



**TALENT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN KCB BANK LIMITED: CASE OF HEAD OFFICE, NAIROBI CITY COUNTY, KENYA**

**KAYUMBI Valentine <sup>1</sup>, Dr. WANYOIKE Rosemarie <sup>2</sup>**

**<sup>1,2</sup> KENYATTA UNIVERSITY**

**Abstract**

This study sought to establish the effect of talent management on organizational performance using KCB Bank Limited-Head office, Nairobi in Nairobi City, Kenya. This study adopted a descriptive research design. The population was 1514 employees from all three cadres of employment in KCB Bank Limited; Case of Head office in Nairobi City County, Kenya. Stratified random sampling technique was used whereby all 152 employees from different cadres were involved in the study. A specifically designed questionnaire was the tool for collecting primary data. The study carried out a pilot test on 15 individuals in order to test how reliable a valid the data collection tool is. To ensure validity, the study made sure that the questions in the questionnaire are in line with the conceptual framework also, by computing the alpha coefficient of the questions. Published documents like journals, magazines, reports and periodicals were used to collect secondary data which complemented the primary data. Both descriptive and inferential statistics were applied in analyzing the data using SPSS Version 21.0. The study interpreted the findings from the analyzed data. Mean and standard deviation were used for descriptive statistics while inferential (Using Multiple regression) statistics. The significance of correlation analysis was tested at 0.05 significance level. Tables, figures and charts were finally be used to present the findings. The study revealed that talent attraction, talent retention, learning and development and career management significantly and postively influence organizational performance in KCB bank limited in Kenya. The study concludes that talent attraction, talent retention, learning and development and career management positively related to organizational performance in KCB bank limited in Kenya. The study recommends that to attract talent the management of KCB bank should provide favourable working environment for employees, treat employees equally and provide job security. The study recommends that to retain employees the management of KCB bank limited should demonstrate that they value their employees by adopting retention strategies like competitive compensation and motivating their employees through bonuses. The study recommends that KCB should adopt learning and development strategies coaching, mentoring and leadership development. This would improve the employee's knowledge and skills and hence organizational performance. The study recommends that the management should improve the career management practices in the KCB bank. This is because as the business environment changes the employees needs on career management also change. Therefore, it is important to improve on the career management activities in the organization.

**Keywords:** Talent Attraction, Talent Retention, Learning and Development, Career Management and Organizational Performance.

## Introduction

For any company to succeed, talent is very crucial. It has been identified by business owners and executives that most of the organization faces the constraint of talent rather than capital (Kehinde, 2012). In order to meet the organizational challenges, organizations have realized that talent is crucial and should be considered in decision making at the top most level. The saying War for Talent was developed by McKinsey, consultants in 1997 (Axelrod & Michaels, 2011). From that time, academicians and practitioners have become more interested with talent management and its relation with performance of organizations. Due to the recent focus on talent management, there has been a paradigm change from traditional competitive advantage sources like organizational elites like the literature on upper echelon and strategic human resource management (SHRM) that is more suitable for the current dynamic competitive environment. Despite the significant shift in context, since the past century, the idea of talent management continues to be important (Keoye, 2014).

Collings and Mellahi (2009) explained that strategic management of talent is a task and procedure that involves systematic determination of vital positions that contribute differentially towards sustainable competitive advantage and performance of organizations. It is therefore important to create a group of talent with great potential and highly performing people to fill different roles. In addition, there is need for a differentiate HR architecture facilitating the filling of the positions with competent employees ensuring they are continuously committed to the organization. Top management team (TMT) are not necessarily restricted for the key positions but could include key positions at the low levels and they vary in operating units and over time (Collings & Mellahi, 2011). Talent management has grown in popularity and has faced debates and hypes over the decades but despite all this, its clarity is yet to be achieved. Clarity lacks with regard to definition, scope, general goal of managing talent a view prevailing in literature by practitioners.

Concerning a survey conducted in the UK by CIPD (2012) 51% of HR professionals practiced talent management practices but only 20% operated with formal talent management definition. Present literature on talent management is worsened by ambiguities surrounding concept definition and the lack of development in theories and practice (Lewis & Heckman, 2014). The above flaw in talent management review restricts scholarly work on the same and its applied use. There are a number of reasons as to why this weakness is significant. A significant amount of literature on Human Resource Management has focused on the potential human resource has sustainable competitiveness source and insisted that resources and capabilities that reinforces competitive advantage of a company have direct link with the competencies of talented employees making up the pool of human capital in the company (Capeli, 2008).

In addition, a study conducted recently among 40 global companies established that virtually, all acknowledged lacking sufficient talent for filling strategic positions which as a result significantly

constrains the ability of the business to grow (Ready & Conger, 2007). Also, a significant number of sources in an organization is occupied by activities of talent management. Recently, a study established that CEOs highly partake in the process of managing talent with most of them using more than 20% of their time on issues related to talent while others use up to 50% on talent related issues (Echols, M 2007).

Talent management issues are therefore of interest to a large number of shareholders aside from HR professionals and academicians. Echols (2007) established that most of the CEOs agreed that management of talent is of great importance and cannot be left to HR. Also, according to a report by Business Management Review (2013) management of talent is one of five grave problems faced in nations in Europe. The basis of the results were not only competences expected by directors as important in managing human capital but also the ones that are considered to be what the organization is weak at. Therefore, there is likelihood of the area being relevant to scholars in strategic management areas, organizational behavior and human resource as these impacts on organizational performance as a whole.

According to a report by Business Review Management, (2013) Kenya is facing a problem of talent scarcity. The challenge includes hiring, retention, training and motivation of professional talents. In addition, talent management shortage in Kenya affects professional as well as non-professional management. For instance, early retirement results in staff shortage and there lacks qualified individuals to fill the vacant positions. In his study, Kenani (2011) found that there is an urgent need to increase scientific knowledge as well as employee skills in Kenya's geothermal companies. There is need to put stress more on productive development in management of human resource and the use of personnel within the company to attain the strategic business objective of the organization. The study found that the geothermal companies faced the challenge of striving to work towards improving balance between demand and supply of labor a workforce that is trained better and increased employee employability (Kenani, 2011).

Kenya Commercial Bank currently known as KCB Bank Limited is among the first and the largest in Eastern Africa. The operations of the bank started in Zanzibar as a branch of National Bank of India in 1896. In 1904, the bank expanded its operations to Nairobi as part of the KCB Group which was a non-operating holding company and in 2017, its operations started as a licensed banking institution ([www.kcbbankgroup.com](http://www.kcbbankgroup.com)). The holding company as at March 2016, Kenya Commercial Bank group had the largest banks outlets that covered Kenya, Uganda, South Sudan, Rwanda, Tanzania, Ethiopia and Burundi (KCB Financial Statements, 2017). The company also owns KCB Insurance Agency, KCB Capital, KCB Foundation and all associate companies. The vision of the company is to become the preferred financial provider in Africa and have a global reach. its mission is driving efficiency and at the same time grow its market share so as to become Africa's preferred financial service provider with a global reach. The KCB limited group is ranked

the largest financial service provider in East Africa, having an asset base of approximately over US\$3.5 million.

Employees at KCB are viewed by the bank as being an important resource and one important factor that determines the performance of the organization and commitment of employees is the culture within the organization. This is evident through the strategic objective of the HR which is attracting and developing competent staff so as to become employer of choice, creating a positive work environment which is made possible by the bank value of the company and the leadership that makes it possible to become an organization that is driven by performance. There are three main values that best summarizes the culture of KCB: Being Inspiring, Being Simple and being Friendly which is anchored in the bank previous values of customer first, team work, professionalism, a willingness to change and caring for the community.

### **Statement of the Problem**

The reason behind talent management is that people run businesses; they create value by use of corporate assets, creating products and services needed by the individuals. For KCB Bank we have continuously experience poor performance because talent management lacks leading to lack of timely service delivery, Poor Customer Satisfaction and decreased Productivity. The implication of good talent management is that the organization will perform better if it has better employees and reason why talent management is needed for attracting, developing and utilizing best brains for superior performance of businesses. Nonetheless, for the case of KCB Bank Limited-Head office Nairobi, Kenya this has been different. Despite all the efforts put in place to grow the banks revenue, Talent Management efforts have been wanting. Talent shortage is evident in every function within the organization and this has affected the organization negatively hence the need for the current study to show how talent management affects organization performance (KBA Customer Service survey report-2018). It's crucial noting that some recent studies on the organization performance in Kenya have marginally touched on "talent management in the banking sector but other HR practices. Ngari (2012) studied the link of intellectual capital accounting and performance of Kenya's pharmaceutical companies. Therefore, the present study focused on filling the gap and providing better understanding through empirical proof on the effect of talent management on the organization performance in KCB Bank Limited-Head office Nairobi, Kenya.

### **Objective of the Study**

The general objective was to establish the effect of talent management on organizational performance in the banking industry using KCB Bank Limited-Head office Nairobi, Kenya as the case study. The following specific objectives guided the study;

- i. To establish the effect of talent attraction on organizational performance in KCB Bank Limited- Head office Nairobi city county, Kenya.

- ii. To assess the effect of talent retention on organizational performance in KCB Bank Limited- Head office Nairobi city county, Kenya.
- iii. To determine the effect of learning and development on organizational performance in KCB Bank Limited-Head office Nairobi city county, Kenya.
- iv. To assess the effect of career management on organizational performance in KCB Bank Limited-Head office Nairobi city county, Kenya.

### **Theoretical Framework**

Principles that are developed to explain some situations more so those that have been tried severally or are acknowledged widely and may be applied in making forecasts regarding natural phenomenon is defined as a theory (Rahman, 2006). A theory is an analytical tool that helps understand, explain and make predictions regarding particular subjects (Hawking, 1996). Therefore, a combination of ideas that are interrelated and are based on theories is considered to be a theoretical framework. It helps in clarifying the reasons things are how the way they are using theories (Kombo & Tromp, 2006).

### **Expectancy theory of Motivation**

The theory as postulated by Vroom (1964) will be used to expound on the concept of talent attraction. Vroom's hypothesis holds that carry out results from cognizant decisions amid options reason being to improve joy and reduce torment. Along with Lawler and Doorman (1968), Vroom (1964) suggested that the link between persons' conduct grinding away and their goals (ability) worth not forthright as projected by various researchers. Vroom understanding was that a representative presentation is dependent on singular components, such as, characters, aptitude, information, experiences and capacity (Calvin,2016).

The Vroom's theory as indicated by (Ibid) depends on the accompanying convictions: (I) Valence (reward attractive quality), which empowers representatives to appoint an incentive to likely rewards (inborn and outward rewards). Valence alludes to the enthusiastic directions individuals hold regarding results (rewards). It is fundamental that the administration finds what the worker's worth is. Hence, valence implies that workers will be roused on the off chance that they are compensated with remunerations that they esteem. (ii) Instrumentality (saw execution-reward association) alludes to how many representatives believe that specific degrees of execution will deliver different prizes (superior would influence better results or rewards, for instance, advancement, pay increase or achievement). The board must promise that guarantee of payment are content and that representatives understand that. (iii) Anticipation (exertion execution linkage) identifies with worker levels of trust in playing out a specific assignment. Representatives possess numerous needs and certainty level regarding what they are able to do. The executives should determine the assets, preparing, or management representatives require.

Vroom's hypothesis has an assumption that work conduct is affected by personal desires. Having said this, the study will build on the proposition by Vroom's theory (1964) that stresses the need for companies to associate remuneration with performance and to promise the provided prizes are the merited ones and required by the beneficiaries to attract talent and therefore talent management executives ought to give a road through which most noteworthy efficiency can be accomplished by guaranteeing that the company attracts, creates and retains talented human resources for development of the company.

### **Equity theory of motivation**

Equity hypothesis of motivation was developed by Adams (1965) and will be used in clarifying talent retention and performance of an organization. The hypothesis is determined with possible rewards that are certain to individuals in the organization. The significance of the hypothesis is equilibrium. For example, a person's level of motivation is determined by how they see the value, reasonableness, and equity practiced by directors (Ntonga, 2007). This means that the greater the number of workers experiences fairness, the higher they are roused to accomplish, additionally the level; of increase in responsibility, and also, they remain in the organization for a longer time. The basis of Equity hypothesis is that individual concern is on prizes and other people compensations in the same post and workers foresee that a company will handle them with decency and impartiality so long as their input and the prize they receive. Besides, those employees who perceive that their occupation input doesn't go hand in hand with the prize they receive may attempt to deal with this observation by low performance or leave the firm. Regarding this examination, equity hypothesis will be imperative to clarify KCB Bank Limited-Head office, Kenya employee retention mechanism. In this study, equity theory as advanced by Adams (1965) is very vital for retention of employees, as it impacts on employee's perceptions who work for KCB –Bank Limited-Head office Nairobi (Kenya). These employee's feelings around getting fair and equal rewards either motivates them to work hard so to contrast the sources of info they commit with the earnings they receive from the organization. The believe that low yield is received from work done, is seen as unfairness and inconsistent and will in general be unsatisfactory or not spurred and subsequently are probably going to exit the company.

### **Reinforcement Theory of Motivation**

The researcher used this theory postulated by BF Skinner (1957) to explain the learning and improvement idea. Conditions for reinforcement conduct, people are destined to participate in certain conduct in the instance that their remuneration is doing so. Activities which are not compensated are less inclined to be repeated as individuals repeat activities that are definitely remunerated and keep off from activities that result to punishment; managers can affect the conduct of their junior by fortifying actions that are regarded as ideal. There exist two plans of reinforcing; constant reinforcement schedule reinforces the ideal behavior each single time it is demonstrated, in an irregular support few of the odd example of the ideal behavior is fortified. Fortification is provided simply regularly to ensure behavior is repeated (Saleemi, 2011).. This study builds on

the proposition by BF Skinner (1957) that individuals are bound to take part in wanted conduct in the event that they are remunerated for doing as such. With all these methods, the study will either encourage or reinforce viable practices while at the same time debilitating inadequate practices to benefit the organization and how it performs and even importantly the learning and development strategies to employee for a KCB-Bank Limited-head Office-Nairobi (Kenya).

### **Self-Concept Theory**

This theory was proposed by Super (1990). It is among the powerful career choices and improvement theories. Super advises that career decisions and advancement is mainly a way towards the creation and execution of an individual's self-concept. The hypothesis is due to complex associations between numerous factors, for instance, personal encounter, mental growth, climate and actual growth. He accepted the level at which an individual career enhancement is efficient depends on the level to which a person can realize their profession self-idea. In the context of this study, self-concept theory as advanced by Super (1990) is very important for employee retention at KCB-Bank Limited-head Office-Nairobi (Kenya). It should be noticed that people career idea is a result of character, premium experiences, abilities and communication qualities and way they organize these qualities into several life jobs.

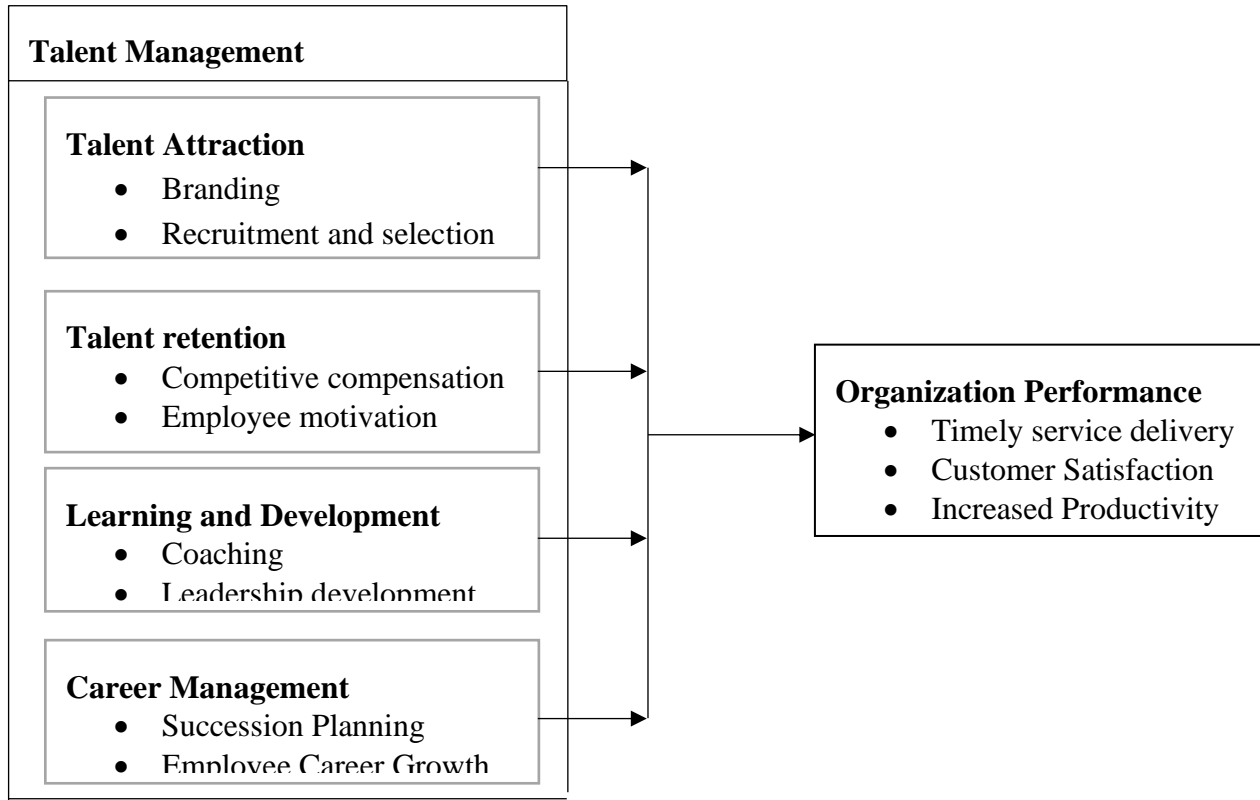
### **Human Capital Theory**

The research used also use the human capital theory as postulated by *Samuel Bowles and Gary Becker (1960)* to illustrate organizational performance. This theory emphasizes the value talent management and investing in people by organization does, it proposes that interest in individuals prompts monetary advantage for the individual and the association all in all (Snell, 2007). A further desire from the hypothesis is that far reaching interest in human resources makes in the workforce the ability base indispensable to the currently market forces enabling firms create value out of their strategy. This study builds on the proposition by *Samuel Bowles and Gary Becker (1960)* that management of talent is directly linked to the organization performance and this provides the explanations on how KCB-Bank limited creates value through the management of resources that include its employees and by so doing create strategic value proposition linking employee's performance which in the end results to performance of an organization.

### **Conceptual Framework**

A conceptual framework shows the connection that exists in the independent and the dependent variables. It is presumed that the independent variables influence changes in (2004). The framework below showed the presumed connection between talent management and organizational performance. Factors considered to affect performance in this study were Timely service delivery and Customer Satisfaction. The independent variables are talent attraction, retention, learning and development and career management.

**Conceptual framework**



**Independent variables**

**Dependent variable**

**Figure 1: Conceptual Framework**

**Research Methodology**

The study adopted a descriptive research design type involving informed and desirable individuals. The study focused on the banking industry to be able to achieve a detailed study of the topic under study. The target population was 1514 staff consisting of 60 top-level management staff, 157 middle level staff and 1297 other workers from each department at KCB Bank Limited-Head office, Nairobi in Kenya. Using Stratified random sampling, the sample size comprised of 6 top-level managers, 16 middle level managers and 130 other employees being 10 percentages of each population category respectively to make 152 staff.



**Table 1: Sampling Frame**

Population category	KCB Bank- Head office staff	Sample size (Z % of 152)	Percentage of population (Representative s of each stratum)
Top level Managers	60	6	10%
Middle Level Managers	157	16	10%
Other Employees	1297	130	10%
<b>Total</b>	<b>1514</b>	<b>152</b>	<b>100%</b>

**Source: Researcher 2020**

Structured questionnaires were used to make sure that the respondents answer to a similar set of questions. Transmittal letter was issued from the department of Human Resource Management-School of Business (KU) to enable the researcher go to the field. A pilot study is carried out to identify if the research instrument and instrumentation has weaknesses. Pilot test helps the researcher identify whether there are flaws weaknesses, or limitations in the data collection instrument and therefore provide the opportunity for amendments to be done before it can be used to obtain data for the actual study. This study conducted a pilot test using 15 respondents who represent 10% of the selected sample size. The findings from the pilot were used to test for validity and reliability of data collection tool. Kothari (2004) recommended an appropriate sample for pilot test to be 10% of the sample.

Collected data was reviewed, categorized, tabulated and evidence recombined for the purpose of obtaining meaning that relates with the initial objective, issues and research questions of the study. The findings from the key informants were used to complement the findings obtained from the questionnaires. The study analyzed the data using descriptive statistics such as mean, frequencies, percentages and standard deviations. Through descriptive statistics, the study provided general characteristics of variables. The study also computed inferential statistics which include correlation and regression analysis. Inferential statistics were used to explain the relationship between the variables. The significance of correlation was tested at 5% level of significance. Regression analysis was performed to establish to determine the influence of the independent variable on dependent variables.

### **Results and Discussion**

Descriptive and inferential statistics have been used to discuss the findings of the study. The results are derived from Likert scales. The study targeted a sample size of 152 respondents from which 140 filled in and returned the questionnaires making a response rate of 92.1%. This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered adequate.

### Reliability Analysis

This test used Cronbach's alpha which measures internal consistency to determine reliability of the questionnaire. Cronbach's Alpha coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicates good reliability. The Alpha value threshold at 0.7 will form the benchmark for the study. The results were presented in Table 2.

**Table 2: Reliability Results**

Scale	Cronbach's Alpha	Number of Items
Talent Attraction	0.811	5
Talent Retention	0.852	5
Learning and Development	0.793	5
Career Management	0.791	5

**Source: Researcher (2021)**

The findings in Table 2 show that talent attraction has an alpha value of 0.811, talent retention an alpha value of 0.852, learning and development an alpha value of 0.793 and career management an alpha value of 0.791. This shows that that all the variables were reliable.

### Talent Attraction

**Table 3: Talent Attraction and Organization Performance**

Statement on talent attraction	Mean	Std. Dev.
This organization's good conditions for working and fair remuneration have assisted in attracting the right talents	3.993	0.963
This organization value talent search matrix in selection so as to get qualified, experienced, expertise and potential staff	3.907	1.009
This organization endeavors to create a good brand image get talented staff	4.093	0.934
In the organization employees are assured of job security, so as to get the right talent.	4.036	0.938
This organization determines the skills gotten from training and matches them with firm goals	3.986	0.868

From the findings, the respondents agreed that their organization endeavors to create a good brand image get talented staff as shown by a mean of 4.093, in the organization employees are assured of job security, so as to get the right talent as shown by a mean of 4.036, the organization's good conditions for working and fair remuneration have assisted in attracting the right talents as shown by a mean of 3.993, the organization determines the skills gotten from training and matches them with firm goals as shown by a mean of 3.986 and the organization value talent search matrix in selection so as to get qualified, experienced, expertise and potential staff as shown by a mean of

3.907. The findings concur with those of Poorhosseinzadeh and Subramaniam, (2012) who found a positive and huge connection between management of talent and the accomplishment of multinational companies.

### Talent retention

**Table 4: Talent Retention and Organization Performance**

<b>Statement on talent retention</b>	<b>Mean</b>	<b>Std. Dev.</b>
This organization compensation system is competitive ins comparison with other firms in the similar industry which motivates employees	3.871	0.792
This organization has a policy for internal recruitment that assists to improve the morale and royalty of our workers	3.900	0.928
This organization ability to listen to employee through the ER department is an employee's motivating factor	3.807	0.960
This organization provides opportunities for training to improve the growth of career and retain talented staff	4.107	0.944
This organization has an effective performance assessment which improves the confidence of the employees	3.914	0.951

From the findings, the respondents agreed that the organization provides opportunities for training to improve the growth of career and retain talented staff as shown by a mean of 4.107, the organization has an effective performance assessment which improves the confidence of the employees as shown by a mean of 3.914, the organization has a policy for internal recruitment that assists to improve the morale and royalty of our workers as shown by a mean of 3.900, the organization compensation system is competitive ins comparison with other firms in the similar industry which motivates employees as shown by a mean of 3.871 and the organization ability to listen to employee through the ER department is an employee's motivating factor as shown by a mean of 3.807. The findings concur with those of Blackman and Kennedy, (2013) who indicated that management of talent and succession plans inside government organizations affected absorption of talent, talent retention, and development, responsible for competitive advantage within the company.

### Learning and Development

**Table 5: Learning and Development and Organization Performance**

<b>Statement on learning and development</b>	<b>Mean</b>	<b>Std. Dev.</b>
This organization has suitable strategies for learning and development	3.871	0.889
In this organization staff are progressively getting new knowledge and skills, and grasping novel ways of undertaking their tasks	3.786	0.932
Line managers coach employees in the organization	3.657	0.863
In this organization the development of leadership skills is taken seriously	3.643	0.687

From the findings, the respondents agreed that the organization has suitable strategies for learning and development as shown by a mean of 3.871, in the organization staff are progressively getting new knowledge and skills, and grasping novel ways of undertaking their tasks as shown by a mean of 3.786, line managers coach employees in the organization as shown by a mean of 3.657 and in the organization the development of leadership skills is taken seriously as shown by a mean of 3.643. The findings are related to those of People in Aid (2013) who found that the enlistment and improvement of skilled workers was of fundamental importance to attainment of organization targets.

### Career Management

**Table 6: Career Management and Organization Performance**

Statement on Career Management	Mean	Std. Dev
This organization believes that career planning enables extension and growth of this organization.	3.629	0.853
This organization promotes rotation and transfer of jobs to rise their value by themselves	3.671	0.742
This organization has a plan on employee career growth as a norm.	3.693	0.675
This organization has established succession planning mechanisms	3.764	0.804
This organization has programs for retirement preparation in place	3.743	0.728

From the findings, the respondents agreed that the organization has established succession planning mechanisms as shown by a mean of 3.764, the organization has programs for retirement preparation in place as shown by a mean of 3.743, the organization has a plan on employee career growth as a norm as shown by a mean of 3.693, the organization promotes rotation and transfer of jobs to rise their value by themselves as shown by a mean of 3.671 and the organization believes that career planning enables extension and growth of this organization as shown by a mean of 3.629. The findings are related to those of Sekarin (2017) who found out that commitment to an organization is significant in talent management and performance of an organization.

### Organizational performance

**Table 7: Organization Performance**

Statement on organizational Performance	Mean	Std. Dev.
This organization believes that talent management improves our timely delivery of service to our customers	4.021	0.895
This organization strategy for talent retention has led to increase in staff productivity	3.971	0.882
This organization's internal policy for recruitment helps align staff energies to organizational performance.	4.014	0.908
This organization believes that interesting and challenging jobs increases employee's productivity.	3.943	0.893
In the organization talent has led to increase in customer Satisfaction hence increase in sales	3.921	0.957

From the findings, the respondents agreed that the organization believes that talent management improves timely delivery of service to customers as shown by a mean of 4.021, the organization internal policy for recruitment helps align staff energies to organizational performance as shown by a mean of 4.014, the organization strategy for talent retention has led to increase in staff productivity as shown by a mean of 3.971, the organization believes that interesting and challenging jobs increases employee’s productivity as shown by a mean of 3.943 and the organization talent has led to increase in customer Satisfaction hence increase in sales as shown by a mean of 3.921.

**Correlational Analysis**

Correlation analysis is used to analyze the association between independent and dependent variables. Pearson Moment Correlation analysis was adopted in this study.

**Table 8: Correlations**

		<b>Organizational Performance</b>	<b>Talent Attraction</b>	<b>Talent Retention</b>	<b>Learning and Development</b>	<b>Career Management</b>
<b>Organizational Performance</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	140				
<b>Talent Attraction</b>	Pearson Correlation	.863**	1			
	Sig. (2-tailed)	.000				
	N	140	140			
<b>Talent Retention</b>	Pearson Correlation	.890**	.571**	1		
	Sig. (2-tailed)	.000	.032			
	N	140	140	140		
<b>Learning and Development</b>	Pearson Correlation	.840**	.465**	.424**	1	
	Sig. (2-tailed)	.001	.028	.021		
	N	140	140	140	140	
<b>Career Management</b>	Pearson Correlation	.798**	.367**	.327**	.294**	1
	Sig. (2-tailed)	.002	0.023	0.019	0.016	
	N	140	140	140	140	140

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

The results revealed that there was a strong positive correlation between talent attraction and organizational performance in KCB bank limited as shown by  $r = 0.863$ , statistically significant  $p = 0.000 < 0.01$ ; there was a positive correlation between talent retention and organizational performance in KCB bank limited as shown by ( $r = 0.890$ ,  $p = 0.000$ ); there was a positive correlation between learning and development and organizational performance in KCB bank

limited as shown by ( $r = 0.840$ ,  $p = 0.001$ ); there was a strong positive correlation between career management and organizational performance in KCB bank limited as shown by ( $r = 0.798$ ,  $p = 0.002$ ).

**Table 9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 <sup>a</sup>	.687	.679	.03179

From the findings, the R squared was 0.687 implying that there was 68.7% variation of organizational performance in KCB bank limited due to the changes of talent attraction, talent retention, learning and development and career management. The remaining 31.3% implies that there are other factors that affect organizational performance in KCB bank limited that were not discussed in the study. R shows the association between the variables and from the findings, the variables were strongly related as shown by a value of 0.829.

**Table 10: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	162.304	4	40.576	168.21	.000 <sup>b</sup>
Residual	32.565	135	0.241		
<b>Total</b>	<b>194.869</b>	<b>139</b>			

From the ANOVA statistics, the processed data (population parameters) had a significance level of 0.001. This shows that the data is ideal for making conclusions on the population's parameter as the value of significance (p-value) is less than 5%. The F calculated was greater than F critical ( $168.21 > 2.439$ ). This shows that talent attraction, talent retention, learning and development and career management significantly influence organizational performance in KCB bank.

**Table 11: Beta Coefficients of the study Variables**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.106	.031		3.419	.004
1 Talent Attraction	.401	.093	.378	4.312	.000
Talent Retention	.396	.099	.355	4.000	.000
Learning and Development	.376	.094	.346	4.000	.000
Career Management	.362	.096	.332	3.771	.002

The fitted regression model was

$$Y = 0.106 + 0.401 X_1 + 0.396 X_2 + 0.376 X_3 + 0.362 X_4 + e$$

The equation above reveals that holding talent attraction, talent retention, learning and development and career management constant, the variables will significantly influence organizational performance in KCB bank limited as shown by a constant value of 0.106 as shown in Table 11.

Talent attraction is statistically significant to organizational performance in KCB bank limited as shown by ( $\beta = 0.401$ ,  $P = 0.000$ ). This shows that talent attraction had significant positive relationship with organizational performance in KCB bank limited. This implies that a unit increase in talent attraction will result to increase in organizational performance in KCB bank limited in Kenya. Talent retention is statistically significant to organizational performance in KCB bank limited as shown by ( $\beta = 0.376$ ,  $P = 0.000$ ). This shows that talent retention had significant positive relationship with organizational performance in KCB bank limited. This implies that a unit increase in talent retention will result to increase in organizational performance in KCB bank limited in Kenya.

Learning and development is statistically significant to organizational performance in KCB bank limited as shown by ( $\beta = 0.396$ ,  $P = 0.000$ ). This shows that learning and development had significant positive relationship with organizational performance in KCB bank limited. This implies that a unit increase in learning and development will result to increase in organizational performance in KCB bank limited in Kenya. Career management is statistically significant to organizational performance in KCB bank limited as shown by ( $\beta = 0.362$ ,  $P = 0.002$ ). This shows that career management had significant positive relationship with organizational performance in KCB bank limited. This implies that a unit increase in career management will result to increase in organizational performance in KCB bank limited in Kenya.

### **Conclusions**

The study found that talent attraction was statistically significant to organizational performance in KCB bank limited. This implied that talent attraction had significant positive relationship with organizational performance in KCB bank limited. Therefore, a unit increase in talent attraction will result to increase in organizational performance. The study concludes that talent attraction positively affects organizational performance in KCB Bank Limited. The study established that talent retention was statistically significant to organizational performance in KCB bank limited. This shows that talent retention had significant positive relationship with organizational performance in KCB bank limited. A unit increase in talent retention will result to increase in organizational performance. The study concludes that talent attraction has a positive relationship with organizational performance in KCB Bank Limited.

The study revealed that learning and development was statistically significant to organizational performance in KCB bank limited. This shows that learning and development had significant positive relationship with organizational performance in KCB bank limited. The study concludes that a unit increase in learning and development will result to increase in organizational

performance in KCB bank limited in Kenya. The study found that career management was statistically significant to organizational performance in KCB bank limited. This shows that career management had significant positive relationship with organizational performance in KCB bank limited. The study concludes that a unit increase in career management will result to increase in organizational performance in KCB bank limited in Kenya.

### **Recommendations**

The study found that talent attraction positively affects organizational performance. The study recommends that the management of KCB bank should provide favourable working environment for employees, also treat employees equally and provide job security. This will attract talented employees in the organization. The study revealed that talent retention positively affects organizational performance. The study recommends that the management of KCB bank limited should demonstrate that they value their employees by adopting retention strategies like competitive compensation and motivating their employees through bonuses. This would influence the employee to remain in the organization.

The study found that learning and development positively affects organizational performance. The study recommends that KCB should adopt learning and development strategies coaching, mentoring and leadership development. This would improve the employee's knowledge and skills and hence organizational performance. The study found that career management positively affects organization performance. The study recommends that the management should improve the career management practices in the KCB bank. This is because as the business environment changes the employees needs on career management also change. Therefore, it is important to improve on the career management activities in the organization.

### **Suggestions for Future Research**

This study sought to determine the establish the effect of talent management on organizational performance in the banking industry using KCB Bank Limited-Head office Nairobi, Kenya as the case study. This study used talent attraction, talent retention, learning and development and career management as the study variables. The study recommends that other studies should be conducted on talent management on organizational performance using other variables like performance management apart from the ones discussed in this study.

### **References**

- Aberdeen Group Inc. Human Capital Institute. (2014). *retaining talent: Retention and succession in the corporate workforce*. Boston: Pg.12-17.
- Adams, J.S. (2011). 'Inequity in social exchange', *Adv. Exp. Soc. Psychol.* Pg.62:335-343.
- Ana, H. (2009) *War of talent*. Faculty of Social sciences and Behavioral sciences. Tilburg University.



- Axelrod, M., & Handfield, J. (2011) *Talent management.* Discussion Paper 18. Retrieved 4th May 2013
- Bagrain, J. (2007). *Motivating the South African workforce.* In A werner, organisational behaviour. A contemporary South African perspective. Pretoria: Van Schaik.
- Berger, L. & Berger, D. (2009). *The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Best People.* McGraw-Hill USA.
- Blackman, D. & Kennedy, M. (2013). *Talent Management: Developing or Preventing Knowledge and Capacity.* National Institute for Governance, University of Canberra.
- Business Management Review, (2013). *Challenges facing management in Kenya.*
- Calvin M. & Connie M. (2016). *Talent attraction and its relationship to organization productivity.* Canadian Social Science, Vaal University Press. Pg. 11-17
- Carretta, A. (2011) *Career and succession planning – Competency Based Human Resource Management.* London: Kogan Pg. 4
- Chartered Institute of Personnel and Development (2012). *Learning and Talent Development,* CIPD Annual survey. The Broadway London.
- Chepkwony Nicholas K, (2012). ‘The link between Talent Management Practices, succession planning & Corporate strategies among commercial banks in Kenya’, *MBA Research.*
- Cooper R.D. & Schindler S.P. (2010). *Business research methods,* 7th Ed., New York: Irwin & McGraw Hill.
- Collings, D.G. and Mellahi, K. (2011) “Strategic Talent Management: A review and research agenda”, *Human Resource Management Review,* Pg.19: 4, 304–313
- CBK (2017). Banking supervision, annual report, NBI.
- Drafke, M. & Kossen, S. (2002). *The human side of organizations,* 8th Ed. New Jersey: Prentice Hall, Inc.
- Echols, M. (2007). *Winning the turnover war.* Retrieved 20th May 2013 from [www.talentmgt.com](http://www.talentmgt.com)
- Freidberg, M. & Kao, T. (2008). ‘*The State of Talent Management: Today’s Challenges, Tomorrow’s Opportunities.*’ Hewitt human Capital Consulting.
- Gara, R. (2007). ‘*Talent management in Egypt.*’ Paper prepared for presentation at the Global Talent management Centre
- Gardner, T.M. (2002). ‘In the Trenches at the Talent Wars: Competitive Interaction for Scarce Human Resources’, *Human Resources Management, Wiley periodicals* Pg.41, 225-237
- Gupta, K, & Govindarajan, V. (2000). Managing Global Expansion: A Conceptual Framework. *Business Horizons,* March-April, Pg. 45-54.
- Guthridge, M., Komm, A.B.& Lawson, E. (2008). ‘Making talent a strategic priority’, *The McKinsey Quarterly* 1: Pg. 49-58.
- Hawking, S. (1996). *Illustrated A Brief History of Time* “(Updated and expanded ed). New York: Bantam Books, Pg. 15.
- Hsieh, H. (2005). Three Approaches to qualitative content Analysis. *Qualitative Health Research Journal* ,15

- Kehinde J. S. (2012). Talent management effect on organization performance. *Journal of management research* volume 4
- KCB Bank - (2018). Annual Financial Report, NBI.
- Kelly (2013). *Attraction and Retention of Talent*. Retrieved on 16th March 2013 from Kellyservices.co.nz.
- KBA- (2018) -Customer Satisfaction Survey, annual report, NBI
- Keoye Kerubo Nancy, (2014). 'Examining the effect of Talent Management on organizational performance: A case of Comply limited, Nakuru', *MBA Research*. Pg. 54-61,
- Keteko, R. K. (2014). Strategies employed by imperial bank ltd to develop competitive advantage in the banking sector, *Unpublished MBA project*, School of Business, University of Nairobi.
- Kenani, D.M. (2011). '*Strategic options to human resource challenges in geothermal operations in Kenya*. Proceedings, Kenya Geothermal Conference 2011 Kenyatta International Conference Centre, Nairobi.
- Kombo, D.K & Tromp, L. A, (2006) *Proposal and Thesis writing*, Pauline's Publishers, Nairobi, Kenya.
- Kothari, C. (2004). *Research Methodology*. New Delhi, India: John Wiley & Sons.
- Lawler .E. (2009) *.Making people your competitive Advantage* .San Francisco Jossey-Bass University of California, USA
- Lewis, R.E & Heckman, R.J. (2006). 'Talent management - A critical review. *Human Resources Management Review*, Pg.16-25
- Mugenda, O., & Mugenda, A. (2013). Third Edition. *Research methods*. Nairobi: Acts Press.
- Mwangi, M. (2009). *Factors Affecting Talent Management at Nation Media Group*. Unpublished thesis (business administration). Strathmore University.
- Ngari J.M. (2012) *Relationship between Intellectual Capital Accounting and Business Performance in Pharmaceutical Firms in Kenya*. Jomo Kenyatta University of Agriculture and Technology. Unpublished PhD Thesis.
- Ntonga, S., (2007). *The impact of talent management practices on business performance*. Unpublished thesis, University of Pretoria.
- Ordonez de Pablos, P. (2004) Human resource management systems and their role in the development of strategic resources: empirical evidence. *Journal of European Industrial Training*, Pg. 474 – 489
- Orodho, A. (2014) *Essentials of Educational and social sciences research methods*. Qualitative and quantitative Approach. Nairobi Acts Press.
- Patton, M.Q. (2002). *Qualitative Research and Evaluation Methods*. Thousand Oaks, CA:Sage.
- People in Aid (2013). *Learning, training and development*. Retrieved 1st June 2013 from <http://www.aalindiary.org/pool/resources/people-in-aid-learning-training-anddevelopment.Pdf>

- Poorhosseinzadeh, M. & Subramanian, I.D. (2012). 'Determinants of successful talent management in MNCs in Malaysia', *Journal of Basic Applied Science Research*, 2: Pg.12
- Price Water House Coopers (2012). *Talent management in Africa: The CEO mindset in Africa* PWC. July Issue. Retrieved 30th April 2013 from <http://www.pwc.com/ke/en/pdf/theafrica-business-agenda-2012-talent-agenda.pdf>.
- Rahman, S.V (2006). A Comparative Study of Total Quality Management practice and Organization Performance of SMEs with and without ISO 9000 Certification. *The International Journal of quality & reliability management* 18(1): Pg. 35-49.
- Ready, D. A., Hill, L. A., & Conger, J. A. (2005). 'Winning the Race for Talent in Emerging Markets', *Harvard Business Review*, Pg. 86, 62-70.
- Saleem, N.A (2011) *Principles and Practice of management simplified*, Nairobi, Saleemi
- Schuler, R. S, Jackson, S. E, & Tarique, L, (2009). *Framework for global talent management: HR actions for dealing with global talent challenges* Pg. 17-36.
- Sekaran, (2006). *Research Methods for Business: A skill Building Approach*, 4th Edition, John Willey and Sons, Ltd, New Delhi-India.
- Snell A. (2007). 'Strategic Talent Management, Human Resource Management: The Relationship of Mentoring and Network Resources with Career Success in the Chinese Organizational Environment', *International Journal of Human Resource Management* Pg. 1531— 1546.
- Williams, D. (2000). 'Talent Management in the New Business world: How Organizations can Create the Future and not be consumed by it', *Human Resource Management International Digest*, Pg.19(6), 33-36.
- Wright, M. P. (2007). *Global talent management: How leading multinationals build and sustain their talent pipeline. INSEAD*.