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**EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE
PERFORMANCE IN THE CIVIL SERVICE IN KENYA: A CASE STUDY OF
MANUFACTURING SECTOR STATE DEPARTMENTS IN THE MINISTRY OF
INDUSTRY, TRADE AND COOPERATIVES**

David Muyela, Dr. Mary Kamaara

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EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN THE CIVIL SERVICE IN KENYA: A CASE STUDY OF MANUFACTURING SECTOR STATE DEPARTMENTS IN THE MINISTRY OF INDUSTRY, TRADE AND COOPERATIVES

¹David Muyela, ²Dr. Mary Kamaara

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

²Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

ABSTRACT

The study sought to determine the effect of talent management on employee performance in the Civil Service in Kenya. The specific objectives of the study comprised of the following: to determine the effect of talent development on employee performance, to assess the effect of talent retention practices on employee performance, to find out the effect of talent attraction on employee performance, and to examine the effect of career development on employee performance. The study was anchored on Resource Based View Theory, Human Capital Theory, Equity Theory and Expectancy Theory. A descriptive survey design was used and stratified simple random sampling technique was employed to enable select the respondents from the different departments in the ministry. The study targeted 1069 employees in the ministry's department of industry, trade, and cooperatives. A sample size of 291 respondents was selected from the different departments using the Israel sampling formulae. Questionnaires were the main instruments of data collection and publications from the ministry's respective departments were the main source of the secondary data. Data was analyzed using SPSS version 22. Correlation coefficient was used to test for the strength of the relationship between dependent and the independent variables. Research findings were presented in form of graphs, tables, mean, frequencies and charts. The findings of the study revealed that talent development, talent retention, talent attraction and career development positively and significantly has effect on employee performance in the ministry of Industries, Trade and Cooperatives in Kenya. The study advocates the ministry to enhance its talent development practices since the practices leads to improved employee performances. The ministry should also focus on improving its talent attraction strategies since the practice positively and significantly has effect on performance of employees. Additionally, the study recommends the ministry to focus on improving its talent retention strategies since the practice positively and significantly has effect performance of employees. Finally, the study finally recommends the ministry to enhance its career development practices since this act positively and significantly influence performance of employees.

Key Words: talent management, talent development, talent retention, career development

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INTRODUCTION

The twenty-one century marks a new era in the employment landscape where the significance of the unequivocal value of talent as a competitive weapon rise (Ott, Tolentino, & Michailova, 2018; Tlaiss, Martin, & Hofaidhllaoui, 2017). The bursting term of the new generation employee in the world of academia and real work life gains more attention due to their volatile attitude towards staying with an organization for a longer period (ManpowerGroup, 2018). The swift increase of businesses leads to talent shortages where most of the organizations struggle to fill and retain their employees (Alferaih, Sarwar, & Eid, 2018).

Talent management involves positioning the right people in the right jobs (Devine, 2008). In order to increase the effectiveness of a firm several resources can be used to achieve, which includes money, men and machines. Of these resources, the most important of them all is the people (Kehinde, 2012). Over the years men working in a business organization have differing values, they were once referred to as factor of production, today more value has been accorded to them as they are regarded as talent working within the firm (Kahinde, 2012). These can be regarded as the intangible resource associated with people who together with the tangible resources like money and physical assets comprise the market or total value of business (Armstrong, 2011).

Talent management has been a top priority in the developed countries for decades now as expressed in literature for countries such as the United Kingdom (UK), United States of America (USA), France, China, and Australia (Coulson-Thomas, 2012, Chugh & Bhatnagar, 2011, Egerová, 2013, Lewis & Heckman, 2011). These studies show that the concern and search for talent is universal. In the United States (US) for instance, the Bureau of Labor and Statistics indicated that in 2010 the US had a deficit of 10,033,000. Out of all these, talent was most sought after by employers. It therefore implies that employers value talent more (Pfeffer & Sutton, 2011).

Despite the growing popularity of talent management and over a decade of debate and hype, the concept of talent management remains unclear. Lewis, Heckman and Tuzinski, (2004) argue that there is a disturbing lack of clarity regarding the definition, scope and overall goals of talent management, a view which also prevails in the practitioner literature. In this regard, a United Kingdom survey by CIPD (2006) found that 51 per cent of Human Resource (HR) professionals undertook talent management activities, however only 20 per cent of them operated with a formal definition of talent management. The current state of talent management literature is exacerbated by the fact that, in addition to ambiguities around the definition of the concept, there has also been an alarming lack of theoretical development in the area (Cappelli, 2008).

A global survey that was conducted by Stavrou-Costea and Morley (2011) which targeted 26 countries and 32,000 employees revealed that shortage of talent in business entities as undermining performance. Ministry of Industry, Trade and Cooperatives just like any other ministry, needs a talented employee. Piansoongnern and Anurit (2010) argue that Africa has a reflex, complex paradox in that on one hand, it has high unemployment rates yet managers complain that they are short on talent, and are willing to recruit talent any time. The challenge with Africa is that over the years, the continent has suffered brain drain, as talented employees

seek greener pastures in Europe and America (Lewis & Heckman, 2011). Kambui, (2014) equally argues that talent management in Africa has been a major challenge due to poor compensation by companies, and prevalence of uncompetitive work environment that impact negatively on employee performance and desire to remain with the company.

Several scholars have conducted studies on talent management including Koranteng (2014) study on talent management as a tool for employee retention using a case study of Procredit Savings and Loans Limited Kumasi. The study revealed the adoption of major talent management practices including motivation, regular training and development of employees. Koketso and Rust (2012) conducted an exploratory study on the perceived challenges to talent management in the South African Public Service using the case of Cape Town Municipality. Kambabazi (2012) examined talent management, organization culture and employee engagement using the case of National Water and Sewerage Corporation in Uganda. The findings indicate that both talent management and organization culture predict employee engagement and therefore performance. In all these studies, very few researchers have looked at the influence of talent Management on employee performance.

Wambui (2012) studied talent management practices in commercial state corporations while Lyria (2013) examined the role of talent management on organization performance in companies listed in Nairobi Security Exchange. These studies revealed that the existence of a strong positive correlation between talent management and employee performance. Business Review Management, (2013) reports that Kenya 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)

The study is to be conducted among the employees of the Ministry of Industry, Trade and Cooperatives for trade at the Headquarters in Nairobi. The ministry has three (3) State Departments and is one of the ministries in the Government of Kenya (GOK). The ministry derives its mandate from the Executive Order No. 1/2018 June 2018 on organization of the Government of the republic of Kenya. The Ministry has been mandated specifically to execute the following functions: Formulation of Industrial policy, SME policy, SME financing policy, buy Kenya build Kenya policy, promotion and development of micro and small enterprises, trade development policy, international trade affairs, private sector development, consumer protection and the development of Micro and small enterprises, cooperatives policy, standards and implementation, promotion of cooperatives ventures, cooperative production and marketing, supervision and oversight over cooperatives societies and cooperative savings, credit and other financial services policy.

The vision of the ministry is to be a globally competitive, sustainable industrial, enterprise and cooperative sector. The ministry's mission is to create an enabling environment for globally competitive, sustainable industrial, enterprise and cooperatives sector through appropriate policy, legal and regulatory framework. Ministry of Industry, Trade and cooperatives has undergone frequent reorganizations over the years since independence. This was necessitated by either change in the political environment or change in economic environment that have resulted to different priorities over time. It is in line with these reorganizations that the Ministry has been having different personalities at the helm of the Ministry as Principal Secretaries (PS) and Cabinet Secretaries who are charged with the responsibility of running the affairs of the Ministry. The change of leadership has had some implications on the operations and performance of the Ministry.

Statement of the Problem

Sheokand and Verma (2015) found that the talent management concept is emerging slowly in today's business scenario. The human resources also called as the human capital of the organizations serve as the most important component of achieving competitive edge and now, the organizations that function at a global level have started to realize their value and importance. Nana (2013) suggests that organizations should ensure that they are better positioned to meet the problem of the talent shortage. Performance management processes provide a means of building relationships with people, identifying talent and potential, planning learning and development activities, and making the most of the talent possessed by the organization. Properly carried out, performance management is a means of increasing the engagement and motivation of people by providing positive feedback and recognition (Armstrong, 2011).

The significance of talent management in employee performance cannot be over-emphasized. Under the imperatives of globalization, organizations performing globally such as State departments are finding it increasingly important to identify, source and utilize talented employees from a multiplicity of business cultures. In order to increase the effectiveness of a firm several resources can be used to achieve this, which includes money, men and machines. Of these resources, the most important of them all is the people (Kehinde, 2012). Despite the increasing attention for talent management in the academic literature over the course of the last decade (Gallardo-Gallardo & Thumnissen, 2016), Talent management in public sector is an underexplored field of research. The Civil Service in Kenya and Ministry of Industry, Trade and Cooperatives has systems, structures, practices and processes in place for performance and talent management which have not been very effective. This is despite the government's effort to make the work environment conducive through proper governance structures, leadership and management. The government has strived to put in place better employee reward systems and other human resource management practices.

However, performance standards in the civil service seem not to have considerably improved to the expected levels, the need for realization of vision 2030 pillars and the Big Four agenda by the government in particular manufacturing sector and the importance to grow the Gross Domestic Product (GDP) by 10% per annum, has necessitated succession planning to address performance. According to a Public Service Commission Report (2018) 2017/2018, ministries and state departments performed poorly on performance targets. The report showed that out of forty four (44) 100% ministries and state departments thirty (30) 68% did not achieve annual

targets, only (14) 32% achieved annual targets (PSC 2018). The statistics contradicts the government's efforts of establishing structures that encourages performances amongst employees such as managing talents and reviewing their remunerations structures. There is therefore a need to carry out a study on talent management in the state departments to investigate the effectiveness of the systems, structures and practices in place for succession and talent management and whether they are reliable and how they contribute to employee performance.

Objectives of the Study

- i) To determine the effect of talent development on employee performance in the Ministry of Industry, Trade and Cooperatives in Kenya.
- ii) To assess the effect of talent retention practices on employee performance in the Ministry of Industry, Trade and Cooperatives in Kenya.

LITERATURE REVIEW

Resource Based View Theory

The basis of this theory is the research that acknowledged the importance of specific resource of an organization in developing competitive advantage and organizational success. The theory was developed by Penrose (1959) and Demstesz (1973). The Resource Based View (RBV) posits that sustainable superior performance and competitive advantage of any firm is the result of the accumulation and utilization of resources, managerial choices, factor market imperfections and strategic industry factors (Dharanaj and Beamish, 2003). Internal factors of firm instead of external environmental factors are considered relatively more important determinants of the performance and competitive position of a firm both in the local and international market place (Barney, 2001, Tseng *et al.*, 2007; Lu *et al.*, 2010).

The Resource Based View (RBV) views an organization as a combination of skills, resource and capabilities. Therefore, resourcing, integration and utilization of these resources and capabilities are expected to influence the performance of an organization. These resources are expected to be rare, inimitable, valuable and unbundable (Grant, 2002; Yaprak & Karademir, 2010). This implies organization performance and behavior is influenced by organization specific factors instead of market structures. Therefore, organizations will always strive to identify, acquire, exploit, utilize and retain rare, valuable and inimitable resources, skills and proprietary assets (Dhanaraj and Beamish, 2003; Tseng *et al.*, 2007; Barney, 1996). The theory supports the employee development factor since they are seen as a resource.

Human Capital Theory

The proponent of human capital theory is Schultz (1961) but was developed extensively by Becker (1964). Schultz (1961) in an article entitled "Investment in Human Capital" introduces his theory of Human Capital. Schultz argues that both knowledge and skills are a form of capital, and that this capital is a product of deliberate enterprise growth. Therefore the concept of human an organization should invest in people through education and training. According to Schultz acquisition of knowledge and skills is compared to acquiring the means of production. The difference in earnings between people relates to the differences in access to education and health. In the theory Schultz argues that investment in education and training leads to an increase in

human productivity, which in turn leads to a positive rate of return and hence of growth of organizations.

The theory stresses the value addition that people contribute to an organization. According to this theory people are regarded as assets and it stresses that investments by organizations in people will generate worthwhile returns. These must be retained in the organization if it has to perform well. The theory is associated with the resource based view of strategy developed by Barney (1991) who proposes that sustainable competitive advantage is attained by an organization if it has a human resource pool that cannot be imitated or substituted by its competition. Therefore, organization should always strive to attract the best talent through investment in training and development. This will always help retain the people who have the best skills that can create a competitive advantage for the organization that will improve its returns. These returns are expected to be improvements in performance, productivity, flexibility and the capacity to innovate that should result from enlarging the skills base and increasing levels of knowledge and competence. The theory supports talent retention in the organization.

Conceptual Framework

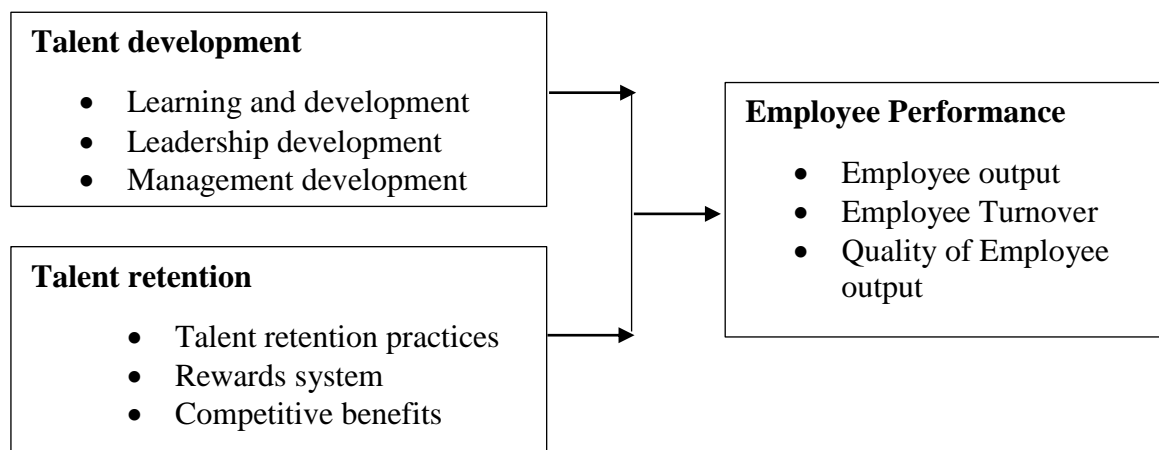


Figure 1: conceptual framework

Empirical review

Talent Development

Different aspects and directions of Talent management have been studied by various authors. Wuim-Pam (2014) investigated the impact of effective talent management on employee core competencies in Plateau State University, Bokkos. Using a non-empirical approach, the result revealed that the skills, knowledge and abilities of employees impact job descriptions and performance management. The study concluded that tying core competencies with talent management is a win-win proposition as it provides organizations with a means of upgrading and retaining their valuable workforce. Wuim-Pam (2014) therefore recommends the creation of a unique competency models where this skill is lacking within the organization itself and identification and possession of high-performing behaviours. Gichuhi, *et al* (2014), examined the role of talent management on competitiveness of public universities in Kenya. Survey research

design was employed. Stratified sampling was adopted to obtain a representative sample of the study which was made up of both the teaching and non-teaching staff of the Public Universities in Kenya. A questionnaire that employed Likert scale was used to collect data. Factor analysis revealed that all the 16 items used had a loading value above 0.4 as recommended hence they were all included in the analysis. Data analysis revealed a positive relationship $R = 0.498$ ($p\text{-value} < 0.05$) indicating a significant linear relationship between talent management and competitiveness.

Talent retention

One of the primary concerns of many organizations today is employee retention. Retention is viewed as a strategic opportunity for many organizations to maintain a competitive workforce (De Long & Davenport, 2003; Schramm, 2006). Attracting and retaining a talented workforce keeps many vice presidents of HR thinking of possibilities and opportunities (Kaliprasad, 2006). Retention is improved when employees are offered compensation and benefits, have a supportive work culture, can develop and advance and balance work and life activities (Messmer, 2006). Retention of talents encompasses all the activities, practices, systems, and strategies likely adopted by an organization geared toward preventing talented employees from voluntary resignation or redundancy and/or leaving an organization prematurely. Growth opportunities are offered to employees to lower turnover intentions (Allen, Shore and Griffeth, 2003; Steel *et al.*, 2002). Silbert (2005) argued that individuals who are skilled and better positioned, may find similar job opportunities elsewhere but to retain these ones, organizations may need to formulate socially supportive policies.

RESEARCH METHODOLOGY

The research study adopted a descriptive survey research design. The target population of the study comprised of the state departments which are industry, trade and cooperatives in the ministry. The sampling frame should capture, in a statistical manner, the target population and that a perfect sampling frame is one that is updated, accurate and complete. The study utilized a questionnaire with close ended questions since according to Mugenda and Mugenda (2013), for the purpose of obtaining quantitative data, the researcher needs to use close and open-ended questions developed for generating information on key variables of interest from the targeted respondents in the study. The data collected was analyzed quantitatively using descriptive statistics like frequency counts provided by SPSS.

RESEARCH FINDINGS AND DISCUSSION

Response Rate

The study administered 291 questionnaires to the sample population comprising of employees from State department of Industry, Trade and Cooperatives. A total of 201 questionnaires were fully filled and returned. This represented a response rate of 69.1%. This response rate according to Mugenda and Mugenda (2013) was good for analysis and publishing since the scholars asserts that a response rate of 50% is justifiable for analysis and publishing with 60% considered good while 70% and above is considered to be very good.

Descriptive Results

Talent Development

The findings shows that respondents were in agreement with statements that the organization has talent development programs that assist in improving employees performance (mean=4.21 and std.dev=0.81), that leadership development has enabled employees to continue taking care of their work responsibility while at home taking care of their families (mean=3.99 and std.dev=0.96), and that learning and development has enabled employees to have high degree of independence with their working arrangements (mean=3.79 and std.dev=1.03). Additionally, respondents were in agreement with the statements that leadership development has enabled them to solve work problems while away from work which enhances performance (mean=4.01 and std.dev=0.8) and that the management development has encouraged employees to continue performing well for this organization (mean=4.17 and std.dev=0.81). On average, respondents were in agreement with statements on talent development practices effect on performance as shown by average response mean of 4.03 and average std.dev of 0.88. The findings are consistent with Ballesteros et al., (2010) who noted that the differentiation point of any business is the skills that its employees possess. Companies that are industrial leaders have devised best plans in attracting, developing and retaining top performing talents.

Table 1: Descriptive Statistics on Talent Development

Statements	Mean	Std.Dev
The organization has talent development programs that assist in my performance improvement	4.21	0.81
Leadership development has enable me continue taking care of my work responsibility while at home taking care of my family	3.99	0.96
Learning and development has enabled me to have high degree of independence with my working arrangements	3.79	1.03
Leadership development has enable me solve work problems while am away from work which enhances performance	4.01	0.8
Management development has encouraged me to continue performing well for this organization	4.17	0.81
Average	4.03	0.88

Talent Retention

According to the result, respondents were in agreement with statements that they are motivated to perform well because the organization encourages employees retention (mean=4.01 and std.dev=0.9), that their managers rewards them well when they have finish the work on time (mean=3.64 and std.dev=1.11), and that they are allowed to get competitive benefits after achieving their set targets (mean=3.56 and std.dev=1.02). Respondents however disputed the fact

that they are able to work well because the colleagues have been with them in the organization for long (mean=3.49 and std.dev=1.21). On average, respondents were in agreement with statements on talent retention practices influencing the performances of employees as shown by average response mean 3.68 and average std.dev of 1.06. The results concurs with Agrela (2008) states the need to focus on the factors that affects employee retention leading to growth and success of organizations as these employees' performance improves due to gaining experience as they have worked for a long time in the organization and they are conversant with the organizational culture and processes.

Table 2: Descriptive Statistics on Talent Retention

Statements	Mean	Std.Dev
Am motivated to perform well because the organization encourages employees retention	4.01	0.9
Am able to work well because the colleagues have been with me in the organization for long	3.49	1.21
My manager rewards me well when I have finished the work on time	3.64	1.11
The organization allows employees get competitive benefits after achieving their set targets	3.56	1.02
Average	3.68	1.06

Employee Performance

The result shows that respondents were in agreement with statements that talent development had increased their work output and overall organization productivity (mean=3.88 and std.dev=0.88), that there has been an improvement in the productivity of employees since the introduction of talent development (mean=4.01 and std.dev=0.81) and that employees put more effort in their work because it has talent attraction strategies (mean=4.01 and std.dev=0.91). However, respondents disputed that statements that they would be very happy to spend the rest of their career with this organization (mean=3.47 and std.dev=1.23), that they do not feel like looking for another job elsewhere (mean=3.47 and std.dev=1.26) and that they will always better performance for this organization because it have an opportunity to grow in my career (mean=3.45 and std.dev=1.21). On average however, respondents agreed with statements on employee performance as shown by average response mean of 3.68 and average std.dev of 1.08. The results are consistent with (Armstrong, 2010) assertions that talent management practices plays an important activity in that it enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of the firm and to foster performances and development.

Table 3: Descriptive Statistics on Employee Performance

Statements	Mean	Std.Dev
Talent development has increased my work output and overall organization productivity	3.88	0.88
Since the introduction of talent development the employees productivity has really improved in the organization	4.01	0.81
The organization has talent attraction strategies which make me put more effort in my work	4.01	0.91
I would be very happy to spend the rest of my career with this organization	3.47	1.23
I do not feel like looking for another job elsewhere	3.47	1.26
I will not leave this organization because it offers talent development program	3.48	1.29
I will always better performance for this organization because I have an opportunity to grow in my career	3.45	1.21
Average	3.68	1.08

Correlation Results

The results also indicate that talent attraction and employee performance correlates as shown by a correlation value of 0.456 and a p-value of 0.000. The results means that the correlation is positive and significant implying that increase in talent attraction practices increases the levels of employee performance in the ministry. The results concurs with Taylor (2007) who noted that talent attraction strategies aims at retaining existing employees while at the same time attracting new ones with the aim of enhancing organizational culture that translates to improved performances on employees.

The results further indicate that talent retention and employee performance correlates as shown by a correlation value of 0.344 and a p-value of 0.001. The results means that there is a positive and significant correlation implying that increase in talent retention practices increases the levels of employee performance in the ministry. The results concurs with Thomas (2000) who noted that employee retention strategies which satisfy the needs of all employees and enhances the ability for companies to adapt to changes in organizations and the trends in modern retention strategies go beyond the traditional salary and benefits package.

Table 4: Correlation Analysis Results

		Talent Development	Talent Retention	Employee Performance
Talent Development	Pearson Correlation			
	Sig. (2-tailed)			
Talent Retention	Pearson Correlation	.173		
	Sig. (2-tailed)	.213		
Employee Performance	Pearson Correlation	.196**	.44**	
	Sig. (2-tailed)	.013	.001	
		.01	.01	.01

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

Regression Analysis

The results show a regression R value of .829. The results imply that there exist a strong relationship between independent and dependent variables of the study. The model further shows that the coefficient of determination (R square) was 0.687 implying that 68.7% of employee performance can be explained by talent development, talent attraction, talent retention and career development.

Table 5: Model summary

R	R Square	Adjusted Square	R Std. Error of the Estimate
.829 ^a	0.687	0.628	3.22158

a. Predictors: (Constant), Talent Development, Talent Attraction, Talent Retention and Career Development

ANOVA Results

The model's statistical significance is evaluated by comparing the value of F calculated with the value of F critical at (4,196) from f-statistics table. When F calculated value exceeds the value of F critical, the model is said to be statistically significant and can be used for testing the relationships between independent and dependent variables of the study. The results in table 4.10 show that the value of F calculated is 31.9657 while the F statistics tables show that the value of F critical is 2.3719. F calculated value exceeds F critical value implying that the model is statistically significant.

Table 6: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.248	4	11.562	31.9657	2.02464
	Residual	70.888	196	0.3617		
	Total	117.136	200			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Talent Development, Talent Attraction, Talent Retention and Career Development.

Model of Coefficient

The results shows that talent development had a positive and significant effect on employee performance in the ministry as shown by $\beta = 0.302$ and $p = 0.011 < 0.05$. This means that a unit change in talent development practices leads to an increase of 0.302 units in the levels of employee performances. The results are consistent with Pam (2012) on his study on the impact of talent management on employee productivity in the Nigerian public sector which revealed that implementation of proper talent development practices significantly impacts employee productivity.

The results further shows that talent retention had a positive and significant effect on employee performance in the ministry as shown by $\beta = 0.368$ and $p = 0.006 < 0.05$. This means that a unit change in talent retention practices leads to an increase of 0.368 units in the levels of employee performances. The results concurs with Thomas (2000) who noted that employee retention strategies which satisfy the needs of all employees and enhances the ability for companies to adapt to changes in organizations and the trends in modern retention strategies go beyond the traditional salary and benefits package.

Table 6 Model of Coefficients

Predictors	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.211	1.102		4.633	0.045
Talent Development	0.302	0.119	0.356	2.536	0.011
Talent Retention	0.368	0.105	0.376	3.503	0.006

a. Dependent Variable: Employee Performance

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**Conclusions**

The study findings concluded that talent development positively and significantly influence performance of employees in the Ministry of Industries, Trade and Cooperatives. The study findings further established that having talent development programs that assist in improving the performance of employees and a leadership development that enables employees to continue taking care of their work responsibility while at home taking care of their families and availing a learning and development environment that creates room for high degree of employees independence work arrangement, having a leadership that enables employees to solve work related problems and having management that encourages good performances on employees positively and significantly influence employee performance in the ministry.

The findings of the study further led to conclusions that talent retention positively and significantly has effect on performance of employees in the Ministry of Industries, Trade and Cooperatives. The study findings further established that activities such as providing good retention strategies, establishing long term working relationships between employees, rewarding employees on work finished on time and allowing employees to get competitive benefits after achieving their set targets positively and significantly has effect on employee performance in the ministry of Industries, Trade and Cooperatives.

Recommendations for the Study

The study recommends the ministry to enhance its talent development practices since the practices leads to improved employee performances. The ministry can achieve this by having talent development programs that assist in improving the performance of employees and a leadership development that enables employees to continue taking care of their work responsibility while at home taking care of their families. Additionally, availing a learning and development environment that creates room for high degree of employees independence work arrangement, having a leadership that enables employees to solve work related problems and having management that encourages good performances on employees also enhances the performance of employees.

The study further recommends the ministry that there is a need to focus on improving its talent retention practices since the practice positively and significantly has effect on performance of employees. The ministry can achieve this by motivating employees to perform by providing good retention strategies, establishing long term working relationships between employees, rewarding employees on work finished on time and allowing employees to get competitive benefits after achieving their set targets.

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