sector, De La Rue was offering uncompetitive remuneration. However, the company human resource policy indicates that key principles of the remuneration are applied consistently, taking account of seniority and local market practice. They also indicated that the company aims at offering competitive levels of remuneration, benefits and incentives to attract and retain talented employees.

Various researches have been done in Kenya on TM practices and employee performance in different sectors. For example, Muyela and Kamaara (2021) examined whether TM practices influences employee performance in Civil Service; Jepchumba (2021) determined effect of TM practises on organizational performance of hotels within South Rift Region and Muthina (2017) assessed the impact of TM on Commercial State Corporations' employee performance. Nonetheless, these researches focussed on public organization and hotels in South Rift Region. Different sectors and organizations in the public sector and private sector are governed by different labour policies and utilize different talent management policies. Therefore, this study evaluated the influence of TM practices on employee performance in De La Rue Company in Kenya.

### **Research Objectives**

This study examined the influence of talent management practices on employee performance in De La Rue Company in Kenya. The study's specific objectives were;

- To determine the influence of recruitment practices on employee performance in De La Rue Company in Kenya
- To find out the influence of talent retention on employee performance in De La Rue Company in Kenya

- To evaluate the influence of training and development on employee performance in De La Rue Company in Kenya
- To examine the influence of career development on employee performance in De La Rue Company in Kenya

The study was guided by the following research questions

- How do recruitment practices influence employee performance in De La Rue Company in Kenya?
- How does talent retention influence employee performance in De La Rue Company in Kenya?
- How does training and development influence employee performance in De La Rue Company in Kenya?
- How does career development influence employee performance in De La Rue Company in Kenya?

## LITERATURE REVIEW

### Theoretical review

#### Resource Based View Theory

RBV theory was founded by Barney Jay (1991). The assumption of this theory is that through techniques of examining their strategic advantages, firms assess their competitive edge. The RBV holds that each organization has particular intangible and tangible resources, as well as firm ability to make use of such assets. This contributes to the distinctions between them. When properly developed, each firm's resources serve as the foundation for its competitive advantage (Kyagulanyi, 2019).

According to the theory, organizations prosper through enhancing assets that provide uncommon sources of competitive advantage. Resources with a competitive edge are built into the firm's structure based on their worth, uniqueness, and distinctiveness. Every company has specific and likely strengths and weaknesses, so it's critical to identify these and differentiate between them. Therefore, the organization can do it not just the

time it faces, but also the money it has access to. Mukwa (2018) argues that the key to improving employee performance in any organization lies in its capability to develop unique talent.

#### Incentive theory

The incentive theory was founded by Burrhus Frederic Skinner (1904-1990). The incentive theory is a behavioral theory that contends that rewards and reinforcement serve as people's primary sources of motivation. The theory further proposes that people behave in ways that will lead to rewards and avoid from doing things that could result in punishment. The theory suggests that individuals are motivated by recognition or extrinsic rewards like a job promotion, sweet foods and money make it more possible that in future, an individual will continue with behaviors that contributed to these rewards (Holliday, 2021).

Talent retention can be enhanced by offering incentives such as recognition and rewards, provide competitive wages, offering health insurance, allowing flexible work schedules, giving recognition, making career opportunities available, providing retirement benefits, making vacation and sick leave available, offering additional vacation and maintaining a general atmosphere of respect among others. Retaining top talent is a key to promoting organizational growth. Talent retention leads to increased employee loyalty, better brand reputation, cost reduction, morale improvement, better employee experience, improved employee engagement and satisfaction more competitive staff improved customer relations can save an organization from productivity losses.

#### Human capital theory

The HCT was first coined in 1964 by Becker, but later Jacob Mincer and Theodore Schultz worked together to strengthen it (Tight, 2018). According to the HCT, people can improve their level of productivity by getting more education and training (Almendarez, 2010). Human capital theorists contend that a population with access to education is one that is productive. According to the HCT, by boosting their level of cognitive stock of

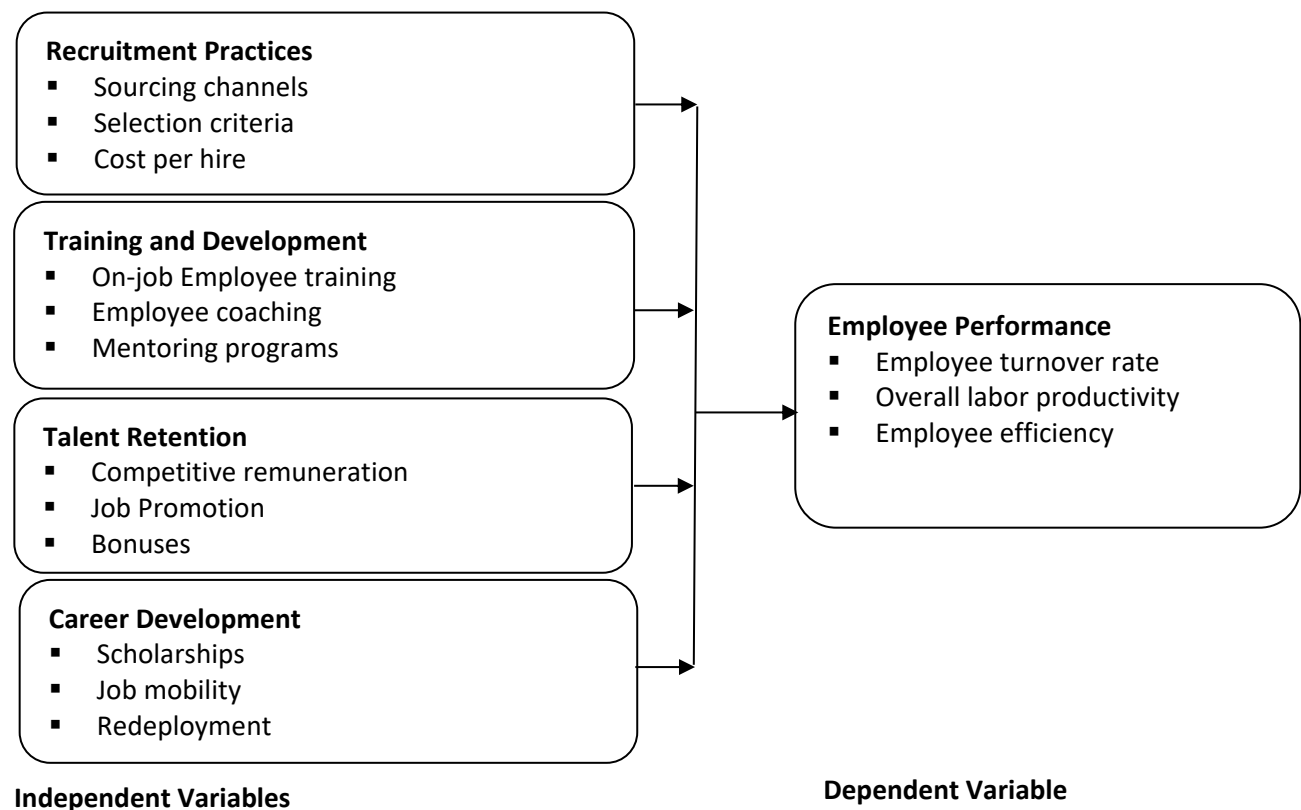
economically productive human potential, which is the outcome of innate abilities and investing in people, education increases workers' productivity and efficiency (Adom and Asare-Yeboah, 2018). Training and development help employees to increase knowledge and skills, perform better, sharpen existing ones, improve productivity and be better leaders which in turn improve the productivity.

**Reinforcement theory**

Reinforcement theory of motivation was suggested in 1957 by Burrhus Frederic Skinner. It asserts that a person's actions have an impact on

their outcomes. It is founded on the "law of impact," according to which actions that have good effects on an individual are more likely to be repeated than those that have negative effects (Cleveland, 2017). Therefore, positive reinforcement for good behavior is necessary. Negative actions should never be praised or tolerated. According to the notion of reinforcement, one can alter someone's behavior by rewarding good behavior and discouraging bad behavior. Punishments are intended to stop the undesirable behavior, while rewards are used to reinforce the desired behavior. To prevent someone from engaging in a learned behavior, use extinction.

**Conceptual framework**



**Figure 1: Conceptual Framework**

**Recruitment Practices:** Recruiting top talent is essential to the future of the organization. Talented candidate will mean lower employee turnover and great productivity. Organizations must use a variety of techniques when recruiting in order to choose the best talent that reflects their particular organization's culture and values. The recruitment of

talent pool individuals is the primary responsibility of a TM strategy (Kyagulanyi, 2019).

**Talent Retention:** This is the ability of a company to reduce the number of talented individuals who leave their position in a certain time period, either voluntarily or involuntarily. Talent retention can be enhanced through fostering employee engagement,

giving opportunities for professional growth, selecting the best candidates, providing appropriate recognition and awards, hiring the right people, offering winning incentives and preventing burnout by providing avenues for professional development. Effective talent retention can hinder productivity losses for a company. Moreover, workplaces with high retention rates typically have more engaged employees who do more work. Improved client relationships are more likely to result from engaged employees, and productive teams are those that have had time to come together (Lyria, Namusonge & Karanja, 2017).

**Training and Development:** A systematic development of the information, skills, and behavior needed by employees to perform well on a certain activity or job is referred to as training. Training can also simply refer to learning that is delivered to increase performance on the current job. Employee training according to Nnanna (2020) is programs that impact workers with knowledge, new abilities, or possibilities for professional development. It may occur in a variety of settings, whether on the job or off; within the company or with another organization. According to Mohamud (2018), firms provide training to maximize the potential of their employees to prepare their people to perform their jobs as required. Most businesses, using long-term planning, invest in their employees' skill development to prepare them for the uncertain situations they may encounter in the future. This increases employee performance through higher levels of motivation and commitment, as well as when workers recognize their organization's interest in them by providing training programs (Khamis, 2019).

**Career Development:** This is a systematic planning process used to align employee objectives with organizational business priorities. It consists of actions made by both the company and the individual employees to fulfil their professional goals and job needs (Kakui & Gachunga, 2018). A person's career development may take place within a single, typically large organization, as they move between

organizations, or a combination of the two. Every employee must embrace personal responsibility for their own development, which is the most crucial condition for professional advancement.

**Employee Performance:** The percentage of workers in a workforce who quit during a specific time period is known as the employee turnover rate. Termination, retirement, demise, interagency transfers, and resignations are a few examples of partings between corporations and employees (Bainomujuni, 2019). If skilled employees are leaving on regularly basis and a large proportion of employees comprise the trainees, a high turnover rate may be harmful to the organizations' production. Furthermore, a high turnover rate undermines the company's reputation, raises the expense of hiring new staff, wastes time training them, and results in lost sales. Employee morale and productivity are often low in companies with a high staff turnover rate. When challenges affecting employees are not handled properly and professionally, many businesses have discovered that turnover is significantly decreased. Businesses try to reduce the rate of employee turnover by offering awards like paid sick days, flexible scheduling and paid holidays.

### **Empirical Review**

In western Kenya, Kidagisa and Mukanzi (2021) assessed the impact of recruitment practises on workers' performance in a sample of sugar companies. All 5000 of the workers at the five chosen sugar companies made up study population. 357 employees were included in the sample for this population. A questionnaire was utilized to gather information. Data analysis employed descriptive and inferential statistics. The findings of the study indicated that employee performance is influenced by employee recruitment practices.

Ibidunni et al., (2019) looked at the best ways that a business may manage and retain talented staffs to ensure its survival and expansion in Nigeria's banking sector. The study used descriptive research method. One hundred and eighty-five (185) respondents made up the survey sample. Self-administered

questionnaire was employed to collect sufficient and reliable data. According to the findings, income positively and significantly influences how engaged and committed individuals are. This recommends that decision-makers should include compensation in their employment relations plans and policies, including salary, bonus, incentives, rewards, and profit sharing, which will ultimately boost employee commitment and involvement.

Using a survey research design, Githinji (2019) assessed influence of training practises on EP in United Nations Support Office for Somalia African Union Mission. The study population was 144 staff of the United Nations Support Office. The study used primary data which was gathered by the use of questionnaires. According to the study, training has a positive impact on employee participation in process change, creativity, greater performance, and increased workplace enthusiasm.

At the Kenya Forestry Research Institute (KEFRI) in Muguga, Kenya, Ratemo, Makhamara, and Bula (2021) looked into impact of career development techniques on employee performance. A descriptive research method and positivism as a philosophy were employed in the study. All 178 employees of the KEFRI at Muguga were the intended audience. Through stratified random sampling, 121 respondents were chosen for the sample. Primary data were gathered via semi-structured questionnaire. Study discovered that the KEFRI staff performance is significantly impacted by career development strategies. The survey also discovered that employees can strengthen their talents through career development.

Soud (2019) examined employee performance at the Fairmont Norfolk Hotel. For this study, a descriptive survey research design was chosen. There were 320 employees working in various departments who made up the study population. According to the study, compensation had a significant impact on how effectively hotel personnel performed. The study also found that, when it came to the relationship between creativity and employee performance, how much organization valued

creativity had a significant impact on that relationship. Finally, training and development influenced employee performance.

## **METHODOLOGY**

This researcher utilized positivism research philosophy. The study utilized a descriptive research design, a research method that systematically and accurately describes the characteristics of a phenomenon or population being studied (Gilliland, McKemish & Lau, 2017). The unit of analysis was De La Rue Company. The unit of observation was staff working in 12 divisions and departments in De La Rue Company. These divisions and departments include authentication division, currency division, production division, finance division, human resource division, marketing manager, procurement manager, ICT Manager, finance manager/director and customer relationship. The target population was 133 staff working in the 12 divisions and departments in De La Rue Company.

The sampling frame of this study was 133 staff working in the 12 divisions and departments (authentication division, currency division, production division, finance division, human resource division, marketing manager, procurement manager, ICT Manager, finance manager/director and customer relationship) in De La Rue Company. The study used census approach and hence included all the staff working in the five divisions in De La Rue Company. This is based on the premise that a census approach is the most appropriate in small populations (Metsamuuronen, 2017).

Semi-structured questionnaire was utilized. A five-point Likert scale was used to obtain data on study variables. A nominal scale (in the questionnaire) was employed to collect the respondents' demographic data. Moreover, structured questions will be utilized for efficiency and to enable smoother analysis because they are in an organized form. Unstructured questions were also utilized in this research. Both secondary and primary data were employed in this research. Secondary data is the existing data gathered for other purposes and it includes data from



organizational records and reports, as well as reports by regulators and other government departments. This study used a data extraction tool to collect secondary data.

The questionnaires generated qualitative and quantitative data. Qualitative data from the open-ended questions was analysed using thematic analysis (Greenfield & Greener, 2016). Results from qualitative data analysis was displayed in narrative form. Inferential and descriptive statistics were used in analysing quantitative data with assistance of SPSS version 25 statistical software. Descriptive statistics were used to analyze the respondents' preliminary information and in describing responses in relation to the indicators of independent and dependent variables (Williamson & Johanson, 2017). In the analysis of nominal data, the study used descriptive statistics including frequencies and percentages, but in analysis of ordinal data the study used frequency distribution, percentages, mean, and standard deviation. Inferential data analysis was done using Pearson correlation coefficient and multivariate regression analysis. The study used a 95% confidence level and hence the p-value was 0.05. Therefore, associations and relationships with a p-value of 0.05 and below was considered statistically significant but relationship with p-value of above 0.05 was deemed insignificant. The quantitative results were presented in pie charts, tables, graphs and figures.

The research model that guided the study was:

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

Where:

- Y = Employee performance
- $\beta_0$  = Constant
- $X_1$  = Recruitment
- $X_2$  = Retention
- $X_3$  = Training
- $X_4$  = Career development
- $\varepsilon$  =Error term

## FINDINGS AND DISCUSSION

### Descriptive Statistics

This section presented descriptive statistics on recruitment practices, talent retention, training and development, career development and employee performance in De La Rue Company in Kenya. The study generated qualitative and quantitative data. The findings from the open-ended questions were displayed in narrative form. The closed ended questions were measured on a 5-point Likert scale, with 1 representing strongly disagree, 2 representing disagree, 3 representing neutral, 4 representing agree and 5 representing strongly agree.

### Recruitment Practices

The first objective of the study was to determine the influence of recruitment practices on employee performance in De La Rue Company in Kenya.

### Aspects of Recruitment Practices

The respondents were requested to indicate their agreement level on diverse statements regarding recruitment practices in De La Rue Company in Kenya. The findings were as presented in Table 1.

**Table 1: Aspects of Recruitment Practices**

	Mean	Std. Dev.
Our company uses YouTube, Instagram, WhatsApp and Facebook to hire employees.	4.032	0.883
Sourcing channels have enabled our company to hire experienced and talented pool of employees.	3.726	1.129
I am satisfied with the sourcing channels used by the company to hire employees	3.613	1.174
Staff in our organization are selected depending on their level of education	3.887	0.973
Staff in our organization are selected as per their work experience	4.065	0.935
Staff in our organization are selected as per their diversity of skills	3.903	0.966
Cost per hire in our company include both internal and external recruiting costs	3.758	1.232
Evaluating cost-per-hire has enabled the company to track all hiring costs in details	3.807	0.968
I am satisfied with the Cost per hire incurred by our company	3.887	1.068

As shown in Table 1, the respondents agreed with a mean of 4.032 (SD=0.883) that the company uses YouTube, Instagram, WhatsApp and Facebook to hire employees. These findings conform to Mukwa (2018) argument that the new channels for sourcing candidates include LinkedIn, Facebook, Google, Facebook, blogs, YouTube, Reddit, Instagram, WhatsApp and Snapchat among others. Moreover, they agreed that sourcing channels have enabled the company to hire experienced and talented pool of employees as shown by a mean of 3.726 (SD=1.129). Moreover, the respondents agreed that they are satisfied with the sourcing channels used by the company to hire employees. This is shown by a mean of 3.613 (SD=1.174).

With a mean of 4.065, (SD=0.935), the respondents agreed that staffs in the organization are selected as per their work experience. These findings are in line with Kidagisa and Mukanzi (2021) findings that employers look for candidates who are the most qualified, which means they have the most relevant experience and training. In addition, they agreed that staffs in the organization are selected as per their diversity of skills as shown by a mean of 3.903 (SD=0.966). Moreover, the respondents agreed with a mean of 3.887 (SD=0.973) that staffs in the organization are selected depending on their level of education.

The respondents agreed with a mean of 3.887 (SD=1.068) that they are satisfied with the cost per hire incurred by the company. Moreover, they agreed with a mean of 3.807 (SD=0.968) that evaluating cost-per-hire has enabled the company to track all hiring costs in details. Moreover, the respondents agreed that cost per hire in the company include both internal and external recruiting costs as shown by a mean of 3.758 (SD=1.232). These findings concur with McCormick (2021) arguments that the cost per hire should take into account all expenses incurred throughout the hiring process, whether internal (like employee

referral bonuses, software fees, etc.) or external (advertising expenses, recruiting events costs, relocation expenses, etc.).

### **Recruitment Practices and Employee Performance**

The respondents were requested to specify how else recruitment practices influence employee performance in De La Rue Company in Kenya. The respondents indicated that recruiting top talent is essential to the future of the organization. In addition, the respondents noted that recruitment practices ensure that talented candidates are recruited which means lower employee turnover and great productivity. In addition, using a variety of recruitment techniques when recruiting ensures the best talents are chosen that reflects their particular organization's culture and values. The respondents further revealed that the most qualified candidates are selected which means they have the most relevant experience and training.

The respondents noted that advertisement in newspapers, television and journals as a source of recruitment has a wide reach and also attracts quite a large number of the labor force required by an organization. Moreover, in a thorough selection and recruitment policy enables all departmental managers to participate in creating the standards for choosing new candidates. This means that in order to ensure that the right individuals are hired, managers can also help to determine the experience and educational requirements for each new post.

### **Talent Retention**

The second objective of the study was to find out the influence of talent retention on employee performance in De La Rue Company in Kenya.

### **Aspects of Talent Retention**

The respondents were asked to indicate their level of agreement on statements regarding talent retention in De La Rue Company in Kenya. The findings were as presented in Table 2.

**Table 2: Aspects of Talent Retention**

	Mean	Std. Dev.
Employees receive salaries that match the job market.	1.919	0.728
There is a periodic increase in employee salaries in our company	1.927	0.734
Remuneration is received on time	1.992	0.704
Our company gives promotion to performing employees	3.452	0.966
Job promotions are accompanied by increase in roles and responsibilities	3.919	0.632
Job promotion are accompanied by increase in employee pay	3.903	0.966
Our company offers bonuses to employees	3.661	1.168
Bonuses are paid on annual basis to the employees	3.855	0.740
Bonuses are paid as incentives to improve teamwork	3.710	1.330

As shown in Table 2, the respondents disagreed with a mean of 1.992 (SD=0.704) that remuneration is received on time. In addition, they disagreed that there is a periodic increase in employee salaries in the company as shown by a mean of 1.927 (SD=0.734). Moreover, the respondents disagreed with a mean of 1.919 (SD=0.728) that the employees receive salaries that match the job market. These findings are contrary to Tamanna, Rajan & Radhesham (2018) discoveries that receiving competitive remuneration motivates employees, reduces employee turnover and increases productivity

With a mean of 3.919 (SD=0.632), the respondents agreed that job promotions are accompanied by increase in roles and responsibilities. Moreover, they agreed that job promotion are accompanied by increase in employee pay as shown by a mean of 3.903 (SD=0.966). These findings are in line with Citta, Brasit, Hamid & Yusuf (2021) findings that job promotions come with greater responsibility or a higher income. Some new roles may require the promoted employee to work longer hours or adapt a new skill set. Nonetheless, the respondents were neutral with the statement indicating that the company gives promotion to performing employees. This is shown by a mean of 3.452 (SD=0.966).

With a mean of 3.855 (SD=0.740), the respondents agreed that bonuses are paid on annual basis to the employees. Moreover, they agreed with a mean of 3.710 (SD=1.330) that bonuses are paid as incentives to improve teamwork. These findings conform to Khandelwal & Shekhaw (2018)

arguments that bonuses work as incentives to motivate employees and encourage teamwork. In addition, the respondents agreed that the company offers bonuses to employees as shown by a mean of 3.661 (SD=1.168).

### **Talent Retention and Employee Performance**

The respondents were requested to specify how else talent retention influence employee performance in De La Rue Company in Kenya. The respondents revealed that effective talent retention can hinder productivity losses for a company. Moreover, the respondents revealed that workplaces with high retention rates typically have more engaged employees who do more work. Improved client relationships are more likely to result from engaged employees, and productive teams are those that have had time to come together. The respondents noted that talent retention motivates employees, reduces employee turnover and increases productivity. Employee satisfaction is significantly influenced by talent retention. Moreover, employee involvement is enhanced, morale is raised, teamwork is improved, absenteeism is decreased, and productivity is ultimately increased. In addition, the respondents indicated that talent retention can work as incentives for managers, drawing their focus and their interest in what they perceive to be beneficial for the financial success of their companies.

### **Training and Development**

The third objective of the study was to evaluate the influence of training and development on employee performance in De La Rue Company in Kenya.

### Aspects of Training and Development

The respondents were asked to indicate their level of agreement with various statements on

training and development on employee performance in De La Rue Company in Kenya. The findings were as shown in Table 3.

**Table 3: Aspects of Training and Development**

	Mean	Std. Dev.
Our company offer on-job Employee training on regular basis	2.323	0.984
I have acquired adequate skills through on-job training	3.645	1.314
On-job Employee training has encouraged team building in our company	3.807	1.064
Our company has employee coaching programs	3.742	1.300
Through coaching, I am able to solve work-related problems	3.871	0.979
I am satisfied with how coaching is conducted in company	3.839	1.129
New employees in our company go through mentoring programs	3.484	0.100
Mentoring programs decreases stress and anxiety among the employees	3.936	0.783
Mentoring programs improves the skills and competence of employees	3.903	0.840

With a mean of 3.807 (SD=1.064), the respondents agreed that the on-job employee training has encouraged team building in the company. Moreover, the respondents agreed that they have acquired adequate skills through on-job training. This is shown by a mean of 3.645 (SD=1.314). These findings are in line Nnanna (2020) discoveries that on-job training gives workers the chance to quickly pick up new skills or credentials in their line of work. However, the respondents disagreed with a mean of 2.323 (SD=0.984) that the company offer on-job employee training on regular basis.

The respondents agreed with a mean of 3.871 (SD=0.979) that through coaching, they are able to solve work-related problems. These findings are in line with Mohamud, 2018) findings that coaching enables employee to address performance issues and solve work-related problems. Moreover, with a mean of 3.839 (SD=1.129), the respondents agreed that they are satisfied with how coaching is conducted in company. In addition, they agreed with a mean of 3.742 (SD=1.300) that the company has employee coaching programs.

With a mean of 3.936 (SD=0.783), the respondents agreed that mentoring programs decreases stress and anxiety among the employees. These findings are in line with Githinji (2019) findings that mentorship programs increases job satisfaction and reduces turnover, builds diversity, decreases

stress and anxiety, reduces cost of learning, promotes personal and career development and creates a learning culture. Furthermore, they agreed that mentoring programs improves the skills and competence of employees. This is shown by a mean of 3.903 (SD=0.840). Nonetheless, with a mean of 3.484 (SD=0.100), the respondents were neutral with the statement indicating that new employees in the company go through mentoring programs.

### Training and Development and Employee Performance

The respondents were requested to specify how else training and development influence employee performance in De La Rue Company located in Kenya. The respondents noted that employee training impacts workers with knowledge, new abilities, or possibilities for professional development. In addition, the respondents revealed that training maximizes the potential of the employees to prepare them to perform their jobs as required. The respondents further indicated that training prepare employees for the uncertain situations they may encounter in the future. This increases employee performance through higher levels of motivation and commitment, as well as when workers recognize their organization's interest in them by providing training program. The respondents noted that training and development gives employees the chance to quickly pick up new abilities or credentials in their line of work and hence

leads to faster adaptation to a new job. Training eliminates confusion, stress, enhances, allows employees to perform their job to the best of their abilities and enables employers to identify the best candidates for job positions.

The respondents also revealed that training and development enables an organization to develop its high potential employees, creates a stronger leadership team and develops communication skills across the organization. Training and development helps uncover organizational and personal strengths and development opportunities, as well as empowers and motivates people to achieve their full potential. It also raises employee engagement and boosts individual performance. The respondents noted that through training and development, people can learn from one another and transfer their

skills and expertise. Through their interactions, employees can develop both emotionally and professionally and improve their productivity. Moreover, training and development increases job satisfaction and reduces turnover, builds diversity, decreases stress and anxiety, reduces cost of learning, promotes personal and career development and creates a learning culture.

### Career Development

The fourth objective of the study was to examine the influence of career development on employee performance in De La Rue Company in Kenya.

### Aspects of Career Development

The respondents were asked to specify their level of agreement on diverse statements regarding career development in De La Rue Company in Kenya. The findings were as shown in Table 4.

**Table 4: Aspects of Career Development**

	Mean	Std. Dev.
Our company gives scholarships to the employees to further education	2.081	1.025
Scholarships are given in a transparent manner	1.823	0.711
I am a beneficiary of scholarships given by our company.	2.016	0.911
Our company conducts job mobility on regular basis	3.936	0.952
Job mobility saves time, money, and resources required to hire new employees	3.758	1.031
I am satisfied with how job mobility is conducted in our company	3.855	1.034
Our company examines employee's knowledge, skills & abilities before redeployment	3.855	1.153
Redeployment help to retain top talent and creates a positive company culture	3.758	0.616
I am satisfied with how redeployment is carried out in our company	3.661	1.262

The respondents disagreed with a mean of 2.081 (SD=1.025) that the company gives scholarships to the employees to further education. Moreover, the respondents disagreed with mean of 2.016 (SD=0.911) that they are beneficiary of scholarships given by the company. These findings were contrary to Napitupulu et al. (2017) findings that scholarships give employees important resources to keep learning and pursue educations they might not otherwise be able to. Furthermore, they disagreed that scholarships are given in a transparent manner as shown by a mean of 1.823 (SD=0.711).

With a mean of 3.936 (SD=0.952), the respondents agreed that the company conducts job mobility on regular basis. Moreover, they agreed

that they are satisfied with how job mobility is conducted in the company as shown by a mean of 3.855 (SD=1.034). The respondents further agreed that job mobility saves time, money, and resources required to hire new employees. This is shown by a mean of 3.758 (SD=1.031). These findings are in line with Hallo and Obu (2021) findings that job mobility reduces employee turnover rate while doubling up employee retention rate, saves time, resources and money required to hire new employees.

The respondents agreed with a mean of 3.855 (SD=1.153) that the company examines employee's knowledge, skills, and abilities before redeployment. The respondents further agreed with a mean of 3.758 (SD=0.616) that redeployment help to retain

top talent and creates a positive company culture. These findings conform to Nahoda (2020) discoveries that redeployment fosters a positive workplace culture, protects the corporate brand, and helps retain top talent employees. Moreover, the respondents agreed with mean of 3.661 (SD=1.262) that they are satisfied with how redeployment is carried out in the company.

### Career Development and Employee Performance

The respondents were asked to specify how else career development influence employee performance in De La Rue Company in Kenya. The respondents noted that career development give employees' important resources to keep learning. It encourages employees' continued involvement in the sector and open up new opportunities. Staff performance is boosted by career development because they boost employee morale. The respondents revealed that an educated worker can aid the business with additional research and expertise. Career development will enable them to pursue educations they might not otherwise be able to. By providing them with an education that would strengthen their dedication to the company, career development aid in the creation of a pool of focused personnel.

The respondents revealed that career development is beneficial to organization since it reduces employee turnover rate while doubling up employee retention rate, saves time, resources and money required to hire new employees, significantly boost employee engagement, increases employee adaptability and provide new solutions by having employees with multiple specialties. Career development creates an opportunity to recruit rare talent. New talent can arrive with new knowledge and skills that benefit the company. These new starters also help meet the need for inter-culturality and diversity among the teams. The respondents indicated that career development fosters a positive workplace culture, protects the corporate brand, and helps retain top employees. Career development can also help an organization avoid the time and cost of hiring new employees.

### Employee performance

The dependent variable in this study was employee performance. The respondents were requested to indicate their agreement level on different statements regarding employee performance in De La Rue Company in Kenya. The findings were as shown in Table 5.

**Table 5: Aspects of Employee performance**

	Mean	Std. Dev.
Employees in our organization complete their tasks on time	3.919	1.071
The number of complaints in respect to delay in delivery of service has reduced.	4.097	0.859
The amount of work done by each employee per hour has been increasing	3.871	1.059
Employee turnover rate has been decreasing over time	3.710	1.057
Issues affecting employees are addressed immediately and professionally	3.468	1.495
Our company offer paid sick days, paid holidays and flexible schedules	3.887	1.038
The overall labor productivity has been increasing	3.919	1.159
Employees skills have improved through training	3.895	1.073
The adoption of modern technology has increased labor productivity in our company	3.726	1.129

As shown in Table 5, the respondents agreed with a mean of 4.097 (SD=0.859) that the number of complaints in respect to delay in delivery of service has reduced. These findings concur with De La Rue (2022) report that the number of customers' complaints in regard to delay in delivery of service has reduced over the last one year. Moreover, they

agreed that employees in the organization complete their tasks on time as shown by a mean of 3.919 (SD=1.071). In addition, the respondents agreed with a mean of 3.871 (SD=1.059) that the amount of work done by each employee per hour has been increasing.

With a mean of 3.887 (SD=1.038), the respondents agreed that the company offer paid sick days, paid holidays and flexible schedules. Moreover, they agreed that employee turnover rate has been decreasing over time as shown by a mean of 3.710 (SD=1.057). These findings are in line with Bainomujuni (2019) discoveries that if skilled employees are leaving on regularly basis and a large proportion of employees comprise the trainees, a high turnover rate may be harmful to the organizations' production. Nonetheless, the respondents were neutral with the statement indicating that issues affecting employees are addressed immediately and professionally as shown by a mean of 3.468 (SD=1.495).

With a mean of 3.919 (SD=1.159), the respondents agreed that the overall labor productivity has been increasing. Moreover, they

agreed that employees skills have improved through training as shown by a mean of 3.895 (SD=1.073). The respondents also agreed that the adoption of modern technology has increased labor productivity in our company as shown by a mean of 3.726 (SD=1.129). These findings are in line with Muthumbi and Kamau (2021) arguments that production can delay if it is unable to keep up with technological advancement elsewhere

### Inferential Statistics

#### Correlation Analysis

Pearson product-moment correlation coefficient was utilized to assess the strength of association between independent variables (recruitment practices, talent retention, training and development and career development) and dependent variable (employee performance). The findings were as presented in Table 6.

**Table 6: Correlation Coefficients**

		Employee performance	Recruitment Practices	Training and development	Talent Retention	career development
Employee performance	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
	N	124				
Recruitment Practices	Pearson	.367**	1			
	Correlation					
	Sig. (2-tailed)	.000				
	N	124	124			
Training and development	Pearson	.212*	.475**	1		
	Correlation					
	Sig. (2-tailed)	.018	.000			
	N	124	124	124		
Talent Retention	Pearson	.350**	.424**	.364**	1	
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		
	N	124	124	124	124	
career development	Pearson	.616**	.310**	.443**	.299**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.001	
	N	124	124	124	124	124

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

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

The study found that there exists a positive and significant relationship between recruitment practices and employee performance in De La Rue Company in Kenya ( $r=0.367$ ,  $p\text{-value}=0.000$ ). The  $p$ -value of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. These findings are in line with Kidagisa and Mukanzi (2021) discoveries that employee performance is influenced by employee recruitment practices.

The study found a positive and significant relationship between training and development and employee performance in De La Rue Company in Kenya ( $r=0.212$ ,  $p\text{-value}=0.018$ ). The  $p$ -value=0.018 was less than 0.05, thus the relationship was considered to be significant. These findings are in line with Mohamud (2018) arguments that training had an influence on both individual employees and the organization at large.

The study established that there exists a positive and significant relationship between talent retention and employee performance in De La Rue Company in

Kenya ( $r=0.350$ ,  $p\text{-value}=0.000$ ). Since the  $p$ -value (0.000) was less than 0.05, the relation was considered to be significant. These findings conform to Tamanna, Rajan and Radhesham (2018) arguments that employee performance will improve with the more talent retention practices are used.

The study revealed that there is a positive and significant relationship between career development and employee performance in De La Rue Company in Kenya ( $r=0.616$ ,  $p\text{-value}=0.000$ ). The relationship was found to be significant because the  $p$ . value=0.000 was less than 0.05. These findings conform to Muthumbi and Kamau (2021) arguments that career growth is strongly and positively related to employee performance.

### Regression Analysis

Multivariate regression analysis was carried out to examine the relationship between independent variable (recruitment practices, talent retention, training and development and career development) and dependent variable (employee performance).

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 <sup>a</sup>	.743	.638	.24904

a. Predictors: (Constant), career development, Talent Retention, Recruitment Practices, Training and development

As depicted in Table 7, R-squared for the relationship between talent management practices and employee performance was 0.743 which means that 74.3% of the variation of dependent variable

(employee performance) could be explained by independent variables (recruitment practices, talent retention, training and development and career development).

**Table 8: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.187	4	1.547	24.938	.000 <sup>b</sup>
	Residual	7.381	119	.062		
	Total	13.568	123			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), career development, Talent Retention, Recruitment Practices, Training and development

In this study, the ANOVA was performed to determine if the model was good fit for the data. As shown in Table 8, the F-calculated was 24.938 and the F-critical from the F-distribution table was 2.46.

Because the F-calculated was greater than F-critical and the  $p$ -value (0.000) was not more than the significance level (0.05), the model was considered to be a good fit for the data.



**Table 9: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.621	.340		1.825	.070
	Recruitment Practices	.154	.058	.216	2.669	.009
	Training and development	.151	.059	.212	2.548	.012
	Talent Retention	.180	.088	.157	2.046	.043
	Career Development	.814	.105	.595	7.756	.000

a. Dependent Variable: Employee performance

Regression equation was;

$$Y = 0.621 + 0.154X_1 + 0.151X_2 + 0.180X_3 + 0.814X_4 + \epsilon$$

The study findings indicated that recruitment practices has a positive and significant effect on the employee performance in De La Rue Company in Kenya ( $\beta_1=0.154$ ,  $p\text{-value}=0.009$ ). The  $p\text{-value}$  (0.009) was not more than 0.05 (significant level) hence, the relationship was considered to be significant. This denotes that an improvement in recruitment practices will lead to 0.216 enhancement in the employee performance. These findings conform to Mukwa (2018) discoveries that recruitment practices influences employee performance in public universities positively.

Furthermore, the study revealed that training and development has a positive and significant effect on the employee performance in De La Rue Company in Kenya ( $\beta_2=0.151$ ,  $p\text{-value}=0.012$ ). Because the  $p\text{-value}$  of 0.012, was less than the significant level (0.05), the relationship was considered to be significant. This means that an enhancement in training and development will lead to 0.212 improvement in the employee performance. The findings confirm to those of Khamis (2019) who found that trainings that ZSSF has been organizing and carrying out have had positive outcomes on the company; they have decreased absenteeism, boosted employee morale, enhanced customer service, and enhanced record-keeping of member contributions.

Furthermore, the study established that talent retention has a significant and positive effect on the employee performance in De La Rue Company in Kenya ( $\beta_3=0.180$ ,  $p\text{-value}=0.043$ ). Since the  $p\text{-value}$

(0.043) was less than 0.05, the relationship was found to be significant. This means that an improvement in talent retention will lead to 0.157 enhancement in the employee performance. These findings conform to Lyria, Namusonge, and Karanja (2017) arguments that talent retention had a significant positive impact on how well the company performed.

The study found that career development has a positive and significant effect on the employee performance in De La Rue Company in Kenya ( $\beta_4=0.814$ ,  $p\text{-value}=0.000$ ). The correlation was considered to be significant because the  $p\text{-value}=0.000$  was less than 0.05 (significant level). This suggests that an enhancement in career development will lead to 0.595 increase in the employee performance. These findings conform to Ratemo, Makhamara, and Bula (2021) discoveries that KEFRI staff performance is significantly impacted by career development strategies.

## CONCLUSIONS AND RECOMMENDATIONS

The study concluded that recruitment practices have a positive and significant effect on the employee performance in De La Rue Company in Kenya. The findings indicated that sourcing channels, selection criteria and cost per hire influences the employee performance in De La Rue Company. This means that recruitment practices (sourcing channels, selection criteria and cost per hire) enhances employee performance in De La Rue Company in Kenya.

The study further concludes that training and development has a positive and significant effect on the employee performance in De La Rue Company in Kenya. The findings indicated that on-job employee

training, employee coaching and mentoring programs influences employee performance in De La Rue Company. This means that enhancing training and development (on-job employee training, employee coaching and mentoring programs) enhances employee performance in De La Rue Company in Kenya.

The study concludes that talent retention has a significant and positive effect on the employee performance in De La Rue Company in Kenya. The study discovered that competitive remuneration, job promotion and bonuses influence employee performance in De La Rue Company. This means that enhancing talent retention (competitive remuneration, job promotion and bonuses) improves employee performance in De La Rue Company in Kenya.

The study also concludes that career development has a positive and significant effect on the employee performance in De La Rue Company in Kenya. Moreover, the study established that scholarships, job mobility and redeployment influences employee performance in De La Rue Company. This means that improving career development (scholarships, job mobility and redeployment) enhances employee performance in De La Rue Company in Kenya.

The study found that sometimes, the new employees in the company go through mentoring programs. Therefore, this study recommends that the management of De La Rue Company should organise mentorship programs to the newly employees to help them interact and learn from senior staff members who possess specialized knowledge and abilities which as a result improves employees' productivity. In addition, mentorship programs increases job satisfaction and reduces turnover, builds diversity, decreases stress and anxiety, reduces cost of learning, promotes personal and creates a learning culture.

The study found that the company does not offer on-job employee training on regular basis. Therefore, this study recommends that the management should conduct on-job employee training frequently to

enable the employees to quickly pick up new abilities or credentials in their line of work and hence adapt faster to their new job. Furthermore, on-the-job training eliminates confusion, stress, enhances and allows employees to perform their job to the best of their abilities.

The study found that the company does not give scholarships to the employees to further education. This study therefore recommends that De La Rue Company should give scholarships to the willing employees to further education. Scholarship boosts employee morale and can aid the company with additional research and expertise. Moreover, scholarship strengthens employees' dedication to the company and aid in the creation of a pool of focused personnel.

The study found that sometimes, the company gives promotion to performing employees. This study therefore recommends that the management should give promotion to performing employees in order to enhance employees' satisfaction, morale, involvement, teamwork, retention and productivity. Moreover, employee promotion reduces absenteeism and attrition rates among the employees.

The study found that there is no periodic increase in employee salaries in the company. This study therefore recommends that the management should review and increase employee salaries on regular basis in order to keep the employees motivated, reduce employee turnover and increase employees performance and productivity. In addition, the company should deliver an adequate benefits package to employees such more paid leave, flexible work schedules, more comprehensive retirement plans, professional progression chances, high bonuses or commission, better health insurance policies, options for working from home, commute reimbursement and meals among others.

The study found that employees do not receive salaries that match the job market and remuneration is not received on time. Therefore, this study recommends that the company should pay the

employees on time and the management should ensure that the salary paid to the employees is equivalent to the amount that other individuals receive from similar organizations with the same job title in order to motivate the employees, reduce employee turnover, increase productivity and improve employees' performance.

### **Recommendation for Further Research**

The general objective of the study was to examine the influence of talent management practices on employee performance in De La Rue Company in Kenya. However, the study focussed on De La Rue

Company hence, the findings cannot be applied to other state-owned manufacturing companies in Kenya. As a result, this study recommends that more studies should be conducted to determine how talent management practices influences employee performance of other state-owned manufacturing companies in Kenya. Furthermore, the study found that recruitment practices, talent retention, training and development and career development can explain 74.3% of the employee performance. As such, more studies should to be conducted to examine other factors that influence employee performance in De La Rue Company.

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