INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE AT THE UNITED NATIONS: A CASE OF WORLD FOOD PROGRAMME

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ABSTRACT

In today's competitive labor market, a key concern of organizations is the need to achieve high levels of performance through people. Hence, talent management is fast gaining a top priority for organizations across the world. To attract and retain the best talent anywhere in the world, an organization must have a strong and positive employer brand. Talented individuals drive companies forward through their outstanding competence and ability. World Food Programme operations rely on their employees' ability to effectively respond when emergencies and crisis occurs. The main objective of this study was to evaluate the influence of talent management on World Food Programme (WFP) performance. Specifically, this study sought to establish the influence of talent acquisition on the performance of World Food Programme and to assess the influence of training and development of talented employees on the performance of World Food Programme in Kenya. This study adopted a descriptive survey research design. The study had a population was 216 employees at WFP in Nairobi who have supervisory responsibilities. Primary data was collected using a questionnaire with closed ended and open ended questions administered to the employees. The Statistical Package for Social Sciences (SPSS) version 22 was used to analyze data for descriptive data (frequencies, percentages, and mean), and inferential data (correlation, and regression). Data was presented using tables and figures. The major findings of the study have revealed the existence of positive and significant relationship between recruitment and deployment and training and development of talent and performance of World Food Programme. The study concluded that the relationship between recruitment and deployment, training and development of talent and employee performance was statistically significant. The study has recommended that World Food Programme should put mechanisms in place to enhance internal recruitment of talent, development of current talent training manuals, and conducting of talent surveys to ensure internal talent structures are relevant.

Background of the Study

Talent management is an important concept in the era of globalization. Organizations find themselves grappling on mechanisms on how to enhance employee performance. Resourcing talent is therefore considered as one of the options organizations can beat off competition and enhance performance. According to Schuler, Jackson, and Tarique, (2011) organizations worldwide are increasingly facing major decisions and challenges in recruiting, developing and retain talent. Thus, talent management has become a paramount component of human resource department for organizations seeking to develop, enhance or maintain competitive advantage over other players in the field. As such, talent management has increasingly become of strategic importance to organizations, since the demand for talented employees has continued to increase. (Egerová, 2013).

Talent management was initially designed to improve the process for recruiting and developing people with the required skills and aptitude to meet current employee needs. The various aspects of talent management are recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, recognition and reward (Egerová, 2013). Competition and the lack of availability of highly talented and skilled employees make finding and retaining talented employees' major priorities for organizations (Fegley, 2011). In order to attract and retain the best talent anywhere in the world, an organization must have a strong and positive employer brand (Goudreau, 2012).

Talent has become the key differentiator for human capital management at World Food Programme. Grounded within strategic HRM, Kaur, (2013), the management of talent seems to be one of the key

functions that HRM is playing strategically in organizations (Chugh & Bhatnagar, 2011). Recent research indicates that the war for talent is intense due to labor market shortages (Brewster *et al*., 2010; Lawler, 2010; Boudreau and Ramstad, 2010; Cappelli, 2009; Piansoongnern & Anurit, 2010), yet very little research attention has been aimed at talent management influence on employee performance. Further, Pfeffer and Sutton (2011) reflect that the typical HRM/talent mindset, which looks at performance results as an opportunity for an "assessment" of ability, leads to lower performance and unhappy staff who do not fulfill their potential and thus would reflect low talent engagement.

The linkage between human resource and employee effectiveness was first developed in the US in the early 1970s (Schein, 1977) when organizations were scrambling to enhance internal strategic operations through human resource as a way of enhancing employee performance and competitiveness. It wasn't until 1997 when McKinsey study of war for talent, that the term "Talent Management" began being used (McKinsey, 1997; Hartmann *et al*., 2010). Soon after, trends for talent management, stated being expressed in the literature across various countries like the USA, the UK, Australia, Japan, China, India, and across Asia (Coulson-Thomas, 2012; Chugh and Bhatnagar, 2011; Lewis and Heckman, 2011; Egerová, 2013).

Globally, management of talent has been a challenge for many organization facing human capital pressure as a result of globalization (Garner, 2002). The scarcity of talent is universal as organizations around the world are competing for the same pool of talents. Thus, talent recruitment, development, is perceived to offer organizations competitive edge, thus, forcing organizations to best global practices in talent (Stahl *et al*., 2007). Globally, organizations that are successful tend to

develop local strategies for talent management while at the same time, provide mechanisms for attracting global transfer of talent and best practices (Schuler, Jackson, & Tarique, 2011).

In Africa, the concept of talent management picked up between 2004 and 2006. According to a report by Price Water House Coopers (2012), 75% of CEOs surveyed in PwC report indicated that they lacked adequate talent to accomplish employee goals. The study also established that 85% of CEOs indicated that they planned to focus their strategies on talent management. The case for talent management in Africa is dire since Africa has lost critical talent to countries like USA, UK, France and Australia (Pfeffer & Sutton, 2011). The African Association of for Public Administration and Management (AAPAM) (2008) study found Africa countries have not been able to recruit and retain talent due to various factors including: lack of adequate compensation, poor working environments, uncompetitive environments, and lack of growth opportunities. The study also revealed that Egypt has a greater need for talent in the areas of telecommunication engineers, financial planners, information technologists and investment bankers among others.

Kenya just like any other African country faces challenges with talent management. According to Business Management Review (2013) Kenya has challenges with talent management particularly in recruitment processes, talent development, retaining and motivating professional talent. For instance, Kenani, (2011) argues that Kenya needs to develop talent in scientific areas where Kenya still lags other African countries like Egypt and South Africa.

Several studies have been done in the Kenyan context to determine whether Kenyan firms have started implementing talent management initiatives, and what effects have resulted from such initiatives. Marachi and Wario (2013) investigated

state corporations in Kenya. For state corporations in Kenya to play this role, it is important that they are governed and managed effectively, efficiently and sustainably. However, majority of the organizations have been unable to manage talent due to a number of issues which are uniquely experienced in the sector. According to Njiru (2008), lack of adequate human resources has hampered effective and efficient service delivery in state corporations. In Kenya, the talent management domain is not given much emphasis within the public sector and this has lowered the level of employees' retention by 30% in over 60% of state corporations. Njoroge (2012) as organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management.

The United Nations (UN) is an intergovernmental organization that were formed in 1945 to promote co-operation. This was after the failures of the League of Nations failed to prevent World War II (United Nations, 2016). Currently the UN is made up of 193 Member States. The missions and work of UN mission is guided by the purposes and principles contained in its founding Charter. Due to the powers vested in its Charter and its unique international character, the United Nations can take action on the issues confronting humanity in the 21st century, such as peace and security, climate change, sustainable development, human rights, disarmament, terrorism, humanitarian and health emergencies, gender equality, governance, food production, and more. The UN also provides a forum for its members to express their views in the General Assembly, the Security Council, the Economic and Social Council, and other bodies and committees. By enabling dialogue between its members, and by hosting negotiations, the Organization has become a mechanism for governments to find areas of agreement and solve problems together (United Nations, 2016).

The World Food Programme (WFP) is the food-assistance branch of the United Nations and the world's largest humanitarian organization addressing hunger and promoting food security (WFP, 2016). The WFP was formally established in 1963 by the FAO and the United Nations General Assembly on a three-year experimental basis. In 1965, the programme was extended to a continuing basis. The WFP has about 11,500 employees in 80 countries across the globe, and the headquarters situated in Rome Italy. In 2016, the WFP reached 80.9 million people in 80 countries and distributed approximately 12.6 billion rations of food. Currently, WFP's efforts focus on emergency assistance, relief and rehabilitation, development aid and special operations. Two-thirds of our work is in conflict-affected countries where people are three times more likely to be undernourished than those living in countries without conflict. In Kenya, the World Food Programme (WFP) works with the government to implement programmes designed to promote greater food security reaching around 2.3 million people a year. WFP is gradually shifting from providing in-kind food rations to offering cash-based assistance that enables people to choose their own food while boosting local economies (WFP, 2016)

Statement of the Problem

Globally, both corporate, non-governmental organizations, and international organizations like the UN experience challenges of employee performance. To mitigate these challenges, organizations have resorted to a raft of measures including talent management, corporate operational strategies, capacity building with varied successes and failures (Marachi & Wario, 2013; Deloitte, 2015; William, 2011; Mutambara & Mutambara, 2012). One of the biggest challenges still facing organization is how to harness talent that enhances employee performance.

Various scholars have examined the concept of talent management and related impact on employee performance. For instance, Sukayri (2016) examined how succession planning and employee performance and noted that the most UN agencies did not have coherent succession planning processes due to over-reliance on foreign technocrats who are moved around other agencies at the expiry of their contract. Huselid, (2010) conducted a study to determine whether UN agencies had talent management strategies and how they impacted employee performance. The study revealed that 52% of UN agencies had talent management policies, however they were not being practiced. Other studies (William, 2011; Mutambara & Mutambara, 2012) indicated 73% of international organizations (Including the UN) had talent management frameworks, however, it was difficult to measure impact of talent management and employee performance for lack of talent parameters. This studies concluded that most UN agencies/organizations had not embraced talent management and lacked talent mentoring, training, and succession planning.

This study therefore seeks to fill this gap in literature by examining how talent management policies, structures and systems have been established at World Food Program (WFP) and whether this programs are enhancing employee performance. WFP in Kenya, including the Regional Office in Nairobi is the epicenter for managing major humanitarian crisis in Burundi, South Sudan, Somalia, Democratic Republic of Congo and Central Africa Republic. This massive operation requires dedicated and talented employees to deliver employee objectives. To this end, this study examined how talent acquisition, training and development, retention of talent, and succession planning influenced employee performance at WFP

Study objectives

The main objective of this study was to examine the influence of talent management on employee performance at World Food Programme in Kenya. Specifically, this study sought to achieve the following objectives:

- To establish the influence of talent acquisition strategies on employee performance at World Food Programme in Kenya.
- To assess the influence of training and development strategies on employees performance of World Food Programme in Kenya.

LITERATURE REVIEW

Human Capital Theory

Hills (2009) asserts that human capital is the time, experience, knowledge and abilities of an individual household or a generation, which can be used in the production process. This theory contends that peoples learning capacities are comparable to other natural resources, when effectively exploited the results are profitable to the organization. Therefore, the human capital theory helped to examine how talent management could enhance recruitment processes that are essential to employee performance. The relevance of this theory to talent management is that human capital consisting of various components, skills, time, experience and knowledge which is talent embedded in individual persons. Joyce at al., (2007) defines talent as the core competencies and skills embedded in people and are the points of advantage for employee performance. Human Capital theory explains the collective capability, knowledge and skills of the people that are employed by an organization and therefore will be useful in examining how WFP can leverage information of this theory in examining how talent is acquired with regards to skills and knowledge and how capability is developed through

training and development and its influences employee performance.

Talent Management Model

Fegley (2006) report on the Society for Human Resource Management indicates that talent management model involves an integrated strategy or systems that are designed to improve the processes of recruiting, developing and retaining people with the required skills and aptitude to meet current and future employee needs, which is essential to employee performance. Talent management is fundamental to any human resource department (Boxall and Purcell, 2008).

The disciplines of recruiting, compensation, retention, training and development are viewed as distinct. The concept of talent management is to integrate these considerations into a unified strategy; to identify skills needed to execute future business strategies; to identify gaps between required skills and skills available in the firm; and to develop ways to close the gaps. Crucial among these is the development of employee cultures that encourage a committed workforce as well as more traditional human resource tactics such as staffing, employee relations, performance management and employee design (Pruis, 2011).

Talent management process includes: workforce planning, recruiting, on boarding, performance management, feedback, executive coaching and career path. Workforce planning is the intentional and strategic projection and planning of access to talent (either internal or external) with the skills, knowledge, and behaviors essential for the achievement of the university's strategic objectives and demands. Recruiting is the ability to successfully attract and hire key talent for current and future employee needs through competency-based advertising and interviewing efforts (Rynes, 2012). The relevance of this theory is that employee

development contributes to employee performance, which contributes to employee performance. In today's diverse workforce, business practices have evolved to reflect the economic advantage in developing and retaining talented employees (Fegley, 2006).

Fegley (2006) argues that organizations are continually seeking new solutions to assess, understand and strategize employee development. Managers use employee assessments and surveys to allow them to scope job requirements, evaluate how potential employees fit jobs, and identify changes that will keep employees engaged. By better understanding the people they employ, companies can solve many of their most critical and expensive problems. With reliable information to make human resource decisions, employers can successfully fit people to jobs in which they will excel, become better managers, improve service, build more effective teams and ultimately retain their best employees. This theory was significant in examining how talent retention influences employee performance.
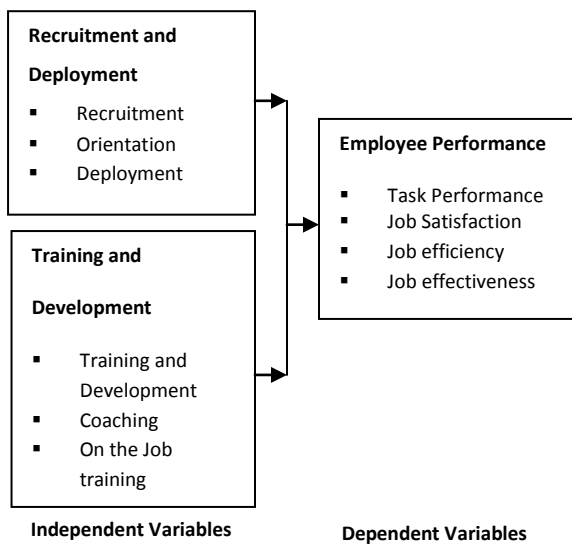
Conceptual Framework

Figure 1: Conceptual Framework

Recruitment and Deployment of Talent and Employee Performance

The first function of talent management concerns itself with the acquisition and identification of talent either internally or externally. The aim is usually to build up an international talent pool that, when required, can be tapped into quickly, reliably and on a company-wide basis (Stahl *et al*., 2007). According to Pfeffer (2005) there exists a significant relationship between recruitment and deployment of talent and employee performance. Recruitment is the process of generating a pool of qualified candidates for a particular job (Meglino *et al.,* 2009). Recruitment strategy and policy decisions mean that human resource decides how to go about filling a vacancy, whether from within the organisation or from the outside. Organizations that are able to effectively recruit talent have a higher probability of performing better in terms of efficient delivery of services, and effective utilization of production resources. McDuffie (2011) argues that talent acquisition is the ongoing cycle of processes related to attracting, sourcing, recruiting, and hiring (or placing) employees within an organization.

Global managers have to ensure that employees have expertise to address the changes in their employment environments as needed to complete their assignments. Companies that fail to respond to these changes and do not redefine their employee value proposition, will fail to attract, retain, or develop effective talent (Ernst & Young, 2010). This includes elements of employment branding, outreach, networking, and relationship building with potential candidate communities to continually build and enhance the talent pool for an organization as a way of enhancing performance. Global human resources professionals will have to do more than just attract talent; they will need to develop a pool of qualified labor to meet the demands for performance (McDuffie, 2011).

Strategic human resources managers in conjunction with line managers must determine what range of interviews to give candidates in the selection process. They should also ensure that background checks are made and medical screening is done before the applicant can be offered a job (Lin, 2006). Attracting external talents depends on the organization's values and how the potential candidates view the organization; it depends on whether the corporation carries a high value in the existing industry that they function in or they just function to survive. Employer brand becomes an important and crucial issue that can attract external talents easily. It is clear that all the talents seek growth and advancement; they cannot find it unless they look for high performance companies, which have good reputation. The invention of an attractive employer brand is a critical issue in attracting external talent (Iles *et al*., 2010a). Recruiting right people obliges strategic HR thinking and formulation of SMART entry requirement for selecting the right talents that can help the organization enhance performance (Ringo *et al.*, 2011).

Further, regarding talent management, Prius (2011) identified two general strategic choices to consider when recruiting; aligning people with roles or, aligning roles with people. Aligning people with roles is shortly described as when there are previously agreed job roles and the focus is to align people to these roles. Aligning roles with people is the opposite where the focus is on the people and the job role is adapted to their specific characteristics. If focusing on aligning people with roles, the factors influencing performance are several. Selection, recruitment, placement and promotion are basically to find the right individuals, hire them, place them in the right position and later promote them. Promotion decisions are strategic choices linked to learning and development decisions (Iles *et al.*, 2010a).

Most of the top firms in the world recruit all the time. They look for talents continuously; it means that they don't recruit just when a position opens; they recruit when they find a talent. It doesn't mean that they don't focus on talent development; they may recruit talents whenever they find them and train within the company for the high positions (Chambers *et al*., 2008). Strategy deployment links strategy plans with implementation activities. The first thing that organization needs to do before implementing action is examining the deployment process. In this way, organizations are able to examine the feasibility of the deployment process.

Therefore, by putting more attention on the deployment process, organizations can implement strategies that enhance employee performance in a more effectively manner (Williamson, 2011). Deploying talent management refers to the decision that is made in the organization regarding hiring, positioning and exiting of talents. Therefore, the decision in these processes is critical and it should be made by a talented manager. (Goudreau, 2012) has initiated a "Quick Screen" approach of talent recruiting that matches between key aspects of position and candidature's competencies. This method enables organizations to identify high performers (Goudreau, 2012). Consequently, how to deploy talents in a way that follows the strategic goals and individual development is a vital performance decision for World Food Programme. They may use SMART goal setting or Locke's goal setting. SMART refers to a decision, which is specific, measurable, attainable, relevant and timely (Morgan & Jardin, 2010).

Training and Development of Talented and Employee Performance

Training activities are at the heart of employee growth. Boselie *et al*., (2010) defines employee training as a planned and continuous effort by management to improve employee competence

levels and employee performance. Training is also looked at as a valuable tool and an investment in the organization that helps to improve profitability, reduce costs and increase employee motivation, commitment and effectiveness (Morgan & Jardin, 2010). Somaya and Williamson (2008) argue that training gives meaning to work, and enables workers to learn acceptable procedures of the job, and to justify and at least rationalize effort spent on the job. Training is applicable to performance in a current or anticipated task, providing all the necessary learning. By improving employees' ability to perform tasks required by the organization, training allows better use to be made of human resources and further gives employees a masterly over their work, leading to improved performance (Gandossy & Kao, 2004).

Training is the process of imparting knowledge and skills and presents employees or beneficiaries with the skills they need to perform their jobs better (Guarino, 2007). It consists of those activities, which are designed to improve individual performance in a currently held job or one related to it. Employee training is said to be any attempt to improve employee performance by increasing the employees' ability to perform. Somaya and Williamson (2008) defines employee training as a planned and continuous effort by management to improve employee competence levels and employee performance.

There exists a difference between training and development. Training is short-term in nature and is usually designed to permit learners to acquire knowledge and skills for their current jobs. Development on the other hand is long term in nature and aimed at developing employees for future job assignments within the organization and to solve a problem (Morgan & Jardin, 2010). Training and development programmes are designed to educate employees beyond their

requirements of their current position so that they are prepared for a broader and more challenging role in the organization. Training includes in house courses, coaching, seminars, job rotation and professional programmes. The ultimate aim is to enhance the future performance of the organization itself. The general training programme consists of assessing the company's needs, appraising the employee performance and the actual training itself (Williamson, 2011).

Organizations spend an immense amount of time and money on training in order to facilitate employees' learning of job-related competencies (Campbell et al., 2009). Moreover, investment in training activities has increased all over the world in recent years. As a result of the financial investments organizations make in training, it is important to provide evidence that training efforts are being fully realized (Williamson, 2011). In other words, it is important for organizations to ensure that training leads to desired work outcomes such as increases employee performance.

Research has demonstrated that training efforts are unlikely to result in positive changes in employee performance unless the newly trained competencies are transferred to the work environment (Charan, Drotter and Noel). It is the organizations responsibility to ensure that trained employees do deploy the newly acquires skills to their work. Baldwin and Ford (2000) define transfer of training as 'the degree to which trainees effectively apply the knowledge, skills, and attitudes gained in the training context to the job (DiRomualdo *et al*., 2009).

One of the weaknesses in the prescriptive training literature is its tendency to assume that skills that are relevant for the organization are enriching for employees. Conversely, there is an assumption that managers and trainers are the primary initiators of

workplace learning and that the skills employees learn can be deployed without any challenges, which is not necessarily the case (Williamson, 2011).

Becker and Haunschild (2009) argues that an organization should develop a list of its core competencies and assessment tools for measuring them; develop training and development solutions to support these core competencies; assess everyone against them and forecast potential; and finally prepare action plans to ensure that the core competencies are covered. Boxall and Purcell (2008) on the other hand believes that focus should be placed on the competencies rather than the future leaders per se, in an effort to find people enhance employee performance.

Off the job training is conducted away from the work place for a short or long period depending on the needs of the organization and the trainee. The old approach was to have the organization sponsoring the employee, where the firm takes full responsibility in terms of identifying the programme, venue and bearing the full costs. However, this is gradually dying with a change towards partial sponsorship where the trainee bears the full cost of the programme and the organization reimburses part or full cost upon successful completion of the programme (Morgan & Jardin, 2010). Off the job training may require employees to have special working hour arrangements. The trainee may also train away from the workplace under the supervision of an appointed person or under no supervision at all.

On the job training occurs when employees learn their jobs under direct supervision. Trainees learn by observing experienced employees and by working with the actual materials, personnel and machinery (Chiang, back, & Canter, 2005) the main advantage of on the job training is that transfer of training is high because workers learn in the

environment in which they will readily apply the skills on the job. It is however only applicable where a small number of people is being trained and where the consequence of error is low. The quality of training depends on the skill of the manager and lead employees conducting it. Types of on the job training include:

Job instruction was developed to provide a guide for training white and blue collar employees on the job. It is a technique rather than a programme and can be adapted to the training of all employees. Apprenticeship, training, internship and assistantship: This minimizes the disadvantages of job training. It is mandatory for admission into many skilled trades such as plumbing and carpentry. Training and development has been effective in enhancing talent in Sub-Saharan Africa, in as much as this has been limited to multinationals operating in the continent. Countries like Kenya, South Africa, Nigeria, Egypt and Ghana have local industries also embracing training and development as a viable and necessary aspect of employee performance (Deloitte, 2015)

Employee Performance

Employee performance is a record of the results produced in a specific job function or activity during a specific time period associated with organizational objectives (Bayley, 2010). It is the result produced by a specific functional unit or individual activity over a given period and not the personal characteristics of employees who performing the work.

Managing employee performance is an integral part of the Human Resource management function that all managers get involved in through the employees' working life. Performance measurement systems are described as the overall set of metrics used to quantify both the efficiency

and effectiveness of action (Shephered & Gunter, 2006).

Individual performance is of importance to organizations and individuals alike. Showing high performance when accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery (Bandura, 1997). Given the centrality of job performance in organizations, measurement of individual performance must capture and reflect job performance in a manner that is both reliable and valid. Individuals differ considerably in levels of job performance. In jobs with low difficulty, the performance of the highest performer exceeds the lowest performers between two to four times, whereas in jobs with high difficulty, highest performers may exceed the lowest performers by even a greater ratio (Campbell, Glazer, & Oswald, 2006), based on abilities, knowledge, experience, and no cognitive traits.

Empirical Review

Various scholars have conducted different studies on talent management within organizations. For instance, Mutambara and Mutambara (2012) conducted a study on talent management in humanitarian organizations in Zimbabwe seeking to determine whether these humanitarian organizations had any talent development and retention in place, and whether talent management had enhanced employee commitment. Two organizations formed part of the study with a sample size of 62 respondents. The study findings revealed that talent management strategies or mechanisms for effective employee orientation, mentoring, training and succession planning were not in place. Eighty-eight (88%) percent respondent indicated that they designed their organizations to adopt and implement talent management strategies. The study indicated that talent recruitment and deployment contributes about 72% of employee performance.

A study by Lewis and Heckman (2011) identified three key streams of analyzing the effectiveness of talent management practices. A first stream refers to an analytical technique to tie talent management to financial performance, a second stream emphasizes the process of analyzing and optimizing the talent management system (Boudreau & Ramstad, 2004), and authors aligned with the third stream appear to see analytics as a set of metrics and measures for use by different users (DGFP, 2007). Thus, previous research has consistently found a positive relationship between talent management and organisational performance. Moreover, an international study of (Half, 2007) show that 83 percent of Germany's managers and 95 percent of Netherland's managers observe a direct leverage effect between talent management practices and organisational success. In addition, a recent study conducted by McKinsey confirms the strong correlation between talent management practices and financial performance

Sumardi and Othman (2009) conducted a study in Malaysia on talent management in organizations. They conducted interviews to investigate how Malaysian companies use talent management in their organizations. The study focused on 3 humanitarian organizations, with 72 respondents. The study revealed that 92% of respondents indicated that their organization had talent management in place. The study also revealed that 56% of employee performance is directly influenced by training and development of talent However, for the Malaysian organizations that were surveyed, 80% did not have adequate talent management strategies for enhancing employee performance. Overall, the study revealed a significant relationship between training and development of talent and employee performance was statistically significant r (0.722) p ≤ 0.1. Sahidis and Bouris (2007) studied 134 employees in public organizations after they had completed a training programme. The study

showed that there is a significant correlation between the employees' perceived training effectiveness and their job motivation. Khan *et al* (2011) found a significant relationship between the training and resultant performance in accomplishing different tasks in the organization.

A study by Chowdhury (2004) on the impact of talent management system on employee performance in Mumbai NGOs. The study examined 20 Non-Governmental Organisations, and had a sample size of 112. The findings show that 86% of respondent felt that talent retention strategies were important to employee performance, yet, only 41% indicated that their organizations had talent management practices. The study revealed that 78% of talent retention contributed to employee performance at the NGOs. The study further revealed a statistically significant relationship between talent retention strategies and employee performance, r (0.726), p ≤ 0.05. Thus, the study concluded that management in NGOs should put talent retention strategies and mechanisms in their organizations to ensure both employee and employee performance is enhanced.

Kaur (2013) similarly conducted a study on impact of talent management in India, however his study focused on the supermarket chain Big Bazaar. The study had 200 respondents. The study indicated 92% that of employee performance was attributed to succession planning strategies such as coaching, mentoring, and succession planning. The study also revealed the existence of strong positive and statistically significant relationship between coaching and employee performance, r (0.812), p ≤ 0.1. However, the study recommended the need for a holistic approach towards succession planning should not just examine coaching and mentorship, but how employees take up senior positions in the organization.

METHODOLOGY
This study adopted a descriptive study research design. The design adopted assisted in tackling research questions such as what is the problem, how, when and why it is a problem. The target population of this study was 216 employees at World Food Programme in Nairobi. The sample frame was obtained from WFP human resources office consisting of all employees. This study adopted a stratified sampling to select respondents from senior managers, middle level managers, and employees. The study had a sample size of 55 respondents. Primary data was used for the study and a structured questionnaire was the tool that was used to collect the primary data. Singh (2008) notes that structured questionnaires are easier to administer, analyze and economical in terms of time and money. Primary data that was both quantitative and qualitative in nature was collected for this study.

Primary data was collected using a questionnaire with close ended and open ended questions administered to the employees. The questionnaire was divided into five parts: part one consisted of the background information; part two consisted of questions on recruitment of talent; part three consisted of questions on training and development of talent; part four consistent of talent retention questions, while part five consisted of questions on succession planning and employee performance. The questionnaires were self-administered.

This study relied only on primary data. The primary data was collected using structured questionnaires administered to respondents. The questionnaires were hand delivered to the respondents and self-administered by respondents. Before the main study, a pilot was conducted using 10 questionnaires to determining the validity and reliability of the study tool. To ensure data validity, the questionnaire was piloted using 10

questionnaires and data from the pilot analyzed for consistency, integrity, accuracy, uniformity and completeness. Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was coded to enable the responses to be grouped into various categories. Data collected was analyzed for descriptive and inferential statistics. The Statistical Package for Social Sciences (SPSS) version 22 was used for data analysis. Data findings have been presented using tables and figures.

RESEARCH FINDINGS AND DISCUSSIONS

A total of 55 questionnaires were given to respondent organizations. A total of 52 questionnaires were returned fully filled. This represented a response rate of 95%. This study sought to determine the demographic data of the respondents. Age, level of respondents' education, and number of years' respondents had spent in their respective organizations formed the demographic data as indicated in the following sections. Majority of respondents (52%) indicated that aged between 30 to 40 years; (20%) were aged between 41 and 50 years; (8%) aged between 21 and 29 years; and finally, (20%) aged above 50 years. Majority of respondents (64%) had bachelor degree level of education, followed by (25%) of respondents who had masters; respondents with PhDs were (8%), while the remaining (3%) had diploma. Respondents of this study were asked to indicate the number of years they had spent at their organization, (38%) of respondents indicated 6 to 10 years; (32%) indicated than had been with their organization for more than 10 years; (20%) had been 3 to 5 years, while the remaining (10%) had spent less than 2 years with their organization.

Recruitment and Deployment of Talent

On the question on whether organization recruits only when there is an open position (55%) strongly agreed, (40%) agreed, while (19%) remained neutral. When respondents were asked whether recruited employees had a better orientation (60%) strongly agreed, (21%) agreed, while (18%) remained neutral. On the question on whether recruiting the right people obliged strategic HR thinking and formulation of smart thinking entry requirements (42%) strongly agreed, (40%) strongly agreed, (9%) disagreed while (9%) remained neutral. On the question on whether the organization recruited employees receive better work induction, (55%) agreed, (20%) strongly agreed, while (29%) remained neutral respectively. This finding was in line with Fegley (2006) who had argued that today's work force business practices have evolved to reflect desire and need to develop and recruit talent for strategic reasons. Further, Fegley (2006) argued that any organization seeking new solutions have to develop strategies for recruiting talent. When respondents were asked whether Recruited employees were deployed in sections better suited for their skills, (51%) strongly agreed, (27%) agreed, (15%) remained neutral, while (7%) disagreed. Similarly, on the question on whether their organization hired qualified and skilled talent, (51%) of respondents strongly agreed, (30%) agreed, while (19%) remained neutral. To this, Ernest and Young (2010) had argued that it was important for companies to recruit and place employees in positions that best utilizes their skills. Failure to do so could lead to situations where an organization recruits' employees but doesn't gain any value proposition, nor retain talented employees.

On the question on whether most of the hiring is done internally from the organization, (63%) strongly agreed, (29%) agreed, while (11%) remained neutral. On the issue on whether respondent's organization had recruitment strategies and policies in place, (60%) strongly agreed, another (16%) agreed, (15%) remained neutral, while (9%) disagreed. On the question on whether these strategies helped in align employees'

role, (52%) strongly agreed, (27%) agreed, (20%) remained neutral. Equally, on the question on whether talent improves level of innovation in the organization, (18%) agreed, (63%) strongly agreed, (7%) remained neutral, while (11%) disagreed. This was in line with McDuffie (2011) and Iles *et al.*, (2010) who argued that organizations should do more than just attract talent; but will need to develop talent that can enhance innovation and employee performance. This is also in line with a Sumardi and Othman (2009) conducted a study in Malaysia on talent management that revealed that 92% of organizations had talent management in place. However, 80% felt that their organization did not have adequate talent management strategies for enhancing employee commitment.

Training and Development of Talent

This study sought to determine whether training and development of talents enhanced employee performance. To this end, respondents were asked to indicate which training and development of talent method was being used at their organization. The findings show that (45%) of respondents agreed that coaching is used at their work place, (22%) strongly agreed, (9%) remained neutral, (15%) disagreed, while (9%) strongly disagreed. When asked whether understudy assignment method was being used, (38%) strongly agreed, (36%) agreed, (18%) remained neutral, while (7%) disagreed. On whether internship, special task or committee assignment was being used, (58%) strongly agreed, (16%) agreed, (15%) were neutral, while (11) disagreed. Finally, when respondents were asked whether self-training methodology was being used, (45%) strongly agreed, (36%) agreed, (9%) remained neutral while (9%) disagreed. Understudy assignment had the highest mean of (4.72) followed by internship or special committee task (4.70), self-training (4.62); and finally coaching at (4.48). These findings show that in as much as training and development of talent is important, the training

method is equally important. To this end, Chiang *et al.*, (2005) had argued that the main advantage of training method is that it helps align methodology with requisite dynamics of the groups being trained, and how effective the method can transfer the skills to the employees.

These findings are in line with a study by Chowdhury (2004) on the impact of talent management system on employee performance in Mumbai NGOs that revealed that in as much as 86% organizations had training and development for talent, only 41% of the organizations had consistent talent management practices. A study by William, (2011) had noted apprenticeship, and internship methods of training are very important in that they minimize the rate of attrition by allowing employees the opportunity to learn, practice, make mistakes, learn again, practice until they have acquired the knowledge and skill set required for the job.

Respondents of the study were also asked to indicate the impact training and development of talent had done to their organization. On the question on whether training and development of talent had enabled the workforce to improve internal efficiency, (45%) of respondents strongly agreed, (20%) agreed, (22%) remained neutral, while (13%) strongly disagreed. When asked whether training and development does promote effectiveness in their organizations, (40%) strongly agreed, (27%) agreed, (15%) remained neutral, while (18%) strongly disagreed. Respondents were also asked whether training and development improved employee satisfaction; (47%) strongly agreed, (36%) agreed, while (16%) remained neutral on the same. On the question on whether training and development of talent had improved innovation within their organization, (43%) strongly agreed, while (32%) agreed, while (9%) remained neutral. Similarly, on the impact of training and

development of talent, improvement in employee satisfaction had the highest mean (4.72); improvement in organization innovation (4.70); training and development of talent improved internal efficiency had a mean of (4.54) and finally promotes employee effectiveness with a mean of (4.50). These findings are in line with Morgan and Jardin (2010) who had argued that training and development of talent is a way of enhancing employee competitive advantage since training and development enhances profitability, reduces costs, increases employee motivation while at the same time enhancing employee and employee effectiveness. Similarly, Somaya and William (2008) argued that training gave meaning to work by enabling workers to learn acceptable procedures that enhances job performance. Equally, Gandossy and Kao, (2004) training and development of talent has the ability to enhance employee's capacity to perform tasks as required by their organization, while at the same time transforming them into experts of their professional fields. However, Charan *et al.*, (2007) study had posited that training and development of talent does not always result to effectiveness in employee operations or efficiency in use of employee resources, unless the newly acquired skills and competencies are adopted by the employees and implemented in their day to day work.

Employee Performance

The study dependent variable was employee performance. This study sought to determine whether respondent's organizations had implemented policies, systems or structures that enabled their organizations to perform. To this end, respondents were asked whether recruitment of talent strategies had influenced business process efficiency, (58%) strongly agreed, (15%) agreed, (16%) were remained neutral, while (11%) disagreed. Equally, when asked recruitment of talent strategies had influenced organization

performance, (45%) strongly agreed, (36%) agreed; (15%) remained neutral, while (4%) disagreed. On the question on whether training and development strategies had enhanced employee satisfaction, (58%) strongly agreed, (16%) agreed, (15%) remained neutral while the remaining (11%) disagreed. Respondents were also asked whether training and development strategies enhance employee performance; (42%) agreed, (40%) strongly agreed, (9%) disagreed, while (9%) remained neutral. Similarly, on the question on whether talent retention strategies influence employee performance, (60%) strongly agreed, (21%) agreed, (7%) disagreed, while (11%) remained neutral. When asked whether succession planning strategies their organizations had adopted had enhanced performance, (63%) agreed, (21%) strongly agreed; (15%) remained neutral respectively.

SUMMARY, CONCLUSION, AND RECOMMENDATION

On Recruitment and Deployment of Talent, The study findings showed that recruitment and deployment had a positive influence on employee performance. Recruitment and deployment, which is a component of talent management had both positive and significant influence on employee performance at WFP. The study also found that WFP had practiced talent recruitment and deployment and had talent management policies in place. This observation was arrived at because majority of or respondents agreed that their organization strategies in place for recruiting the right kind of talent, provided adequate orientation and induction before deploying recruited employees, while at the same time, ensured that recruited employees were placed in departments that were best suited for their skills and knowledge. As such, the WFP could put in place mechanisms that enable them to not only recruit talented and

skilled employees, but also align them with areas of their strength so they could enhance performance within their respective departments.

On Training and Development of Talent, The major finding of this study was that training and development of talent was significantly important in enhancing employee performance. Training and development, which is a component of talent management, had both positive and significant influence on employee performance for WFP. The study established that WFP practiced training and development of talent at different levels of employee career development and talent management.

The study revealed that WFP practices coaching as a way of training and developing of talent to enhance performance, particularly the use of understudy and internship to train and develop employees. This not only enhanced their talent, but also contributed towards overall employee performance. One of the other important findings of this study was that majority of respondents indicated that training and development of talent had enabled the workforce to improve internal efficiency which directly contributes to employee development. Equally, training and development of talent had also promoted effectiveness in employee operations that directly impacts on employee performance. Finally, adoption and implementation of training and development of talent had enhanced organizations ability to enhance organization innovation, that impacts performance.

The study findings have led to the conclusion that WFP has in place effective mechanisms for recruitment and development of talent. This study also concludes that WFP also rely on recruitment of talent as a way of enhancing internal work place efficiency, employee effectiveness, and employee satisfaction, which directly contributes towards employee performance. Therefore, this study

concluded that recruitment and deployment had a positive and significant relationship with organization performance for World Food Programme

The findings also led to the conclusion that WFP had developed programs for training and development of talent. The WFP has relied on coaching as a way of enhancing employee performance. Coaching enabled senior level officials to train junior level officials and new employees in how to enhance performance, and how the WFP works. One of the other mechanisms in place for training and development was use of internships and understudy. Internships have helped the organizations recruit young talent and groom the talent to fit into the organizations way of doing things. Therefore, this study concludes that training and development of talent had a positive and significant relationship with employee performance.

Rrecommendations
This study recommends that WFP should enhance mechanisms for recruiting more internal talent than external relent. External talent should be sought after when requisite talent cannot be found within the organization. There is also need for the organizations to structure induction processes that enables new recruits to assimilate within the organization easily, and thereby enhance their ability to perform.

The WFP should develop a training and development of talent on an annual basis. This is to avoid situations where outdated training manuals are used. In the current globalized work environment, need for specialized skills and employees' knowledge keep changing. Therefore, "one size fits all" approach to training and development of talent is not feasible in developing a competitive sustainable and performing organization.

Areas for Further Research

This study was limited to influence of talent management on employee performance. Recruitment and deployment and training and development were the key areas examined in this study. However, these variables were not exhaustive in explaining employee performances. One of the key area not examined in this study that future studies should consider includes how attraction of talent enhances performance. This study did not utilize mitigating variables such as the size of the organization, nature of leadership, and budgetary allocations to measure what influence this factors will have on talent management and employee performance. Therefore, future studies should consider including this mitigating variables to see the effect this could have on employee performance.

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