TALENT MANAGEMENT AND PERFORMANCE OF EMPLOYEES AMONG TEACHING PROFESSIONALS IN PUBLIC SECONDARY LEARNING INSTITUTIONS IN KIAMBU COUNTY, KENYA

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Abstract

The study investigated the effect of talent management on the performance of employees among teaching professionals in public secondary learning institutions in Kiambu County, Kenya and specifically looked at the effect of talent attraction and retention strategies. The research utilized equity theory of motivation, Herzberg's motivation/hygiene theory and acquired needs theories. The targeted population was 3617 teaching professionals working in the public secondary learning institutions. The sampling technique was the stratified sampling method to obtain a sample size of 120 respondents. Primary data was collected using semi structured questionnaires which were pilot tested using six (6) respondents. This study used Cronbach's coefficient alpha to test reliability, where Cronbach coefficient alpha of not less than 0.7 was adequate and appropriate for evaluation while validity was tested using face, content and constructs validity. Household drop-off survey method was used in giving out questionnaires. Data were analyzed using SPSS. Findings indicated that there is sound recruitment and selection policy for attracting top performing teachers in the school. Further, flexible work patterns can help improve productivity, loyalty, commitment and retention of top performing teachers in the schools. Additionally, there was a statistically significant positive relationship between talent attraction and retention and employee performance. The study concluded that

talent attraction and retention are significant talent management indicators that affect employees' performance amongst teaching professionals in public secondary learning institutions in Kiambu County, Kenya. The management of public secondary learning institutions should therefore consider these indicators to improve employee productivity, service delivery and achievement of targets.

Keywords: Talent Attraction, Talent Retention, Talent Management, Employee Performance, Kenya

INTRODUCTION

The employees' performance is a critical issue for any organization because it determines whether an organization meets it targets and goals, or achieve its overall strategic plan. The organization requires various resources that are necessary if it were to succeed in meeting its targets goals and one of the most important resource is the human resource whose main aspect is people who include employees that are critical to the organization performance and achievement of its overall strategic plan (Shanks, 2012).The employees have a regular and critical role to play within the organization which encompasses the success of the organization of which its relevance and importance cannot and should not be underestimated. The performance of an employee can be measured through the way it is manifested by increased production, the ease in use of new technologies, high morale, highly motivated employees, and achievement of goals targets (Obiekwe, 2016).

Organizations therefore need to continuously invest in human capital including skills, knowledge and experiences in the role of business partners, human resource leaders working closely with the organization's senior management to ensure they attract, employ, nurture development and retain very talented employees (Kinyoro, Wambui & Karanja, 2017). In today's competitive working environment, a shortage of adequately skilled organization employees often results to both cultural and socio-economic challenges as talent is un-nurtured and unmanaged. In this case of the workforce trends such as global supply chains, increasing global mobility, shifting demographics, forward looking organizations must rethink their approach to talent management to best harness talent (Oladapo, 2014).

Poorhosseinzadeh and Subramaniam (2012) assert that each organization has its distinct talent management strategies. However, there should be a general understanding of the steps that organizations must take to enhance talent management. In the study, they found that only 67.3% of Malaysian multinational companies had implemented talent management in their

organizations. Those that had implemented reported significance relationship between developing talents, talent attraction, talent retention and successful talent management in organizations.

Further, Karuri and Nahashon (2015) indicated that talent management involves getting the right people in their appropriate or right jobs for a higher competitive advantage. Many organizations at times fail to engage in the activities that equip individuals with critical knowledge and skills, enhance their talent pipelines, and deny their employees a fair opportunity to engage in teamwork to enhance skills or to be engaged to their right jobs. This has resulted to poor employee performance which eventually affects the organizations ability to achieve its target goals mainly because the organization has not linked its objectives to individual employee competencies (Karuri & Nahashon, 2015).

According to Kinyoro et al. (2017), in the global context, organizations are discovering that, other than increased difficulty in hiring top talent, they are also running a constant risk of losing their talented employees to their competitors. Consequently, more organizations are taking talent management as a tool to improve organization performance through, individual employee development, succession planning, career development and performance enhancement. In Kenya, very few organizations have put into consideration the concepts of talent management for performance and capability enhancement and therefore majority of organizations are faced with the critical challenges in hiring and retention of their talented working staff. Talent management for any organization is crucial because knowledge, skill, experience and expertise are a must for proficient performance (Kinyoro et al., 2017).

In Kenya, the public sector has not given much emphasis to talent management domain and this has resulted to a low employee retention level of about 30% in the Teachers Service Commission (Kinyoro et al., 2017). Teachers Service Commission is an independent institution which deals in matters that concern professional teachers from primary school level up to the tertiary level. The institutions main objective is improve the education standards and to protect the rights of individual learners within the country's learning environment (Macharia, 2016).

Statement of the Problem

An organization workforce is a major asset for any organization. The organizations employees play a critical role towards the organization's success. It is important to equip these important assets so as to maximize their performance (Aseka, 2002). The performance of employees in Kenyan public institutions has been a thorny issue to the government of Kenya, civil societies and organizations that fall under the sector, business and partners and the general Kenyan population. The current situation at the work place is characterized by low poor service delivery

and work performance. The result of the poor performance at the workplace has been a decline in service delivery and quality of the service in the public sector. It should be noted that the public service note that the public service plays an important role in the economy of enabling key players to operate efficiently and effectively (Tehseen & Hadi, 2015).

The importance of managing talent in employee performance cannot be under-estimated (Mangusho, Mulei & Nelima, 2015). According to Wuim (2014), with a talented and well managed workforce, everything is possible. Retention of top talents is targeted at winning the hearts and minds of top performers who with innovative minds can break new grounds, add value to the organization and exert themselves more optimally.

The movement of employees to competitive firms in order to change their working environment remains a major driving force that drives employees to search for greener pastures. Therefore, if organizations want to deal with this negative trend they have to adopt better employee talent management practices that will help improve employee retention rate, help them grow professionally and attain job satisfaction (Nzewi *et al.*, 2015).

There are many studies that have been carried out to investigate how talent management practices influences employees performance. Globally, Beyazen (2011) studied how training affects employee performance and organization effectiveness in Ethiopia. Nassazi (2013) also studied how training affects the performance of the employees, using a case study of a Ugandan telecommunication industry. Oladapo (2014) studied how talent management impacted employee retention in Strayer University in Nigeria. Sadriet al., (2015) studied how talent management affects the performance of employees' in Bank RefahKargaran in Tehran.

Ezinne, Enyinna & Onwuka (2015) also investigated the effect of talent management practices on the performance of employees in a number of Nigerian public organizations. Locally, Mwangi *et al.* (2014) conducted a study on effects of talent management on the performance of the employee comparing recent colleges and well established corporations in Nairobi central business district. Mangusho et al. (2015) conducted a study to evaluate talent management on workers performance with the Delmonte Kenya Limited for the case study. Knott (2016) investigated how talent management practices affect employee performance among real estates in Kenya using of Suraya Property Group Limited for the case study.

Given that performance of an employee is core in any organization, there is a need to evaluate how management of talents will contribute to performance of teachers in public secondary schools. Most research on talent management and employee performance has been conducted by developed economies; therefore there is very little empirical evidence on how talent management influences the performance of employees in Kenyan organizations. The study aimed at closing the current research gaps by carrying out a study to investigate talent

management and performance of employees among teaching professionals in public secondary learning institutions in Kiambu County, Kenya. It is hoped that the observations and recommendations made in this research are of great value to the existing literature in the field of knowledge.

Objectives of the study

General objective

The study's general objective was to investigate the effect of talent management on the performance of employees among teaching professionals in public secondary learning institutions in Kiambu County, Kenya.

Specific objectives

i. To determine the extent to which talent attraction strategies affects the performance of employees amongst teaching professionals in public secondary learning institutions in Kiambu County, Kenya.

ii. To establish the effect of talent retention strategies on employees performance amongst teaching professionals in public secondary learning institutions in Kiambu County, Kenya.

Research Questions

i. How does talent attraction strategy affect employee performance among teaching professionals in public secondary learning institutions in Kiambu County, Kenya?

ii. What is the influence of talent retention strategies on employee performance amongst teaching professionals in public secondary learning institutions in Kiambu County, Kenya?

THEORETICAL REVIEW

Herzberg Hygiene/Motivation Theory

It was propounded by Herzberg an American psychologist in 2005. He carried out a research which led him to come up with the "two- factor theory of job satisfaction and dissatisfaction". According to Herzberg's two-factor theory there are certain factors that have the capability to provide work satisfaction while others can only reduce job dissatisfaction. The factors that motivated employees and provided employee job satisfaction, Herzberg called them motivators. These factors include recognition, responsibility, promotion opportunities, a sense of achievement and the type of work that is being done.

These are the things that are most likely to motivate employees and are directly related to the type of job. An Employee cannot have job satisfaction if there are no sufficient factors of motivation are from his or her employer. Herzberg referred to factors that reduce job dissatisfaction as maintenance or hygiene or maintenance factors. These factors may include employee-employer working relation, working conditions, supervision, company policy and procedures and work environment (Herzberg, 2005). The factors can only reduce job dissatisfaction but they are not directly linked to the job.

Ensuring that these factors are embraced and acceptable to the employees prevents job dissatisfaction as opposed to causing a positive job motivation. Frederick Herzberg asserts that the two sets of factors are often not dependent on each other. He noted that if there are sufficient hygiene factors, there is reduced job dissatisfaction but these factors however do not improve the employee motivation for improved performance. On the other hand motivational factors allow an individual employee to grow, improve and develop his or her skills in a more natural way. Hygiene factors as proposed by Herzberg ensure that there is a suitable and better work environment but they do not lead to increased satisfaction. For example low wages are highly related to low job satisfaction and this eventually affects the productivity or how employees perform.

Herzberg asserts that the hygiene factors are indispensable because they guarantee that there is a conducive work environment and that the work environment doesn't develop into an issue or result to a situation that disgruntles the employees. The common hygiene factors include status, salary, company policies, working condition and organization administration (Saiyadain, 2009). Putting into consideration the perspective of this research study, the researcher asserts that motivators like responsibility, recognition of achievement and promotion/growth opportunities are related to talent attraction and also talent retention which results to job satisfaction hence improved employee performance. Hygiene factors like competitive pay/remuneration attracts talents, prevents dissatisfaction and creates a suitable work environment which helps in retention of employees.

The Equity Motivation Theory

This theory was first improved by Adams (1965).This theory is associated with the possible rewards which are expected by an individual or that are promised to him or her. The theory is based on the major principle of equity or balance. For example, an employee's level of motivation is dependent on how he or she perceives, balance or equity, justice and level of fairness as is practiced by an organizations management (Nzuve, 2007). This means that if the employees highly perceive the degree of equity, fairness and justice, they are more likely to be

motivated to be more. Consequently, the employees' commitment levels which results to more loyalty to the organization which befits with lower turnover rates.

The equity theory of motivation assumes that people are concerned by not only their own rewards but also on the rewards of other individuals of the same rank, and that an employee always anticipate how the organization he or she works for treat them fairy and with equitability in relation to the input they have made and what they are rewarded with. Adam (1965) asserts that the employees who feel that the effort they have put into the job does not fit the rewards they receive, will either address this through lower productivity or high turnover rates. For this this research study, this theory of motivation is critical for turnover rates or employee retention, because influences the teachers perception in secondary schools that they are being fairly and equally rewarded.

Kossen and Drafke (2002) supports the theory by arguing that an employee will most probably compare the effort they put into their work as inputs to the outputs the organization reward them with. If an employee feels that what they get as output is less compared to their input, they tend to perceive it as being unfair and unequal treatment thus there level of satisfaction and motivation and are more likely to leave for another organization. On the positive, if an employee perceives that he or she is fairly and equally treated it is less likely that they will leave the organization. Putting this into this study's context, in the context it is inferred that the turnover rates can be reduced among professional teachers by putting into place policies, strategies and practices that will ensure fairness and equitability among teachers.

EMPIRICAL REVIEW

Talents attraction and the Employees Performance

Mwangi*et al.* (2014) studied talent management and performance. The research study was carried out in Nairobi Central Business District and covered 2 organizations and targeted 50 participants in 1 organization and only 10 respondents in the other organization. The second organizations participants were mainly supervisors, top management and the support staff. The study made use of a survey research design and simple random sampling techniques. The study used questionnaires and interviews as the data collection methods. Data was collected and analyzed using statistical methods and later presented on tables, graphs and pie charts. The study found out that there exist a positive correlation between talent management practices and the performance of employees. The research adopted simple random sampling method and a survey research design while this study employed stratified sampling method and a descriptive research design.

Sadri, Pirouz, Sharifi & Farhadi (2015) carried out the study which was aimed at finding out how talent management practices affect employee performances in Bank RefahKargaran in Tehran. The study used a population sample 1333 employees who worked in RefahKargaran Bank branches in Tehran. The researcher chose 298 employees using stratified cluster sampling method which is based on the Morgan estimated sample size. This study was mainly survey and descriptive study and where data collection was done using questionnaires. SPSS was used to carryout both inferential and descriptive statistics in data analysis. The study's result indicated that there was a higher mean for the current situation for talent management practices and the performance of the employees' in comparison to hypothetical mean and this was a significant difference. Furthermore, using the Friedman test, the researcher found out that the ranking of talent management practices included discovering talent, absorption of the discovered talent, talent development followed by talent retention.

Ezinne, Enyinna & Onwuka (2015) investigated talent management practices and the performance of employees in few selected public organizations in Nigeria. The researcher used Taro Yamani's statistical technique determine the population sample size. There were a total of 364 questionnaires that were dispersed to participants, where 273 respondents returned the questionnaires. ANOVA was carried out using the SPSS software to carry out comparisons between different populations of the mean that exist within the different groups and between the groups at five point- likert scale. The researcher study found out that the F-calculated values(73.166) was higher as compared to the F-tabulated values (2.53) which was at a 5 percent significant level in the selected public organizations. The study concluded that there is an existence of strong relationship between talent management and performance of the employees in the selected organizations in the private sector.

Karuri and Nahashon (2015) studied talent management effects on the employees' outcomes: using the central bank of Kenya (CBK) as the case study. The study used a population sample of about 130 employees who were chosen from a total population of 700 employees working in the banks head office. The research used a descriptive survey of the banks employees. Primary was collected using questionnaires. After data collection, the researcher used SPSS software for data analyses. A descriptive analysis was conducted and presented by frequency tables and pie charts. The study used a regression model to predict the relationships between individual employee outcomes and the different talent management aspects. The study's descriptive statistical analysis indicated that individual employee outcomes are to a certain degree influenced by employee training, retention, hiring and talent attraction, career management and employee training at the CBK.

Talents Retention and the Performance of Employees

Oladapo (2014) conducted a research study on the effect of talent management on turnover rates in the University of Strayer. The study sample consisted of human resource individuals from 36 different institutions from a population of 200 targeted organizations where the majority of the participants were from the Southeast and this amounted to (45.7%), the other two regions which ranked highly were the Midwest which had a total of (17%) and the northeast region which stood at (22.9%). The survey participants included senior human resource individuals from the targeted companies like, senior managers, human resource generalist and organization directors. The structured questionnaire was used to collect primary data while various methods were used to collect secondary data including magazine and data collected online from websites. SPSS was used for the data analysis. The findings of the study showed that (69%) of the organizations being studied had a talent management program and the respondent understood the strategic importance of an effective talent management practices irrespective of the challenges faced during implementation of talent management programs.

Mangusho et al., (2015) conducted a study to determine the effect of talent retention on employee productivity. The researcher used descriptive research design where the chosen target population was a total of 2,500 workers at the Del Monte Company Kenya. Using the stratified sampling method a sample of 83 employees was selected based on their job cadres. The study revealed that employees at the Del Monte Company were motivated by job retention and this led to ultimate performance. The study made recommendations that the organization management has an obligation to ensure that the working environment is conducive and attractive to employees in order to motivate them which will lead to improved performance.

Nzewi, Obianuju & Ogbeta (2015) researched on talent management and employee performance in a few selected commercial banks in Asaba, Delta State, Nigeria. The population size was one hundred and fifty (150) respondents with a representative sample size of one hundred and nine (109) persons. The study employed descriptive survey design. Data was collected from Plc bank, First Bank of Nigeria and Guaranteed Trust Bank Staff on a 5-point Likert scale structured questionnaire. Pearson Product Moment Correlation coefficient was used to test the Hypothesis. The data collected was analyzed using regression technique. The findings indicated that there exists a positive correlation between talent management and the performance of employees and concluded that talent management was significantly related to employee performance.

Conceptual Framework

The conceptual framework is usually a group of broad or expansive ideas and other principles that are drawn specific fields of analysis and surveys that are relevant to a research study which are used to structure or organize subsequent presentations. From the empirical literature reviewed and the inter-relations among the talent management and performance variables that emerge therefrom, the conceptual framework for this study is presented in Figure 1. The conceptual framework demonstrates how the study's independent variables (talent retention and talent attraction and the study's dependent variable (employee performance) have been operationalized.
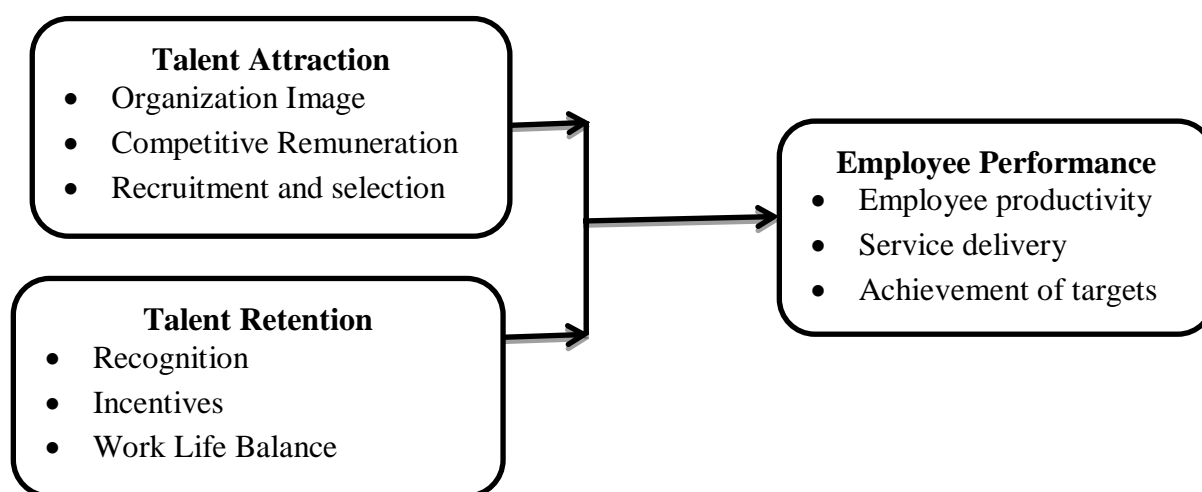
Talent Attraction
- Organization Image
- Competitive Remuneration
- Recruitment and selection

Talent Retention
- Recognition
- Incentives
- Work Life Balance

Employee Performance
- Employee productivity
- Service delivery
- Achievement of targets

Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

Research Design

A research design is a plan that shows how the research problem will be resolved (Mugenda & Mugenda, 2008). This study used descriptive research design. This design aims at gathering data in a way that does not manipulate the study variables or the participants so as to ensure integrity of the information required (Mugenda and Mugenda, 2008). The descriptive research technique provides a picture of a situation as it naturally happens. It is more than a collection of data and it involves measure, classification, analysis and interpretation (Kothari, 2008). Further, inferences among variables were made without variations of independent and dependent variables.

Target Population

The population means an entire group or groups of people or/and objects that a researcher intends to draw a generalized conclusion. The population also referred to as the theoretical population is made up of individuals with varying characteristics (Kothari, 2008). For this research study, 3617 teachers in public secondary learning institutions in Kiambu County was targeted. In every school, the principal, the deputy principal, Head of departments and lower cadre teachers were targeted.

Table 1: Target Population

Category	Target population	Percentage
Principals	302	8.3
Deputy principal	303	8.4
Heads of departments	2114	58.5
Teachers	898	24.8
Total	**3617**	**100**

Sampling Design and the Sample Size

According to Tromp and Kombo (2009) and Kothari (2008)a sample can be described as a collection of units which are derived from the universe to act as the universe's representative. Levy & Lemeshow (2013) defined sample as a subgroup drawn from the study populations. Sampling design is the strategy used to select study participants or respondents (Kothari, 2008). Sample size was drawn from the target population of 3617 teachers in public secondary learning institutions in Kiambu County.

Therefore this research applied stratified sampling technique to select 120 secondary school teachers in Kiambu County. This technique clusters a population into identical subjects that should have the same characteristics which makes sure that there are is equitability of population representation in the chosen sample (Mugenda & Mugenda, 2008).The respondents were drawn from the "strata" which comprises of the various categories of secondary school teachers in Kiambu County.

According to Kothari (2008) the formula for calculating the proportional allocations under which the population sample sizes from the various strata are kept and maintained proportional to the strata sizes is as follows:

$n_1/N_1\square_1 = n_2/N_2\square_2 = \underline{.......}= n_k /N_k\square_k$

The $\square_k$ and $\square_2$, $\square_1$,... denotes the k strata standard deviations of the, N_1, N_2,………., N_k denotes the k strata sizes while n_1, n_2,……., n_k denotes the k strata sample size.

In this case according to the Table 2, it is recommended that a sample of 120 be selected because the study population is at 3617 study subjects and therefore, the study will adopt this sample size. Therefore the desired sample of size $n = 120$ that is to be selected from the study population of size $N = 3617$ that is then sub-divided into four strata sizes $N_1 = 302$, $N_2 = 303$, $N_3 = 2114$ and $N_4 = 898$. Applying the formula of proportional allocation, the following sample size for the different strata is arrived at:

For strata with $N_1 = 302$, we will get $P_1 = 302/3617$ and therefore $n_1 = n . P_1 = 120 (302/3617)$ =10

In the same case, for the strata that $N_2 = 303$, we wil get $n_2 = n. P_2 = 120 (303/3617) = 10$, for the other strata with $N_3 = 2114$, we will get $n_3 = n. P_3 = 120 (2114/3617) = 70$, and for last strata that has $N_4 = 898$, and therefore $n_4 = n. P_4 = 120 (898/3617) = 30$.

Table 2: Sample Design

Category	Population	Sample
Principals	302	10
Deputy principals	303	10
Heads of departments	2114	70
Teachers	898	30
TOTAL	**3617**	**120**

Data Collection Instruments

Semi-structured questionnaires were used to collect the primary data that was used in the study. The questionnaires comprised both closed and the open ended questions. The use of questionnaires is suitable when using descriptive survey because it enables collection and comparison of data across reasonably dispersed populations (Kothari, 2008). The study used pre-designed questionnaires to make sure that the information being collected was relevant to the study's objectives, is standard and that the focus was on information gathering as opposed to focusing on what information was to be collected.

Reliability and Validity of Research Instruments

Piloting of the Research study Instruments

The researcher carried out a pilot study to assess the adequacy of the questionnaires used and the ability of the anticipated participants to understand the questions. According to Mugenda and Mugenda (2008), for a successful pilot study one must use between 1-10 percent of the actual population sample size. In this study, 6 (5%) respondents were used for the pilot test.

The results from the pilot test assisted the researcher to adjust questionnaires appropriately to reflect the study's objectives.

Validity of the Research Instruments

According to Mugenda and Mugenda (2008), validity can be referred to as how accurate and meaningful the inferences are with respect to the research results. It referees degree or level in which the data analysis results truthfully represent the phenomenon that is being studied. This research study utilized face, construct and contents validity. The Face validity entails a subjective evaluation of the instruments of measurement by the researcher.

This study relied on the instruments of measurement that were previously developed by other researchers in related research studies, as well as concepts generated from appropriate literature. Content validity measures the degree in which instruments used adequately covers the questions that guide the research. On the other hand the use of construct validity tested if individual scale items used correctly and adequately operationalize the variables of the study (Kane, 2013). The researcher established both content and constructs validity to review questionnaires item and to compare to previous researchers.

Reliability of Research Instruments

Kothari (2008) refers reliability as a statistical measurement of the ability of the study data to be reproduced. The researcher examined the interior consistencies of the research questions under study through a statistical calculation referred to as Cronbach's coefficient alpha to establish reliability. The technique evaluates the internal consistency within a cluster of questions that are integrated to create single scale. The results of the statistics indicate the scale's homogeneity. For this evaluation, a 0.70 or more Cronbach's coefficient alpha was very efficient (Kothari, 2008).

Data Collection Procedures

Questionnaires prepared by the researcher were administered by the enumerators to the sampled respondents and were picked after two weeks to allow the respondents have ample time filling them. Enumerators used public transport to access the respondents and motorbikes to access those areas that could not be reached by motor vehicles. Enumerators then handed over completed questionnaires to the researcher and data coding and entry started after which the completed questionnaires were safely kept for any future reference or litigation purposes.

Data analysis and Data Presentation

The analysis of data entailed the use of both inferential and descriptive statistics where the SPSS software was used. Descriptive statistics which includes frequencies, percentages, standard deviation and means were carried out. Inferential statistics (linear regression) were important in this study for determining how talent management practices/programs relates to the performance of employees in the public secondary schools.

A major objective of any statistical investigation is to establish relationship which makes it possible to predict one or more variables in terms of others (Kothari, 2008). The study adopted regression model to establish the form of relation between talents management and performance of employees among teaching professionals in public secondary schools in Kiambu County. Where there exist two or more independent variables an analysis done as it pertains to the variables is referred to as a multiple correlation whereas the equation that describes the relationships is known as a multiple regression equation (Kothari, 2008). For this study, the multiple regression equations assumed the form

$Y = a + b_1X_1 + b_2X_2$

X_1 and X_2 refers to the 2 independent variables used in the study and Y refers to the study's dependent variables.

Y - Employee performance

X_1 - talent attraction

X_2 - talent retention

RESULTS AND DISCUSSION

Descriptive Statistics

Descriptive statistics provide simple summaries about variables and their measures. Descriptive statistics form the basis of virtually every quantitative analysis of data. In this study, all the questions required the respondents to indicate their level of agreement on different indicators of talent attraction and talent retention and employee performance. The tables are presented using frequency, percentage, means and standard variation.

Talent Attraction

It was important to determine the extent to which talent attraction strategies affects the performance of employees amongst teaching professionals in public secondary learning institution in Kiambu County, Kenya. The indicators that were being measured included organization image, competitive remuneration and recruitment and selection all structured in different statements and the results are shown in Table 3.

Table 3: Descriptive Statistics for Talent Attraction

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	n		
My school strives to build a good school image to attract talented teachers	11	3	27	44	26	111	3.64	1.17
	10%	3%	24%	40%	23%	100%		
The school manages its brand well and uses it to attract star performers	4	20	26	46	15	111	3.43	1.05
	4%	18%	23%	41%	14%	100%		
Competitive remuneration has enabled it to attract the top talents	5	13	35	41	17	111	3.47	1.03
	5%	12%	32%	36%	15%	100%		
Employer branding plays key role in more successful and retention of top talent	7	17	15	37	35	111	3.68	1.24
	6%	15%	14%	33%	32%	100%		
There are fair wages given to the employees thus motivating them to perform	7	12	28	32	32	111	3.63	1.19
	6%	11%	25%	28%	28%	100%		
There is sound recruitment and selection policy for attracting top performing teachers in this school	0	0	28	41	42	111	4.13	0.79
	0	0	25%	37%	38%	100%		
There is a vast scope for improvement in current process of hiring	5	7	25	44	30	111	3.78	1.06
	5%	6%	23%	40%	27%	100%		
Dedication of teachers towards performance can increase due to fair practice in recruitment and selection	0	0	45	41	25	111	3.82	0.78
	0	0	41%	37%	22%	100%		
Composite Mean							**3.70**	**1.04**

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, n= sample size, SD= Standard deviation

A look at the mean summaries of the talent attraction indicators shown in Table 3 indicated that there is sound recruitment and selection policy for attracting top performing teachers in this school had the highest mean of 4.13 and a standard deviation of 0.79, followed by dedication of teachers towards performance can increase due to fair practice in recruitment and selection which had a mean of 3.82 and a standard deviation of 0.78. The school manages its brand well and uses it to attract star performers had the lowest mean of 3.43 and a standard deviation of 1.05.

Talent Retention

The study sought to establish the effect of talent retention strategies on employees' performance amongst teaching professionals in public secondary learning institutions in Kiambu County, Kenya. For the purposes of this study, talent retention was conceptualized to recognition, incentives and work life balance and the results are shown in Table 4.

Table 4: Descriptive Statistics for Talent Retention

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	n		
I don't intend to leave this school in the near future	4	8	29	36	34	111	3.79	1.07
	4%	7%	26%	32%	31%	100%		
I love my job and I have no intention of leaving this school	8	4	44	35	20	111	3.53	0.99
	7%	4%	40%	32%	18%	100%		
In my school there is effective performance assessment which enhances recognition of the well performing teachers	0	0	23	49	39	111	4.14	0.74
	0%	0%	21%	44%	35%	100%		
Special attention is paid to teachers who show significant variance in their performance	0	20	19	35	37	111	3.80	1.09
	0%	18%	17%	32%	33%	100%		
My school offers attractive non-monetary rewards to teachers to motivate them	0	25	17	16	53	111	3.87	1.24
	0%	23%	15%	14%	48%	100%		
The school singles out the critical contributors to its performance	0	16	29	35	31	111	3.73	1.03
	0%	14%	26%	32%	28%	100%		
Work-life balance as well as social networking facilities in this school is a motivating factor to our teachers	0	7	31	39	34	111	3.90	0.91
	0%	6%	28%	35%	31%	100%		
Flexible work patterns can help improve productivity, loyalty, commitment and retention of top performing teachers in this school	0	0	27	33	51	111	4.22	0.81
	0%	0%	24%	30%	46%	100%		
Composite Mean							**3.87**	**0.99**

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, n= sample size, SD= Standard deviation

A look at the summaries indicated that flexible work patterns can help improve productivity, loyalty, commitment and retention of top performing teachers in this school had the highest mean of 4.22 and a standard deviation of 0.81. This was followed by in my school there is effective performance assessment which enhances recognition of the well performing teachers which had a mean of 4.14 and a standard deviation of 0.74. I love my job and I have no intention of leaving this school had the lowest mean of 3.53 and a standard deviation of 0.99.

Employee Performance

The study examined performance issues as measured by employee productivity, service delivery and achievement of targets amongst teaching professionals in public secondary learning institutions in Kiambu County, Kenya and the results are shown in Table 5.

Table 5: Descriptive Statistics for Employee Performance

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	n		
Talent management has led to improved productivity of teachers in the school	0	0	17	44	50	111	4.30	0.72
	0%	0%	15%	40%	45%	100%		
Talent management has led to service delivery within the schools	0	0	28	52	31	111	4.03	0.73
	0%	0%	25%	47%	28%	100%		
There has been achievement of the set targets due to talent management	0	0	13	51	47	111	4.31	0.67
	0%	0%	12%	46%	42%	100%		
Composite Mean							**4.21**	**0.71**

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, n= sample size, SD= Standard deviation

A look at the summaries showed that there has been achievement of the set targets due to talent management had the highest mean of 4.31 and a standard deviation of 0.67. Talent management has led to improved productivity of teachers in the school had a mean of 4.30 and a standard deviation of 0.72 while talent management has led to service delivery within the schools had the least mean of 4.03 and a standard deviation of 0.73.

Inferential Statistics

The researcher did a linear regression analysis so as to test relationship among variables. The research applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the linear regressions for the study. Table 8 provides the summary of the regression model applied in this study.

Coefficient of determination explains the extent to which changes in dependent variable can be explained by the change in the independent variables or the percentage of the variation in the dependent variable (employee performance) that is explained by all the two independent variables (talent attraction and talent retention)

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.837^a	0.701	0.691	0.32268

a. Predictors: (Constant), talent attraction and talent retention

According to the direct relationship model applied in this study, Adjusted R Square was 0.691 implying that the independent variables studied explain 69.1% of the changes in employee performance in Kiambu County. This implies that the other variables not studied in this research contributed 30.9% of the variability in employee performance.

The ANOVA report which assessed the overall significance of the regression model applied in this study gave a significance of 0.00. Therefore the proposed model was significant (Table 7).

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.132	4	6.783	65.147	0.000^a
	Residual	11.557	106	0.104		
	Total	38.690	110			

a. Predictors: (Constant), talent attraction, training, talent retention, career advancement

b. Dependent Variable: Employee Performance

Below is the table of coefficients for the regression model applied in the study.

Table 8: Table of Coefficients

	Unstandardized Coefficients		Unstandardized Coefficients		
	B	Std. Error	Beta	T	sig
(Constant)	0.131	0.225		0.582	0.562
Talent attraction	0.194	0.048	0.251	4.074	0.000
Talent retention	0.304	0.044	0.395	6.872	0.000

a. Dependent Variable: Employee performance

The linear equation used in SPSS model is;

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

Where: Y= Employee Performance

α = Constant

$\beta_1 - \beta_2$ = Beta coefficient for the independent variables

$X_1 - X_2$ = Independent variables

ε = Error term

As per the SPSS results generated, the equation translates to:

Employee Performance = 0.131 + 0.194 (0.048) + 0.304 (0.044)

Where; Employee Performance = Constant + Talent attraction + Talent retention

The results in Table 8 imply that the relationship between employee performance and talent attraction is statistically significant at the 95% confidence level (β=0.048, p=0.000). Similarly, the relationship between employee performance and talent retention is significant at 95% level of confidence (β=0.044, p=0.000).

SUMMARY OF FINDINGS

The first objective of the study was to determine the extent to which talent attraction strategies affects the performance of employees amongst teaching professionals in public secondary learning institution in Kiambu County, Kenya. Findings indicated that there is sound recruitment and selection policy for attracting top performing teachers in these schools, had the highest mean which was followed by dedication of teachers towards performance can increase due to fair practice in recruitment and selection. Results further showed a statistically significant positive relationship between talent attraction strategies and employee performance.

The second objective of this study was to determine the effect of talent retention strategies on employees' performance amongst teaching professionals in public secondary learning institutions in Kiambu County, Kenya. Results showed that flexible work patterns can help improve productivity, loyalty, commitment and retention of top performing teachers in this school had the highest mean. This was followed by in my school there is effective performance assessment which enhances recognition of the well performing teachers. Results further showed a statistically significant positive relationship between talent retention strategies and employee performance.

CONCLUSION AND RECOMMENDATIONS

This study concludes that talent attraction and talent retention are significant talent management indicators that affect employees' performance amongst teaching professionals in public secondary learning institutions in Kiambu County, Kenya as they were found to significantly affect employee performance. The management of public secondary learning institutions should therefore consider all these indicators for their schools to improve employee productivity, service delivery and achievement of targets.

The following recommendations are given based on the findings;

i. There is need to have sound recruitment and selection policy if schools are to attract top performing teachers in the schools. Institutions' management further has an obligation to ensure that the working environment is conducive and attractive to employees in order to motivate them which will lead to improved performance.

ii. Flexible work patterns can significantly help in the improvement of productivity, loyalty, commitment and retention of top performing teachers since its key in the work life balance and retention of teachers. There exists a positive correlation between talent retention and the performance of employees and therefore need for implementation of talent retention strategies to enhance employee performance in the institutions.

AREAS FOR FURTHER RESEARCH

A similar study should be done in other sectors like manufacturing, agriculture and private learning institutions to establish whether similar findings would be obtained, since this study was limited to public secondary learning institutions. The results of the study showed that the variables studied explained 69.1% of the changes in employee performance of public secondary learning institutions showing that there are other variables influencing performance which should be established. Further, a study should be carried in other counties since the conditions and management of the schools are varied and since this study was limited to Kiambu County.

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