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**ROLE OF TALENT MANAGEMENT PROGRAMMES ON  
EMPLOYEE PERFORMANCE IN PROFESSIONAL  
CONSULTANCY SERVICES FIRMS IN KENYA**

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Strategy

## ROLE OF TALENT MANAGEMENT PROGRAMMES ON EMPLOYEE PERFORMANCE IN PROFESSIONAL CONSULTANCY SERVICES FIRMS IN KENYA

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### Abstract

**Purpose:** The purpose of this study was to establish the influence of talent management programmes on employee performance in professional consultancy services firms with focus on Deloitte.

**Methodology:** Descriptive study design was applied. The population targeted 218 employees at Deloitte East Africa that were stationed in Nairobi. Stratified random sampling was applied to select a sample of 141. A questionnaire was utilized to collect primary data. Statistical Package for the Social Sciences (SPSS) was used in analysis and descriptive, correlation and regressions analysis were conducted.

**Results:** The study results showed that talent acquisition was a significant positive predictor of employee performance. Study findings also established that talent development was a significant positive predictor of employee performance. Moreover, talent retention had a significant positive effect on employee performance.

**Unique Contribution to Theory, Practice and Policy:** The study recommended that Deloitte East Africa should ensure that it has enough digital presence to ensure that they forge connections with candidates and strengthen the employment brand. Deloitte East Africa should have a director of talent and development whose responsibilities should be to lead the design, implementation, and evaluation of talent development and management programs. Lastly, since all employees are different with unique goals and desires, Deloitte East Africa should have unique talent retention practices that will appeal to the diverse workforce.

**Keywords:** *Talent acquisition, talent development, talent retention and employee performance.*

## 1.0 INTRODUCTION

### 1.1 Background to the Study

The professional consultancy services sector is in a talent crisis largely due to a reduction in available talent, a fragile platform to retain outstanding talent, escalating employee turnover and fragmented human resource strategies, including compensation and benefits (Buckingham & Vosburgh, 2011). To succeed in this new world, companies such as those in the professional consultancy services sector must develop an integrated talent management framework that closely ties to business performance (Blass, 2012).

In emerging African markets like South Africa, Morocco and Kenya, there is an oversupply of labour. However, top talent hunters in multinational companies usually indicate that there is a shortage of the right skills, particularly in leadership positions (Mercer, 2016). Managing this deficit in skills has become a daunting challenge for employers (Bae, Chen, Wan, Lawler & Walumbwa, 2013). The concern for talent management has hence become critical in companies operating in these markets.

Organizations have directed their attention toward deliberate management of gifted and talented employees in order to provide them with sufficient and comfortable working conditions (Becker, Huselid & Beatty, 2014). There has however been gaps over what kinds of employees can be considered talented, and what kinds of practices one should use in managing these employees. If it is clear from general considerations that talented people positively affect the business, then the identification of which management factors and conditions this depends on is a nontrivial task for research (Whitney, 2016). In this study, the focus was on the influence of talent management programmes on employee performance in professional consultancy services firms with a focus on Deloitte. The study focused on talent acquisition, employee engagement, talent development programmes and talent retention processes and their effects on employee performance.

Employee performance is basically outcomes achieved and accomplishments made at work. Performance refers to keeping up plans while aiming for the results (Anitha, 2014). Although performance evaluation is the heart of performance management, the performance of an individual or an organisation depends heavily on all organisational policies, practices, and design features of an organisation. This integrative perspective represents a configurational approach to strategic human resources management which argues that patterns of Human Resource activities, as opposed to single activities, are necessary to achieve organisational objectives.

Employee performance indicates the financial or non-financial outcome of the employee that has a direct link with the performance of the organisation and its success. The concept of performance is of high relevance for individuals and organisations alike. As a result of its importance, it has received considerable research and practical attention. Researchers and authors agree that performance is a multi-dimensional concept. Mensah (2015) divided performance in two: task and contextual performance. Later, Sun, Jin, Romanus, Bui, Zhang, Yu and Parashar (2015) came up with the concept of adaptive performance while Ahmad, Farrukh and Nazir (2015) argue that counterproductive performance is another dimension.

The current study focused on the Kenya office of Deloitte East Africa. Deloitte East Africa is a cluster of Deloitte offices in Kenya, Uganda, Tanzania, Ethiopia, Burundi and Rwanda that have

joined together to provide seamless cross-border services to clients in the region. As a professional consultancy services firm, Deloitte East Africa provides services in audit, consulting, financial advisory services, risk management, tax, and related services to public and private clients spanning multiple industries including multinationals, large national enterprises, small and medium-sized enterprises and the public sector. Deloitte East Africa is a member of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company. Each DTTL member firm provides services in particular geographic areas and is subject to the laws and professional regulations of the particular country or countries in which it operates (Sprinkle & Maines, (2010).

Deloitte Global has more than 244,400 professionals at member firms delivering services in audit, tax, consulting, financial advisory, risk management, and related services in more than 150 countries and territories. Revenues for fiscal year 2016 were US\$36.8 billion. Deloitte East Africa operates in a very competitive service sector and it hence needs to have the best talent to carry out its activities effectively and competitively. It is one of the longest established professional firms of accountants in Kenya. The firm has around 300 employees in offices in Nairobi and Mombasa, (Deloitte, 2016). Deloitte's main competitors in Kenya include Price water house coopers (PwC), Ernst & Young and Klynveld Peat Marwick Goerdeler (KPMG). (Giles, 2017).

## **1.2 Statement of the Problem**

Data indicates that in Europe, Middle East and Africa, ratings for business capabilities in Human Resource and Talent programmes was as follows: 'Excellent 4%, Good 30%, Adequate 34%, Getting By 23%, Underperforming 9%' while Globally it was as follows: Excellent 5%, Good 30%, Adequate 31% Getting By 24%, Underperforming 10%.' (Deloitte Consulting & Deloitte, 2014). The report also notes that 'Leadership remains a top human capital concern – and key barrier to organisational growth' and that 'organisations now compete globally for scarce technical and professional skills. How can you locate and develop this talent when it takes years to develop expertise?' This indicates the importance of researching on the influence of talent development on employee performance.

Talent management is becoming a factor in human resource management in today's competitive market, (Collings & Mellahi, 2014). Business leaders are searching for anchors as they steady their corporate ships in response to the new normal brought about by recent economic challenges. A survey by AON Hewitt in United Kingdom showed that 45 percent of respondents anticipate slightly to significantly greater hiring volumes in the coming years, with an increased focus on the quality of candidates. This increase in hiring means that companies are now competing on the basis of the skills and talents of employees (Delaney & Huselid, 2016). Companies are discovering that by attracting and retaining the best and brightest employees, they can achieve higher-than-average market share and elevated profits (Ashton & Morton, 2015).

The massive number of articles touching talent management and the focus on the Talent has increased since McKinsey & Company first coined the term in the late 1990s in their report "The War for Talent". Still, there is little consensus in literature on the actual value of implementing talent management architecture and the corresponding activities driving value in business companies (Vatne & Torgersen, 2015). This study sought to firstly offer clarity of topic,

problem and purpose. Secondly, the theoretical background provides familiarity to central concepts and definitions, building a theoretical foundation for the thesis.

### **1.3 Research Objective**

The general objective was to establish the influence of talent management programmes on employee performance in professional consultancy services firms with focus on Deloitte.

The specific objectives were:

- 1) To establish the effect of talent acquisition on employee performance
- 2) To determine the effect of talent development programmes on employee performance
- 3) To ascertain the effect of talent retention on employee performance

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Literature**

#### **2.2.1 Resource Based View Theory of the Firm**

The origins of the Resource Based View can be traced back to earlier research by Penrose (1959), Stigler (1961), Chandler (1990) and Williamson (1975) where emphasis is put on the importance of resources and its implications for firm performance. Barney (1991) developed and included in the Resource-based framework, strategic factors, markets and the role of expectations.

Barney (1991), noted that a firm required resources that are valuable (in the sense that they exploit opportunities and/or neutralize threats in a firm's environment), rare among a firm's current and potential competitors, inimitable, and non-substitutable (Amit & Schoemaker, 1993). The central proposition of the resource-based theory is that firms are heterogeneous in terms of the resources they own and control. It is generally suggested that this heterogeneity is an outcome of resource-market imperfections (Barney, 1991), resource immobility and firms' inability to alter their accumulated stock of resources over time (Carroll, 1993).

In this vein, each firm can be conceptualized as a unique bundle of tangible and intangible resources and capabilities (Wernerfelt, 1984). Resources, which are the basic unit of analysis for RBV, can be defined as those assets that are tied semi-permanently to the firm (Maijoor & Witteloostuijn, 1996). It includes human resources among others. The resources can be classified as tangible (financial or physical) or intangible (employee's knowledge, experiences and skills, firm's reputation, brand name, organizational procedures). In this study, acquisition of trainable talent is the kind of resource that is expected to provide an added performance impetus to the organization. The RBV theory was linked to the talent acquisition variable in this study.

#### **2.2.2 Dynamic Capabilities Theory**

The dynamic capabilities theory was developed by Teece, Pisano and Shuen (1997). The theory analyses the sources and methods of wealth creation and capture by private enterprise firms operating in environments of rapid technological change. The competitive advantage of firms is seen as resting on distinctive processes and ways of coordinating and combining shaped by the

firm's specific asset positions such as the firm's portfolio of difficult-to-trade knowledge assets and complementary assets (Wurium, 2012).

Whether and how a firm's competitive advantage is eroded depends on the stability of market demand, and the ease of replicability (expanding internally) and imitability (replication by competitors). The theory suggests that superior performance in regimes of rapid technological change depends in large measure on honing internal technological, organizational, and managerial processes inside the firm (Wikstron & Martin, 2012). In short, identifying new opportunities and organizing effectively and efficiently to embrace them are generally more fundamental to performance than is strategizing. In this study, the dynamic capabilities theory was used to support the talent development and talent management process variables. This is because talent development and management enhance human capital which is a key dynamic capability that can explain high performance in the organisation.

### **2.2.3 Human Capital Theory**

This study is anchored on the human capital theory which was developed in 1964 (Becker, Beatty & Huselid, 2009). This theory postulates that human capital (the composition of employee skills, knowledge, and abilities) is a central driver of employee performance. The theory has been widely used in the field of human resource management (Crook, Todd, Combs, Woehr & Ketchen, 2011; Fisher, 2009). This theory views human capital as a competitive resource that organizations can invest in and is valued by the organization since it increases productivity (Kessler & Lulfesmann, 2006).

The relevance of this theory is that if organizations pursue goal congruence, and focus more on retaining top performers, the huge amount invested in top performers pays off with long term benefits to the organization (Lawler, 2008). If employees are adequately invested in, well managed and retained, they will be innovative and creative, readily useful and available to the organization to do the right job for all the right reasons and goal achievements becomes glaring and tangible. This theory is tied to the talent development and retention variables in this study.

## **2.2 Empirical Review**

Ana (2014), established that employer branding is an effective talent acquisition method that includes development of an organization's image, good enough to attract employees. Without the good brand image, it is difficult to attract the right talents.

Onwuka, Ugwu and Kekeocha (2015), studied the relationship between talent management and employees' performance in Nigerian public sector. The study established that most organizations had realized that HR had larger role in attracting and recruiting the right people to fit into the work force environment. With regards to this, talent management is very useful in organizational learning and development. It changes the way firms organized and used technology, allocate resources, and measure optimal performance. Apart from that, progress of talent acquisition is very important in developing and discovering new talented employees in the workforce.

Mangusho, Murei and Nelima (2015), evaluated the effect of talent management on employee performance in Delmonte Kenya Limited. The study established that most of the employees in the company agreed that the organization identified future business needs in form of knowledge,

skills and capabilities and recruited staff on this basis. This indicated that recruitment of talent to the company was based on what the future needs of the organization were.

In this competitive and dynamic business era, learning and development has become a backbone of success, without continuous learning, gaining and maintaining high employee performance may become impossible. Ahad *et al.* (2015) observed that strategy makers and HR practitioners are moving their focus towards learning and development of the talented employees to enhance both employee and organizational performance.

Nonaka, Kodama, Hirose and Kohlbacher (2014), in their study observed that firms found it easier to find talent than to create an atmosphere which would allow the talent to achieve high results. It was harder to introduce a management technology which would focus on talent development. However, unlike the study by Nonaka, talent development practices that were established to be practiced by Delmonte included on-the-job training or coaching opportunities, job rotation, cross training, exposure to managerial responsibilities and leadership trainings (Mangusho *et al.*, 2015).

Ana (2014) argued that talent development is the stage of talent management, which primarily includes career management, that is, the harmonious and purposeful development of an employee. In the studied organizations, it constituted the following: improvement and self-improvement for development of talent, employee evaluation, implementation of promotion policy, and mentorship. Talent development also included recognition of specific skills and abilities of employees and assigning them tasks that allow for the maximum usage of these skills. The effect of such an approach results in a sense of fulfilment of employees, increases their commitment, motivation, and greater loyalty to the employer. This in turn translated into hard results: increased efficiency, improved performance, increased innovation, and decrease in absenteeism and employee turnover.

Zott (2013) established six talent retention strategies that organizations used to improve efficiency and performance of their employees. These included recruiting the right people in the first place, improving the line manager's ability to manage and giving employee's constant feedback about clear, meaningful goals. Others include empowering employees to manage their own careers, proactively driving talent mobility and continuously measuring and improving retention strategies.

### **3.0 RESEARCH METHODOLOGY**

Descriptive study design was applied in this study. The population targeted in this study was all the employees at Deloitte East Africa, Kenya that were stationed in Nairobi. The number of employees at The Nairobi office was 218. Stratified random sampling was applied to ensure that a representative sample of 141 was selected that contained employees from the different management levels which were top, middle and lower levels. A questionnaire was utilized to collect primary data in this study. The questionnaire was self-administered and was physically delivered and collected from the participants. Statistical Package for the Social Sciences (SPSS) was used in analysis and descriptive, correlation and regressions analysis were conducted.

## 4.0 RESULTS AND DISCUSSION

### 4.1 General Information

Table 1: provides the results on the response rate and the demographic information.

**Table 1: General Information**

<b>Response rate</b>	<b>Frequency</b>	<b>Percent</b>
Returned	95	67
Unreturned/Rejected	46	33
<b>Total</b>	<b>141</b>	<b>100</b>
<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
Below 30 Years	16	17
30 – 39 Years	23	24
40 – 49 Years	42	44
50 Years and over	14	15
<b>Total</b>	<b>95</b>	<b>100</b>
<b>Education level of Respondents</b>	<b>Frequency</b>	<b>Percent</b>
Bachelor's degree	49	52
Postgraduate	46	48
<b>Total</b>	<b>95</b>	<b>100</b>
<b>Years of Working at Deloitte</b>	<b>Frequency</b>	<b>Percent</b>
Below 5 years	11	12
5 – 9 years	26	27
10 - 14 years	41	43
15 and above	17	18
<b>Total</b>	<b>95</b>	<b>100</b>

Of the 141 employees who were issued with the questionnaires, 95 responded which was a response rate of 67 percent. The study results indicated that the respondents that were between 40 and 45 years of age were 44 percent while those that were 50 years and above were 15 percent. These results indicated an even distribution of employees amongst all age brackets though most of the employees were middle aged. The results also showed that 52 percent of the respondents had undergraduate degrees while 48 percent had postgraduate degrees. These findings indicate that employees of Deloitte had attained high levels of education which is an indicator of effective talent management. The results show that 43% had been working at Deloitte for between 10 and 14 years. Those who had worked there for less than 5 years were 12%. This information indicated that a high percentage of the targeted respondents had been there for long enough to establish talent management practices at Deloitte and how they related to employee performance.



## 4.2 Role of Talent Management on Employee Performance

### 4.2.1 Talent Acquisition

The first objective of the study was to assess the effect of talent acquisition on employee performance at Deloitte East Africa. To attain this objective, several statements on talent acquisition at Deloitte East Africa were provided and respondents were required to indicate the extent of agreement to the statements. The rating used was 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree. Analysis of the responses was conducted using mean scores and the results are presented in Table 2.

**Table 2: Talent Acquisition and Employees Performance**

Statement	MS
Deloitte East Africa engages in talent tracking to ensure top talent from competitors, institutes, universities and colleges are tracked and considered	4.32
Deloitte East Africa has tailored its appeal to a new breed of college and business school graduates	4.14
DEA has a devised a graduate recruiting programme that addresses two of the highest priorities among young people: career mobility and social responsibility	4.70
Deloitte East Africa sense of purpose is an overwhelming differentiator in attracting top talent	4.16
Deloitte East Africa has successfully branded itself as an employer of choice in the region	4.19
Deloitte East Africa continually refreshes its systems, processes, and strategic initiatives which attracts top talent	4.51
Deloitte East Africa uses competencies as the basis for hiring	4.44
Deloitte East Africa focuses on job-person fit in any hiring and recruitment process	4.20

The study results revealed that respondents were in strong agreement to the statement that Deloitte East Africa has a devised a graduate recruiting programme that addresses two of the highest priorities among young people: career mobility and social responsibility (mean score = 4.70) and strongly agreed that Deloitte East Africa continually refreshes its systems, processes, and strategic initiatives which attracts top talent (mean score = 4.51). Further results indicated that the respondents agreed that Deloitte East Africa uses competencies as the basis for hiring (mean score = 4.44), Deloitte East Africa engages in talent tracking to ensure top talent from competitors, institutes, universities and colleges are tracked and considered (mean score = 4.32) and also agreed that Deloitte East Africa focuses on job-person fit in any hiring and recruitment process (mean score = 4.20). These results indicated that Deloitte East Africa observed best practices ion talent acquisition that included tracking top talent, adopting a graduate recruiting programme, branding itself as an employer of choice, focusing on job-person fit in any hiring and using competencies as the basis for hiring. Similarly, study findings showed that respondents agreed that Deloitte East Africa has successfully branded itself as an employer of choice in the region (mean score = 4.19), that Deloitte East Africa sense of purpose is an overwhelming

differentiator in attracting top talent (mean score = 4.16) and that Deloitte East Africa has tailored its appeal to a new breed of college and business school graduates (mean score = 4.32).

#### 4.2.2 Talent development programmes and employee performance

The study had an objective of determining the role played by talent development programmes on employee performance at Deloitte East Africa. Statements that related to talent development were listed and respondents were required to indicate their level of agreement to the provided statements. The rating scale was 1 – 5 (1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree 5 = Strongly agree). Responses were analysed through mean scores and presented in Table 3.

**Table 3: Talent development programmes and employee performance**

Statement	MS
Deloitte East Africa offers secondment and mobility opportunities to its employees	4.33
Employees at Deloitte East Africa are given exposure to international learning programs	4.27
Deloitte East Africa has championed organisation wide programs or projects e.g. learning programs and mentorship programs	4.65
Deloitte East Africa provides employees with specific assignment secondments e.g. in new territories	4.29
Deloitte East Africa has invested in training of its employees	4.74
Deloitte East Africa sets challenging goals to keep employees engaged	4.88
Leaders at Deloitte East Africa have long valued stretch assignments and they pay attention to developing direct reports as cornerstones of the firm's talent philosophy	4.07
Deloitte East Africa has developed an extensive process for talent reviews and promotions	4.29
Deloitte East Africa uses diverse tools and communication technology to foster dialogue on subjects such as boosting innovation, networking with the firm's leaders from emerging markets, and strengthening engagement in growth priorities	4.44
Deloitte East Africa protects and promotes its culture and values of the firm by ensuring that leaders are assessed not only on their technical performance but also on how well they live by and teach the guiding principles	4.38
Deloitte East Africa has a talent management plan that is closely aligned with the company's strategic plan and overall business needs	4.30

The results indicate strong agreement among the respondents that Deloitte East Africa sets challenging goals to keep employees engaged (mean score = 4.88), that Deloitte East Africa has invested in training of its employees (mean score = 4.74) and that Deloitte East Africa has championed organisation wide programs or projects, for example, learning programs and mentorship programs (mean score = 4.88). Additionally, study results revealed that the respondents were of the opinion that Deloitte East Africa uses diverse tools and communication

technology to foster dialogue on subjects such as boosting innovation, networking with the firm's leaders from emerging markets, and strengthening engagement in growth priorities (mean score = 4.44). Similarly results indicated that respondents agreed that Deloitte East Africa protects and promotes its culture and values of the firm by ensuring that leaders are assessed not only on their technical performance but also on how well they live by and teach the guiding principles (mean score = 4.38), that Deloitte East Africa offers secondment and mobility opportunities to its employees (mean score = 4.33) and that Deloitte East Africa has a talent management plan that is closely aligned with the company's strategic plan and overall business needs. Respondents also agreed to the other statements provided indicating that employees at Deloitte East Africa are given exposure to international learning programs, Deloitte East Africa provides employees with specific assignment secondments, for example, in new territories, and that leaders at Deloitte East Africa have long valued stretch assignments and they pay attention to developing direct reports as cornerstones of the firm's talent philosophy. The findings also showed that Deloitte East Africa has developed an extensive process for talent reviews and promotions. These findings indicate that Deloitte East Africa had been able to deal with challenges of talent development by engaging various strategies to develop its talent.

#### 4.2.3 Talent Retention and Employee Performance

The study further sought to investigate the effect of talent retention on employee performance at DEA. To achieve this objective, respondents were required to use the following ratings on listed statements: 1- strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly agree. These statements were based on talent retention practices and plans that are applicable to professional services organizations. Mean scores were used for analysis and results are presented in Table 4.

**Table 4: Talent retention and Employee Performance**

Statement	MS
Deloitte East Africa has visible differentiation in terms of compensation through recognition programs, stretch assignments and leadership programs	4.41
Deloitte East Africa has a think tank tasked with providing suggestions on how to address problems/challenges facing the firm	4.01
Deloitte East Africa has a unit tasked with generating innovative ideas to move the firm to the next level	3.87
The pay at Deloitte East Africa is commensurate with the effort and skills of employees (i.e., Deloitte East Africa offers competitive compensation)	4.42
Deloitte East Africa gives employees a sense of ownership and autonomy	4.39
Deloitte East Africa recognizes employees who perform as per their goals and objectives	4.31
Deloitte East Africa is actively involved in the life and career ambitions of employees	4.56
Deloitte East Africa shows appreciation to employees through its policy of promoting from within	4.42
Deloitte East Africa has a policy that emphasizes health and wellness	4.28

The results show that there was strong agreement among the respondents that Deloitte East Africa is actively involved in the life and career ambitions of employees (mean score = 4.56). Moreover, the results indicated that respondents had the opinion that Deloitte East Africa offers competitive compensation (mean score = 4.42), Deloitte East Africa shows appreciation to employees through its policy of promoting from within (mean score = 4.42), Deloitte East Africa has visible differentiation in terms of compensation through recognition programs, stretch assignments and leadership programs (mean score = 4.41) and that Deloitte East Africa gives employees a sense of ownership and autonomy (mean score = 4.39). Additionally, study results showed that Deloitte East Africa recognizes employees who perform as per their goals and objectives (mean score = 4.31), Deloitte East Africa has a policy that emphasizes health and wellness (mean score = 4.28) and that Deloitte East Africa has a think tank tasked with providing suggestions on how to address problems/challenges facing the firm (mean score = 4.31). The findings also showed that the respondents agreed that Deloitte East Africa has a unit tasked with generating innovative ideas to move the firm to the next level (mean score = 3.87). These results indicate that Deloitte East Africa have effective policies in place to ensure that they retain their top talent. The study results indicate that Deloitte East Africa pursued this objective in retaining top performers.

#### 4.2.4 Employee Performance

The study also focused on establishing the level of employee performance at Deloitte East Africa. Thematic areas for employee performance were listed and respondents were required to indicate the extent to which Deloitte East Africa employees fared in those areas using the following rating scale: 1 - Poor, 2 – Fair, 3 – Good, 4 – Very good and 5 – Excellent. Responses were analysed in relation to mean scores and results were as presented in Table 5.

**Table 5: Employee Performance at DEA**

<b>Performance area</b>	<b>Mean</b>
Employee productivity in Deloitte	3.98
Employees' service to customers	4.11
Employee efficiency in use of their time to perform tasks	4.27
Employee effectiveness in their tasks	4.29
Employees' efficiency in use of material resources in the organization	4.32
Employee relationships with their managers	3.96
Employee relationships with coworkers	4.48
Employee showing energy towards work	4.39

The results indicate that employee relationships with coworkers was very good (mean score = 4.48). Other employee performance areas that were rated as very good by the respondents were employee showing energy towards work (mean score = 4.39), employees' efficiency in use of material resources in the organization (mean score = 4.32), employee effectiveness in their tasks

(mean score = 4.29) and employee efficiency in use of their time to perform tasks (mean score = 4.27). The respondents also indicated that employees' service to customers (mean score = 4.11) and employee productivity in Deloitte East Africa (mean score = 3.98) were very good. These findings indicate that employee performance was very good considering the various facts of employee performance at Deloitte East Africa.

### 4.3 Correlation and Regression Results

#### 4.3.1 Correlation Results

The results of the correlation analysis were presented in Table 6.

**Table 6: Correlation of the Study Variables**

		1	2	3	4
1. Talent acquisition	Correlation Coefficient (r)	1.000			
	Sig. (2-tailed)	.			
	N	92			
2. Talent development	Correlation Coefficient (r)	.326	1.000		
	Sig. (2-tailed)	.002	.		
	N	92	92		
3. Talent retention	Correlation Coefficient (r)	.428	.295	1.000	
	Sig. (2-tailed)	.000	.000	.	
	N	92	92	92	
4. Employee performance	Correlation Coefficient (r)	.577	.763	.689	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	92	92	92	92

The results reveal that there was strong relationship between talent development and employee performance ( $r = 0.763$ ;  $p < 0.05$ ) and between talent retention and employee performance ( $r = 0.689$ ;  $p < 0.05$ ). Moreover, the results indicated a moderate positive relationship between talent acquisition and employee performance ( $r = 0.577$ ;  $p < 0.05$ ). These findings indicated that improvement in talent acquisition, talent development and talent retention practices would lead to improvement in employee performance at Deloitte East Africa.

#### 4.3.2 Regression Results

Regression analysis was performed at 95% confidence level to test the statistical significance of the independent variables in explaining the dependent variable. Model Summary Results are presented in Table 7.

**Table 7: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829	.687	.443	.38585

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

Results presented in Table 7 indicated that the r squared for the regression was 0.687 indicating that the three independent variables (talent acquisition, talent development, talent retention) explained 68.7% of the employee performance at Deloitte East Africa. This indicates that there

are other factors that were not included in the model that explained 31.3% of the change in employee performance at Deloitte East Africa.

Table 8 presents analysis of variance which indicates the variance from the regression and variance from errors.

**Table 8: Analysis of Variance of the Regression**

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	67.601	3	22.534	48.565	.000
Residual	40.843	88	.464		
Total	98.444	91			

a. Dependent Variable: Employee performance

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

The table further indicates that F value was 48.565 and was significant at 95% confidence level. This indicates that the model was statistically significant and provided important predictive power.

Table 9 presents the t test results.

**Table 9: Significance of Independent Variables**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.637	.361		7.316	.000
Talent acquisition	.248	.092	.314	2.696	.006
Talent development	.219	.079	.227	2.772	.005
Talent retention	.246	.082	.358	2.987	.003

a. Dependent Variable: Employee performance

Results in Table 9 showed that talent acquisition was a significant positive predictor of employee performance at Deloitte East Africa ( $\beta = 0.248$ ;  $p < 0.05$ ;  $t = 2.696$ ). This indicates that any change to talent acquisition practices at Deloitte East Africa is expected to have a significant effect on employee performance. Moreover, a unit improvement in the rating for talent acquisition practices would lead to a 0.248 increase in rating for employee performance.

Talent development was also a significant positive predictor of employee performance at Deloitte East Africa ( $\beta = 0.219$ ;  $p < 0.05$ ;  $t = 2.772$ ). These results imply that improvement in talent development practices by Deloitte East Africa would lead to improved employee performance. Improvement in talent development rating by one unit would lead to an improvement in employee performance rating by 0.219.

Talent retention had a significant positive effect on employee performance at Deloitte East Africa. ( $\beta = 0.246$ ;  $p < 0.05$ ;  $t = 2.987$ ). This therefore indicated that talent retention practices at Deloitte East Africa had significantly affected employee performance. The findings further

showed that a unit increase in rating for talent retention practices would result to 0.246 improvements in rating for employee performance at Deloitte East Africa.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

### **5.1 Summary of Findings**

The study results showed that talent acquisition was a significant positive predictor of employee performance at Deloitte East Africa. The study results also revealed that Deloitte East Africa had devised a graduate recruiting programme that addressed two of the highest priorities among young people: career mobility and social responsibility and the company had continually refreshed its systems, processes, and strategic initiatives which attracted top talent. Similarly, study results revealed that Deloitte East Africa uses competencies as the basis for hiring and engages in talent tracking to ensure top talent from competitors, institutes, universities and colleges are tracked and considered. Moreover, the findings established that Deloitte East Africa focuses on job-person fit in any hiring and recruitment process and the company has successfully branded itself as an employer of choice in the region.

Study findings established that talent development was also a significant positive predictor of employee performance at Deloitte East Africa. The results indicated that Deloitte East Africa sets challenging goals to keep employees engaged and invests in training of its employees. Furthermore, the results established that Deloitte East Africa has championed organisation wide programs or projects, such as learning programs and mentorship programs and the company uses diverse tools and communication technology to foster dialogue on subjects such as boosting innovation, networking with the firm's leaders from emerging markets, and strengthening engagement in growth priorities. Moreover, the findings showed that Deloitte East Africa protects and promotes its culture and values by ensuring that leaders are assessed not only on their technical performance but also on how well they live by and teach the guiding principles. Findings also indicated that Deloitte East Africa offers secondment and mobility opportunities to its employees and has a talent management plan that is closely aligned with the company's strategic plan and overall business needs.

The study findings indicated that talent retention had a significant positive effect on employee performance at Deloitte East Africa. The results showed that Deloitte East Africa is actively involved in the life and career ambitions of employees, offers competitive compensation and shows appreciation to employees through its policy of promoting from within. Similarly, findings indicated that Deloitte East Africa has visible differentiation in terms of compensation through recognition programs, stretch assignments and leadership programs and provides employees a sense of ownership and autonomy. Further, study results showed that Deloitte East Africa recognizes employees who perform as per their goals and objectives, has a policy that emphasizes health and wellness and has a unit tasked with generating innovative ideas to move the firm to the next level. These results indicate that Deloitte East Africa practices best practise regarding talent retention.

### **5.2 Conclusions**

First, the study concludes that talent acquisition practices by Deloitte East Africa positively influenced performance of employees in the company. The key talent acquisitions practices

noted in the study included adopting a graduate recruiting programme, refreshing its systems, processes, and strategic initiatives which attracted top talent, using competencies as the basis for hiring and engaging in talent tracking to ensure top talent from competitors, institutes, universities and colleges are tracked and considered.

Secondly, the study concluded that talent development practices by Deloitte East Africa had enabled the company to enhance performance of its employees. Deloitte East Africa had adopted several talent development best practices that included setting challenging goals to keep employees engaged, investing in training of its employees, championing organisation wide mentorship and learning programs and offering secondment and mobility opportunities to its employees. Other talent development practices that positively affected performance at Deloitte East Africa included adopting a talent management plan that is closely aligned with the company's strategic plan and overall business needs, providing exposure to international learning programs, and adoption of an extensive process for talent reviews and promotions.

Lastly, the results indicated that talent retention practices at Deloitte East Africa had positively affected employee performance in the company. The firm adopted several talent retention practices such as active involvement in the life and career ambitions of employees, offering competitive compensation, showing appreciation to employees through its policy of promoting from within and having a variety of compensation programs such as recognition programs, stretch assignments and leadership programs.

### 5.3 Recommendations

The study recommended that Deloitte East Africa should ensure that it has enough digital presence to ensure that they forge connections with candidates and strengthen the employment brand. Deloitte East Africa should have a director of talent and development whose responsibilities should be to lead the design, implementation, and evaluation of talent development and management programs. Lastly, since all employees are different with unique goals and desires, Deloitte East Africa should have unique talent retention practices that will appeal to the diverse workforce.

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