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Influence of Talent Attraction and Retention on Organisation Performance: A Case of Kisumu County Government, Kenya

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Abstract:

Talent attraction refers to technique that employers use to lure desired skills into the organization. This technique is administered in order to get the right job fits the order for organization to perform. While talent retention refers to the mechanism which organizations use to prolong the employee's desire to work for organization. It encourages employees to serve the organization for long period of time. Organizational performance refers to effectiveness and efficiency with which employees achieve goals and objectives in relation to organization's vision. The objectives of the study were to determine the influence of talent attraction on organizational performance and to establish the influence of talent retention on organizational performance. Research methodology involved descriptive survey design, stratified random sampling technique, target population of 500 employees and questionnaires. Data was analyzed using multiple regression analysis models then presented using tables. The findings were majority of the respondents agreed to large extent and very large extent that talent attraction influence organization performance. On talent retention majority of the respondents agreed to large extent and to very large extent that talent retention plays a vital role in the general performance of Kisumu County. The researcher concludes that Talent attraction plays a key drive of organization performance; talent retention is a pivotal factor in effective organizational performance. Nevertheless, the study postulates that there should be adequate measures to attract quality talent from the entire industry, proper measure to retain best talents.

Keywords: Talent attraction, Talent retention, organization performance, Kisumu County, Kenya

1. Introduction

The study focuses on analyzing and exploring influence of talent management on organizational performance. According to Tansley *et al.*, (2007) talent consists of those individuals who can make a difference to organizational performance, either through their individual contribution or through the long term demonstration of the highest levels of their potential. In the near future, the real battle will be to attract, retain, develop, motivate, engage and empower competent talent to perform at individual and organization level. The aging workforce is a threat leading to greater demand for professional employee which is in surplus for Human Resource managers to make talent management a top priority for organizations to survive the industry competition and involve the generation X and Y in their employments. The X and the Y generation drive the performance of the organizations as they are aware of the needed development, they have advanced skills in technology, they are self reliant, career self concise, they develop and nature their own skills to suite nature of work and equip themselves to be productive (Tolbize, 2008). Armstrong (2003) concluded that talent management involves action of attracting, retaining, and rewarding quality talent. In this perspective talent attraction and retention is tightly related to organizational performance, which includes profitability, productivity customer satisfaction, employee morale and effectiveness of the whole system, goal attainment, rate of service delivery and overall growth (Ying, 2012).

1.1. Statement of the Problem

Human Resource Management is a fundamental management practice that occur where more than one person exists and managing talents is a key influence to employee and organization performance (Itika, 2011). Personnel managers embraced human resource management in their daily operations to ensure employees adhere to organization's rules and guidelines of the Local Government structure formally Kisumu County Council. Human Resource Managers in Kisumu County Government have considered strategic human resource management a more comprehensive administrative focused in managing its workforce.

However, in departmental and sector competition performance is a considerable factor and Kisumu County Management has neglected managing talent rightly from resourcing stage. Giles, (2015) opines that organizations underperform due to negligence to attract the best, retain, develop and empower talent in order to maximize performance to completely avoid transactional management. The Local Governments majorly embraced guidelines and orders from their bosses on boarding and talent deployment. While the current Kisumu County Government has resorted to policies and strategies for meeting county planned objectives, which is purely

administrative management of employees. According to Mwashiga (2014) “embracing strategic human resource management practices does not reveal desirable performance”, which implies, failure of line managers to properly engage talent attraction and talent retention practices makes organizations to underperform, due to centralization of talent attraction and talent retention. Decentralizing resourcing and retention to line managers leads to proper talent attraction and talent retention.

Despite the difference in content analysis of the talent attraction, talent retention as the key variables of the study and the research methodology deployed by the researcher, performance was positively and highly experienced. This implies that embracing talent attraction and talent retention practices eventually results to positive performance index. Contrary to the studies, Kisumu County Government experiences underperformance due to negligence of talent attraction and retention practices. Line management has distanced itself from talent attraction and talent retention this causes various performance lapses in all the County ministries. Likewise employees are not aware of their contribution to performance of Kisumu County Government. Therefore, can embracing talent attraction and talent retention practices influence performance of Kisumu County Government?

1.2. Research Questions

1. How does talent attraction influence organizational performance?
2. How does talent retention influence organizational performance?

1.3. Talent Attraction

Talent attraction is a management technique that employers use to lure desired skills into the organization. This technique is administered in order to get the right job fits. Seerd (2013) defined talent attraction as total positive expressions towards a given job which includes components such as attitude and willingness to accept and work when it is acceptable. According to Arachige & Robertson (2011) a strong organization image is critical in the recruitment process. Kaur *et al.*, (2015) employees are attracted to organizations that offer good pay packages in terms of remuneration, fringe benefits and rewards. High levels of remuneration have high effect on job attraction, and variable pay increases levels of attractiveness for employees. Most employers design competitive pay packages to attract knowledgeable and talented, skilled workers or professionals who will eventually be engaged easily in the organization system to increase their productivity in the competitive industry (Schlechter, 2014). To attract employees of choice, organizations develop programs that facilitate the choice of right employees who can easily drive the organization strategies and objectives into action. Proper branding can be built by developing an organization's reputation to attract variety of talents. An organization attracts new talents as its image and reputation improves (Arachchige & Robertson, 2011). Cascio (2014) employer brand acts as a key competitive factor in sourcing talents in labour markets. Organizations that have strong brands for employees experience high margin rate compared to organizations that have weak brands for employees. Attracted employees are unique assets that when properly managed organization performance rises Fulfilling of employee expectations leads to self-attraction to other potential employees as every employee would like to be associated with the best (Lara, 2008).

According to Marx & Elgar (2015) job security is the keeping of a particular job or employment contract. In search for productive and secure employment, employees are attracted to organizations that are in position of offering job security for their employees, in order to withstand the socio economic status in the industry pressure and commit to their contractual obligation. Unemployment inhibits employee development and job loss has consequences. Organization should consider provision of reasonable tenures in order to attract employee, disruption of jobs tenure de-motivates employees and frustrates their economic progress (Jarosch, 2014). Employee perception of job loss in near future makes them to prefer organizations that give longer tenures. In situations of plentiful jobs, management is likely to increase rate of satisfaction to increase the job security of its employees and also check on level of qualification for the job. While in scarce situations organization should be in position to provide measures to attract the scarce talents through either training programmes that would hold them or a good pay package (Kaye & Llartz, 2014). Herzberg's two factor theory explains that external motivational factors do not motivate employees but due to the expectation of the intrinsic factor holds the employees to prolong their stay due to attraction mechanism that employees consider in the choice of their employer (Senol, 2011).

Talent retention

This is the mechanism which organizations use to prolong the employee's desire to work for an organization. It encourages employees to serve the organization for long period of time (Klippert, 2014). The longer employees work in an organization the more experience they gain, this leads to progressive performance in a competitive industry. According to (Hatun & Tumoil, 2010) talent retention is associated with compensation and rewards, career paths and organization reputation, returns is based on long term careers, employability and flexibility, employee commitment and engagement to organization values. For organizations to achieve an effective retention programme, employees must be engaged in multiple careers within the organization. Performance of employees must be recognized and feedback provided for enhancement of skills. Rewards refer to the compensation employees get in relation to effort of work done (Ong & Teh, 2012). Efficiency theory explains that rewards objective is to energize effort therefore management should consider the incentive power in performance intended (Merylene, 2014). Employee retention is also influenced by mentoring, career development, job satisfaction, inclusive style of management, work environment and nature of working style (Aruna & Anitha, 2015). Mentoring helps to advance skills and career development of the project. According to (Munde, 2010) human resource generalist uses mentoring as a strategy to retain performing employees whose performance would benefit the organization in the long run. Organization increases levels of job satisfaction by accepting employee's values and committing to improve on them to reduce stress and any other conflicts at work (Padmoja & Venkateswara, 2015). According to Hammeed *et al.*, (2014) compensation is very important for the performance of employees, when an employee records good performance on his work, the organization too experiences proportionate results. Effectiveness of this reward programmes enhances employees performances builds a strong

relationship bond between employees and organizations. Nazir *et al.*, (2013) when an organization considers employees a strategic asset they become partners with the organization. Organizations focus on holding their intellectual assets through adequate provision of flexible rewards and compensation, which sustains them in realizing their vision and achieving their objectives (Njanja *et al.*, 2013). Nevertheless, Good leadership wins the trust of employees resulting in retention and loyalty to organization (Karamato, 2013). West and Dawson (2012) employee engagement involve commitment and attachment to work. A productive employee results from proper engagement that leads to innovation which results in good performance. According to Idris (2014) employee retention also involves proper management of generation Y employees that are mostly talented. He describes the generation Y as time conscious. He admits that flex time is then the way forward hence suggests that management has to involve employee in developing a comprehensive working hour strategy in order to retain its talents.

Employees when allowed to enlarge and enrich their jobs they choose flextime as the first option that enables them to effectively balance their work life. This increases revenue since employees have proven to be quality candidates for the jobs, marginal productivity also rises decreasing the turnover (Lee & Devole, 2012). According to Vroom's concept, what motivates employees to be loyal to a particular organization is how much employee's desire as reward in relation to effort and performance achieved, challenging tasks are deemed more rewarding leading to a continuous intensive effort and effective rewards system leads to high performs as results of efforts that believed to results from good performance evaluation (Furtado *et al.*, 2012).

1.4. Research Methodology

This research problem was studied through the use of a descriptive survey which involved collecting and analyzing data to characterize a group of persons or events (Fitz *et al.*, 2012). Survey allowed the collection of large amount of data from sizeable population in a highly economical way. A total of 500 respondents were selected for the survey, the sampling technique was stratified random sampling. Stratified random sampling technique ensures that subgroups are proportionately represented (Oso & Onen, 2005). Analysis of variance (ANOVA) was used to analyze the data. According to (Zohrabi, 2013), reliability is concerned with the consistency, replicability of the obtained results which leads to similarity of the results. The study utilized multiple regression model analysis to determine whether group of variables together predict a given dependent variable (Mugenda & Mugenda, 2003). The researcher was able to derive most reliable information to make prediction on the dependent valuables (Higgins, 2000) ordinary measure on a five point scale was used in measuring the independent and dependent variables.

2. Results

Statement	Agree	Strongly agree	Strongly Disagree	Disagree	Can't tell	Missing	%
Organization recruits talents through variety of channels facilitating attraction of top talents	41%	47%	0	0	0	12%	100
Organization places great emphasis on self-marketing and branding to attract quality talents	37%	45%	0	6%	0	12%	100
Organization ensures adequate remuneration to facilitate attraction of competitive talents	41%	47%	0	0	0	12%	100
Organization ensures proper employment and job security in order to attract talents	34%	50%	0	4%	0	12%	100
Organization ensures equality in promotion to attract talents	27%	60%	0	1%	0	12%	100
Organization uses effective web based information system programs to facilitate attraction and choice of right talents	34%	54%	0	0	0	12%	100

Table 1: Extent at which the following statements relate with talent attraction and its influence on organization's performance

Table 1 clearly indicates that talent attraction affect organization performance. The respondents have demonstrated that by either strongly agreeing or agreeing with the statement asking them on influence of talent attraction on organization performance.

One-way performance attraction

One-way Analysis of Variance for performance:

Number of obs = 20
R-squared = 0.6595

Source	SS	df	MS	F	Prob > F
Between attraction	18.333333	4	4.5833333	7.26	0.0018
Within attraction	9.4666667	15	.63111111		
Total	27.8	19	1.4631579		

Intraclass correlation	Asy. S.E.	[95% Conf. Interval]	
0.62703	0.23329	0.16980	1.08426

Estimated SD of attraction effect 1.030048
 Estimated SD within attraction .794425
 Est. reliability of a attraction mean 0.86230
 (evaluated at n=3.73)

Table 2: The relationship between talent attractions on organizational performance

The results showed correlation test analysis between organizational performance and talent attraction this is indicated by positive correlation which shows that a change in talent attraction factor variables led to improvement of organizational performance. R^2 indicated 6.5 % variance while correlation coefficient 0.63% positive correlation with the factor variables of talent attraction on organizational performance. Both R^2 and F value has been found to indicate significant relationship between dependent variable with independent variable at 95 % confidence which came to 1.08 and F statistics further indicated 7.26 to show the high significant level and probability of less than 0.05 which shows low insignificant hence it's true that talent attraction influence performance of Kisumu County Government.

2.1. Talent Retention and Organization Performance

Parameters	Agree	Strongly agree	Strongly Disagree	Disagree	Can't tell	Missing	%
Organization offers attractive financial and non-financial monetary rewards to employees	41%	44%	0	3%	0	12%	100
Organization facilitates inclusive style management which ensures job satisfaction that leads to retention of employees	35%	47%	2%	4%	0	12%	100
Organization ensures employees work engagement s flexible and motivational	42%	40%	0	6%	0	12%	100
Organization offers both job on-off and off-job training to nurture and improve employee morale	30%	55%	0	3%	0	12%	100
Organization ensures equity in progressive employee career growth to prolong their stay	25%	63%	0	0	0	12%	100
Organization has adequate compensation which creates effective bonding between employee and organization	34%	50%	0	4%	0	12%	100
Organization engages its employees through inspirational leadership which facilitates loyalty and employment security	31%	55%	0	2%	0	12%	100
Organization facilitates proper job satisfaction programme which act as motivational incentive to employees	35%	50%	0	3%	0	12%	100

Table 3: Extent at which the following statements relate with talent retention and its influence on organization's performance

From table 3 it is clear from the respondents that the above listed parameters affect talent retention in Kisumu County. It is important to note that not all employees in Kisumu County feel that the talent retention parameters used by the county is applicable to everybody

One-way performance retention

One-way Analysis of Variance for performance:

Number of obs = 20
R-squared = 0.5833

Source	SS	df	MS	F	Prob > F
Between retention	16.216667	3	5.4055556	7.47	0.0024
Within retention	11.583333	16	.72395833		
Total	27.8	19	1.4631579		

Intraclass correlation	Asy. S.E.	[95% Conf. Interval]	
0.59327	0.27187	0.06041	1.12613

Estimated SD of retention effect 1.027618
 Estimated SD within retention .8508574
 Est. reliability of a retention mean 0.86607
 (evaluated at n=4.43)

Table 4: The relationship between talent retention on organizational performance

The results showed correlation test analysis between organizational performance and talent retention, this is indicated by positive correlation which shows that a change in talent retention factor variables leads to improvement of organizational performance R^2 indicated 5.8 % variance while correlation coefficient 0.59% positive correlation with the factor variables of talent retention on organizational performance. Both R^2 and F value indicated significant relationship between dependent variable with independent variable at 95 % confidence which comes to 1.13 and F statistics further indicated 7.47 which showed high significant level and probability of less than 0.05 which showed low insignificant level hence it's true that talent retention influence performance of Kisumu County Government.

2.2. Organization's Performance

Parameters	Very good	Good	Average	Poor	Very poor	Missing	%
I feel the goals of the department in attracting, retaining and developing talents have resulted to good performance	74%	10%	4%	0	0	12%	100
I feel the department can clearly identify benefits it provides to employees which directly relates to performance attained	51%	31%	6%	0	0	12%	100
I feel the performance of this department over the past 4 years has been excellent in meeting its goals	31%	51%	6%	0	0	12%	100

Table 5: The role of goal attainment in enhancing organization's performance

In table 5 the findings showed that the respondents felt that their organization was able to meet its goals because of attraction of relevant talents.

Parameters	Very good	Good	Average	Poor	Very poor	Missing	%
Talent management has enabled effectiveness of service delivery making the organization to complete several projects in time	30%	40%	10%	0	8%	12%	100
Organization talent management has ensured best results from the past 5 years	40%	40%	0	8%	0	12%	100
Talent management has transformed organization’s performance on various sectors	31%	50%	6%	1%	0	12%	100
Organization service delivery to citizens, employee state and foreign collaborations in the last 4 years has improved	38%	30%	10%	5%	5%	12%	100

Table 6: The role of service delivery in enhancing organization’s performance

In table6the findings showed how effective service delivery can enhance organization performance. It is important that for any organization to be able to offer quality service delivery it must attract the right talent and proper management of the talents through trainings. The above findings are in line with Boyle (2009) that organization performance can be determined through service delivery, financial management and human resource management

Parameters	Very good	Good	Average	Poor	Very poor	Missing	%
Talent management has enabled effectiveness of service delivery making the organization to complete several projects in time	20%	40%	10%	0	8%	12%	100
Organization talent management has ensured best results from the past 5 years	30%	50%	5%	3%	0	12%	100
Talent management has transformed organization’s performance on various sectors	31%	50%	6%	1%	0	12%	100
Organization service delivery to citizens, employee state and foreign collaborations in the last 4 years has improved	40%	28%	10%	5%	5%	12%	100

Table 7: The role of growth in enhancing organization’s performance

In table7 the findings showed that the rate at which Kisumu County Government delivers services is good, this concurs with Probst (2009) that service delivery is an indicator of performance measurement that organization uses to determine the number of services it has accomplished within the financial year and various strategic meetings made in prompt by the management and key operational officers.

2.3. The Relationship between the Organization’s Performance And Talent Attraction, Talent Retention

$$y = \beta_0 + \beta_1 + \beta_1 \chi_1 + \beta_2 \chi_2 + e \text{ (Rumsey, 2007).}$$

Key

y= is the dependent variable, (organizational performance)

β_0 . constant which the value of dependent variables of all the independent variables

($\chi_1 - \chi_2$) are 0

β_1, β_2 -regression coefficient which measures the change induced by ($\chi_1 - \chi_2$) on y $\chi_1, \chi_2 =$ the independent variables $\chi_1 =$ Talent attraction $\chi_2 =$ Talent retention

According to these results, lowering the organization’s performance by one unit results to a decrease of talent attraction by 0.162, on average while lowering the performance by one unit, consequently lowers the retention of talents by 0.214, The beta values shows the influence of talent attraction, talent retention on Kisumu County Government Performance that is: Talent attraction, talent retention are positively significant. The results indicate that all four variables positively contribute towards the improvement and sustenance of performance of Kisumu County Government. Also, its noted that the R^2 value is quite high i.e. 0.8985 which shows a relatively high correlation between the repressor variables (Talent attraction, Talent retention,) and the dependent variable, the organization’s performance.

The preceding regression equation will be: Organization’s performance = 0.122 + 0.162 (Talent attraction) + 0.214 (Talent retention)

$$Y = 0.122 + 0.162 \chi_1 + 0.214 \chi_2$$

The p-values indicated that the coefficient values are statistically significant at 95% confidence interval. The beta coefficient in the regression indicates that variables (talent attraction, talent retention) had a positive relationship with organizational performance. The findings showed that all the variables tested (probability > f = 0.0000) were statistically significant with P-value less than 0.05.

2.4. Conclusions and Recommendation

Talent attractions play a key as a driver of organization performance as shown by the findings of respondents of Kisumu County. It is therefore important for any organization to identify parameters that would give them an upper hand so as to attract talented employees for them to be able to succeed in the competitive business environment. On influence of talent attraction on organizational

performance the conclusion is that talent attraction had positive and significant influence on performance, content analysis indicated they could be other indicators of talent attraction and talent attraction had positive beta coefficient in relation to performance of Kisumu County Government. Talent retention has positive and significance influence on organization performance, factor analysis showed chances of more other ways of measuring talent retention that could result to effective performance. Talent retention indicated positive beta coefficient in relation to performance of kisumu county government. Kisumu County should put adequate measures to ensure they attract quality talent from labour market. This would ensure that the County is able to offer better service delivery that would ensure enhanced organization performance. Kisumu County should also ensure it put in place proper measure to ensure that it retains it best talent from departing in such of greener pastures. Through talent retention, an organization is able to create a vast wealth of experience which would ensure proper organization performance.

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