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**THE ROLE OF TALENT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE
OF PRIVATE UNIVERSITIES IN KENYA: A CASE OF PRESBYTERIAN
UNIVERSITY OF EAST AFRICA**

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ABSTRACT

Talent management deals with attracting, developing and retention of key organizational talent so as to improve organizational performance. Talents in organizations are not well managed leading to poor motivation, absenteeism and high labour turn over. This is especially so in private universities in Kenya where universities are losing experienced professors to the public universities and other government institutions. The objective of the current study is to investigate the role of talent management on performance of private universities in Kenya. Specifically the study seeks to establish the effect of talent attraction, talent retention and talent development on the performance of private Universities in Kenya. The research endeavors to shed light onto the role that Talent Management plays in improving organizational performance. Therefore it is imperative to investigate the association between talent management and organization performance. These objectives will be achieved through a descriptive research which utilizes both qualitative and quantitative research methods. The data will be collected using both primary and secondary methods. The data will be presented using tables and charts. The data will be analyzed using the Statistical Packages for Social Sciences (SPSS). The findings of this study demonstrate that there is positive relationship between the independent and dependent variables hence attraction, retention and development of talents will lead to organizational performance. The research proposal recommends that Talent Management should be incorporated in organizations to ensure improved and high performance levels in private Universities in Kenya.

***Keywords:** Talent management, performance, talent retention and talent development*

Background of the study

Globally Talent Management can be traced back to 1865 (Simonton 2011). Interest of Talent Management in the field of business came in the 1990s with the ground breaking study entitled ‘The war for Talent’ by Mckinsey (Michaels, Handfield – Jones & Axelrod, 2001) This study suggested that demand for talented employees exceeded the available supply thus leading to the problem of talent shortage. Since then, the topic of talent management has increased in importance and has gained attention in both the literature and in business practices. It has been claimed to be “more critical than ever to organizational strategic success” and a “fast gaining top priority for organizations across countries” (Hartmann et al., 2010).

Talent management further involves positioning the right people in the right jobs (Devine, 2008). This ensures that the employees maximize their talent for optimal success of the organization. The goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives. As talent management is a relatively new area for both public and private sector organizations, most organizations have prioritized it to ensure they

acquire the right staff. This is because talent management has been linked to successful attraction, retention and development of employees (Baheshtiffar, 2011).

Talent management is that aspect of company operations that pertains to the people factor, that is, the leaders and workforce members that run the operations. It involves company planning to attain quality human talents and skills and to get a process to make that human resource methodology efficient and rewarded for the companies ultimate good need and skills and setting a process to make that human resource both highly efficient and rewarded in meeting the company's needs. The process involves locating, selecting, training, developing, retaining, managing, promoting, compensating, and rewarding employees. In effect, talent management means finding the right leaders and personnel and then managing their ability and competence to serve the purpose of the company as well as the personal and the career satisfaction of the employees. Talent management process is not just for the human resource department but must be engaged at all levels of the company. The development which will lead to the retention and promotion must also be the responsibility of department management and division heads of the company.

A recent study shows that 85% of HR executives state that the "single greatest challenge in workforce management is creating or maintaining their companies' ability to compete for talent." Without question, effective talent management provides one of the most critical points of strategic leverage today. Offering enormous business value, talent management is complex and continually evolving. Influenced by external factors such as the economy, global expansion and mergers and acquisitions, critical success factors for effective talent management include alignment with strategic goals, active CEO participation and HR management. Over time, common themes around talent management are emerging, such as the role of line leaders in the development of talent. Overall, the main recurring themes are CEO involvement, culture, management, processes and accountability.

In Kenya, Business Review Management, (2013) reports that the country faces the challenge of shortage of talent. These challenges include hiring, retaining, training and motivating professional talent. Moreover, shortage of talent management is felt in both professional and non-professional

management in Kenya. For example, early retirement leads to shortage of staff as there are no qualified personnel to fill these positions. Kenani, (2011) established that there seemed to be an urgent need for increasing scientific knowledge and skills of the employees at geothermal companies in Kenya. Human resource management needed to put more emphasis on the productive development and use of people in the company to collectively achieve the organization's strategic business objectives. Generally, it was found that geothermal companies were challenged to strive to work towards improved balance between labour supply and demand, a better trained workforce and increased employability of the workforce (Kenani, 2011).

Statement of the Problem

While talent management is critical for the performance of organizations; many organizations in Kenya find it a challenge to attract, retain, and develop the right talents needed for the performance of the organization. (Gardner, 2002). Indeed many private universities in Kenya are underperforming and are at the verge of closure partly due to poor management of talents. According to Kimani (2014) 40% of the twenty four private universities in Kenya in 2013 registered losses and could not meet their basic operating costs. This has led to mass exit of qualified employees, nonpayment of suppliers and the subsequent failure to attract students. There is therefore a need for research such as the current one to examine the role of talent management in the performance of private universities in Kenya with the aim of making proposals on how talents can be managed.

While several studies have been conducted in the area of talent management, little or none has examined the role of talent management in private universities in Kenya. Indeed most of the studies examining the relationship between talent management practices and the organization performance have been conducted mostly in other countries like Malaysia and Nigeria therefore the researcher intends to fill the existing gap by carrying the study in private Universities in Kenya. Review of the past studies conducted in Kenya on the organization performance did not touch on talent management but other human resource practice. Waiganjo (2013) investigated the effect of competitive strategies on the relationship between strategic human resource management and the firms' performance of Kenyan corporate organizations. Ngari (2012) investigated the relationship

between intellectual capital Accounting and the business performance in the pharmaceutical firms in Kenya. The current study therefore sought to fill the role of talent management on the organization performance in private Universities in Kenya.

LITERATURE REVIEW

Talent DNA Model

Knowledge infusion (Shravanthi and Sumanth (2008), proposed a talent management model that seeks to create a roadmap to realize the organizational objectives. The model is based on the concept of 'DNA' that has three components: identification of key roles, identification of competencies required for key roles and creation of a database of competencies. Talent DNA is the building block that serves as a link among various HR processes such as career planning and performance management. Talent management is a continuous process that plans talent needs, attracts the very best talent, speeds time to productivity, retains the highest performers, and enables talent mobility across the organization. In order to successfully balance the notion of talent supply with business demand, there must be a match between capabilities and needs (Shravanthi and Sumanth, 2008). Talent management focuses on enhancing the potential of people by developing capacities. Capacities are the basic DNA of an organization and also of individual potential. The point of departure for the DNA model is to translate the organization's vision into goals and mapping the competencies to achieve to achieve goals .Organizations have to assess talent to profile the level of capabilities. They must invest on individual growth to meet and accept varied ,incremental and transformational roles in an overall scenario of acknowledged need for change Talent planning is designed to use an organizations existing capacities and potential to meet the current and future business needs. The Talent DNA Model is relevant to the current study as it emphasizes that skills and capabilities required throughout the organization must be identified, skills and capabilities must be able to relate to job position and organizations must be able to hire the right people. State corporations in Kenya are no exception. With these three components in place, organizations can apply the talent DNA Model to recruit and retain talented employees (Shravanthi & Sumanth, 2008). This theory guided the development of the conceptual framework

because talent DNA is the building block of talent management that serves as a link among various HR processes such as career development, performance management and competency mapping which form the majority of independent variables in the conceptual framework. Meeting the organizations supply and demand for staff requires a ‘Talent DNA’. By implementing an effective talent management system, organizations can ensure that the right people are in the right place at the right time as well as the organization’s readiness for the future.

Talent Attraction

Talent attraction includes policies and practices that recruit and select talented individuals. The components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer of choice (Armstrong, 2006). Recruitment and selection requires that organizations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization (Armstrong, 2006). The recruitment of members of talent pool is the first task of talent management strategy. The talent pool is a group of employees with special traits and are source of future senior executives (Ballesteros et al, 2010). The sources of talented employees can be internal or external. The best way to create a talent pool is the internal sources since the employees have already the knowledge of how business processes work and can be incorporated directly into the new position and the morale of workforce uplifted (David et al 2007). However, if the organization want to introduce radical changes or to renew the culture, external sources are the best (Ballesteros et al 2010). Employer branding includes development of an organization’s image, good enough to attract employees. In order to attract the best, organizational branding is a useful strategy, the organizations that manages its corporate brands effectively, gains advantage in the highly competitive global market place. Without the good brand image, it is difficult to attract the right talents (Ana, 2009). Top rated companies have one characteristic in common, that is they give clear and consistent messages about themselves and that translates into a strong pull on talents (Tanuja, 2007). Employee value proposition is characterized by the potential employee’s perception of the value of an organization seeking to recruit him. The employees’ measure value proposition based on the challenge the job possess, work environment, training opportunities, flexibility and reputation of the organization (Oehley, 2007).

Organizations need to evaluate what they offer to already existing and the new talents and what they expect in return from the view point of the both employer and the employee, this value proposition has to offer fair value exchange .Value proposition is reflected in the organizations image, reputation, mission and records (Sloan &Van, 2003). Iles & Preece (2010) argued that employers have no choice but to brand themselves as employers of choice. This implies that the companies must have a good image in terms of employee working conditions and rewards. Glen, (2007) relates talent attraction to successful talent management hence good organization performance. For this reason, in order for talent management to be successful, then they have to ensure that they have a ‘talent pool’ where they can draw their workforce from when need arises.

In the study Botha & Swardt, (2011) which intended to develop an employer brand model that would enhance talent attraction and retention, the research paradigm adopted in the study was non empirical and a model building approach. A total of 129 manuscripts were reviewed by means of key words to identify data of relevance. Research findings indicated that employers who first established target group needs were able to attract talented employees. Further findings indicated that communication of employer brand message was also an important determinant of whether the right job seekers would be attracted to the organization.

Kelly, (2013) survey of 100 businesses involved in engineering, finance, government, IT, manufacturing and telecommunication sector, findings indicated that the major components of talent attraction included salary packages, benefits, company culture, recruitment styles, staff turnover, work life balance, and social networking. The support and active involvement of line Managers is very critical at the stage of talent attraction, as in all the other stages of talent management (Stewart, 2008). This is because; line managers interact with employees on a daily basis and therefore the relationship between line managers and employees determined the duration the employees stay in the organization or the input they make at the work place. This implies that line managers are directly involved in the creation of an employer brand.

A potential employee is motivated to apply for a job at a certain organization due to the job and organization’s characteristics (Rynes & Cable, 2003). This implies that information provided to

applicants during recruitment, including rewards, is critical because applicants make inferences about specific job aspects based on largely, the facts that they are given. Moreover, compensation attracts employee on different ways (Barber & Bretz, 2000).

Besides pay, employee benefits also play a key role in attraction of talent (Barber et al., 2000). The authors observed that companies with flexible benefits are able to fill open positions quicker than those without flexibility suggesting that the benefits offered do indeed affect attraction of applicants to the job. In addition, the way an organization is able to balance between work life and family life, makes the organization more attractive to particular applicants, as some people have a very salient family identity and will look for an organization that supports their life outside work.

Talent Retention

Talent Retention includes incorporating practices that prevent talented individuals from leaving the organization. Retention aims to take measures to encourage employees to remain in the organization for the maximum period of time. Talent turnover is harmful to a company's productivity because costs of attraction are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (Echols, 2010). Vaiman & Vance, (2012) define two classifications of retention tool to suffice employee's expectation: extrinsic and intrinsic incentives. Extrinsic incentives includes different sorts of monetary rewards which can satisfy employees' physiological needs, while intrinsic incentives refer to non-monetary rewards that can fulfill employees' psychological needs. The monetary reward is admitted as an essential tool to retaining talent (Vaiman et al., 2008). Hughes & Rog (2008) said various organizations around the world have similarities and differences on the strategies they use to retain talent. For example, in Brazil, France and Netherlands, they retain talent through stimulation; in Japan, the employers use intimidation to earn employees trust and respect; in Italy, organizations conduct effective performance assessments; in South Korea, employees retention is based on performance targets; while in Canada, the determinants of retention include employee satisfaction and motivation.

In other studies, the monetary reward is admitted as an essential tool to retaining talent (Vaiman et al .2008). O’Callaghan (2008) emphasizes that the only way for organizations to retain talented employees is through making sure that the employees are competitively compensated. He identified the strategies that can help in retention of employees to include signing bonuses, stock options with a maturity clause and market-related incentives and pay. Mendez & Stander, (2011) further emphasizes that a company needs to invest in employee retention in order to be successful. For example, a good compensation package is important in retaining employees, offering an attractive, competitive; benefits package with components such as life insurance, disability insurance and flexible hours motivates employees to commit themselves to an organization (Lockwood & Walton, 2008). In light of the above, a salary offered to an employee should not only be viewed as a sum of money, but as a package of remuneration in order for the payment to serve as a retention factor. Gomez-Mejia et al. (2006) refers to this as internal and external equity. External equity is the perceived fairness of the remuneration in comparison to how much other employees in the same kind of work are receiving in the same industry. On the other hand, internal equity refers to how an employee perceives his pay to be fair in comparison to another employee who he perceives to be in a similar position within the same organization. For the talent to be cultivated the employee must be able to experience both intrinsic and extrinsic reward from their jobs. Should the employee find job interesting and challenging, they will exert all necessary effort in doing the job and therefore lead to increased productivity.

As an element of talent management, talent retention implies that the organization intends to retain its most talented employees or those employees that will likely leave (Armstrong, 2011). Organizations are not always successful at retaining talented workers but can use tried and tested strategies to retain their best employees (Armstrong, 2011). Talent retention is affected by specific demographic factors such as age, gender and the profile of talented employees. There is a tendency amongst younger workers to change jobs regularly whereas older workers require security and job stability. Other factors that influence talent retention are company image, recruitment, selection and deployment, leadership (employees join companies and leave managers), learning opportunities as well as performance recognition and rewards (Armstrong, 2011). Before going

out the organization to look for talent, it is prudent to consider in-house pool first .Selecting an internal staff provides a moral boost for serving employees and allows them to grow.

Talent Development

Talent development includes policies and practices that provide job and career related competencies to talented individuals. It is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization (Harburg, 2003). As businesses continually apply new technologies, new business growth models, and new market strategies, the workforce's up-skilling becomes constant and continuous. Understanding strategies of talent development would help companies listed in the NSE to be successful in operating in the market place hence lead to good organization performance. Organizations which practice effective learning and development begin with their employees. This implies that they identify the employees who need learning and development, the level of learning and development they need and the duration during which learning takes place (Harburg, 2003). Organizations with first class learning and development initiatives are excellent in listening to employee improvement needs and are able to express those needs back to the employee in clear and enlightening terms. Davis et al., (2007) noted that the recruitment and development of talented staff was of paramount importance to the success of the business objectives. People in Aid (2013) further emphasized the need for learning and development by saying that organizations which operated in fast-changing environment needed to adapt in order to stay at the forefront. The usefulness of learning and development was acknowledged in these circumstances because staying at the forefront meant organizations acquiring new knowledge and skills, and mastering new ways of doing things in order to continue providing a high standard of delivery.

Learning and development has become an important talent management initiative in many companies around the world. For some companies, learning and development is a strategic process that minimizes leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles. With other companies, learning and development is a constant struggle, viewed as an administrative exercise rather than as a competitive advantage. In

strong economic times, it is easier to ignore deficiencies in the career management process, but in the current economic downturn around the world, the need to identify and develop top talent for critical roles has never been more important (Davis et al., 2007). Learning and development is an approach of an organization ensuring that people with the right qualifications and experience are available when needed (Zheng & Kleiner, 2001). Human resource department is involved in attraction and evaluation of talented people with high potential in the organization, they also have to develop the talent pool meaning they train them in skills that the company needs at that time and in future to exploit their full potential and direct it to improve the organization (Ballesteros et al., 2010).

METHODOLOGY

The study adopted a descriptive research design. The target population will consisted of 250 employees of the selected university and will comprise the following levels of employees. Data was collected by use both primary and secondary methods. For the secondary methods human resource records, organization policy document and employee statistical data were used. Data was analysed both quantitatively and qualitatively. Qualitative data was coded and presented thematically according to the objectives of the study. Content analysis was done for secondary data. Quantitative data was analysed using statistical methods and presented by use of frequency distribution tables and percentages. Relationship between variables was calculated using the Spearman's correlation coefficient and chi square with the help of Statistical Packages for Social Sciences (SSPS).

FINDINGS OF THE STUDY

The role of talent attraction on organizational performance in private Universities in Kenya

The performance of an organization is largely determined by the nature and level of talents in its labour force. The better the organization is able to attract qualified talents, the more the chances of good performances. The first objective of the study was to determine the effects of talent attraction on the performance of private universities in Kenya. To achieve this objective, the research sought to establish whether the university was able to attract the right talent and later to establish if the talent attraction had an effect on the performance.

To establish whether the university was able to attract the right talents, the qualifications of the existing employees was examined against their job descriptions. The findings revealed that while the university was able to attract employees at the lower strata which comprises of the junior and subordinate employees, the same was not true for the second and the third strata which comprised of the academic staff and the senior management.

Further analysis was done to establish the methods of attracting the employees. This established that the job recruitment methods used were inadequate and included online advertisements, church announcements and word of mouth. Media advertisements were not fully utilized. These findings therefore concluded that the organization was not able to attract adequate talents.

To establish whether talents attraction had an impact on organizational performance, the research examined the level of employee performance against the Key Performance Indicators (KPIs). It was revealed that qualified employees at the lower level were able to achieve their KPIs within given deadlines.

For the middle strata which comprised of lecturers, senior lecturers and professors the findings revealed that while the employees were able to meet their teaching KPIs in the teaching and lecturing responsibilities the same was not so for research and community service. This was especially so for the lecturers. While the professors and senior lecturers were able to meet their

research targets, the lecturers were not. This levels of performance affected the university’s visibility in the international academic map barring it from the international listing of the universities.

For further analysis the respondents were also required to give information on the role talent attraction on performance and the findings were as shown on table 4.6. From the data collected, 93.2% of the responds confirmed that branding is key in talent attraction and this boosts the performance of employees.

Table: Hindrances faced by respondents in talent attraction

Hindrances	Very serious	Serious	Less serious	Not serious	χ^2 Square
Lack of feedback	81	47	6	13	
	37	37	37	37	
	53.32	2.7	25.97	15.57	
					97.56
Delayed communication	73	49	11	14	
	37	37	37	37	
	35.03	3.89	18.27	14.3	
					71.49
Lack of communication channels	86	46	7	8	
	37	37	37	37	
	64.89	2.2	24.3	22.73	
					114.12

O = Observed frequency; e = Expected frequency;

Table 4.6 shows responses on hindrance of talent attraction were in response to the lack of feedback. Since $\chi^2= 97.26$ the null hypothesis of equal number of responses was rejected at 5% level of significance. It mean that the number of responses were different with more respondents tending to very serious or serious with the hindrances. Response to hindrance delayed communication of short repayment was $\chi^2= 71.49$.

The null hypothesis of equal number of responses was rejected at 5% level of significance meaning that the numbers of responses were different with more respondents tending to very serious or serious with the hindrance. Responses to lack of proper communication channels was $\chi^2= 114.12$. The null hypothesis of equal number of responses was rejected at 5% level of significance meaning that the number of responses was different with more respondents tending to very serious or serious with the hindrances.

Table 4.7 shows the relationship between respondent’s levels of performance in regards to improved competency in relation to talent attraction.

Table 4.7 Relationship between respondents performance and talent attraction						
Extent to which respondents think talent attraction influences competency in performance.						
		Very large extent	some extent	little extent	no extent	Total
Respondent’s average performance rates	30	17%	7.5%	5.4%	2%	31.9%
	31-50	10.2%	9.5%	6.8%	2.7%	29.3%
	51-100	12.9%	4.7%	2%	2%	21.7%
	above 100	8.8%	2.7%	3.4%	2%	17.1%

Total		72	36	26	13	147
Percentage		48.9%	24.6%	17.7	8.8%	100

Spearman rank correlation was estimated between extents to which respondents think talent attraction influences performance through improved competency for each respondent. The resulting value was $r_s = 0.65$ indicating a positive significant relationship between the independent and the dependent variables.

The effect of talent retention strategies on organizational performance in private Universities in Kenya

Relationship between talent retention and performance level

Employee retention ensures continuity of performance while it is important to displace off employees' high rate of turn over may give organization performance shocks. The variables in this section, were analysed by first analyzing the level of retention through labour turn over and later examining the role of retention on performance. The findings revealed that staff turnover was at 18%. While this rate of turn over the distribution revealed that the lower strata had very low labour turnover (10%) while the middle (academic staff) and the top management had a very high turnover (average of 26%)

Group	Turnover
Top management	25
Academic staff	27
Subordinate staff	10
AVERAGE TURNOVER	18

The impact of retention on performance was examined against employee KPIs organizational ranking, academic output and research and research grants. The findings revealed that employees at lower level were able to meet their KPIs. However at the middle and the upper levels the KPIs

were hardly met. The research output, research grants and organizational ranking were below expectations. Only the academic output were within expected levels. This findings indicate that performance was good where the retention rate was high but poor where retention rate was low. High retention therefor leads to better performance.

Further Spearman rank correlation was estimated between talent retention and performance level for each respondent. The resulting value was $r_s = 0.52$ indicated a positive correlation between the two variables. To test the null hypothesis of no correlation between the two variables in the population against the alternative of positive correlation, the test statistic $z = r_s \sqrt{(n - 1)}$ was used. The result $z = 6.28$ indicates that the positive correlation was statistically significant at higher than 5% level supporting the conclusion that talent retention was associated with higher level of performance.

Chi-Square test for the relationship between talent retention and performance of employees

Statements		SA	A	UD	D	SD	χ^2 Square value
Hiring of talented employees, improves performance of employees.	O	68	42	17	9	11	
	E	30	30	30	30	30	
	$(o-e)^2/e$	48.1	4.8	5.6	14.7	12.0	
							85.26
The more the organization trains its employees the better they perform.	o	39	66	12	15	15	
	e	30	30	30	30	30	
	$(o-e)^2/e$	2.7	43.2	10.8	7.5	7.5	
							71.7

Organizations that provide career planning for employees suffer low turnover.	o	41	39	24	24	19	
	e	30	30	30	30	30	
	$(o-e)^2/e$	4.03	2.7	1.2	1.2	4.03	
							13.16
Critical χ^2 (with DF = 4 at 5% level of significance) = 9.488							

Critical χ^2 (with DF = 4 at 5% level of significance) = 9.488

o = Observed frequency; e = Expected frequency;

SD = Strongly Agree, A = Agree, UD = Undecided, D = Disagree, SA = Strongly Disagree

Table 4.4 responses were in response to the statement that Hiring of talented employees, improves performance. Since $\chi^2= 85.26$ the null hypothesis of equal number of responses was rejected at 5% level of significance, meaning that the number of responses were different with more respondents tending to strongly agree or agree with the statement. Since response to the statement that the more the organization trains its employees the better they perform was $\chi^2= 71.7$, the null hypothesis of equal number of responses was rejected at 5% level of significance meaning that the number of responses were different with more respondents tending to strongly agree or agree with the statement. Response to the statement that organizations that provide career planning for employees suffer low turnover was $\chi^2= 13.16$ the null hypothesis of equal number of responses was rejected at 5% level of significance meaning that the number of responses were different with more respondents tending to strongly agree or agree with the statement.

The chi square formula used here was:-

$$\chi^2 = \sum (o-e)^2 / e$$

Where

o- Observed Frequency in each category

e- Expected Frequency in the corresponding category

The effect of talent development on organizational performance in private Universities in Kenya

The researcher sought to establish the influence of talent development on employees’ performance and competency at work place.

Table 4.5 shows Chi-square test for the relationship between employee’s talent development and performance

Table 4.9 Chi-Square test for the relationship between talent development and organizational performance

Statement		SA	A	UD	D	SD	χ^2 Square value
Many talents are developed through training	o	78	40	18	7	4	
	e	30	30	30	30	30	
	$(o-e)^2/$	76.	3.3	4.8	17.6	22.	
							125.0
Many talents are developed through work environment	o	38	32	25	30	22	
	e	30	30	30	30	30	
	$(o-e)^2/$	2.1	0.1	0.83	0	2.1	
							5.22

Critical χ^2 (with DF = 4 at 5% level of significance) = 9.488

o = Observed frequency; e = Expected frequency;

SA= strongly agree, A = agree, UD = Undecided, D = Disagree, SD = strongly disagree

Table 4.6 Chi-Square test for the relationship between talent development and organizational performance

Table 4.6 Responses were in response to the statement talent development through training influences the competency of employees in service delivery. since $\chi^2= 125.03$ the null hypothesis of equal number of responses was rejected at 5% level of significance meaning that the number of responses were different with more respondents tending to strongly agree or agree with the statement. Since response to the statement that there is positive talent given good work environment was $\chi^2= 5.22$ the null hypothesis of equal number of responses was accepted at 5% level of significance meaning that the number of responses were not different with more respondents tending to undecided or disagree with the statement.

Conclusion

The research was able to establish that there is a positive correlation between the independent and dependent variables.

The study suggests that there are strong drivers shaping the talent management including the shortage of talented workers, changing demographics, changing attitude towards work and structure of work. These drivers in turn impact the need for and content of talent management systems, that is, the general HR policies and specific HR practices that are used for attracting, developing and retaining talent. As with any relatively new field of inquiry and practice, many questions remain to be answered, both in practice and in theory.

Recommendation

Based on the findings of this study, the researcher came up with several recommendations to promote the performance employees. Talent attraction systems should be redesigned to overcome poor feedback, delayed communication and also provide proper channels of communication during the recruitment process. Instead private Universities should work on HR branding and aggressive talent sourcing methods. The organization should establish why it is not able to retain talent and work on its image in order to establish a brand.

The organization should come up with better advertising strategies in order to get the best candidates. Talent retention strategies should be adopted in order to make employees satisfied with their jobs. The organization should ensure talent development through employee trainings are established from time to time to boost their performance.

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