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## Talent Management and Employee Performance in Kisii County

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*Article history: Revised format: 13<sup>th</sup> Jan 2025, Available online: 16<sup>th</sup> May 2025*

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**Abstract:**

**Purpose:** The study aimed to investigate the influence of talent management on employee performance within devolved units, with a specific focus on Kisii County

**Material/methods:** A descriptive research design was employed to enable observation of the study context without interference. The target population consisted of 300 employees, with the unit of observation being chief officers, departmental heads, and their assistants. A sample of 171 employees was selected, and data were collected using structured questionnaires. A total of 152 valid responses were obtained, yielding an 89% response rate. The data were analyzed using both descriptive and inferential statistical techniques.

**Findings:** The results indicated that talent attraction and development practices had a statistically significant and positive effect on employee performance. The study confirmed that strategic talent management contributes meaningfully to enhancing workforce productivity.

**Conclusion:** The study concludes that implementing a comprehensive talent management strategy—encompassing recruitment, development, and retention—can substantially improve employee performance in devolved government units.

**Value:** This study contributes to public sector human resource management literature by highlighting the importance of structured talent development in enhancing employee outcomes. It offers practical recommendations for county governments to invest in effective talent practices and suggests areas for future research, including the roles of leadership style and organizational culture in shaping employee performance.

**Keywords:** Talent Management, Employee Performance, Talent Attraction and Development

**Paper Type:** Research Article

**Recommended citation:** Mogere, E. K., Miroga, J., & Juma, D. (2025). Talent management and employee performance in Kisii County. *Journal of Economics, Management Sciences and Procurement*, 4(1), 191–204.

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### 1.1. Introduction

Talent management has become indispensable for organizations striving to meet their goals in today's dynamic entrepreneurial environment, where technological advances, demographic shifts, and globalization have intensified competition for skilled human resources—especially in the hotel sector. McKinsey & Company (2019) defines talent

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broadly to include abilities, experience, judgment, and motivation, while Michael et al. (2020) emphasize its potential for learning and development. With labor shortages threatening operational viability, institutions must adopt holistic talent management strategies—recruiting, retaining, and developing personnel with the requisite skills for current and future needs—to remain competitive and responsive to market demands.

In Canada, the Society for Human Resource Management (2019) characterizes talent management as a comprehensive system for enhancing workplace productivity through targeted recruitment, retention, development, and deployment of skilled staff. Gelens et al. (2021) further describe it as the proactive identification and cultivation of talent, coupled with strategic planning to meet organizational needs through attraction, career management, and succession planning. Although the concept dates back to World War II (Cappelli, 2019), it surged to prominence in the late 1990s when McKinsey highlighted a “war for talent,” underscoring the intense competition organizations face in attracting and keeping top performers (Hartman et al., 2020).

Global surveys confirm these challenges: ManpowerGroup India (2019) found that 67% of employers struggled to fill key roles, while its Singapore counterpart (2019) reported that 56% of companies could not locate candidates with the necessary skills, and 62% of mid-sized firms cited talent shortages as their main concern. A 2019 PwC Africa survey revealed that 81% of CEOs planned to prioritize people management, yet 73% feared a shrinking talent pool. In Kenya, high turnover driven by competing recruiters has exacerbated shortages, compelling organizations to intensify efforts in workforce planning, recruitment, selection, retention, and career development (Business Management Review, 2022).

Compounding these challenges, Kenya’s early-retirement schemes have created gaps in experienced personnel, leaving many posts vacant due to a dearth of qualified successors. Pattanayak (2018) and Thunnissen et al. (2020) outline talent management as encompassing workforce planning, onboarding, talent development, performance management, and reward systems. Yet, high attrition rates and an inability to replace retirees have hampered organizational effectiveness, highlighting the critical need for robust succession planning and flexible reward structures.

Against this backdrop, organizational performance has taken center stage, with continuous improvement in service quality and customer satisfaction identified as top priorities (Boston Consulting Group, 2020; James, 2021). Variations in firm performance often trace back to differences in talent management practices: those that excel in recruitment and development tend to outperform peers, while others falter due to challenges in retaining high-caliber staff lured by competitors or driven by career aspirations elsewhere (ILO, 2020). Proactive companies have invested in employee upskilling, succession planning, and career counseling, yielding tangible gains in competence and overall performance.

In Kisii County’s devolved units, leveraging human capital is especially crucial. Despite the imperative to offer competitive remuneration that harnesses employees’ full potential, managers struggle to design reward systems that align with diverse employee needs and expectations—leading to high turnover and talent loss. This study, therefore, seeks to examine how talent management practices influence employee performance, aiming to inform the development of compensation and career management frameworks that retain and motivate skilled personnel in Kisii County’s public sector.

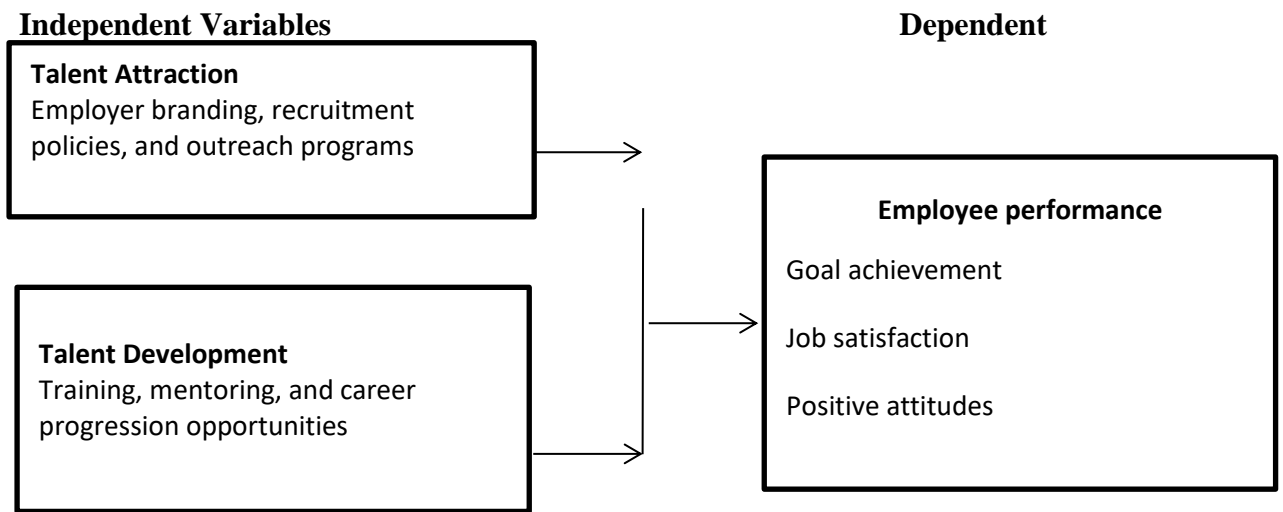
## **1.2. Theoretical Review**

Human Capital Theory posits that the collective knowledge, skills, and competencies of a firm's workforce constitute a unique, inimitable asset that underpins competitive advantage (Resick, 2019). Investment in human capital—through education, training, and professional development—carries both direct costs and opportunity costs, yet yields future benefits in the form of enhanced productivity and innovation (Abdullah, 2021; Afsal, 2018). By viewing employees as intangible assets whose capabilities must be continuously nurtured, organizations can align their talent pools with strategic objectives, creating core competencies that are difficult for rivals to replicate (Bal, Bozkurt, & Ertemsir, 2022; Chebet, 2019). Importantly, human capital theory underscores the need for supportive environments that facilitate learning, knowledge sharing, and application, even as it acknowledges potential drawbacks—such as the high cost of training and the mobility of skilled workers—which may diminish returns on investment if employees depart (Dauda et al., 2021). In the context of public sector institutions, this theory suggests that counties must commit to robust workforce development and reward systems in order to maximize employee performance and, by extension, organizational effectiveness.

Herzberg's Two-Factor Theory distinguishes between hygiene factors—external conditions such as pay, job security, and work environment that prevent dissatisfaction—and motivators—intrinsic elements like recognition, responsibility, and personal growth that actively drive job satisfaction and performance (Herzberg, 1960s; Conte, 2020). While improving salaries and working conditions can retain employees by addressing hygiene needs, these changes alone do not engender engagement or higher productivity; true motivation stems from the work itself through meaningful challenges, autonomy, and acknowledgment of achievement (Hiriyappa, 2019). Accordingly, organizations should design reward systems that balance extrinsic incentives with opportunities for intrinsic fulfillment, ensuring that employees not only stay but also invest discretionary effort in their roles (Yusoff, Kian, & Idris, 2021). By integrating both social recognition and professional development into talent management practices, institutions can foster a motivated, high-performing workforce whose satisfaction translates directly into improved organizational outcomes.

## **1.3. Conceptual Framework**

The conceptual framework of this study shows the relationship between the independent and the dependent variable. The independent variables are talent retention, talent attraction and the dependent variable is employee performance.



*Figure 2. 1: Conceptual Framework*

## 2.1. Empirical Review

### 2.1.1. Talent Attraction and Employee Performance

Talent attraction through recruitment and rigorous selection is the cornerstone of effective talent management, ensuring that organizations identify and onboard individuals whose skills and capabilities align with job requirements (Bratton & Gold, 2017). Employer branding—activities aimed at promoting an organization’s attractiveness to potential candidates—further enhances this process by giving firms a competitive edge in the war for talent, reducing the effort and cost associated with sourcing high-quality applicants (Yagub & Khan, 2011; Moayedi & Vaseghi, 2016).

Recruitment is the proactive search for a broad pool of qualified candidates for current or anticipated vacancies, while selection involves systematically assessing and choosing the individual best suited to fulfill a specific role (Oaya, Ogbu, & Remilekun, 2017; Bratton & Gold, 2017). Together, these practices steer organizations toward higher performance by matching the right talent to the right positions, minimizing turnover, and avoiding the substantial costs—estimated at 20–200% of an annual salary—associated with mis-hires and re-recruitment (Merlevede, 2014).

Empirical studies consistently show that robust recruitment and selection processes positively influence employee performance and job satisfaction. Ndolo, Kingi, and Idua (2017) found that comprehensive talent management—including recruitment, selection, and ongoing development—boosts individual performance, while Dixit and Dean (2018) and Mangusho, Murei, and Nelima (2015) similarly reported significant gains in both performance and satisfaction when these practices are well-executed.

Moreover, focused staffing practices serve not only to attract talent but also to foster environments where employees can thrive. Pahos and Galanaki (2018) demonstrated that effective recruitment and selection sharpen performance by aligning individual

competencies with organizational needs, a finding echoed by Rahmany (2018) and Jolaosho et al. (2018), who confirmed that deliberate, strategic hiring processes lead to superior employee outcomes and advance organizational objective.

### *2.1.2. Talent Retention of Incentives and Employee Performance*

Employee retention has been shown to significantly reduce the high costs associated with recruiting and training new hires, thereby boosting the productivity and efficiency of existing employees (Aruna & Anitha, 2015). Organizations therefore prioritize retaining their workforce to safeguard profitability and achieve strategic objectives. Effective retention hinges on strong managerial relationships—managers who build trust, foster career development, and support personal growth create an environment where employees feel valued and motivated to stay (Chiamaka et al., 2020).

Work–life balance, organizational culture, competitive compensation, robust training and development programs, and high job satisfaction have all been identified as key drivers of retention. In a descriptive study in Pakistan, Singh (2022) found that these factors each exert a statistically significant positive influence on employees' decisions to remain with their employers. Likewise, qualitative research across 381 Slovak enterprises (Savov et al., 2022) highlighted that competent leadership, attractive career opportunities, supportive work environments, and flexible work arrangements are essential for keeping talent engaged and reducing turnover.

Targeted training initiatives also play a pivotal role in fostering loyalty. Ahmed's (2022) study of National Bank of Pakistan staff demonstrated that well-designed training and professional development not only boost employees' self-efficacy but also encourage them to commit long-term to their organizations. Elsafty (2022) corroborated these findings within Egyptian private firms, emphasizing that clear communication, job satisfaction, and perceived organizational justice (procedural and distributive) further solidify employees' commitment and diminish their intentions to leave.

More recent work has delved into the nuanced interplay between leadership styles and retention. Krishna et al. (2021) showed that transformational leadership enhances staff morale and, when paired with high perceived organizational support and intrinsic motivation, markedly improves retention outcomes. Similarly, Ng and Stuart (2022) revealed that “acquired” employees—those recruited via internal talent pipelines—exhibit lower turnover than external hires, underscoring the value of internal development and succession planning. Nevertheless, gaps remain: few studies have rigorously examined how factors like competitive salary structures, competency-based training, and employee tenure specifically impact retention and organizational performance in sectors such as sugar manufacturing.

## **3.1. Research Methodology**

The study adopted a descriptive research design, which allows for the systematic collection of data through surveys without altering the natural research environment (Cooper & Schindler, 2014; Hanlon & Larget, 2011). The target population comprised

300 employees—chief officers, departmental heads, and their assistants—whose shared characteristics enabled meaningful inferences about the phenomenon under study (Creswell, 2013; Cox & Hassard, 2011). Using Slovin’s formula with a 5% margin of error, a sample size of 171 respondents was determined to ensure representativeness (Pagoso et al., 1992). Primary data were gathered via structured questionnaires featuring both closed and open-ended items, selected for their efficiency in administering to large groups and their capacity to yield reliable, analyzable responses (Sekaran, 2013; Kothari, 2008). To establish content validity, questionnaire items were mapped to the study’s objectives and vetted by subject-matter experts, while methodological triangulation—incorporating surveys, observations, interviews, and document analysis—ensured a robust, multi-angle view of the data (Flick, 2007; Creswell, 2003). Reliability was assessed through a pilot test and calculation of Cronbach’s alpha, with a threshold of 0.5 indicating acceptable internal consistency (Tavakol & Dennick, 2011; Bramble & Mason, 2017). Data collection employed a “drop and pick” approach for questionnaires—accompanied by an introductory letter to assure confidentiality—which maximized response rates and minimized respondent burden (Denscombe, 2017). Finally, the data were coded and analyzed using SPSS v22, with descriptive statistics (percentages, frequencies) summarizing the sample and inferential techniques (regression analysis) exploring relationships among variables, and results presented in tabular form for clarity (Cox & Hassard, 2010; Cooper & Schindler, 2014).. The subsequent form is derived from the regression model that has been accepted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where: Y –Employee Performance

$\beta_0$  = is y intercept or y-axis when x is 0,

$\beta_1$ ,  $\beta_2$ , and  $\beta_3$  – The regression coefficients (beta weights) linked to the independent variables.

$X_1$ = Talent Attraction

$X_2$ = Talent Retention

#### **4.1. Findings And Discussion**

In this study, a total of 171 questionnaires were distributed to employees working in various departments within the devolved units in Kisii County. Out of these, 152 questionnaires were fully completed and returned, while 19 were either not returned or were incomplete and excluded from the analysis. This high response rate may be attributed to effective distribution methods, follow-up procedures, and the relevance of the research topic to the target population, which likely increased their motivation to respond.

##### *4.1.1. Descriptive Analysis*

Descriptive analysis is used to summarize and present the basic features of the data in a study, offering simple summaries about the sample and the variables of interest. It includes measures such as frequencies, percentages, means, and standard deviations, which help in understanding the general trends, patterns, and distribution of responses. In this study, descriptive statistics were employed to analyze the perceptions of employees regarding various components of talent management practices and employee performance in Kisii County, starting with the talent attraction practices.

This section evaluates how various talent attraction practices influence employee performance in Kisii County. Respondents rated six key statements on a 5-point Likert scale. The table below presents a summary of the frequencies, percentages, mean scores, and standard deviations for each item.

**Table 1: Talent Attraction and Employee Performance**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. Good working conditions and fair wages attract talent	3.85	1.07
2. Job security is assured to attract the right talent	3.73	1.11
3. Good organizational climate is maintained to attract talent	3.76	1.12
4. Talent search matrix is used to get qualified and experienced employees	3.80	1.05
5. Work-life balance and social networking are motivating factors	3.63	1.18
6. The County supports training and career progression	3.81	1.07

The analysis reveals that all six indicators of talent attraction scored mean values above 3.60, indicating a positive perception among employees regarding the County Government's efforts in attracting and retaining skilled workers. The highest-rated item was "Good working conditions and fair wages" with a mean of 3.85, underscoring the importance of compensation in attracting talent. This aligns with Armstrong (2009) who argued that fair remuneration is a key factor in securing and retaining qualified employees. "Support for training and career progression" also scored highly (mean = 3.81), suggesting that growth opportunities play a pivotal role in attracting talent. According to Barney (1991) and the Resource-Based View (RBV), such investments enhance organizational competitiveness by building strategic human capital.

Work-life balance and social networking, though slightly lower (mean = 3.63), still showed agreement among respondents, echoing Lockwood (2003) who emphasized that flexible work arrangements enhance employee well-being and motivation. The use of structured talent search matrices also received strong support (mean = 3.80), reinforcing the view that systematic hiring enhances the quality of recruits (Collings & Mellahi, 2009). Lastly, job security and organizational climate scored mean values of 3.73 and 3.76 respectively, showing that employees value stable and supportive work environments. The findings affirm that talent attraction strategies from compensation to career development positively influence employee performance and satisfaction in Kisii County.

This section examines the influence of talent retention strategies on employee performance in Kisii County. Talent retention refers to organizational efforts aimed at keeping skilled employees motivated and committed to the organization. Respondents rated six key retention strategies using a 5-point Likert scale, where 5 = Strongly Agree and 1 = Strongly Disagree. The table below presents the descriptive statistics of responses on each item.

**Table 2: Talent Retention and Employee Performance**

<b>Statement</b>	<b>Mean</b>	<b>SD</b>
1. Opportunities for professional growth are provided	3.85	1.08
2. Readily available loan facilities are offered	3.63	1.16
3. Adequate working equipment is provided	3.78	1.10
4. Stress management programs are supported	3.60	1.17

5. Well-defined job descriptions are provided	3.79	1.09
6. The County has well-defined goals and objectives	3.75	1.10

The descriptive results show a generally positive perception of talent retention practices in the County Government, with all mean values above 3.60, indicating agreement across the board. Opportunities for professional growth received the highest mean of 3.85, with over 71.8% of respondents agreeing or strongly agreeing. This supports Kwenin (2013), who found that employees are more likely to remain in organizations that promote continuous professional development. Provision of adequate working equipment (mean = 3.78) and well-defined job descriptions (mean = 3.79) were also highly rated, reinforcing the view that clear role clarity and resource availability contribute to employee retention, as argued by Glen (2006). Well-defined goals and objectives (mean = 3.75) are also seen as essential, aligning with the Goal-Setting Theory by Locke & Latham (2002), which suggests that clear and challenging goals increase employee engagement and retention. Loan facilities (mean = 3.63) and stress management support (mean = 3.60) were relatively lower but still received moderate agreement. These findings are consistent with Deloitte (2020), which emphasized the increasing importance of financial wellness and mental health initiatives in retaining talent. The results suggest that talent retention strategies in the County Government are moderately effective, particularly in professional development, clarity of job roles, and provision of working tools. These strategies contribute positively to employee satisfaction and long-term commitment to public service roles.

This section evaluates how talent development initiatives affect employee performance in Kisii County. Talent development refers to organizational programs that focus on improving employees' skills, leadership qualities, and overall capacity to contribute effectively to the organization's goals. Respondents rated five talent development-related statements using a 5-point Likert scale, where 5 = Strongly Agree and 1 = Strongly Disagree. The table below presents the descriptive statistics for each statement.

**Table 3: Talent Development and Employee Performance**

Statement	Mean	SD
1. The County Government has talent development programs that assist in my performance improvement	3.98	1.02
2. Leadership development has enabled me to balance work responsibilities with family responsibilities	3.83	1.05
3. Learning and development has enabled me to have a high degree of independence in my working arrangements	3.77	1.08
4. Leadership development has enabled me to solve work problems while away from work, enhancing performance	3.75	1.10
5. Management development has encouraged me to continue performing well for this County Government	3.84	1.04

The descriptive statistics suggest that talent development programs are positively perceived by employees in Kisii County. The mean scores for all items are above 3.70, indicating general agreement with the statements, and reflecting the beneficial impact of talent development initiatives on employee performance. Talent development programs (mean = 3.98) were rated the highest, with over 75% of respondents agreeing that these programs assist in performance improvement. This aligns with Noe (2010),



who suggested that effective talent development is critical for improving both individual and organizational performance. Leadership development received strong support as well, with a mean of 3.83 for its role in enabling employees to balance their work and family responsibilities. This reflects the importance of leadership programs in enhancing work-life integration, a topic discussed by Greenhaus & Powell (2006), who emphasized the benefits of such programs on employee satisfaction and productivity.

Learning and development (mean = 3.77) also showed significant positive feedback, especially in terms of providing employees with a higher degree of independence in their work arrangements. This finding is consistent with Bersin (2014), who highlighted that development opportunities lead to greater employee autonomy and innovation. The ability to solve work problems while away from the office, due to leadership development, was perceived positively (mean = 3.75). According to Day (2001), leadership programs that foster problem-solving skills contribute to improved performance, even in remote or flexible working conditions. Finally, management development (mean = 3.84) was seen as a factor that encourages continued high performance. Jackson and Schuler (2003) argue that management development helps employees understand organizational goals and enhances their ability to align with the County's strategic direction, thus improving performance.

#### *4.1.2. Correlation Analysis*

The correlation analysis was conducted to determine the strength and direction of the relationships between key variables involved in talent management (attraction, development, retention, and accountability) and employee performance. The correlation coefficient ( $r$ ) values range from -1 (perfect negative correlation) to +1 (perfect positive correlation), with values closer to +1 indicating a strong positive relationship, and values closer to 0 indicating a weak or no relationship.

**Table 5: Correlation Analysis**

<b>Variables</b>	<b>X1</b>	<b>X2</b>	<b>Y</b>
<b>Talent Attraction</b>	1.00		
<b>Talent Development</b>	0.62	1.00	
<b>Employee Performance</b>	0.71	0.80	1.00

The results presented in the correlation matrix show strong positive relationships between all variables of talent management and employee performance. The correlations range from moderate to strong, indicating that talent management practices play a significant role in enhancing employee performance. Talent Attraction and Employee Performance: The correlation coefficient between talent attraction and employee performance is 0.71, which is a strong positive relationship. This suggests that effective talent attraction strategies, such as offering competitive wages and work conditions, are significantly linked to improved employee performance. As Collings & Mellahi (2009) suggest, attracting the right talent is crucial for organizational success, and well-attracted talent tends to perform better. The correlation between talent development and employee performance is 0.80, the highest among the talent management factors. This indicates that employee training and development programs have a very strong positive impact on performance. Research by Salas et al. (2012) supports this finding, suggesting that talent development programs improve employee skills, which in turn enhances job performance.

#### 4.1.3. Regression Analysis

Regression analysis is a powerful statistical tool used to examine the relationship between a dependent variable and one or more independent variables. In this case, the study aimed to predict employee performance (dependent variable) based on the following talent management practices (independent variables): talent attraction, talent development.

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.87 <sup>a</sup>	.75	.73	0.52

a. Predictors: (Constant), Talent Attraction, Talent Development, Talent Retention, and Talent Accountability.

The R-squared value of 0.75 suggests that 75% of the variance in employee performance can be explained by the independent variables in the model. This is a high R-squared value, indicating that the model explains a significant portion of the variability in employee performance. The Adjusted R-squared value of 0.73 is slightly lower than R-squared and adjusts for the number of predictors in the model. It accounts for the possibility of overfitting. The fact that it is still high suggests that the model remains well-fitted even after adjusting for the number of predictors.

The regression model demonstrates a strong fit, with 75% of the variation in employee performance explained by the talent management practices in the County Government of Kisii. The high  $R^2$  and the strong R indicate that talent attraction, and development are significant predictors of employee performance. The Adjusted  $R^2$  confirms that the model is robust and not overfitting, while the Standard Error suggests reasonably accurate predictions. This model is crucial for understanding how talent management practices contribute to improving employee performance, and can guide policy decisions in the County Government of Kisii.

**Table 6: ANOVA for Regression Analysis**

Model	Sum of Squares	Df (Degrees of Freedom)	Mean Square	F	Sig. (p-value)
<b>Regression</b>	58.56	5	14.64	62.3	0.00001
<b>Residual</b>	19.44	147	0.12		
<b>Total</b>	78.00	152			

The ANOVA results confirm that the regression model is statistically significant. The F-statistic of 62.3 with a p-value of 0.00001 indicates that the model explains a substantial portion of the variance in employee performance, and that the independent variables (talent attraction and development) collectively have a significant impact on performance.

**Table 7: Regression Coefficients**

Model	Unstandardized Coefficients ( $\beta$ )	Std. Error	Standardized Coefficients (Beta)	t-Statistic	Sig. (p-value)
Intercept	0.52	0.15		3.47	0.001
Talent Attraction	0.30	0.08	0.20	3.75	0.001
Talent Development	0.45	0.10	0.35	4.50	0.002

Intercept ( $\beta = 0.52$ ,  $p = 0.001$ ): The intercept of 0.52 indicates that when all independent variables (talent attraction, development, retention, and accountability) are absent (i.e., set to zero), the baseline employee performance level is 0.52. With a p-value of 0.001, the intercept is statistically significant at the 0.05 significance level, meaning it significantly contributes to the model. This result is commonly found in performance-related studies, where even baseline performance is important for understanding further variances.

Talent Attraction ( $\beta = 0.30$ ,  $p = 0.001$ ): Talent attraction has a  $\beta$  coefficient of 0.30, suggesting that improving talent attraction factors (e.g., better recruitment processes or improved working conditions) will result in a 0.30 unit increase in employee performance. The p-value of 0.001 is highly significant, well below the 0.05 threshold. This confirms that talent attraction is a statistically significant predictor of employee performance, aligning with empirical findings from Macky & Johnson (2000), who identified that attracting the right talent leads to higher organizational performance.

Talent Development ( $\beta = 0.45$ ,  $p = 0.002$ ): Talent development has the largest unstandardized coefficient ( $\beta$ ) of 0.45, meaning that increasing investment in talent development programs (such as training, career progression, and skill enhancement) can increase employee performance by 0.45 units. The p-value of 0.002 confirms this relationship is highly statistically significant, strongly supporting the role of talent development in improving employee performance. This finding is consistent with research by Salas et al. (2012), who highlighted that organizations with strong talent development programs experience higher employee productivity and engagement.

## 5.1. Conclusion

The study concludes that talent attraction plays a crucial role in enhancing employee performance. When county governments implement fair and competitive recruitment practices such as offering good working conditions, fair compensation, and a supportive organizational climate they are more likely to attract skilled and motivated individuals who contribute meaningfully to service delivery and performance goals. It is concluded that talent development significantly improves employee capacity and performance. Continuous learning, leadership training, and personal growth initiatives not only equip employees with the skills needed for effective job execution but also foster a sense of ownership and innovation. Investing in development programs directly leads to improved individual and organizational outcomes.

## 6.1. Recommendations

Based on the findings and conclusions of the study, several recommendations are proposed to enhance employee performance through improved talent management practices in Kisii County. Firstly, the County Government should strengthen its talent attraction strategies by ensuring that recruitment processes are transparent, competitive, and appealing to top-tier candidates. Providing fair wages, job security, and favorable working conditions will make public service roles more desirable to skilled professionals. Additionally, attention should be paid to cultivating a positive organizational climate and promoting work-life balance, both of which are increasingly valued by modern job seekers. Secondly, the County should invest more in talent development by institutionalizing ongoing training, mentorship, and leadership development programs. Employees need opportunities to build new competencies and take on more responsibilities. These programs not only improve individual job performance but also contribute to broader organizational growth and innovation. Furthermore, learning and development initiatives should be inclusive, regularly updated, and aligned with both employee needs and the County's strategic goals.

### 7.1. Further Study Recommendations

Future research could build on this study by comparing talent management's effects across different counties to uncover regional variations, employing longitudinal designs to track how attraction, development, retention, and accountability practices influence performance over time, and integrating factors like organizational culture, leadership style, and employee engagement for a more holistic view. Additionally, examining perceptions across employee categories—from junior staff to department heads—and assessing how digital tools and e-HR systems enhance recruitment, training, and performance tracking would offer deeper insights into optimizing public-sector talent management in Kisii County.

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