



Talent Management Practices and Employee Performance: A Case Study of Kenya Broadcasting Corporation in Nairobi

Mercy Njoroge

Management University of Africa

ABSTRACT

Ineffective talent management raises the cost of doing business owing to the excessive trainings and repetitive deployments of staff that goes with it. This situation may be avoided if an effective talent management system is adopted by organizations. It has been estimated that the overall cost of replacing an employee range from 50 to 150 percent of the position's annual wage, with a larger percentage for managerial staff. The challenge on retention was first highlighted by Kenya ICT action network (2015) who reported that between 2005 and 2013 the Kenya Broadcasting Corporation lost 410 highly skilled and bright individuals to local and international competition. This was primarily due to low salaries among other factors. In that regard, the general objective of the study was to investigate the talent management practices and employee performance: a case study of Kenya Broadcasting Corporation in Nairobi. The specific objectives were to determine the effect of talent attraction, talent acquisition, talent development and talent retention on employee performance. The research study was anchored on the following theories: The Theory of Work Adjustment, Dawis and Lofquits' Talent Based Theory, and Penrose's Resource Based Theory. The study adopted descriptive research design. The population of study comprised of 138 staff of KBC Nairobi Office. The study adopted stratified random sampling design with a sample size of 103. The statistical program for social sciences, version 26 was used to analyze quantitative data to obtain mean and standard deviation. and the data was presented using tables and charts. From the findings, it was established that talent attraction created opportunity for the organization to access employees who are innovative and full of creative ability who needed to inject valuable ideologies for successful employee performance in the organization. It was also noted that there was a positive, significant relationship between talent attraction and employee performance: (β) 0.123, $t=1.498$, p value <0.05). Also it was found out that there was a positive and significant relationship between talent acquisition and employee's performance: (β) 0.165, $t=0.984$, p value <0.05). and a positive and significant relationship existed between talent development and employee performance: (β) 0.434, $t=2.502$, p value <0.05). The study equally revealed that there was a positive and significant relationship between talent retention and employee performance where (β) 0.490, $t=5.819$, p value <0.05). The study recommended that organizations should ensure that they enforce appropriate methods of identifying best talents among the existing staff or new recruits. This could be achieved by ensuring that those employees showing unique talents are given best platform to put into use such talents. In talent development, by establishing training needs, the management can be able to establish the training resources available and number of work force that requires such training. The study recommends that in order to ensure that there is fulfillment of talent acquisition for employees, the policy makers and the management need to ensure that they create a solid talent acquisition strategy in the organization.

1. INTRODUCTION

Talent management is the process of anticipating a company's human capital requirements and making plans to meet them through education, career development, talent recruitment, and talent retention (Maragia, 2019). A corporation can maintain and expand its higher-ranking staff, gain a better understanding of its workforce, and enhance professional development and recruitment through talent management. Talent management includes activities such as performance management, recruitment, talent retention, career management, training, and talent acquisition, Saks and Gruman (2018). The management of talent guarantees that a business has competent employees who can achieve its objectives. Talent retention as argued by Tiwari (2019) is a constant effort that results in beneficial changes to the organization's culture. Acquisition, development, and retention of highly engaged, talented employees are essential to the enhancement of service delivery in government organizations. This is to ensure that there is sufficient talent and future leaders who can assist in developing the appropriate tactics to achieve futuristic objectives.

1.2 Statement of the Problem

Improved employee performance, staff retention, and increased productivity are a few of the benefits of excellent talent management in a firm (Kaleem, 2019). Employee performance on the other hand is largely affected by poor talent management practices. Song, Chon and Ding (2019) reveals that ineffective talent management raises the cost of the business owing to excessive training and repetitive deployment, which may be avoided with effective talent management. Hirsh (2019) estimates that the overall cost of replacing an employee range from 50 to 150 percent of the position's annual wage, with a larger percentage for managerial employees. The challenge on retention was first highlighted by Kenya ICT action network (2015), reported that between 2005 and 2013, the Kenya Broadcasting Corporation lost 410 highly skilled and bright individuals to local and international competition. This

was primarily due to low salaries, among other factors. According to Business Today, in February 2012, Royal media services poached many staff of NOSIN FM, a Maasai radio station, causing KBC to suffer a huge setback. This was a severe setback for KBC, as NOSIM is the state-most broadcaster's lucrative program, generating an average of Sh20 million every year.

2. LITERATURE REVIEW

2.1 Theoretical Review

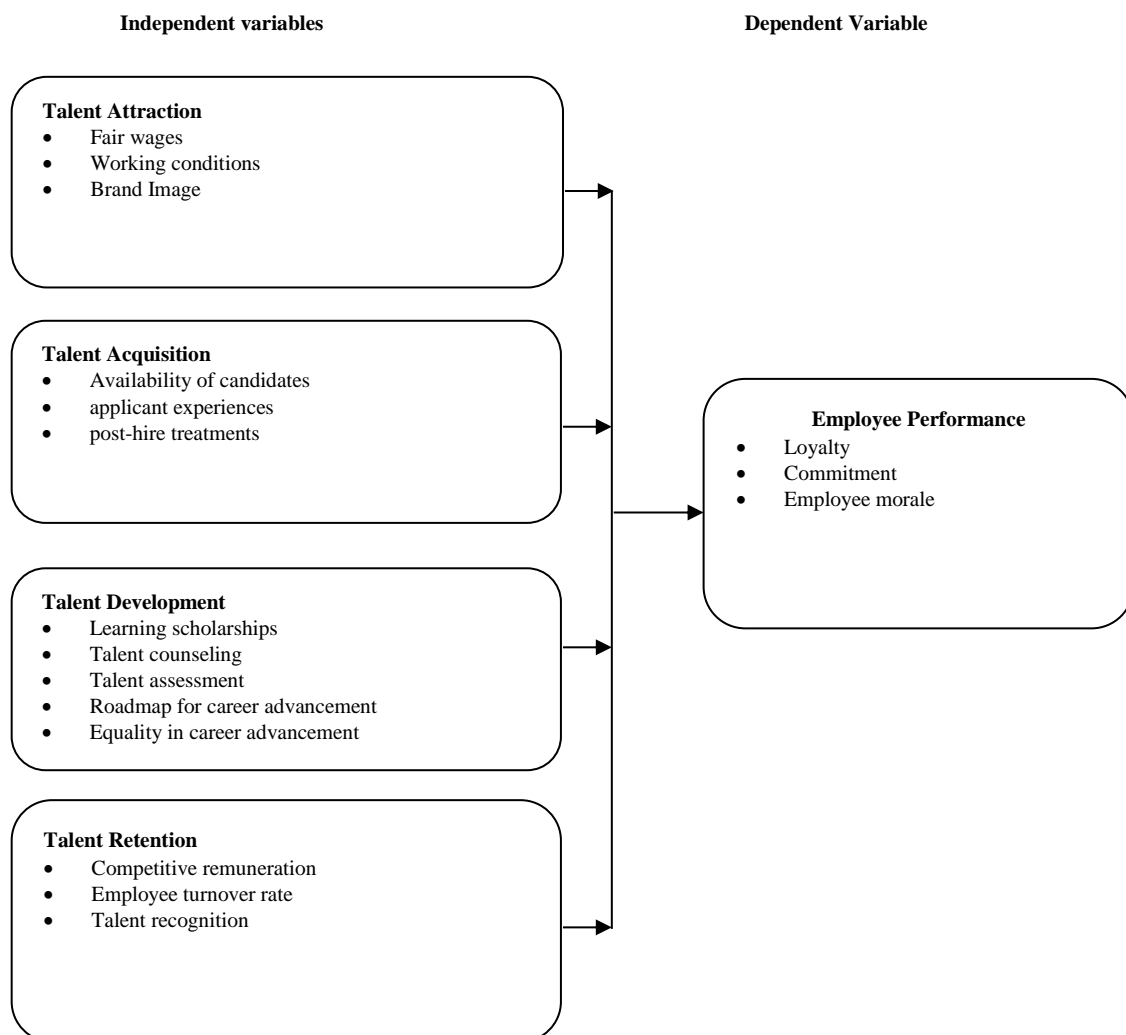
Theories are analytical tools which are used for comprehending, explaining, and generating forecasts on a specific topic (Hawking, 2020). The following theories served as the foundation for the investigation; the anchor theory was Goal-Setting Theory. Other theories addressed were Resource Based Theory-Penrose (1950), Theory of Vocational Personalities-John Hollands (1966), Talent Based Theory-De Cenzo, Robbins (2000) and Theory of Work Adjustment-Dawis and Lofquits (1984).

2.2 Empirical Literature Review

A study was conducted by Karuri (2019) to determine the influence that talent management and attractiveness have on the performance of workers at the Central Bank of Kenya (CBK). The participants in this study were randomly selected from a larger group of around 700 employees working at CBK's headquarters. In order to gather the primary data for the study, a descriptive survey and questionnaires were utilized. A regression model was utilized so that predictions could be made regarding the connection that exists between the outcomes of employees and the various other aspects of talent management. The analysis of the data from this study revealed that talent acquisition, retention, employee training, and career management at CBK had a substantial influence on employee outcomes (teamwork, job satisfaction, and employee performance).

2.6 Conceptual Framework

The conceptual framework gives the association between the dependent and independent variables of that the study focuses on.



3. RESEARCH METHODOLOGY

3.1 Research Design

The research was conducted using a descriptive research design. A descriptive research design is a scientific method of investigation that comprises of obtaining and evaluating data in order to describe a phenomenon in its current state or context. The goal of this type of research design is to provide an accurate account of the phenomenon in question (Kothari, 2018). According to Krishnaswami (2018), the descriptive research style is recommended because it enables the researcher to rapidly and readily acquire current factual information from respondents in the specified research topic.

3.2 Population

Population is a well-defined group of people, services, items, events, groups of things, or household that are the focus of a study (Ngechu, 2018). Target population, according to Peil (2013), is the set of entities to be investigated or the set of things that can give data for studying. In total, there are 138 full-time employees at KBC in Nairobi office who were the study's primary target population. The details about the target population are presented on the table 3.1.

Table 3. 1 Target Population

Category	Target Population	Percentage
Editorial	22	16
Human Resource	7	5
Broadcasting department	25	18
IT	12	9
Finance	8	6
Marketing, Sales & Distribution	13	8
Legal & Admini	9	7
Production	18	13
Security	9	7
Corporate Affairs	15	11
Total	138	100

Source: KBC, HR-Nairobi (2023)

Sampling Technique

In determining the sample size Taro Yamane formula was used. Yamane (1973) depicts the formula as;

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

Where;

n- Sample size in the strata

N- Population

e- Level of precision (0.05) ²

$$n = \frac{138}{1 + 138(0.05)^2}$$

$$n = \frac{138}{1 + 0.345}$$

Sample size n= 103

A simple random sampling was then used to select the 103 respondents for the study which involved a use of table of numbers per department.

3.4 Data Collection Instrument

Researcher collected data to address the subject of research being talent management practices and employee performance at the Broadcasting Corporation of Kenya. In order to collect primary data, questionnaires were adopted.

3.5 Pilot Study

A pilot study can be defined as a small study to test research protocols, data collection instruments, sample and other research techniques in preparation for a larger study (Glass & Hopkins, 2017). The pilot study, which is often a smaller-scale study designed to aid in the planning and modification of the larger study, is the first stage of any research technique.

A questionnaire was devised and was pilot-tested among 10 representatives from Voice of Africa Station at Chester House Koinange St. Nairobi. This represented 10% of the sample size of this study (103). However, once the exercise was completed, the pre-tested questionnaires were not used in the final data collection exercise. Primary questionnaires were modified as needed when the exercise was completed in order to prepare them ready for delivery to each respondent at KBC headquarters, Nairobi.

3.6 Data Analysis

Data analysis constitutes the structuring and organizing data to extract relevant information. This entail data cleaning and data coding by the researcher in order to deliver conclusions (Kothari, 2008). Before the analysis is performed, the data was inspected to ensure that they are accurate, uniform, logically complete, and consistent. Using the Statistical Package for the Social Sciences- SPSS ver 26, data was analyzed inform of descriptive statistics like mean, percentages and standard deviation. The results of the analysis were presented in table form to make them easier to understand.

4. RESEARCH FINDINGS AND DISCUSSION

4.1.1 Response Rate

This table comprised of presentation on response rate.

Table 4.1 Response Rate

Response	Frequency	Percentage %
Response	89	86
Non-Response	14	14
Total	103	100%

Source: Research Data, (2023)

Table 4.2. Reliability Test Results

Variable	Number of Items	Alpha $\alpha > 0.7$	Recommendations
Talent Attraction	6	0.980	Accepted
Talent Acquisition	6	0.984	Accepted
Talent Development	6	0.952	Accepted
Talent Retention	6	0.973	Accepted
Performance	6	0.970	Accepted

Source: Research Data (2023)

Table 4.3 Gender of Respondents

Gender	Frequency	Percent
Valid Male	49	55.1
Valid Female	40	44.9
Total	89	100.0

Source: Research Data, (2023)

Table 4.4. Job Experience of Respondents

Category	Frequency	Percent	
Valid	Less than 1 year	11	12.4
	1-4 years	17	19.1
	5-8 years	18	20.2
	9-11 years	26	29.2
	Over 11 years	17	19.1
Total	89	100.0	

Source: Research Data, (2023)

Table 4.5. Highest Level of Education

Category	Frequency	Percent
O-level education	11	12.4
Diploma level of education	27	30.3
Bachelors' Degree level	37	41.6
Postgraduate Degree level	7	7.9
Other Qualifications	7	7.9
Total	80	100.0

Source: Research Data, (2023)

Table 4.11 Correlation Analysis**Correlations**

		Employee performance	Talent Attraction	Talent Acquisition	Talent development	Talent Retention
Employee performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	89				
Talent attraction	Pearson Correlation	.876**	1			
	Sig. (2-tailed)	.000				
	N	89	89			
Talent Acquisition	Pearson Correlation	.866**	.755**	1		
	Sig. (2-tailed)	.000	.000			
	N	89	89	89		
Talent Development	Pearson Correlation	.869**	.740**	.977**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	89	89	89	89	
Talent retention	Pearson Correlation	.834**	.875**	.604**	.602**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	89	89	89	89	89

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

Source: Research Data, (2021)

Table 4.12. Multiple Linear Regression Analysis Model Summary**Model Summary^b**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Change Statistics			Sig.	Durbin-Watson	
					Change	F Change	df1			
1	.954 ^a	.911	.907	.45035	.911	214.784	4	84	.000	.354

a. Predictors: (Constant), Talent retention, Talent acquisition, talent development and Talent retention.

b. Dependent Variable: Employee Performance

Table 4.13. Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	174.245	4	43.561	214.784	.000 ^b
	Residual	17.036	84	.203		
	Total	191.281	88			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), talent attraction, talent acquisition, talent development and talent retention

Table 4.14: Regression Coefficient Results

Model	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients		
(Constant)	.217	.088		2.461	.016
Talent attraction	.741	.067	.756	10.977	.000
Talent acquisition	.117	.059	.129	1.976	.052
Talent development	.399	.150	.432	2.661	.009
Talent retention	.500	.138	.546	3.620	.001

Source: Research Data, (2021)

5. SUMMARY AND RECOMMENDATIONS

The study established that talent attraction as one of the strategies for talent management in this organization was found to have an effect on employee performance. This showed that an organization that has in place proper basis for identifying talents during employment session, promoted chances of making the best out of identified talents that may support employee performance. It was further noted that talent attraction created opportunity for the organization to access employees who are innovative and full of creative ability needed to inject valuable ideologies for successful employee performance to the organization. These findings were considered similar to those provided by Thiriku and Were (2020) who did a study on the effect of talent attraction and management strategies on employee retention among private firms in Kenya on a case of Data Centre Limited

5.2 Recommendation of the Study

The findings showed that talent attraction created opportunity for the organization to access employees who are innovative and full of creative ability needed to inject valuable ideologies for successful employee performance to the organization. Therefore, the management of Kenya Broadcasting Corporation should ensure that they enforce appropriate methods of identifying best talents among the existing staff or new recruits. This can be achieved by ensuring that those employees showing unique talents should be given best platform to put into use such talents for the benefit of the organization and strongly establishing increased level of employee performance.

REFERENCES

- Alias, Nurul Ezaili. (2019). Linking Talent retention Practices to Employees' Engagement in IT firms: *A Journal of Malaysian Information and Technology (IT) Organizations in Selangor*. 5(12) 33-50.
- Akumu, O. (2015). Human Resource Management Practices influencing staff retention in Non-Governmental Organization in Kenya. A case study of Kenya Red Cross Society Eastern and Central Kenya Region. *Strategic Journal of Business and Change Management*. Vol. 2, No.3 (2015).
- Amushilli, K. and Bussi, E. (2021). effect of talent management methods on employee retention at the Namibia University of Science and Technology: middle-level administration workers. In J. Greenberg (Ed.), *Organizational behavior: The state of the science* (pp. 45-82).
- Anwar, A, Nisar, A, & Sana, N. (2018). Talent management: Strategic priority of Government organizations in Malaysia. *International Journal of Innovation and Applied Studies. Department of Management Sciences, COMSATS Institute Information Technology, Lahore, Pakistan*.
- Artyom, S. and Nicola, K. (2017). An Evaluation of the Effects of Corporate Reputation on Employee Engagement: The Case of a Major Bank in South Africa. *International Studies of management and Organization*. Vol. 47, 2017. Issue 3.
- Baheshtiffar, M. (2019). Role of career competencies in organization. *European Journal of Economics Finance and Administrative Sciences*, 42(1), 201-221.
- Barney, J.B. (2014). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-12.
- Beardwell, J. & Claydon, T. (2017). *Human Resource Management: A Contemporary Approach*. 6th ed. Harlow: Pearson Education, pp. 161-195.

- Becker, G. S. (2016). *Human Capital: A Theoretical and Empirical Analysis, With Special Reference to Education*. New York: National Bureau of Economic Research.
- Bhatnagar, J. (2018). Talent management strategy of employee performance in Indian ITES employees: key to retention. *Employee relations*, 29(6), 640-663.
- Cappelli, P. (2018). Talent management for the 21st century. *Harvard Business Review*, 86(3), 74-81.
- Collings, D. G., & Mellahi, K. (2016). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19, 304-313.
- El-nakhala, M. (2019). The Availability of Talent Management Components from Employees Perspectives (Al aqsa voice Radio Station Case Study) *The Islamic University of Gaza, Palestine*.
- Franken, J., R. & Cook, M., L. (2020). Governance and Performance of Multipurpose humanitarian organizations. *International Conference on Economics and Management of Networks*. pp .1-16. Agadir, Morocco.
- Ghosh, P (2019). What is Talent Management? Definition, Strategy, Process and Models. <https://www.hrtechnologist.com/articles/performance-management-hcm/what-is-talent-management/>.
- Hitu, S. B. (2018). Impact of Talent Management Practices on Employees' Performance in Private Sector Bank. *International Journal of management*, 9(1), 16-21.
- Hirsh, W. (2019). Talent acquisition Demystified. Institute for Employment Studies. Brighton.
- Holdford, D (2018). Resource-based theory of competitive advantage – a framework for pharmacy practice innovation research. Jul-Sep; 16(3): 1351. Published online 2018 Sep 14. doi: 10.18549/PharmPract.2018.03.1351PMCID: PMC6207354 <http://www.mwalimunational.coop/>
- Kahn W. A. (2019). Psychological conditions of personal engagement and dis-engagement at work. *Acad Manage J* 33(4):692–724.
- Ingram, T. (2020). Relationships Between Talent Management and Organizational Performance: The Role of Climate for Creativity. *Entrepreneurial Business and Economics Review*, 4(3), 193-203, DOI: <http://dx.doi.org/10.15678/EBER.2020.040315>.
- Muchiri, E. Makokha, R. & Gichuhi, D. (2018). Factors influencing effective talent acquisition in deposit taking savings and credit cooperatives in Nyandarua County: a case study of Tower Savings and Credit Cooperative- OI Kalou. *European Journal of Training and Development Studies*. Vol.3, No.1, pp.22-44.