

## Original Research Article

### **The impact of talent management on the performance of employees at Barau Dikko Teaching Hospital (BDTH), Kaduna**

#### **ABSTRACT**

The study examines the impact of talent management on the performance of employees at Barau Dikko Teaching Hospital (BDTH), Kaduna. Specifically, the study examines the influence of talent acquisition, investigates the influence of training and development, determines the influence of career development, and explores the influence of the performance management system. Regardless of the amount of money poured into organizations, some still fail to perform. The fact is, that organizations just do not have the talented employees necessary to achieve the desired vision. Personnel management has been marred in many instances by poor recruitment practices; the inability to attract and retain suitably qualified staff; and the lack of performance management systems. The population of the study comprises 757 staff of Barau Dikko Teaching Hospital, Kaduna. Out of which 262 staff constitute the sample of the study. The study adopted a descriptive research design. The questionnaire was used as the instrument for data collection. The study employed the use of SPSS version 20 to analyze the data. The major findings of the study have revealed the existence of a positive and significant relationship between talent acquisition (71%), training and development (62%), performance management (61%), and employee performance. However, the study revealed a weak relationship between career development (11%) and employee performance. The study recommended that organization should align their talent management system to meet up with their business requirements and talent management system should be incorporated across all aspects of human resource management. The study recommended that other studies be done to unearth more on the subject. This will ensure increased reliability of the statistics and effects for generalization.

**Keywords: BDTH, Talent Management, Employee Performance**

## 1. INTRODUCTION

In today's competitive labor market, a major concern of organizations is the need to achieve high levels of performance through people. Hence, talent management is fast gaining a top priority for organizations across the world. To attract and retain the best talent anywhere in the world, an organization must have a strong and positive employer brand. Talented individuals drive companies forward through their outstanding competence and ability.

{1} A global survey that was conducted that targeted 26 countries and 32,000 employees showed that a shortage of talent in entities undermines performance. Hospitals just like any other venture need talented employees. 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 at any time. The challenge with Africa is that over the years, the continent has suffered a brain drain, as talented employees seek greener pastures in Europe and America. {2} equally argues that talent management in Africa has been a major challenge due to poor compensation by companies, and the prevalence of an uncompetitive work environment that impacts negatively on employee performance and desire to remain with the company.

In the health sector, talent management has become a key management and performance issue. Several studies showed that business leaders consider finding talented people to be the single most important managerial preoccupation in the recent past {3,1}. Talent Management is a typical human resource role and activity and in this perspective, HR provides the same attention and focus regardless of how the talent was recruited or classified. This is done by developing

internal talent to think through and identify strengths, career planning, and succession planning for those employees who show exemplary performance at their job tasks.

Studies have shown that the demand for talented employees in the coming years is going to increase {4}. There is no doubt that technology and globalization have changed our lives, as they have led to increased competition for talent. Thus, the potential growth of organizations worldwide depends on the ability of organizations to ensure that the right people with the right skills are in the right place at the right time and focused on the right activities. For these reasons, talent management has been elevated to the top of strategic human resources management challenges, acquiring the highest priority across all organizations. Institutions are increasingly looking at talent as a unique asset that can provide sustainable competitive advantage and superior performance {5}. The right talent is the greatest asset for any organization. One of the most important roles of human resources is to make sure employees with the right skills stick with the company for long enough {4}.

Talent management is therefore essential for employee performance. {1} Talent management is the best way of harnessing employees' potential and enhancing performance. The ideal talent management system is one where all employees understand the mission of the organization, how far they are towards achieving the organization's goals, and the skills required to improve performance and help the organization realize its dream. Talent management improves employee performance and boosts the productivity of an organization {1}.

Universally, management of talent has been a challenge for many organizations facing human capital pressure as a result of globalization {6}. The scarcity of talent is universal as many organizations around the world are competing for the same pool of talent. Thus, talent

recruitment, and development, are perceived to offer organizations a competitive edge, thus, forcing organizations to adopt best global practices in talent management {6}. Universally, organizations that are successful tend to develop local strategies for talent management while at the same time, providing mechanisms for attracting global transfer of talent and best practices {7}. The study examines the impact of talent management on performance with particular reference to Barau Dikko Teaching Hospital, Kaduna.

## **2. METHODOLOGY**

The research design of the study, Research Design, Population and Sample of the study, sample size and sampling technique, instrument of data collection, the validity of the instrument, reliability of the instrument, and finally method of data analysis were presented.

### **2.2 Design of the study**

The study adopts descriptive survey research to get and document a naturally occurring phenomenon. This implies that questionnaires were issued to elicit information from the population and sample of the study. The justification for the choice of the above approach was to generalize from a representative sample to a whole population {8}. The questionnaire was used to source information.

The source of data for this study is the primary sources. The method of collecting data used is a survey through the use of a questionnaire as the instrument for data collection. The questionnaire contained structured questions relating to the study variables; productivity level, talent acquisition, training and development, career development, and performance management.

The information will be used to find the relationship and impact between the variables of the study through the use of a correlation matrix, and multiple regressions.

To make the instruments achieve what is expected to be achieved, the question framed is subjected to critical assessment, first by the researcher, ensuring good, simple, and straight questions are formulated. Also, questions shall be forwarded to the thesis supervisor and two professionals in the area of study to also scrutinize the questionnaire to ensure its validity.

The data collected from the pilot study were subjected to statistical analysis using the Statistical Package for Social Science (SPSS). The reliability coefficient was used to determine the reliability of the instrument, and its suitability for the study. The procedure also enabled the establishment of internal consistency of the instrument.

The instrument was administered to the subjects by the researcher with the help of a research assistant, who also assisted in carefully explaining the instructions to the respondents (subjects).

The instrument was retrieved immediately after completion by the respondents.

### **2.3 Population of the Study**

Usually, the target population a study aims at investigating should constitute the study's participants. {9} Defined population as the set of all "units" of analysis in one's problem area.

According to Nagi {10}, the population is sometimes referred to as the universe, and it is defined as the entire group whose characteristics are to be estimated. He defined a sample as a limited number of elements selected from the population which is representative of that population. The population of the study covered the staff of Bara'u Dikko Teaching Hospital, Kaduna totaling seven hundred and fifty-seven (757) based on the staff list of the Hospital.

**Table 1: Population of the study**

S/n	Units	Population
1	Medical Doctors	50
2	Pharmacists	30
3	Nurses	280
4	Ward Attendant	190
5	Admin/Security/Drivers	90
6	Account and Records	37
7	Radiologists	14
8	Physiotherapists	8
9	Dentists	6
10	Nutritionists	6
11	Laboratory	42
	<b>Total</b>	<b>757</b>

**Source: HR Department, BDTH.**

## 2.4 Sample Size

{11} Asserted that a sample is a part of a population of interest that is selected for study according to some selection technique. A sample is a subset of the population; it comprises some numbers selected from the population. Since the sample needs to be representative of the population, the sample was drawn based on the fact the population is large for the researcher to investigate. Yaro Yamane's formula was used in the determination of the sample size which stood at two hundred and sixty-two (262)

## 2.5 Sampling Technique

The study adopted a simple random sampling technique to administer a questionnaire to the respondents. The simple random sampling technique was considered to be unbiased because it gives every member of the population an equal chance of being selected.

The sample size was calculated using the formula below:

$$n = \frac{N}{1 + N(e^2)}$$

Where n = sample size

N = Population

E = Limit of error = 0.05

I = Constant

Applying the formula above to a population of 757 employees we have:

N = 757

e = 0.05

I = Constant

$$n = \frac{757}{1 + 757 (0.05)^2}$$

$$n = \frac{757}{1 + 757 (0.0025)}$$

$$n = \frac{757}{1 + 1.8925}$$

$$n = \frac{757}{2.8925}$$

n = 261.71

Therefore, the sample size is 262 staff

**Table 2.: Distribution of Sample Size**

S/N	Units	Population	Sample Size
1	Medical Doctors	50	17
2	Pharmacists	30	10
3	Nurses	280	97
4	Ward Attendant	190	66
5	Admin/Security/Drivers	90	32
6	Account and Records	37	13
7	Radiologists	14	5
8	Physiotherapists	8	3
9	Dentists	6	2
10	Nutritionists	6	2
11	Laboratory	42	15

	<b>Total</b>	<b>757</b>	<b>262</b>
--	--------------	------------	------------

## **2.7 Method of Data Analysis**

The study will employ the use of SPSS version 20 to analyze the data. Firstly, Pearson correlation was used to do away with the problem of multi-collinearity. The data collected were analyzed through the use of both descriptive and inferential statistics to establish the relationship between the dependent variable and independent variables.

UNDER PEER REVIEW

### 3.0 RESULTS

A total number of two hundred and sixty-two (262) respondents were randomly selected and questionnaires were administered to them. However, only two hundred and forty-one (241) respondents representing 92% of the target sample size responded.

**Table 3.1: Talent Acquisition**

S/N	Talent Acquisition	SA	A	U	D	SD	X
1.	BDTH recruitment process enhances employee performance	98	89	19	26	9	4.0
2.	BDTH work orientation enhances employee performance	106	79	21	22	13	4.0
3.	BDTH's rightful deployment of staff enhances employee performance	87	121	11	13	9	4.1
4.	BDTH selection process enhances employee performance	66	123	22	16	14	3.9
5.	BDTH placement and promotion are basically to retain talented employees	111	78	17	19	16	4.0

Table 3.1 The study above sought to determine the opinion of the respondents on the influence of talent acquisition on employee performance. The results show that 98 respondents strongly agreed that the BDTH recruitment process enhances employee performance, 89 agreed, 19 were neutral, 26 disagreed and only 9 respondents strongly disagreed. When asked whether BDTH work orientation enhances employee performance, 106 respondents strongly agreed, 79 agreed, 21 remained neutral, 22 disagreed and 13 respondents strongly agreed.

Respondents were also asked to indicate whether they believed that BDTH's rightful deployment of staff enhances employee performance. 87 strongly agreed, 121 agreed, 11 remained neutral, 13 disagreed and 9 strongly disagreed. When asked whether the BDTH selection process enhances employee performance, 66 strongly agreed, 124 agreed, 22 remained neutral, 16 disagreed and another 14 strongly disagreed. Finally, when respondents were asked whether BDTH placement and promotion are basically to retain talented employees, 111 respondents strongly agreed, 78

agreed, 17 remained neutral, 19 disagreed and 16 strongly disagreed. In conclusion, the findings indicate that the independent variable, talent acquisition has a significant influence on the dependent variable employee performance.

**Table 3.2: Training and Development**

S/N	Variables	SA	A	U	D	SD	X
1.	BDTH facilitates employees to learning of job-related competencies in order to improve performance.	106	89	18	11	17	4.1
2.	Employees learn autonomously to improve their performance.	79	106	22	20	14	3.9
3.	BDTH offers systematic training to employees	121	66	25	21	8	4.1
4.	BDTH improves employees' talents and aligns their talents with the business	63	113	29	21	15	3.8
5.	BDTH keeps an effective and dynamic workforce resulting from career training.	77	97	19	26	22	3.8
6.	BDTH fosters professional growth and development	88	99	21	16	17	3.9
7	BDTH is learning-orientated and geared towards personal development.	73	121	13	20	14	3.9
8	BDTH implements staff development provisions.	59	116	23	26	17	3.7
9	BDTH creates conditions that enhance employee creativity.	62	107	21	25	26	3.6

Table 3.2 The study seeks respondents' opinions on the influence of training and development

of talented employees on the performance at BDTH. The results show that 106 respondents strongly agreed that BDTH facilitates employees to learning of job-related competencies in order to improve performance, 89 agreed, 18 were neutral, 11 disagreed and only 17 respondents strongly disagreed. When asked whether employees learn autonomously to improve their performance, 79 respondents strongly agreed, 106 agreed, 22 remained neutral, 20 disagreed and 14 respondents strongly disagreed.

Respondents were also asked to indicate whether they believed that BDTH offers systematic training to employees. 121 strongly agreed, 66 agreed, 25 remained neutral, 21 disagreed and 8

strongly disagreed. On whether they believed that BDTH improves employees' talents and align their talents with the business. 63 strongly agreed, 113 agreed, 29 remained neutral, 21 disagreed and 15 strongly disagreed. When asked whether BDTH keeps an effective and dynamic workforce resulting from career training, 77 strongly agreed, 97 agreed, 19 remained neutral, 26 disagreed and another 22 strongly disagreed.

Similarly, on whether they believed that BDTH fosters professional growth and development. 88 strongly agreed, 99 agreed, 21 remained neutral, 16 disagreed and 17 strongly disagreed. When asked whether BDTH is learning-orientated and geared towards personal development, 73 strongly agreed, 121 agreed, 13 remained neutral, 20 disagreed and another 14 strongly disagreed. When respondents were asked if BDTH implements staff development provisions, 111 respondents strongly agreed, 78 agreed, 17 remained neutral, 19 disagreed and 16 strongly disagreed.

Finally, when respondents were asked whether BDTH creates conditions that enhance employee creativity, 62 respondents strongly agreed, 107 agreed, 21 remained neutral, 25 disagreed and 26 strongly disagreed. Conclusively, it can be deduced that the independent variable, training, and development have a positive influence on the dependent variable, employee performance at BDTH.

**Table 3.3: Career Development**

S/N	Variables	SA	A	U	D	SD	X
1.	Career advancement in my organization is based on the competencies of staff	113	65	25	23	15	4.0
2.	BDTH supports career development through the provision of scholarships to its staff	88	98	21	20	14	3.9
3.	BDTH has a well-structured career progression plan based on equity and merit	112	69	22	21	17	4.0
4.	BDTH has career progression guidelines that stipulate conditions for the promotion	54	119	29	21	18	3.7

5.	BDTH has a performance appraisal system that determines the attainment of set goals	71	101	21	26	22	3.7
6.	BDTH conducts Training Needs Analysis to identify skill gaps in academic staff	93	99	16	16	17	4.0

Table 3.3 The study sought to determine the influence of the independent variable, career development on the dependent variable, and employee performance at BDTH. The results show that 113 respondents strongly agreed that BDTH facilitates employees to learning of job-related competencies in order to improve performance, 65 agreed, 25 were neutral, 23 disagreed and only 15 respondents strongly disagreed. When asked whether BDTH supports career development through the provision of scholarships to its staff, 88 respondents strongly agreed, 98 agreed, 21 remained neutral, 20 disagreed and 14 respondents strongly agreed. Respondents were also asked to indicate whether they believed that BDTH has a well-structured career progression plan based on equity and merit. 112 strongly agreed, 69 agreed, 22 remained neutral, 21 disagreed and 17 strongly disagreed. When asked whether BDTH has a performance appraisal system that determines the attainment of set goals, 54 strongly agreed, 119 agreed, 29 remained neutral, 21 disagreed and another 18 strongly disagreed.

On whether they believed that BDTH has a performance appraisal system that determines attainment of set goals. 71 strongly agreed, 101 agreed, 21 remained neutral, 26 disagreed and 22 strongly disagreed. Finally, when respondents were asked if BDTH conducts Training Needs Analysis to identify skill gaps in academic staff, 93 respondents strongly agreed, 99 agreed, 16 remained neutral, 16 disagreed and 17 strongly disagreed. In conclusion, it can be deduced that career development has an influence on employee performance at BDTH.

**Table 3.4: Performance Management**

S/N	Variables	SA	A	U	D	SD	X
1.	BDTH has performance management strategies in	89	108	18	11	15	4.0

	place.						
2.	BDTH has a clear process of evaluating and communicating to an employee how they are performing their job and establishing a plan of improvement.	79	106	22	20	14	3.9
3.	Employees are involved in the process of performance appraisals.	121	66	25	21	8	4.1
4.	Performance management has a positive impact on employee performance in my organization.	113	65	29	20	14	4.0
5.	BDTH revisits as well as redesigns the performance appraisal system regularly aligned with the organization's mission and vision.	97	81	21	17	25	3.9
6.	Management provides employees with feedback that enables the latter to learn, develop, and improve their performance.	88	99	21	16	17	3.9
7.	Feedback helps the employee assess their performance and identify the areas for improvement.	112	68	24	22	15	4.0
8.	Employees' constructive feedback does more to improve their performance.	77	116	22	26	19	4.1
9.	Employees receive regular feedback from management registering both successes and failures.	109	88	18	11	15	4.3

Table 3.4 The study sought to establish the influence of the performance management system on employee performance at BDTH. The results show that 89 respondents strongly agreed that BDTH has performance management strategies in place, 108 agreed, 18 were neutral, 11 disagreed and only 15 respondents strongly disagreed. When asked whether BDTH has a clear process of evaluating and communicating to an employee how they are performing their job and establishing a plan of improvement, 79 respondents strongly agreed, 106 agreed, 22 remained neutral, 20 disagreed and 14 respondents strongly agreed. Respondents were also asked to indicate whether they believed that employees are involved in the process of performance appraisals. 113 strongly agreed, 65 agreed, 29 remained neutral, 20 disagreed and 14 strongly disagreed. When asked whether BDTH revisits as well as redesigns the performance appraisal system regularly aligned with the organization's mission and vision, 97 strongly agreed, 81 agreed, 21 remained neutral, 17 disagreed and another 25 strongly disagreed.

On whether they believed that management provides employees with feedback that enables the latter to learn, develop, and improve their performance. 88 strongly agreed, 99 agreed, 21 remained neutral, 16 disagreed and 17 strongly disagreed. When asked whether feedback helps the employee assess their performance and identify the areas for improvement, 77 strongly agreed, 116 agreed, 22 remained neutral, 26 disagreed and another 19 strongly disagreed. Finally, when respondents were asked if employees receive regular feedback from management registering both successes and failures, 109 respondents strongly agreed, 88 agreed, 18 remained neutral, 11 disagreed and 15 strongly disagreed. The study concluded that the independent variable, performance management has an influence on the dependent variable, employee performance at BDTH.

**Table 3.5: Performance Level**

S/N	Variables	SA	A	U	D	SD	X
1.	Training enhances employee performance	109	76	18	22	16	4.0
2.	Career development enhances employee performance	81	105	21	20	14	3.9
3.	Employee motivation enhances employee performance	112	66	21	21	21	3.9
4.	Performance management enhances employee performance	113	76	5	27	20	4.0
5.	Feedback mechanisms from supervisors enhance employee performance	100	81	19	17	24	3.9

Table 3.5 Seeks respondents' opinions on the influence of career development on performance at BDTH. The results show that 113 respondents strongly agreed that BDTH facilitates employees to learning of job-related competencies in order to improve performance, 65 agreed, 25 were neutral, 23 disagreed and only 15 respondents strongly disagreed. When asked whether BDTH supports career development through the provision of scholarships to its staff, 88 respondents strongly agreed, 98 agreed, 21 remained neutral, 20 disagreed and 14 respondents

strongly agreed. Respondents were also asked to indicate whether they believed that BDTH has a well-structured career progression plan based on equity and merit. 112 strongly agreed, 69 agreed, 22 remained neutral, 21 disagreed and 17 strongly disagreed. When asked whether BDTH has a performance appraisal system that determines the attainment of set goals, 54 strongly agreed, 119 agreed, 29 remained neutral, 21 disagreed and another 18 strongly disagreed. On whether they believed that BDTH has a performance appraisal system that determines attainment of set goals. 71 strongly agreed, 101 agreed, 21 remained neutral, 26 disagreed and 22 strongly disagreed. Finally, when respondents were asked whether BDTH conducts Training Needs Analysis to identify skill gaps in academic staff, 93 respondents strongly agreed, 99 agreed, 16 remained neutral, 16 disagreed and 17 strongly disagreed.

**Table 3.6: Correlation Matrix**

VARIABLES	EMP	TalA	T&D	CarDev	PerMgt
Employee Performance	1				
Talent Acquisition	0.711	1			
Training and Development	0.617	0.110	1		
Career Development	0.611	0.636	0.171	1	
Performance Management	0.541	0.332	0.141	0.352	1

The findings of the study revealed that employee performance has a strong and positive relationship with Talent acquisition with a coefficient value of 0.711. Training and development have a strong and positive relationship with employee performance with a coefficient value of 0.617; while career development has a weak and positive relationship with training and development with a coefficient value of 0.110. Performance management has a strong and

positive relationship with employee performance and career development with a coefficient value of 0.611 and 0.636 respectively; while training and development have a weak and positive relationship with career development with a coefficient value of 0.171.

**Table 3.7: Regression Summary**

<b>VARIABLES</b>	<b>CO-EFFICIENT</b>	<b>T-STATISTICS</b>	<b>P-VALUES</b>
CONSTANT	0.241	2.433	0.015
Talent Acquisition	0.430	12.847	0.000
Training and Development	0.318	13.431	0.000
Career Development	0.166	5.177	0.000
Performance Management	0.534	11.637	0.000
R <sup>2</sup>	0.772		
ADJ. R <sup>2</sup>	0.756		
F-STATISTICS		243.479	
F-SIGNIFICANCE			0.000
DURBIN WATSON	2.055		

Cumulatively, R<sup>2</sup> and Adjusted R<sup>2</sup> have a coefficient value of 0.713 and 0.710 respectively. This explicates that the independent variables (talent acquisition, training, and development, career development, performance management) were able to explain the dependent variable (employee performance) 77% the remaining 23% are not captured in this study. The regression result reveals the fitness of the model for having an F-statistics value of 243.479 which is above the F critical value and F-significance of 0.000. The implication of this result is that the overall impact

of the explanatory variables on the dependent variable is significant at a 1% level, with a 99% level of confidence. Lastly, the study concludes that talent management plays a significant role in employee performance at BDTH during the period of the study.

#### **4. DISCUSSION**

The study established the existence of a statistically significant relationship between training and development and employee performance. {12} Observed that organizations that did promote efficient learning training programs had higher levels of employee performance compared to those that did not. {13} Talent training requires not only formal classroom training but also there are other approaches such as mentoring and autonomous learning. Equally, {14} Wright, had argued that in as much as most organizations use training and development as a psychological connection between the company and the employee, the end goal is actually to enhance employee performance.

The majority of respondents believed that systematic training is essential for enhancing employees' performance. {15} The argument is that training and development improve current or future employee performance by improving an employee's ability to perform through learning, usually by changing attitudes or increasing skills and knowledge. Further, he argued that the organization must offer a wide range of development provisions, enabling staff to gain the skills, competencies, and experience necessary to contribute to the attainment of the individual, team, and organizational goals and expectations. Thus, it could be argued that the training of employees provides an opportunity to widen knowledge and capabilities that enhance more efficient cooperation at the workplace thus achieving individual development and improving work performance.

Many of the respondents indicated that a suitable work environment that enhances employees' creativity is important for employees' performance. In this regard, training and development not only provide employees the ability to sharpen their thinking and creativity but also be able to make better decisions in time and in a more productive manner resulting in enhanced performance. Moreover, it also enables employees to deal with the customer in an effective manner and respond to their complaints in a timely manner {16}.

The findings of the study revealed that many respondents felt that when an organization implements mechanisms for training and development, then employee performance is enhanced. According to Cheboi {17} argument that employee training generates an improvement in performance-related benefits for both the organization and the employee. This is partly because training positively influences employee performance due to the development of knowledge, behavior, abilities, skills, and competencies. Training bridges the performance gap in the implementation of tasks since it comes as an intervention for developing fastidious skills and competencies of employees thus enhancing their performance. Training, therefore, enhances employee competencies hence enabling them to implement their job-related tasks efficiently thus facilitating the achievement of the firm's objectives. Furthermore, cases of dissatisfaction, turnover, and absenteeism will be reduced if only employees are trained. All these reductions will translate to improved employee job performance leading to the overall enhancement of overall organizational performance.

The findings of the study show the existence of a significant relationship between talent retention strategies and employee performance. According to Agrela {18} who noted that talent strategies enable an organization to pursue high performance and improved results through talent management. Argued that talent strategies enabled organizations to focus on factors that affect

employee retention leading to the growth and success of organizations as employees' performance is enhanced through talent programs within the organizations.

The findings of the study indicate that many of the respondents believed that when an organization identifies and prepares potential employees to take up the responsibility of key staff leaving an organization, this leads to enhanced employee performance. {19} Argued on the same line when he asserted that regardless of the expansion or contraction of the total workforce in the organizations, retention of key talented employees is important. He further stated that the availability of the right number and the right kind of management staff at the right time and in the right positions is imperative and enhances employee performance. It is therefore important that when a sudden vacancy occurs in an organization, there is a need to have employees who have already been groomed and who are talented enough to take up the role of the departing employee. It could be argued that when an organization loses its talented employee, it exposes itself to drastic changes in employee performance. Therefore, planning how a departing and talented employee's role is going to be filled is very important to organizations.

The findings of the study also revealed that the majority of respondents felt that ongoing processes for developing employees' careers contribute to employee performance. Guthridge's argument advanced by {3}, noted that the primary role of talent planning is to enhance easy identification of future talents which are needed at all organizational levels. The talent planning process endeavors to obtain an optimal talent positioning level that refers to having the correct talent at both the right time and place. When an organization ensures that processes are in place not only to monitor performance but also to identify talent that will be critical for continuous employee performance in the future.

The findings of the study revealed that the majority of the respondents agreed that when an organization has a well-articulated succession plan that enables employees to perform managerial roles, this enhances employees' performance. A study by {20}, noted that there existed a relationship between succession planning practices and employee performance in large media houses in Kenya. The study findings revealed that a positive relationship actually exists between various practices of succession planning and employee performance. The findings suggested that practices geared toward succession planning enhanced employee satisfaction which in turn enabled them to stay motivated to perform better at the current firm hence shunning the possibility of leaving. These findings can be extrapolated to the real estate sector since respondents to this study had similar sentiments. When an organization provides mechanisms for employees to ascend to higher levels of organizational hierarchy, it enables the employees to glean skills and experiences that enhance their abilities and skills. When an employee can take up managerial roles, then succession within an organization can take off easily without major disruptions both to employees' performance and to the organizational performance.

The findings of the study indicate the existence of a statistically significant relationship between performance management systems and employee performance. According to Byars {21}, performance management systems were directly tied to an organization and employee's performance since performance systems helped employees work diligently and creatively toward achieving organizational objectives. {1}, Had argued that performance management systems basically serve two critical purposes. Firstly, they help in reaching informed decisions about administrative issues which include aspects such as according to employees with bonuses, merit raises, and performance appraisals. The performance management systems are also critical in

coming up with the organization's development goals which include aspects such as the generation of their feedback. Once goals for enhancing employees' performance have been set through an appraisal system, it becomes easy for managers to help employees develop activities that actualize the performance of organization goals.

The findings of the study also revealed that the majority of respondents believed that when an organization has proper appraisal evaluation and communication processes for employees, this then leads to enhanced performance. {22} Suggested, that firms that endeavor to adopt various performance management practices that entail worker selection, goal setting, and placement as well as performance appraisals do enhance employee performance. This means that managers can define the overall goals an employee can work on and consequently, work towards developing and eliminating deficiencies that exist in an employee's performance.

The findings of the study showed that many respondents agreed that employee performance is enhanced when employees are fully involved in the appraisal process. While over half of respondents felt that constructive feedback is essential for enhancing employees' performance.

{ 23} Explored the perceived influence of performance appraisal criteria on employee job satisfaction at Kenya Airways and the level of employee involvement. The findings also revealed that there were various dimensions that influenced job satisfaction even though weak.

Specifically, various aspects of performance appraisals relatively and positively influence job satisfaction and employee performance. This included the level of employee involvement in the process. When an employee knows that they were part of the decision that selected the criteria that were used to evaluate them, they embrace the process. As such, perceived fairness in the

appraisal and performance management system enables employees to perform better since they are highly motivated by the fairness exhibited by their organization.

{24,25} Equally, a study was done the study examined the impact of performance appraisal on employee's performance whereby motivation was selected for a moderating role in the study.

Research findings revealed the presence of a positive relationship between the presence of performance appraisals and individual employee performance. Therefore, we can deduce that the structure, formation, participation, and engagement of employees in a performance management system are important to employee performance

#### **4.1 Summary of the Findings**

The findings of the study revealed a statistically significant relationship between talent acquisition and employee performance. Many of the respondents believed that when an organization identifies and prepares potential employees to take up the responsibility of key staff leaving an organization, this leads to enhanced employee performance. The majority also believed that when an organization has well-articulated succession plans that enable employees to perform managerial roles, this enhances employees' performance at BDTH.

The findings of the study revealed a statistically significant relationship between the training and development of employees and employee performance. The majority of respondents believed that systematic training is essential for enhancing employees' performance. Equally, the majority of respondents believed that a suitable work environment that enhances employees' creativity is important for employees' performance. Similarly, over half of respondents felt that when an organization implements mechanisms for training and development, then employee performance is enhanced.

The findings of the study revealed a statistically significant relationship between performance management systems and employee performance. Many respondents believed that when an organization has proper appraisal evaluation and communication processes for employees this leads to enhanced performance. Over half of the respondents also indicated that employee performance is enhanced when employees are fully involved in the appraisal process. The majority of respondents also felt that constructive feedback is essential for enhancing employees' performance at BDTH.

#### **4.2 Talent Acquisition and Employee Performance**

The findings revealed the impact of talent acquisition on employee performance. The study revealed a statistically significant relationship between talent acquisition and employee performance. Many of the respondents believed that when an organization identifies and prepares potential employees to take up the responsibility of key staff leaving an organization, this leads to enhanced employee performance. The majority also believed that when an organization has well-articulated succession plans that enable employees to perform managerial roles, this enhances employees' performance at BDTH. The findings also resonate with the literature reviewed.

#### **4.3 Training and Development and Employee Performance**

The findings established that training and development affect employee performance. The study revealed a statistically significant relationship between the training and development of employees and employee performance. The study established that systematic training is essential for enhancing employees' performance. Equally, the majority of respondents believed that a suitable work environment that enhances employees' creativity is important for employees'

performance. Similarly, over half of respondents felt that when an organization implements mechanisms for training and development, then employee performance is enhanced.

UNDER PEER REVIEW

## 5 CONCLUSION

This study concludes that talent acquisitions are important and essential in organizations that are seeking to develop and enhance employees' performance.

This study concludes that training and development is an essential component of organizations' talent management strategies that enhance employee performance. Training enhances the necessary skills and knowledge required by the employees to perform their duties, while development is essential in the long term employee competencies are also critical to the overall employee performance. This study has demonstrated that when an organization invests in training and development, employees' performance is enhanced. Critical training components like a training program, management support, and employee commitment to the training and development are essential to overall employee performance. The relationship between training and development and employee performance is significant.

Succession planning, career development, and employee motivation are some of the talent retention strategies that when used by organizations to enhance employee performance. Talent mechanisms put in place by organizations not only enhance employees' current performance but guarantee employees' future performance. This study further concludes that the relationship between talent retention strategies and employee performance is statistically significant.

This study concludes that performance management systems are important to employee performance. How managers within organizations involve employees in the entire process of performance management system including designing the evaluation tool contributes to the acceptance and use of performance evaluation to enhance employees' performance. Positive, constant, and consistent management feedback to employees' appraisals is essential to

employee performance. Therefore, this study concludes that the relationship between performance management systems and employee performance is statistically significant.

Since this study has revealed the existence of a significant relationship between talent acquisition and employee performance, it is important that BDTH establishes talent acquisition and make them known to all employees. This is to ensure that employees are aware that the organization is making the necessary effort to enhance their performance. Equally, each of the talent strategies should be used in a targeted manner for each employee. Talent strategies that work for employees in one department might not work for employees in another department due to different career needs. Similarly, even within the same departments, each employee should be targeted with specific sets of strategies that are suitable and complimentary to their personality, work, motivation, and level of responsibility within the organization. The adopted talent strategies should be evaluated periodically within the industry standards to ensure a sustainable competitive advantage for employees at BDTH.

In order for BDTH to enhance employee performance, it is imperative that the organization focuses on developing programs that are not only essential but enhances employees' competitiveness. Programs should be designed by superiors and subordinates. Employees are a critical component that determines the success or failure of an organization's training programs, therefore, should not be ignored. Equally, when designing career development, it is important that BDTH examines what other organizations in the sector are doing to enhance the career development of their employees. After the training and development program has been developed and agreed upon by employees and management, it has to be implemented.

## 6. REFERENCES

1. Knott E. The effect of talent management practices on employee performance among real estate companies in Kenya. A case of Suraya property group limited M.Sc. Dissertation Submitted to United States International University, Africa. 2016
2. Kambui J B. Talent Management Organization Culture and Employee Engagement. The Case of National Water and Sewerage Corporation (NWSC) Uganda (Doctoral Dissertation Makerere University). 2012
3. Guthridge M, Komm A B, Lawson E. Making Talent a Strategic Priority. McKinsey Quarterly. 2008; 1- 48.
4. Dahshan M , Keshk L, Dorgham L. Talent Management and Its Effect on Organization Performance among Nurses at Shebin El-Kom Hospitals. International Journal of Nursing. 2018; Vol 5 No. 2: 108-123.
5. Rop L. Influence of Talent Attraction on Organizational Performance in Public University Campuses in County Government of Nakuru Kenya. International Journal of Management & Information Technology. 2015; 10(8): 2453-2460.
6. Mkamburi M, Kamaara M. Influence of talent management on employee performance at the united nations. A case of world food programme. The strategic journal of Business and Change Management. 2017; Volume 4 Issue 2: Article 3.
7. Schuler R S, Jackson S E, Tarique I. Global talent management and global talent challenges. Strategic opportunities for IHRM. Journal of World Business. 2011; 46(1): 506-16.
8. . Samak & Tawfiq. Qualitative evaluation and research methods. SAGE Publications. Newbury Park London New Delhi. 2017
9. Mugenda O M, Mugenda A G. Research methods. Quantitative and qualitative Approaches. Nairobi. African Centre for Technology Studies. 2003
10. Ndagi J O. Essentials of research methodology for educators. Ibadan University Press. 1999
11. Odola. Research Methods and Thesis writing. Ibadan. Hope raising Ventures. 2005

12. Cascio, W F. Managing Human Resources. Productivity quality of work-life profits. Boston. McGraw-Hill/Irwin. 2010
13. Rothwell, W J, Kazanas, H C. The Strategic Development of Talent. Human Resource Development. 2003
14. Wright, P M, Gardner, T M, Moynihan, L M. The Impact of HR Practices on the Performance of Business Units. Human Resource Management Journal. 2003: 13(3); 21-36
15. Aswathappa, K. International business. New Delhi. Tata McGraw Hill Education. 2008
16. Hollenbeck, J R, DeRue, D S, Guzzo R. Bridging the gap between I/O research and HR practice. Improving team composition team training and team task design. Human Resource Management. 2005: 43, 4; 353-366.
17. Cheboi, D K. Influence of Extrinsic Motivation on Employee's Performance in Moi Teaching and Referral Hospital Eldoret. Kenya (Doctoral Dissertation, University of Nairobi). 2014
18. Agrela, R. Retention issues and solutions. Tools to ensure University of California becomes an employer of choice.2008
19. Milkovich T, Boudreau J. Personnel /Human Resource Management. A Diagnostic Approach 5th Edition Homewood Illinois.1988
20. Tunje G, S. Relationship Between Succession Planning Practices and Employee Retention in Large Media Houses in Kenya.2014
21. Byars L, Rue L. Human Resource Management. Irwin. McGraw Hill. 2008
22. Gommans H P, Kihiko, M K. A Critical Analysis of Human Resource Management Practices Influencing Performance in Public Universities. 2013
23. Agutu, J, A. Perceived Influence of Performance Appraisal Criteria on Employee Job Satisfaction in Kenya Airways. (Unpublished Masters Thesis, University of Nairobi).2013

24. Iqbal, S Qureshi, T M, Hijazi, A K. Talent Management Is not an Old Wine in a New Bottle. African Journal of Business Management. 7(35): 3609 – 3619; 2013

25. . Haid, M. Why you need a talent strategy. Online. Available from. <http://www.talentmgt.com/articles/why-you-need-a-talent-strategy>. 2012

UNDER PEER REVIEW