

Effect of Talent Management Practices on Employee Performance in county government of Bungoma

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Abstract: The purpose of the study was to examine the effect of talent management practices on employee performance in the county government of Bungoma. The study was guided by the following objective: to assess the effect of talent career management on employee performance in the county government of Bungoma. The study was anchored on Maslow Hierarchy of Needs Theory, Human Capital Theory and Job Embeddedness Theory. The study adopted descriptive research design. The target population of the study comprised management and a supervisory cadre of 136. The study used census technique since the target population was small. Data collection instrument was structured questionnaire. Pilot testing was done to test the validity and reliability of research instrument. Data was analyzed using descriptive and inferential statistics and presented in tabular form. Data will be subjected to correlation and Multiple Regression Statistical Methods. From the findings, the study revealed that talent career management was found to a significant positive relationship on employee performance in the county government of Bungoma. The study findings will be useful for human resource management practice, policy formulation and research works. The study findings will help counties in evaluating the importance of talent management on the performance of their employees in terms of quality of work, quantity of work cooperation with other peers, absenteeism and dependability at work.

Keywords: Talent Management, Employee Performance, Talent Career Management.

1. INTRODUCTION

The most valuable asset in any organization is the employees. Satisfied, highly-motivated and loyal employees represent the basis of competitive company. The growth of satisfaction is to be reflected in the increase of productivity, improvement of the products' quality or rendered services and higher number of innovations. Satisfied employees form positive reference to the employer and thus increase its attractiveness for potential job seekers and strengthen its competitive position in the market. In the knowledge-based economy and highly competitive environment, recruiting skilled and knowledgeable human resources (HR) is seen as an important input for creating and sustaining competitiveness (Baporikar, 2014). However, such employees are scarce and mobile as they have unlimited job opportunities in the labour market (Turner & Kalman, 2014). The failure to retain talented employees can interrupt production and working processes, as the organization will be suffering from the loss of key talent who hold the know-how of production (Velso, Da Silva, Dutra, Fischer & Trevisan, 2014).

By engaging employees in improving their performance, a successful and highly productive organization can be achieved. Therefore in order to sustain the competitive advantage, employees should be able to exhibit total commitment to the performance standards that are required (Zahargier and Balasundaram, 2011). To align with great demands, unpredictable

business environments as well as intense competition, companies are now forced to greatly improve their performance (Muda, Rafiki and Harahap, 2014). Employee performance refers to outcomes that have been achieved and accomplishments that are made at work. According to Ahmad, Farrukh and Nazir (2015), employee performance refers to the tasks and activities that an employee performs efficiently and effectively. The benefits that an organization has to offer have a huge impact on an employee's performance and satisfaction. The overall efficiency and productivity of an organization's processes is as a result of good employee performance. A competitive workforce is important to the success of any organization today. Withdrawal behaviors such as turnover, absenteeism and lateness are often reduced by organizations ensuring that they value their employee's commitment. It is with no doubt that these values have serious consequences in terms of the overall performance of the organization (Irefin and Mechanic, 2014). Sriprom *et al.* (2015) assert that talent management is key for preserving the skills of employees, thereby creating the organisation's competitiveness.

Talent management is an important activity in that it enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of the firm. According to Armstrong (2014) talent management is hinged on the belief that those organizations with the best workforce are the winners in their industries. Talent management is therefore considered a tool to strengthen organizational capability (Kibui, Gachunga & Namusonge 2014). Talent management refers to the 'systematic attraction, retention and deployment of individuals' who are valuable to an organization with regard to current critical roles or for future endeavours (CIPD, 2013; Kibui *et al.*, 2014). Talent management, when used as a tool to manage the *best-in-class* talent, involves the identification, development, appraisal, deployment and retention of high-performing and high-potential employees (Kim, Williams, Rothwell, & Penolozza, 2014). Talent management should put the right individuals in the right positions, and this can only be achieved by actively managing employee talent. Many companies consider talent management as a short-term effort; however, the goal of talent management is to help organizations achieve their long-term strategic objectives (Kim *et al.*, 2014).

Kehinde (2012) argued that the concept of talent management is difficult to measure, defining talent management as processes, strategies and systems that increase workplace productivity to attract, develop, and retain employees with the skills and talent to meet organizational objectives. Kim *et al.*, (2014) emphasized how organizations should develop its technical talent professionals who must be trained or certified to perform their roles successfully. Chitsaz-Isfahani and Boustani (2014) assert that the recruitment and retention rate can be improved by implementing talent management.

Likewise, for Vivas-López (2014), the key aim of talent management is to retain staff. Sparrow and Makram (2015) argue that, if an organization perceives skills and knowledge as important and it needs to protect them, then the talent management architecture must have the capability to capture and store the know-how and be able to recall and understand the information. Likewise, Kim and Kotchegura (2017) stated that governments can only build their ability to deliver by creating a strong ability to attract, retain and develop talented employees, but it is public institutions that are having difficulties attracting and retaining talent. Organizations around the world are competing for the same pool of talents. This has resulted to some unethical practices such as poaching of talents. Johansdottir, Olaffson, and Davidsdottir (2014) suggested that many firms compete with other industries for talent while clients constantly demand more of them. The County management should therefore consider the necessary strategies to avoid excessive employee turnover. Talent management has become the focus of U.S. recruiters, human resources (HR) managers, and organizational managers. The definition is stated as the HR practice that addresses competition for highly skilled, high value labor in global markets (Huang & Tansley, 2012).

Talent management has been a top priority in the developed countries for decades now as expressed in literature for countries such as the UK, USA, France, China, and Australia (Coulson-Thomas, 2012, Chugh & Bhatnagar, 2011, Egerová, 2013, Lewis & Heckman, 2016). These past studies show that the concern and search for talent is universal. The shortage of skills within the organizational workforce may threaten the growth potential of companies because of the lack of formal education of some insurance professionals (Johansdottir, Olaffson, & Davidsdottir, 2014). Many organizations need to consider strategies used during daily operations to retain talented employees to avoid excessive employee turnover rates. Leaders in a highly competitive industry such as counties should emphasize the importance of attracting, retaining, and managing talent to their management teams and employees (Johansdottir, Olaffson, & Davidsdottir, 2014). The study conducted by Gelens, Hofmans, Dries and Pepermans (2014) in a large financial organization in Brussels, Belgium found that even though the organization employed a differentiation TM strategy, it

treated junior talent differently from talented employees who hold senior positions. The study revealed that senior talented employees get more recognition and training opportunities than junior highly talented employees.

According to Vnoučková, Urbancová and Smolová (2016), TM is regarded as systemic to improve recruitment practices and retention rate, as well as keeping employees engaged. Bish and Jorgensen (2016) studied the perception of employees of TM communication, with special reference to nine small medium enterprises (SMEs) in Denmark. It was found that the TM message communicated by the organizations in the advertisement enabled potential candidates to apply for the opening vacancies and the message created a positive attitude and made employees want to stay longer in the organization. Employers face extreme obstacles related to managing talented employees because of the shortage of critical skills and potential employees' reluctance to affiliate themselves with particular employers (Aned, Zainal, & Alya, 2013). A study of more than 120 insurance Chief Executive Officers (CEOs) found that between 50-60% of the company executives stated that identifying and attracting new talent is becoming increasingly difficult (Johansdottir *et al.*, 2014). The general business problem in this study was that businesses in the insurance industry are affected by employee turnover, which results in the loss of profit and productivity for the business. The specific problem is that some company managers lack strategies to retain talented employees.

Global dynamic trends and competitive markets are making it increasingly difficult to recruit and retain talented employees and there is the constant risk of losing them to competitors (Kibui, Gachunga & Namusonge, 2014). The implication of globalization is that organizations are competing for the same pool of talents in the 'global labour market for talents' leading to standardization of talent recruitment, development and management. This means that organizations need to "adapt global best practices of talent management and at the same time adapt the local requirements and local labour market (Lyria, Namusonge & Karanja, 2014). This study therefore seeks to determine the influence of talent management on employees' performance in the county government of Bungoma.

The most important challenge in today's business arena is not just a matter of technology. Also benefit from efficient and intelligent manpower and talented human capital are important. Therefore human capital is the most valuable assets of any organization. Cognition abilities and qualifications of potential employees and administer them to actualize the potential to improve job satisfaction and organizational performance is a critical task managers, talent management shows us how do it. In Africa, the concept of talent management picked up between 2004 and 2006. According to a report by Price Water House Coopers (2012), 75% of CEOs surveyed in PwC report indicated that they lacked adequate talent to accomplish employee goals. The study also established that 85% of CEOs indicated that they planned to focus their strategies on talent management. The case for talent management in Africa is dire since Africa has lost critical talent to countries like USA, UK, France and Australia (Pfeffer & Sutton, 2011).

Njoroge (2012) posits that as organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management. The importance of talent management in Kenya is ensuring that firms are future-oriented that is to have the right skills in place to be able to grow and perform in the future which is increasingly unpredictable, but not to wait for future challenges before attempting to solve them through talent programmes (Oppong, 2013). Oppong (2013) suggests that organizations should ensure that they are better positioned to meet the problems of the talent shortage. Iyria, Namusonge and Karanja (2014) found that most companies have put in place retention practices that are effective. This is achieved through availability of flexible hours and good compensation packages. The study recommended that firms need to keep valuing and ensuring that their retention strategies are in place. Failing to retain key employees is costly for any business is not an exception. Otieno (2015) not only understood significance of talent management but prescribed the requirement for proficient talent development, performance administration and talent retention as effective talent management practices so as to accomplish high morale among workers. A research to examine the impact of talent management practices among private firms in Kenya by Thiriku and Were (2016) established that the utilization of talent management practices increased job fulfillment and morale among workers. Otieno (2015) not only repeated the now well understood significance of talent management but prescribed the requirement for proficient talent development, performance administration and talent retention as effective talent management practices so as to accomplish high morale among workers. Several studies have been done in the Kenyan context to determine whether Kenyan firms have started implementing talent management initiatives, and what effects have resulted from such initiatives. The county governments are a major player in the financial services sector of the

Kenyan economy. This study is focused on examining the effect of talent management practices on employee performance in the county government of Bungoma.

Adhiambo (2014) study showed that human resource planning, employee resourcing, career planning, succession planning and human resource development were statistically significant in influencing performance. Specifically, the study concluded that succession planning influences employees productivity positively. Recent research indicates that the war for talent is intense due to labour market shortages yet very little research attention has been aimed at competitive talent management strategies. The county government is not immune to this; the current demand in the labour market has become so complex that by simply concentrating on traditional aspects like compensation, career path, and training efforts as well as investing heavily on employee development, is not enough.

However, there was complains of lack of management support, high employee turnover, lack of career growth, low esteem and lack of defined career path within the organisation (IRA, 2014). Therefore, this study sought to fill the existing gap in literature by providing empirical data on effects of talent career management on employee performance in the county government of Bungoma.

2. TALENT CAREER MANAGEMENT AND EMPLOYEE PERFORMANCE

The business world is undergoing unprecedented change. Organisations operating in this complex business environment are constantly engaged in restructuring and downsizing processes, facilitating mergers and acquisitions and embracing technological advancements to cope with the dynamic pressures of globalization. (Martin, Romero, Valle & Dolan 2001) These changes at the organizational level have elevated the importance of managing people at work, and in particular, the planning and managing of their careers. Arguably, people are the most valuable resource in contemporary organisations, and providing them with a long term stable career is a win-win situation for both organisations and their employees. However, during the last few decades the notion that individuals are also responsible to cater to and build their own careers, instead of leaving it entirely to the organisation to manage, has been well documented. Hence, career management requires initiative from both organisations as well as individuals in order to provide maximum benefit for both. It is the goal of all quality organizations to provide their employees superior opportunities to grow, both individually and as professionals. Nothing has greater impact than hiring the right people and having them develop simultaneously with the company's own growth. Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavor's make staff development a necessity, to keep track with current event and methods. Griffin, (1978) Ajibade, (1993) Adeniyi, (1995) and Arikewuyo (1999) have drawn the attention of the entire sundry to the inestimable value of training and development. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Scholars, experts, social scientist and school administrators now recognize the fact that training is obviously indispensable not only in the development of the individuals but also facilitate the productive capacity of the workers.

According to Dessler (2014), a lack of career growth and development can cause employees to leave organisation, therefore organisations should make an effort to provide employees with training and career development opportunities. Similarly, Turner and Kalman (2014) say that providing employees with challenging work, a work-life balance, career progression, recognition, good management style or support, and conducive working environment will facilitate the retention of key employees in an organisation. There should be constant discussion on the career path and preferences between supervisors and employees (Dessler, 2014). Employees need to understand what is expected from them and how their contribution affects the overall business goals. According to Bussin (2013), clarity of goal is very important for motivating employees and it also helps them to understand what is expected of them. Thus, Dessler (2014) says that performance management is regarded as a strategic tool to communicate the strategic goals to all employees, translate them into departmental, unit, team and individual performance goals.

Furthermore, it can be used as a tool to motivate employees, help individual employees to develop their skills, build a performance culture and assist in identifying those employees who can be promoted or rewarded, as well as those who are poor performers (Bussin, 2013). Using career development approach employers can coach the employee in his individual career planning, and by realizing the plans of employees, plan the allocation of human resources.

Blackman & Kennedy, (2013) sought to investigate the relationship between talent management and succession planning processes. The study, which was carried out using descriptive and inferential statistics revealed that talent management

and succession planning within government organizations met the requirements and therefore impacted on talent absorption, talent retention and talent development which gave the organizations a competitive edge. This study provides useful insights as to the relationship between career development and talent management. Career management consists of both formal and informal activities including employee workshops, job rotation, job enrichment and career progression ladders, for example organizationally planned programs or developmental stage theories. Organizations may also contribute to career identity by providing abundant opportunities for self-development, opportunities for advancement and mentors (Dargham, 2013). Career development programs enable all the workers to make progress in the organization from the beginning. It also helps to determine career paths and remove all the obstacles against the progress of the workers. Dobre (2013) argues that a motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction.

Work-life balance is regarded as a strategy to propel employees to be engaged and ultimately to be satisfied. Work-life balance makes provision for attending to issues of personal life (individual and family) and work-life (flexible working schedule, part-time job, job sharing) (Kaliannan, Perumal & Dorasamy, 2016b). To put it simply, a work-life balance tries to maintain a positive balance between work and personal issues such as family matters (Michel & Michel, 2015).

According to Kim and Kotcheegura (2017), work-life balance and considering individual differences are very important to successfully attract and retain talent. The quantitative study conducted by Close (2015) with all employees at all levels of a South African subsidiary of a global corporate organisation found that different generations prefer different types of rewards and working environments. Generation Y prefers a more flexible working environment and more developmental opportunities than do baby boomers. However, generations X and Y are generally motivated by recognition, career management, learning and development. Interestingly, Kim and Kotcheegura (2017) noted that the Russian federal government has a high remuneration structure and has introduced a performance-related pay system and performance bonuses as TM initiatives. However, when measured, these elements did not add any value to the attraction and retention of talented public service workers. This was due to the poor coordination, lack of consistent application and lack of a standardized TM strategy.

To run organizations smoothly, effectively and efficiently, the most valuable and indispensable factor organizations need is human resource (Mosadrigh, 2003). The success of an organization depends on the hard working, loyal and involved managers and employees. Management of employees is largely dependent on the quality of leadership organizations have (Albion & Gagliardi, 2007). Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Continuous performance is the focus determinants of organizational performance of any organization because only through performance organizations are able to grow and progress. Thus, organizational performance is one of the most important variables in the talent management and arguably the most important indicator of the organizational performance. Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). All these to be accomplished then the organization has an obligation to attract and motivate the most talented incumbents (Kahinde 2017). Employees' performance in all organizations needs to be monitored and evaluated so as to ensure that the level of performance is not decreasing. Jerome (2013) mentions that employee performance refers to the behaviors and actions that can be observed to explain how a job is meant to be done as well as showcase the expected results for a good job performance. It also indicates the financial or non-financial outcome of the employee that creates a direct link with the performance of an organization as well as its success (Anitha, 2014).

Talent management, when used as a tool to manage the "best-in-class" talent, involves the identification, development, appraisal, deployment and retention of high-performing and high-potential employees (Kim, Williams, Rothwell, & Penolozza, 2014). Talent management should put the right individuals in the right positions, and this can only be achieved by actively managing employee talent. Many companies consider talent management as a short-term effort; however, the goal of talent management is to help organizations achieve their long-term strategic objectives (Kim *et al.*, 2014). He emphasized how organizations should develop its technical talent professionals who must be trained or certified to perform their roles successfully.

In organizations, through talent management practices, human resources professionals assist their employees to enhance their efficiency for work to gain sustainable and competitive growth to attain incredible performance of employees. The high potential of employees leads to higher services, quality, and productivity, which leads to the greater level of

customer satisfaction, which leads to higher level of sales, profitability, and shareholders' returns. Thus, talent management is crucial for survival and performance of an organization in the highly competitive business environment. (Kahinde, 2012). The case studies conducted by Rana *et al.* (2013) in the Indian public sector reveal that the public sector is succeeding in using TM as a strategy to retain talented employees. Competence development, learning (including sharing experience, in-house conferencing) and improving employees' engagement are key focuses of the Indian public sector, which is the major reason for employees to stay in the organisation. Furthermore, TM is regarded as a key business priority and both line managers and HR managers are involved in driving TM (Rana *et al.*, 2013). The culture of an organization is key in the implementation of TM strategies (Martins & Meyer, 2012; Nejatian, Nejadi, Zarei & Soltani, 2013). Likewise, Alhamoudi (2014) mention that it is important to have a correct organizational structure and lack of one will hinder the successful implementation of TM. In fact, researchers identify organizational culture, structure, HR planning, and the involvement and support of top leadership as very critical in the implementation of TM (Lutukha, 2015). According to Kibui, Gachunga and Namusonge (2014), if TM is poorly implemented it can result in high staff turnover. Furthermore, Hejase *et al.* (2016) found that 33% of the participants in their study indicated that there was no TM, while 67% agreed that they did have TM initiatives prioritized for implementation.

A high-performance work system is regarded as an integrated set of HRM policies and practices that together produce superior employee performance (Dessler, 2014). It commonly focuses on using a selection test to recruit employees and providing more training and developmental opportunities. Furthermore, employees are self-managed, and there is sharing of operational information and strong teamwork (Dessler, 2014). Developing a high performance culture has been identified as a strategy used by organizations to attract and retain talented employees.

3. METHOD

This study adopted a descriptive research design with a target population of 136 respondents comprising of management and a supervisory cadre within county government of Bungoma. Data collection instrument included questionnaire and other information relevant to the study. A structured questionnaire was administered to the respondents. Piloting was done to test the validity and reliability of data collection instrument. The data will be reduced, organized, coded, edited, classified using a table and analyzed to bring out the meaning under each of the factors. It was then be coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SPSS 23). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent.

4. DISCUSSIONS

The study sought to assess the effect of talent career management on employee performance in the county government of Bungoma. The findings are presented in a five point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree and T=total. Results from table 4.1 below on whether the organisation encourages and facilitates the employees with career planning for expansion and growth of the employees revealed that 48.0 percent of the respondents strongly agreed, 34.0 percent of them agreed, 14.0 percent of the respondents were neutral, 3.0 percent disagreed while 1.0 percent of them strongly disagreed. These findings implied that the organisation encourages and facilitates the employees with career planning for expansion and growth of the employees. Results on whether the employees are exposed to interdepartmental operations to enable them familiarize with diverse operations of the company. The distribution of the responses indicated that 18.0 percent strongly agreed to the statement, 63.0 percent of them agreed, 12.0 percent of them were neutral, 6.0 percent of them disagreed while 1.0 percent of them strongly disagreed to the statement. These findings implied that employees are exposed to interdepartmental operations to enable them familiarize with diverse operations of the company.

The respondents were also asked whether the organisation has developed programs and initiatives that enhance employee career development. The distribution of the responses indicated that 35.0 percent strongly agreed to the statement, 33.0 percent of them agreed, and 31.0 percent of them were neutral, 1.0 percent of them disagreed while 0 percent of them strongly disagreed to the statement. These findings implied that the organisation has developed programs and initiatives that enhance employee career development.

The respondents were further asked whether the organisation has provision of employee succession planning. The distribution of the responses indicated that 22.0 percent strongly agreed to the statement, 49.0 percent of them agreed,

23.0 percent of them were neutral while 6.0 percent and 0.0 percent of them disagreed strongly and disagreed to the statement respectively. These findings implied that the organisation has provision of employee succession planning. Finally, the respondents were asked whether good career management practices enhances employee performance. The distribution of the responses indicated that 37.0 percent strongly agreed to the statement, 36.0 percent of them agreed and 21.0 percent of them were neutral. None of the respondents disagreed or strongly disagreed to the statement respectively. These findings implied that good career management practices enhances employee performance.

Table 4.1: Effect of talent career management on employee performance in the county government of Bungoma

statements	SA	A	N	D	SD
the organisation encourages and facilitates the employees with career planning for expansion and growth of the employees	% 48.0	34.0	14.0	3.0	1.0
employees are exposed to interdepartmental operations to enable them familiarize with diverse operations of the company	% 18.0	63.0	12.0	6.0	1.0
the organisation has developed programs and initiatives that enhance employee career development	% 35.0	33.0	31.0	1.0	0
the organisation has provision of employee succession planning	% 22.0	49.0	23.0	6.0	0.0
good career management practices enhances employee performance	% 37.0	36.0	21.0	6.0	0

4.1 Inferential Statistics

4.1.1 Pearson Correlation

The study sought to establish the strength of the relationship between independent and dependent variables of the study. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). Table 4.2 illustrates the findings of the study.

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Table 4.2: Correlation Matrix

		Employee performance
Talent career management	Pearson Correlation	.895**
	Sig. (2-tailed)	.000
	N	120

As shown on Table 4.2 above, the p-value for talent career management was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.895, which represented a strong, positive relationship between talent career management on employee performance in county government of Bungoma

4.1.2 Multiple Linear Regression

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study.

4.1.2.1 Coefficient of Determination (R^2)

Table 4.3 shows that the coefficient of correlation (R) is positive 0.231. This means that there is a positive correlation between effect of talent management practices and employee performance the county government of Bungoma. The coefficient of determination (R Square) indicates that 53.0% of employee performance in the county government of Bungoma is influenced by the talent management practices. The adjusted R^2 however, indicates that 13.0% of employee performance in the county government of Bungoma is influenced by the effect of talent management practices leaving 87.0% to be influenced by other factors that were not captured in this study.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.231 ^a	.053	.013	.99661610

a. Predictors: (Constant), Talent career management,

4.1.2.2 Analysis of Variance

Table 4.4 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how talent management practices affects employee performance in the county government of Bungoma. The results also indicate that the independent variables are predictors of the dependent variable.

Table 4.4: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.248	1	1.214	26.001	.268 ^b
	Residual	93.365	119	.993		
	Total	98.613	120			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Talent career management,

4.1.2.3 Regression Coefficients

From the Coefficients table (Table 4.5) the regression model can be derived as follows:

$$Y = 39.122 + 0.983X_4$$

The results in table 4.5 indicate that all the independent variables have a significant positive effect on employee performance in the county government of Bungoma. The most influential variable is talent career management with a regression coefficient of 0.983 (p-value = 0.000). According to this model when independent variable values is zero, employee performance in the county government of Bungoma will have a score of 39.122.

Table 4.5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.122	3.712		52.420	.000
	Talent career management	.983	.179	.728	5.272	.000

4.1.3 Hypotheses Testing

Ho₁: Talent career management do not have a significant effect on employee performance in the county government of Bungoma.

From Table 4.5 above, career management ($\beta = 0.983$) was found to be positively related to employee performance in the county government of Bungoma. From t-test analysis, the t -value was found to be 5.272 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that talent career management affect employee performance in the county government of Bungoma.

5. CONCLUSION AND RECOMMENDATION

The study sought to assess the effect of talent career management on employee performance in the county government of Bungoma. The findings of the study implied that the organisation encourages and facilitates the employees with career planning for expansion and growth of the employees and that employees are exposed to interdepartmental operations to enable them familiarize with diverse operations of the company. The findings also implied that the organisation has developed programs and initiatives that enhance employee career development and that the organisation has provision of employee succession planning. Finally, the findings implied that good career management practices enhances employee performance.

In conclusion basing on the findings, talent career management ($\beta = 0.983$) was found to be positively related to employee performance in the county government of Bungoma. From t-test analysis, the t -value was found to be 5.272 and the ρ - value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that talent career management affect employee performance in the county government of Bungoma.

The study came up with a number of recommendations. The study recommends that the management of the county government should be put into consideration means of avoiding the employee turnover by providing job security, good working condition together with tools for working to be able to safe on cost of fresh recruitment. The company should ensure they work on their image, provide quality of work life and pay the employees well according to their efforts for purposes of employee attraction. The company should also be able to recognize and dignify their employees as part of the organisation, provide training opportunities to enhance high performance. The management should come up with frequent career planning to enable the employees cope with diverse and ever changing environment and also to grow in the careers. They should avoid discrimination among employees whenever they have succession plan in the organisation.

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