ABSTRACT: Employee retention and talent management concerns are quickly becoming the most pressing workforce management challenges of the near future as human resource management paradigms shift. This study was on Private hospitals which are health organizations formed and owned by individuals or organizations to provide health services to citizens. The general objective of this study was to establish the influence of talent management on employees’ retention in devolved health care service delivery in Kenya. Specifically, the objectives were to establish whether talent acquisition, and talent development influence employee retention in devolved health care service delivery in Kenya. The study adopted cross sectional research design where the target population comprising of all the employees in the hospital was used. The study population targeted administrators and doctors from all counties. These included County Executive Committee (CEC) Members - Health, Level 5 chief executive officers and Level 4 doctors-in-charge. This study employed both purposive and simple stratified random sampling technique to choose its sample. Primary data was collected using questionnaires, which were distributed to the officers selected to participate in the study. Questionnaires were the main data collection tool from the respondents. Multiple regression models were used for the purpose of analysing data (descriptive and inferential statistics) using SPSS Version 23 software. The findings from these statistics were presented in the form of tables. Inferential statistics in the form of factor and principal component analysis was also conducted. The inferences made were used to tell apart the major factors that influenced employee turnover in devolved health care service delivery in Kenya. The findings found out that, talent acquisition, and talent development significantly influenced employee retention in devolved health care service delivery in Kenya but to moderate extent. Therefore, recommendations focused on working on the maturity of employees, improving the working conditions as well as fostering the leadership. Future research should focus on determining specific factors that influence retention in institutions to assist companies deal with similar situations.

Key words: Talent Acquisition, Talent Development, Employee Retention

1.0 INTRODUCTION

1.1 Background of the Study

Globalization has raised competitiveness while also opening up new doors of opportunity for organisations. According to Gallardo, Thunnissen, and Scullion, (2020) posit that the current global economic scenario has enhanced the importance of talent management and employee retention. Hanief (2013), stated that intellectual capital is always a valuable asset for any firm in which they must invest. People, intellectual capital, and talent are becoming increasingly important to an organization's strategic success. According to Armstrong (2009), talent management has been viewed to revolve around putting the appropriate individuals with the right abilities in the right roles and at the right time. Include this Talent management is the systematic acquisition, identification, development, engagement, and retention of those employees who are valuable to an organisation, either because of their "high potential" for the future or because they are performing business/operation-critical jobs (CIPD, 2013)
Today, the demand for competent individuals is considerable, particularly for critical decision-making workforce; as a result, firms are exposed to a continuous competitive war for the best and most talented employees. Indeed, there is a paradigm shift from human resource to human capital, which consists of the knowledge, skills, and capacities of the people engaged in an organisation that are indicative of their value (Armstrong, 2010). Today, major corporations face the difficulty of keeping their talent as they compete in global marketplaces (Scullion et al, 2011; Scullion et al, 2010, Tarique & Schuler, 2010). In this "battle for talent," firms must reduce turnover in order to retain talented personnel (McDonnell, 2010). The primary goal of talent management is to keep competent individuals from leaving the organisation, which could have a negative impact on performance and service delivery (Ng'ethe, Irawo, & Namusonge, 2012). Research indicates that companies doing best of managing their talent deliver better results (Ntonga, 2013). The identification and development of internal high-potential employees is referred to as ‘talent management within the human resource function (Nyanjom, 2013). Talent management is actions taken by organizations for the purpose of attracting, selecting, developing, and retaining the best employees in most strategic roles which in turn leads to better employee performance (Scullion & Collings, 2011). It aims at developing the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the organization (Uren & Jackson, 2012). According to Chartered Institute of Professional Development (CIPD, 2013) talent consists of those individuals who can have influence on organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. The growth potential of organizations worldwide depends on the ability of companies to have the right people, in the right place at the right time.

The global perspective of talent management practices on employee retention emphasizes the critical role of talent management in ensuring that organizations have the right people with the necessary skills to align with their business strategies. Talent management encompasses attraction, retention, and performance optimization, becoming increasingly vital due to the ongoing challenges in the employment relationship and talent shortage. Organizations worldwide are competing for a global pool of talent, necessitating the adoption of global best practices in talent management while adapting to local requirements and labor markets. Retention issues have been examined in various contexts, such as the shortage of health workers in Malawi and the impact of performance management on organizational culture in Nigerian universities. The importance of multi-sectoral collaboration and the link between staff turnover and organizational performance are also highlighted in these studies. Talent management practices include compensation management, talent planning, employee engagement, and empowerment.

From a local perspective, Kenya faces talent shortage challenges, including difficulties in hiring, retaining, and motivating professional talent, exacerbated by early retirements. An assessment of human resources functions reveals that many organizations, particularly in the public sector, lack dedicated talent management functions, resulting in problems with specialist worker retention. Recommendations to address poor recruitment and retention in rural areas of Kenya include providing rural allowances and allowing staff to choose their rural locations, with a need for increased investment in assessing policy impacts.

Kenya’s health sector is one of the 14 devolved functions managed by the 47 county governments as provided in the fourth schedule of the 2010 constitution (Kisika & Kamau 2019). County health facilities and services include county referral hospitals, sub-county health facilities, environmental health services, communicable disease control, nutrition, family planning, maternal and child health. There are six different levels of health care facilities: Levels1 to 5 (community facilities, health dispensaries, health centres, county hospitals and county referral hospitals respectively) are run by the counties whereas level 6 (national referral hospitals) are run by the national government. At the county level, the health docket is under the Chief Executive Committee (CEC) member; appointed by the governor and answers to the County Assembly through its County Executive Health Committee made up of MCAs. The CEC – Health’s role is to ensure
effectiveness and coordination of the 5 levels of health care facilities through their management teams. Apart from the public health facilities falling under the county and national governments, there are also privately-run hospitals and health care centres in Kenya’s health sector.

1.2 Statement of the Problem
The devolution of health care service delivery in Kenya, initiated under the 2010 Constitution, marked a significant shift in the management and governance of the country's healthcare system. This transition brought about changes in the distribution of power, responsibilities, and resources from the national government to the county governments (Kimathi, 2017). One of the critical aspects of the devolved healthcare system is talent management, which includes the recruitment, retention, development, and effective utilization of healthcare professionals and support staff (Nana, 2013). The devolved health care system in Kenya has raised concerns about the ability of county governments to effectively manage the talent pool within their healthcare facilities (Gardener, 2002; Kagwiria, 2014). Many counties lack comprehensive talent management strategies and policies, which can hinder the recruitment, retention, and development of skilled healthcare professionals (Buhler, 2008; Kagwiria, 2014). Discrepancies in the availability and quality of healthcare professionals in different counties are evident (Nana, 2013). Some counties struggle to attract and retain healthcare talent, leading to inequities in healthcare service delivery across the nation (Chew, 2004; Ng’ethe, Iravo & Namusonge, 2012. The evolving healthcare landscape requires professionals to possess advanced skills and competencies, which necessitates continuous training and development (Nana, 2013). However, it remains unclear whether talent management systems in devolved healthcare delivery adequately address the development needs of healthcare workers. Inconsistent talent management practices can directly impact the quality of healthcare services provided to the Kenyan population. The problem also extends to the accessibility of healthcare services, with under-resourced counties facing greater challenges. The lack of a standardized talent management framework across counties raises questions about the role of national government policies and legal frameworks in guiding and regulating talent management in devolved healthcare. Early studies in the nursing department in distinct parts of the world have seen turnover as a problem. For instance, a study by Burns and Grove in UK in 2001 explored the pap of knowledge required in the nursing practice and uncovered turnover as a major challenge. A similar study by Morrel (2005) in UK identified tremendous nurse shortage because of turnover. Lephalala (2003) study of turnover in England acknowledged that a lack of recognition, irregular promotions, inability to recognize autonomy as leading reasons for nurse turnover. Lephalala (2003) research also covered non-European countries as related results were determined. Kenya has also conducted studies in both public and private hospitals regarding employee turnover. For instance, Ndemaki (2014) conducted a study to “determine the factors influencing turnover among doctors at the Aga Khan Hospital, Kisumu” where he found grouped the factors organizational, individual, environmental, and job-related factors. Another study was conducted by Omondi in (2010) to “determine the factors influencing turnover of medical doctors at the Nyanza provincial general hospital” where he identified environmental, job, individual and organizational factors as key influencers. In 2015, Ofunya Afande tried to determine the factors that contribute to the high turnover among nurses working in MP Shah were resulted confirmed both extrinsic and intrinsic factors as influential. With the identified factors that can influence turnover among doctors
and nurses. Dr. Susan Lewa (2010) wrote a journal article on Talent Management and Forecasting in Kenya’s Higher Education Sector and concluded that managers’ capacity for talent management requires improvement and that the managers in public universities needed education and training on talent management dynamics.

This study examined the critical challenges and opportunities associated with talent management systems in Kenya’s devolved health care service delivery, aiming to provide insights into the impact on healthcare quality, access, and overall effectiveness of the devolved system. Furthermore, it seeks to offered recommendations for improving talent management practices to ensure equitable healthcare delivery across all counties in Kenya.

1.3 Objective of the study

The general objective of the study was to determine the relationship between talent management systems and employee retention in Devolved Health Care Service Delivery in Kenya.

1.3.1 Specific Objectives of the study

i. To determine the influence of talent acquisition on employee retention in Devolved Health Care Service Delivery in Kenya.

ii. To examine the influence of talent development on employee retention in Devolved Health Care Service Delivery in Kenya.

1.4 Scope of the study

The study was carried out in June, July and August 2021. The focus of the study was on Level 4 and 5 hospitals within the 47 counties in Kenya noting that not all counties have a Level 5 hospital. The sample formed about 70 per cent of the counties in the country. The study was limited to the contribution of talent management systems and employee retention in Devolved Health Care Service Delivery in Kenya. Local literature on health care service delivery was inadequate and required the researcher to draw comparisons from other devolved units as well as national government. Obtaining data from the county officials was difficult as the feeling was that there would be undue scrutiny and exposure from the public and stakeholders. There was an assurance that the data collected was fully confidential and was to be used for academic purposes only.

2.0 Literature Review

This section has reviewed both theoretical and empirical literature that has been developed based on growth of talent management systems and employee retention in Devolved Health Care Service Delivery in Kenya.

2.1 Theoretical Review

Theoretical review looked at various theories that have been developed over time on employee retention in Devolved Health Care and the variables that affect it.

2.2.1 Herzberg Two Factor Theory

Herzberg’s two factors theory was created by Frederick Irving Herzberg in 1950 as part of the pleasures of motivation theories. The model believes that the motivation to work is intrinsic rather than external. To attain an internal drive to work, a firm must create a conducive environment such as encouraging self-realization, delegation of responsibilities, offering status to employees and offering an enabling environment through favorable policies, working conditions, and supervisions. Even though external motivators such as salaries and rewards influence the motivation to work, Herzberg theory insists that working atmosphere has a higher contribution towards workers’ satisfaction (Murrells, Robinson, & Griffiths, 2008).

The motivator factors emphasize on non-monetary stimuli such as achievement recognition, decision making involvement in addition to other intrinsic conditions (Murrells, et al., 2008).
External conditions that facilitate the standards of an individual include job security, fringe benefits, salary increment, and allowances. For such, companies are entitled to make sure that they establish and re-establish conditions externally oriented practices that encourage employee involvement (Holmberg, Sobis, and Carlstrom, 2015). The model is beneficial to this study as it gives a perspective about the needs to employees to ensure a favorable working condition which can nurture their talents. Emerging factors that the concept presents are that there is an inverse relationship between interior and exterior motivations. Therefore, employees will not be able to offer their best when they are not involved in a company’s affairs. To inspire the desire to work, employees must understand the external and internal influences of workers’ capacity to work (Murrells, Robinson, & Griffiths, 2008). The model is helpful as the management will know how to incorporate the employees in daily affairs of the organisations to make them feel valued and not left out and thus remain loyal to the organization.

2.2.2 Human Capital Theory
The theory was developed in 1964 by Becker and postulates that human capital is useful in the process of production and directly increases productivity in a range of tasks. The theory asserts that skilled/educated workforce enables a firm to implement new and advanced technologies thus strengthening returns on training and education. Human capital is grounded in individual talents, training, and experience. Bartel and Borjas (1977) asserts that since there is limited economic value available in the alternative settings from specific human capital, outcomes that are efficient may be realized only if returns and costs of investments from specific human capital are shared between employees and the firm. Sutherland (2004) notes that large amount of value of an organization is in possession of employees and when competent employees exit companies, they carry with them this value. It is indeed the abilities, skills and knowledge of individuals that create value, which necessitates focus to be directed on the means of developing, retaining, attracting, and maintaining the human capital they represent. This theory supports the variables of career management and training because it is crucial for the employees to realize their line of career within the hotel which will motivate them to realize their personal goals by remaining in the organization.

It is important to note that hotel industry in Kenya invests a lot in career development programs of their employees and it is only through greater employee tenure and attachment that can make the investment pay off (Mokaya, Musau, Wagok, & Karanja, 2013). The theory however is limited in the perspective that it fails to explicitly consider the problem of underinvestment or threats of transaction costs resulting from incomplete contracting which forms a fundamental barrier in sharing returns and costs from specific human capital (Glick & Feuer, 1984). Adopting the human capital theory in the study merges well with and human resource, and thus human resource training is clearly acknowledged as important in employee retention.

2.2 Conceptual Framework
A conceptual framework is a graphical or diagrammatic representation of the relationship between variables in a study (Borg, Gall & Gall, 2003). It helps the researcher to see the proposed relationship between the variables easily and quickly. A conceptual framework’s proposition summarizes behaviours and provides explanations and predictions for the majority number of empirical observations (Cooper & Schindler, 2008). Descriptive categories are placed in a broad structure of explicit propositions or statement of relationships between empirical properties to be tested for acceptance or rejection (Nachmias & Nachmias, 2008). This study focused on independent variables and dependent variable.
2.3 Review of Literature

2.3.1 Talent Acquisition and employee retention

Talent Acquisition is the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs (Thorne & Pellant, 2007). Further Thorne & Pellant, state that the concept of sourcing and recruiting has been expanded to use the term talent acquisition. This enormous area has become complex and highly interconnected. Organizations must assess critical talent needs, determine performance profiles, source, and screen candidates, and then hire and onboard people. The organizations must acquire the required talents internally as well as externally. New employees must go through a well-developed onboarding process.

In the case of the selection process, key competencies that are the biggest predictors of job success need to be identified and validated by the managers seeking the applicants. It is important to note that instead of having only one interview with the candidate, multiple interviews will be done. This will ensure that the candidate possesses the competencies required. Although time consuming and costly, it will be worth the effort if top performers are selected. Once a candidate has been appointed, a training plan can be written and executed. This will help employees to perform their current jobs more effectively, prepare them for the next job on the career ladder, and prepare them for a job in a different discipline (Paul, 2005).

The process of acquiring talents is executed by both internal and external recruitment. According to (Zsuzsanna, 2013) Carlsberg ASC focuses mostly on internal talent acquisition. The basis for talent identification is annual workers' appraisal which is conducted based on two groups of criteria. The first group relates to work effectiveness and refers to the extent to which a particular worker achieved a goal that had been set and to the way in which this goal had been achieved. The second group is concerned with the worker's potential understood as the potential to exercise managerial functions. The appraisal is performed by both the worker himself or herself and also by his or her line manager.
According to Paul, Martin & Balain, (2011) the notion of The War for Talent was first expressed by Hankin of McKinsey and Company in 1997 and further reinforced by the book of the same name published in 2001 and authored by Ed-Michaels. The book focuses upon the increasingly competitive environment for recruiting and retaining talented employees. Paul et al (2011) further advocated for organization to adopting a talent mindset as these are employees with unique skill sets skills that are rare and much sought after by competing organizations. These talented individuals are hard to find and therefore difficult to replace and add a disproportionate amount of value to the organization compared to other employees. A talent management strategy starts with identifying these individual star performers who are a source of competitive advantage and advocate strategies that attract, retain, and develop these high performance and high potential employees. These policies and programs describe the approach to ensuring that the organization both gets and keeps the talent it needs for its current and future business needs. Attraction policies lead to programs for external resourcing recruitment and selection of people from outside the organization to add value to the organization Holland, Cathy & De Cieri, (2007). Retention policies are designed to ensure that people remain as committed members of the organization.

2.3.2 Talent development and employee retention
Organizations are increasingly saying that they want to manage talent and to develop it. Talent management has become a common phrase in many companies. Most organizations imply that talent management is about the recruitment, retention, and development of an elite band of people. What many organizations do suggest is that they are interested in succession planning and therefore talent management is needed to plan for the succession of senior leaders (Liz, 2006). It will be difficult for organizations to retain employees if there are no prospects for growth. Career development prospects will not only provide an opportunity to employees for growth but will also inspire them to perform better. An atmosphere for growth will motivate the employees to make the most of their skills and capabilities. For survival of the organization knowledge sharing is considered as a constructive force. However, it becomes the prime responsibility of the organization to discover those factors which influence individuals to share knowledge for the advantage of other individuals in the organization Hall, (2001) as quoted by (Sunita, & Chandan, 2015). Talent development focuses on the planning, selection, and implementation of development strategies for the entire talent pool to ensure that the organization has both the current and future supply of talent to meet strategic objectives and that development activities are aligned with organizational talent management processes (Thomas, Ronan & Andrew, 2012). Talent seeking organizations recruit potential talent for their survival in this rapidly changing and competitive environment. The typical process is to attract the talent through a variety of recruitment methods and select the best for the organization. Nonetheless, talent, if not guided and nurtured well, may not be able to grow and reach its fullest potential. While companies can recruit potential talent with much difficulty, developing their skills and getting the best out of them is a challenging task. Talent development plays a key role in making the foundation of the company even stronger by not only developing the employees, but also helping them in achieving their career goal. Normally, it is believed, that training and development – both classroom and outbound coupled with on-the-job training, mentoring, and coaching could help develop talent (Sunita, & Chandan, 2015).

The model here is one of self-management. Whether companies like it or not people increasingly want to take charge of their own lives they want to self-manage. Developing future leaders must fit with this real world and not with some abstract plans drawn up by a committee or an HR director. If organizations are serious about developing their talent, then they must respond to these individual as well as organizational needs. This requires talent development that is personalized (Liz, 2006). Talent management is increasingly discussed in the HRM and HRD literature, it is a set of practices that are implemented in organizations CIPD, (2011) and refers to how organizations attract, select, develop, and manage employees in an integrated and strategic way.
Talent development represents a key component of the overall talent management process (Thomas, Ronan & Andrew, 2012). While it is possible for organizations to pursue a strategy that focuses on talent acquisition from the external labor market, such a strategy is unlikely to be successful in the long term. It is well established that there are significant advantages to be gained from an internal development approach and that organizations need to acquire and develop industry and firm specific knowledge and skills (Lepak and Snell, 1999) as quoted by Thomas et al (2012) to be competitive. A reading of the talent management literature suggests that, at an individual level, talent is something exemplary that certain people possess. Gladwell (2010) as quoted by (Thomas et al, 2012) proposed that “talent is equal to ten years or 10,000 hours invested in a specific field”. However, when one considers organizational level definitions, a narrower view of talent emerges. A code for the most effective leaders and managers at all levels, who can help a company fulfill its aspirations and drive its performance. Managerial talent is some combination of a sharp strategic mind, leadership ability, emotional maturity, communications skills, the ability to attract and inspire other talented people, entrepreneurial instincts, fundamental skills, and the ability to deliver results (Michaels et al., 2001) as quoted by (Thomas et al, 2012).

2.3.3 Employee retention
Retention of talented employees remains a primary concern for many organizations today. Hiring knowledgeable people for the job is essential for an employer but retention is even more important (Nyanjom, 2013). Retention is a voluntary move by an organization to create an environment which engages employees for long term. Employee retention encompasses talent management which is the use of an integrated set of activities to ensure that the organization attracts, retains, motivates, and develops talented people it needs now and in the future. The main purpose of retention is to prevent the loss of competent employees from the organization which could have an adverse effect on productivity and service delivery. Employee retention is another area where consistent processes can help the HR function to identify clusters of key talent, set retention benchmarks, apply retention strategies, and then evaluate and refine overtime. The objective of any organization is not only to recruit personnel but also to maintain, develop and retain such labor. Organizations ought to put in place effective labor retention mechanisms to retain their staff. The retention plan should address each of the areas in which lack of commitment and dissatisfaction can arise these would include pay, jobs performance, training, career development, commitment, conflict with managers, lacking group cohesion, recruitment, selection promotion and over marketing. As an element of talent management, talent retention implies that the organization intends to retain its most talented employees or those employees that will leave. By taking an initiative-taking approach to develop an effective employee retention program, the anxiety of high turnover can be reduced. True employee retention takes time, effort, and resources (Nyanjom, 2013). Empirical evidence suggests that the environment of a well-defined organizational goals and objectives influence employee retention

3.0 Research Methodology
The study utilized a cross-sectional research design to investigate the association between financial management practices and financial distress. Cross-sectional research is commonly employed to determine the frequency of a variable and its relationships with other variables. In this case, it aimed to examine the talent management systems and employee retention in Devolved Health Care Service Delivery. The population targeted administrators and doctors from all counties, included CECs – Health (47), Level 5 CEOs (13) and Level 4 doctors-in-charge (253) – a total of 303. The sample frame, drawn from relevant healthcare authorities, served as the basis for the sample selection. Systematic sampling, a probability sampling method, was employed, determining a sample size of 169 from
the population of 303, with a margin of error of ±5% and a confidence level of 95%. Data collection was performed using research questionnaires with a combination of open and closed questions. The pilot test validated the questionnaires' content and construct. Data analysis involved cleaning, sorting, coding, and utilizing the SPSS software to conduct descriptive and inferential statistical analyses, extracting significant variables and assessing assumptions, to draw conclusions from the research. This approach ensured a systematic and comprehensive examination of financial management practices and their relationship with financial distress in the healthcare sector.

4.0 Results, Findings and Discussions

4.1 Response Rate

The respondents who participated in the study were CECs – Health, Level 5 CEOs and Level 4 doctors-in-charge employed by counties either on contract or permanent and pensionable terms. The respondents filled and returned the questionnaires as indicated in Table 4.1.

Table 4.1 Response rate

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>155</td>
</tr>
<tr>
<td>Non-response</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>168</td>
</tr>
</tbody>
</table>

Table 4.1 indicates that the questionnaire return rate was 92.3 percent which is adequate for analysis. According to Mugenda, (2008), response rate above 70% is adequate for analysis.

4.2 Descriptive Analysis of the Study Variables

The purpose of descriptive statistics is to enable the researcher, to meaningfully describe a distribution of scores or measurements using indices or statistics. The type of statistics or indices used depends on the types of variables in the study and the scale of measurements. The study used mean average; percentages and deviations to present the study findings. The study analysed descriptive statistics for the following observed variables: talent management systems and employee retention in Devolved Health Care Service Delivery in Kenya.

4.2.1 Descriptive Analysis on statements relating to talent acquisition and employee retention

This section sought to determine the opinion of the respondents on to what extent talent acquisition influenced their retention. Table 4.2 reflects that talent acquisition as a factor that influence employee retention had an aggregate mean of 3.36 and standard deviation of 1.073. This indicated that the respondents were clear of how talent acquisition affected employee retention in the hospital. The standard deviation of 1.073 however indicated that a consensus about the score was not arrived at. In respect to individual statements, respondents of the study were asked to indicate whether the level of agreement with the statement that Skills Audit is conducted to assess the skills gap in their organization. The results show that majority of the respondents agreed with a mean of 3.5419 and a standard deviation of 0.6954. On the statement that the recruitment process provides for an extensive selection of talent question, majority agreed with a mean of 0.4129 and standard deviation of 1.9001. The study also wanted to know the level of respondent’s agreement on the statement before a vacancy is advertised, effort is made to tap from the internal talent pool. The findings showed that the majority were undecided with a mean of 2.8710 and a standard deviation of 1.0550. When asked whether induction programs are well structured to help the new employees settle in, most respondents agreed with the statement with a mean of 3.438 and a standard deviation of 1.2118. Finally,
many of the respondents agreed that there was sufficient pool of managerial talent available at Nairobi hospital to fill vacancies. This had a mean of 3.5613 with a standard deviation of 1.0134.

**Table 4.2 Descriptive Analysis on talent acquisition**

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Skills Audit is conducted to assess the skills gap</td>
<td>155</td>
<td>3.5419</td>
<td>0.69543</td>
</tr>
<tr>
<td>The recruitment process provides for an extensive selection of talent</td>
<td>155</td>
<td>3.4129</td>
<td>1.39007</td>
</tr>
<tr>
<td>Before a vacancy is advertised, effort is made to tap from the internal talent pool</td>
<td>155</td>
<td>2.8710</td>
<td>1.05504</td>
</tr>
<tr>
<td>Induction programs are well structured to help the new employees settle in</td>
<td>155</td>
<td>3.4387</td>
<td>1.21187</td>
</tr>
<tr>
<td>There is sufficient pool of managerial talent available at Nairobi hospital to fill</td>
<td>155</td>
<td>3.5613</td>
<td>1.01344</td>
</tr>
<tr>
<td>vacancies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization efficiently manages recruitment costs.</td>
<td>155</td>
<td>3.2129</td>
<td>1.12231</td>
</tr>
<tr>
<td>The recruitment expenses are transparent and well-documented.</td>
<td>155</td>
<td>3.1419</td>
<td>1.06563</td>
</tr>
<tr>
<td>The organization actively promotes diversity in its recruitment practices.</td>
<td>155</td>
<td>2.9419</td>
<td>1.29052</td>
</tr>
<tr>
<td>The organization is committed to ensuring equal opportunities for all candidates,</td>
<td>155</td>
<td>3.8323</td>
<td>0.92455</td>
</tr>
<tr>
<td>irrespective of their background</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The cost of recruiting new healthcare professionals is within a reasonable budget.</td>
<td>155</td>
<td>3.2129</td>
<td>1.12231</td>
</tr>
<tr>
<td>Total aggregate</td>
<td>155</td>
<td>3.36</td>
<td>1.073</td>
</tr>
</tbody>
</table>

**4.2.2 Descriptive Analysis on statements relating to talent development and employee retention**

Table 4.3 reflects that talent development, a factor that stimulates employee retention, had an aggregate mean of 2.507 and standard deviation of 0.962. This indicated that the respondents were undecided on how talent development influences employee retention in private hospitals. The standard deviation of 0.962 indicated that there was consensus about the score. In respect to individual statements that made up talent development, the respondents agree that promotion in hospitals is not based on seniority but on performance with a mean of 3.5871. A standard deviation of 0.81214 meant respondents agreed about the rating. In addition, the respondents were undecided on the statement that targets and their due date are clearly communicated to staff in their departments with a mean of 3.6452. Furthermore, this evaluation was unanimously agreed upon by all the respondents. The respondents neither agreed nor disagreed on the statement that the organization has mechanisms in place to ensure performance and feedback with a mean of 3.1935. The standard deviation 0.9885 indicated a consensus among the respondent’s ratings. Similarly on the statement that staff in my department are provided with opportunities for growth and development, the respondent were neutral with a mean of 3.081 and a standard deviation of 0.98850. Finally, the respondents unanimously disagreed that Performance reviews in their organization provides them with accurate information about their strengths, weaknesses, and development areas with a mean of 2.2452 and a standard deviation of 0.87045.

**Table 4.3 Descriptive Analysis on talent development**

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Promotion in my organization is not based on seniority but on performance 155 3.5871 .81214
targets and their due date are clearly communicated to staff in my department 155 3.6452 1.05524
The organization has mechanisms in place to ensure performance and feedback 155 3.1935 1.08769
staff in my department are provided with opportunities for growth and development 155 3.0581 .98850
Performance reviews in my organization provides me with accurate information about my strengths, weaknesses, and development areas 155 2.2452 .87045
The organization invests significantly in training and development opportunities for healthcare professionals 155 2.5871 1.19407
Training programs offered by the organization are comprehensive and address the specific needs of healthcare employees 155 2.3935 1.58113
Participation in talent development programs has noticeably improved the skills and competencies of healthcare professionals 155 2.5613 1.23311
Employees perceive that internal promotions are based on merit and a fair assessment of skills and performance 155 2.8129 1.22096
Talent development programs encourage healthcare professionals to aspire to leadership roles within the organization 155 2.7677 1.21045
Total aggregate 155 2.507 0.962

4.2.3 Descriptive Analysis on employee retention

Table 4.3 indicates that the respondents neither agreed nor disagreed with total aggregated mean of 3.373 about employee retention. The standard deviation of 1.09 implied that the respondents rating was reached upon a consensus.

With respect to individual statements respondents neither agreed nor disagreed with a mean of 3.323 that they know what is expected of them at their workplace. The standard deviation of 0.97 shows that there was harmony in respondents’ scores. In addition, the respondents neither agreed nor disagreed that someone at workplace has talked to them about the progress at the hospital in the last six months with a mean of 3.1677. The standard deviation of 0.9923 indicated a consensus among respondent’s scores. However, the respondents agreed that they have materials and equipment to do their work right with the mean of 3.5484. The standard deviation of 1.233 shows that there was no consensus among the respondents when evaluating the statement.

The respondents were not decided on the statement that the mission or purpose of my company makes me feel my job is important with the mean of 3.29. There was consensus in respondents’ evaluation indicated by the standard deviation of 1.04. Finally on the statement about recognition or praise for the work well done, the respondents agreed with a mean of 3.5484. There was also variation among respondents when evaluating the statement as shown by a standard deviation of 1.2337.
Table 4.3 Descriptive Analysis on employee retention

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know what is expected of me at work</td>
<td>155</td>
<td>3.3226</td>
<td>.97325</td>
</tr>
<tr>
<td>In the last six months, someone at work has talked to me about my progress at the hospital</td>
<td>155</td>
<td>3.1677</td>
<td>.99230</td>
</tr>
<tr>
<td>I have the materials and equipment I need to do my work right</td>
<td>155</td>
<td>3.5484</td>
<td>1.23369</td>
</tr>
<tr>
<td>The mission or purpose of my company makes me feel my job is important.</td>
<td>155</td>
<td>3.2903</td>
<td>1.04427</td>
</tr>
<tr>
<td>In the last seven days, I have received recognition or praise for doing decent work</td>
<td>155</td>
<td>3.5484</td>
<td>1.23369</td>
</tr>
<tr>
<td>Total aggregate</td>
<td>155</td>
<td>3.3736</td>
<td>1.0954</td>
</tr>
</tbody>
</table>

4.3 Inferential Analysis
4.3.1 Correlation Analysis
The study sought to establish the strength of the relationship between Talent Acquisition, Talent development and Employee Retention in Devolved Health Care Service Delivery in Kenya. To achieve this, Pearson’s correlation was carried out since both independent and dependent variables are in ratio scale. According to Kothari (2004), product moment correlation should be carried out if and only if both dependent and independent variables are in either ratio or interval scale. If the correlation coefficient is -1 then there is an inverse relationship and an increase in dependent variable is associated with a decrease in independent variable and +1 there is a perfect positive significant relationship and an increase in dependent variable is associated with an increase in independent variable (Kothari, 2011; Oso & Onen, 2009). The study findings show that there is a very strong positive correlation (0.961) between Talent Acquisition and Employee Retention. There appears to be a significant and favorable correlation between Talent Acquisition and Employee Retention. As Talent Acquisition increases, Employee Retention tends to increase, and vice versa. The correlation was found to be highly significant at the 0.01 level (2-tailed), suggesting a strong association between these two variables. There is a very strong positive correlation of 0.919 between Talent Development and Employee Retention. There appears to be a strong and positive linear relationship between Talent Development and Employee Retention. As Talent Development increases, Employee Retention also tends to increase, and vice versa. The correlation was found to be highly significant at the 0.01 level (2-tailed), suggesting a strong association between these two variables.

Table 4.4 Correlation Analysis of the Study

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Talent Acquisition</th>
<th>Talent Development</th>
<th>Employee Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Acquisition</td>
<td>Pearson Correlation</td>
<td>.893**</td>
<td>.961**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>155</td>
<td>155</td>
<td>155</td>
</tr>
<tr>
<td>Talent Development</td>
<td>Pearson Correlation</td>
<td>.893**</td>
<td>.919**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>155</td>
<td>155</td>
<td>155</td>
</tr>
<tr>
<td>Employee Retention</td>
<td>Pearson Correlation</td>
<td>.961**</td>
<td>.919**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>
**. Correlation is significant at the 0.01 level (2-tailed).

### 4.3.2 Regression Model Results

The value of "R" is 0.970. "R" represents the multiple correlation coefficient, which measures the strength and direction of the linear relationship between the independent variables (talent development and talent acquisition) and the dependent variable (employee retention). In this case, an "R" value of 0.970 indicates a very strong positive relationship between the independent variables and the dependent variable. The value of "R Square" is 0.941. "R Square" (R\(^2\)) represents the proportion of the variance in the dependent variable (employee retention) that can be explained by the independent variables (talent development and talent acquisition). In this case, R\(^2\) of 0.941 means that approximately 94.1% of the variability in employee retention can be explained by talent development and talent acquisition. This is a high level of explanation. The adjusted R\(^2\) adjusts the R\(^2\) value for the number of predictors in the model. In this case, the adjusted R\(^2\) is also 0.941, indicating that the model's high explanatory power is not due to overfitting. This represents the standard error of the residuals, which measures the average distance between the observed values of the dependent variable and the values predicted by the model. A smaller value suggests a better fit of the model to the data. In this case, the standard error of the estimate is 0.26716. The Durbin-Watson statistic checks for autocorrelation in the residuals (errors). A value close to 2 indicates that there is little to no autocorrelation. In this case, the Durbin-Watson value is 2.478, which is reasonably close to 2, suggesting that there is not a significant issue with autocorrelation.

<table>
<thead>
<tr>
<th>Table 4. 5 Model Summaryb</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

* a. Predictors: (Constant), talent development, talent acquisition

b. Dependent Variable: employee retention

The ANOVA table indicated that the regression model, which included Talent Acquisition, Talent development as a predictor, was highly significant in explaining the variation in employee retention. The F-statistic tests the overall significance of the regression model. A high F-value suggests that the model is statistically significant. In this case, the F-value is 1220.863, which is extremely high. The significance value associated with the F-statistic is used to determine whether the model is statistically significant. A low p-value (typically less than 0.05) indicates that the model is significant. In this case, the p-value is denoted as .000, which means that the model is highly significant.

<table>
<thead>
<tr>
<th>Table 4. 6 ANOVAa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>1 Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

A. Dependent Variable: Employee Retention

B. Predictors: (Constant), Talent Development, Talent Acquisition

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Here is the "Coefficients" table for a multiple regression analysis. The table provides details on the coefficients, t-statistics, and p-values for each predictor (Talent Acquisition and Talent Development) and the constant (intercept) in the regression model. Employee Retention is the dependent variable. The constant represents the intercept of the regression equation when all predictor variables are set to zero. In this case, the constant was 0.476. When both Talent Acquisition and Talent Development are set to zero, the expected Employee Retention is estimated to be around 0.476. The unstandardized coefficient (B) for Talent Acquisition was 0.577. The Beta (standardized coefficient) is 0.690, indicating the impact of Talent Acquisition on employee retention while keeping other variables constant. The t-statistic of 15.799 indicates a high level of significance. It is clear that Talent Acquisition has had a significant impact on Employee Retention. Talent Development had an unstandardized coefficient (B) of 0.301. Talent Development has a positive effect on Employee Retention, as indicated by a Beta (standardized coefficient) of 0.302. The t-statistic of 6.920 was found to be highly significant.

Regression Equation: The regression equation based on the coefficients was as follows:

\[
\text{Employee Retention} = 0.476 + (0.577 \times \text{Talent Acquisition}) + (0.301 \times \text{Talent Development})
\]

This equation allowed to predict the Employee Retention based on the values of Talent Acquisition and Talent Development. The highly significant p-values indicate that both predictors are important in explaining the variance in Employee Retention.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant) 0.476</td>
<td>0.080</td>
<td>5.945</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Talent Acquisition 0.577</td>
<td>0.037</td>
<td>0.690</td>
<td>15.799</td>
</tr>
<tr>
<td></td>
<td>Talent Development 0.301</td>
<td>0.043</td>
<td>0.302</td>
<td>6.920</td>
</tr>
</tbody>
</table>

A. Dependent Variable: Employee Retention

5.0 Summary Of Study, Conclusions And Recommendations

5.1 Summary of the study
The summary of findings summarizes each of the findings under each of the objectives of the study. The study sought to assess the relationship between talent management systems and employee retention in Devolved Health Care Service Delivery in Kenya.

5.1.1 Influence of talent acquisition on employee retention in Devolved Health Care Service Delivery in Kenya.
The results on talent acquisition revealed that there is significant relationship between talent acquisition and employee retention in Devolved Health Care Service Delivery (.961, p>0.01). This shows that talent acquisition is important for employee retention, but it influences employee retention to a moderate extent. The findings show that skill audit is conducted in the organizations before recruitment is done. It was also revealed that during recruitment process, there is extensive selection of the talent. It further revealed that there is sufficient pool of managerial skills to fill the vacancies.

5.1.2 Influence of talent development on employee retention in Devolved Health Care Service Delivery in Kenya.
In line with objective two the study revealed that talent development influences employee retention at \( (0.919, p>0.01) \). This shows that talent development influences employee retention to a moderate extent. Moderate responses determined that talent development influenced employee retention to some extent as indicated by an aggregate mean of 2.507. These findings were supposed by the highest mean of 3.6452 in which most of the respondents indicated that their targets and due dates are communicated to them clearly. The lower mean of 2.245 similarly found out that the respondents were not comfortable with performance reviews as they did not provide them with accurate information about their strengths, weaknesses, and development areas the training that is given in their organization with.

5.2 Conclusion of the Study
The conclusions drawn from this study are discussed as per the variables under study. The study had the following conclusions. The findings of the study led to conclusions that that talent acquisition positively and significantly influence retention of employees in Devolved Health Care Service Delivery in Kenya. The study further established that practices such as skills audit, recruitment process for selection of talents, good induction process as well as sufficient pool of managerial talents to fill vacancies positively and significantly influence employee retention in private hospitals. The study also concluded that talent development positively and significantly influences retention of employees in Devolved Health Care Service Delivery in Kenya. The study further established that practices such as promotion in hospitals based on seniority and clear communication of targets to employees positively and significantly influences employee retention in Devolved Health Care Service Delivery in Kenya. However, most employees showed that performance reviews in hospitals did not provide employees with accurate information about their strengths, weaknesses, and development areas.

5.3 Recommendations of the Study
From the conclusion made in the above section, the study recommended that the hospital management should pay keen attention to these factors and how they play out in the hospital if they were to influence employee retention effectively. Recommendations were done according to study objectives; The hospital management would also consider employing the older generation, put more emphasis in the factors for example leadership and workplace conditions, Also, the study recommended better review system where proper feedback is given to employees at appropriate time. The review system should also be able to point out strengths and weakness of employees.

5.4 Areas of future research
Recommendation to further studies arises from the gaps that this study did not address. Further research could be done to establish what other factors influence employee retention turnover in institutions. The study could include similar variables or more variables to be assessed. As such this research would help produce more solid confirmation of the precise factors that influence employee retention and at the same time or reduce the error term.

REFERENCES


[8]. Cheese, P. (2010). Talent management for a new era: What we have learned from the recession and what we need to focus on next. Human Resource international digest, 18, 3-5.


