

Influence Of Talent Management Practices On Service Delivery Among Commercial Banks In Kenya

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Abstract

The purpose of this research was to assess the effect of talent management practice on service delivery at Commercial bank in Kenya. Talent management theory and service quality theory served as the foundation for this study. Researchers opted for a descriptive cross-sectional approach for this investigation. Data for the research came from a census survey of the 42 commercial banks in Kenya. According to the study's findings, talent management practices influences service delivery among Commercial banks in Kenya. The commercial banks prioritize personnel planning and career management more than they do leadership, development, and performance management. It was discovered that there is a strong relationship between career management, learning and development, performance management workforce planning and service delivery. The research also found that managers are encouraged to provide coaching and mentoring to their subordinates, and that all employee commercial banks have access to a coaching and mentoring program that improves their working conditions. According to the findings of the research, in order to improve service delivery, it is vital for commercial banks in Kenya to design programs that are not only essential but also improve workers' service delivery. The research also suggested that workers and management should collaborate on the development of programs together. In the future, research may be conducted to identify other elements that influence the manner in which services are provided.

Keywords: *Talent management practices, service quality, commercial banks, talent management theory and service quality theory.*

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I. Introduction

Background of the Study

In the past decade, organizations have encountered difficulties in identifying and hiring employees who meet the requirements of the position. As a consequence, organizational leaders continue to grapple with the dual challenges of attracting and retaining skilled personnel (Sheehan, 2012). Sinha and Sinha (2012) propose that in light of the dynamic nature of human resource management, organizations ought to reallocate their efforts and resources towards talent management and reevaluate their approaches to employee retention. Whysall, Owtram, and Brittain, (2019) asserts that proficient personnel are straightforward and uncomplicated to oversee due to their need for minimal oversight in order to provide high-quality services. They fulfill a crucial function in enhancing the caliber of services to better meet the demands of their clientele.

The banking sector in Kenya is developed, growing tremendously and a large one in East Africa. However, the sector has been a victim of environmental challenges (Gikandi and Bloor (2010). To deal with the ever-shifting nature of the business world, Kenyan banks must undertake urgent attempts at transformation. There has been a significant loss of experienced and skilled workers in commercial banks in Kenya since 2018. There is cause for alarm since the human resources department estimates that as much as 12% of the staff leaves each year due to several factors, including a crisis in talent management (Moturi, 2013). Given its massive contribution to our economy in the form of the provision of jobs and money to the state, this dreadful occurrence is the frightening and prompt solution of the issue, which is a step forward in defining its performance and continuous existence.

There have been a lot of studies undertaken on different talent management approaches on a global, regional, and local basis. To investigate the effect of talent management on employee retention and the mediating role of organizational trust in this connection, Chitsaz-Isfahani and Boustani (2014) performed a cross-sectional research in Canada. The results indicate that trust within an organization significantly affects employee retention, retention rates, and talent management. Oladapo (2014) studied how talent management affected the retention of

employees in supermarkets in the United States. According to the findings, the availability of prospects for career growth was the single most significant factor in determining the percentage of employees who stayed with the company. However, the study's emphasis was on talent management practices and not focusing on talent management practices and service delivery, and given that the research was conducted in developed countries hence contextual gap exists

Talent management, employee engagement, employee retention, and management practices in ICT firms were all investigated by Alias et al. (2016) in Rwanda. Career opportunities, public acknowledgment, and support from management were shown to have a positive effect on employee engagement as part of talent management efforts. In order to learn how talent management affects the World Food Programme's(WFP) operations, Mkamburi (2017) performed study in Uganda. The report concludes that there is a strong positive correlation between WFP results and investments in training, development, and talent recruitment and deployment. Within the scope of their investigation, the researchers did not investigate the link that exists between talent management and service delivery.

Research on the topic of staff retention and talent management methods was undertaken locally by Ochieng (2016) at DHL Supply Chain Kenya. The study found a favorable correlation between DHL's personnel management practices and the length of time its employees stayed with the firm. It was shown that this was the case. Kagwiria (2017) established the views of employees at Deloitte & Touché in Kenya affected the company's talent management strategy and its ability to retain its employees. The research was conducted in Kenya. Employee retention may be significantly influenced by elements such as company culture, pay, incentives, and recognition, as shown by the data. To address one of the methodological gaps that has been identified, it is required to broaden the breadth of the sample beyond the case study approach. The effect of talent management on worker productivity was studied by Moturi, (2013).The descriptive research approach was employed to compile information for this investigation. A statistically significant favorable effect of aptitude development on the performance of workers at Kenya's Commercial State Corporations was discovered as a result of the research. Conceptual gap, the study focused on talent management on employee performance while the current study will focus on talent management practices on service delivery.

The studies cited have revealed several conceptual gaps, contextual gaps and methodological gaps. Most studies have focused on the talent management practices and performance, whereas just a few studies investigated the service delivery. It has been shown that there are gaps in the methodology regarding the use of inferential statistics in the study in order to increase generalizability. Studies have also been carried out in a variety of contextual settings; however, the conclusions of these studies cannot be extended to apply to the commercial banks in Kenya. To address these gaps, this study seeks to answer the following research question; what is the influence of talent management practices on service delivery among commercial banks in Kenya?

Research Objective

The objective of this study was to determine the influence of talent management practices on service delivery among commercial banks in Kenya.

II. Literature Review

Theoretical Foundation

This section reviewed the two theories that advance the study namely talent management theory (Roberts, 2008) and service quality theory (Gronroos (1988). Talent management theory proposes that an organization's most valuable asset is its people, and that the company's focus and resources should be directed toward people management and the development of the company's competitive edge (Roberts, 2008).Many employees value the company as a place to network and learn from one another. The realization that an organization's internal resources are crucial to its long-term competitive balance and external positioning has changed the debate about competitive advantage (Wright et al., 2009).

Commercial banks may minimize employee turnover by using strategies including strong selection and recruiting criteria, active participation in training and development, and innovative incentive management systems. Gronroos (1988) was the original author of the service quality theory that was later popularized by Parasuraman et al. (1985). Howard and Sheth's (1969) theory of consumer behavior serves as its foundation. According to this notion, the buyer's choice may be seen in a variety of light depending on who is doing the describing. The year 1969 saw the publication of this idea. Gronroos (1988) determined that there are three separate facets that contribute to the quality of service. These facets are the technical, the functional, and the image facets. The technical component of the company is focused with the customer service that is provided to the customers. The customer puts a high value on this function, and it is often able to be assessed using objective criteria. Additionally, the client places a high value on the fact that the function can be evaluated.

On the other side, this method was criticized for placing an excessive amount of focus on the delivery of services while doing little work to enhance the quality of such services (Gronroos, 1990). The viewpoint that

the theory offers of the environment in which people do their jobs in organizations has also been criticized for being too limited in scope.

Many service-based firms place a premium on public perception of their services because of the role that public perception plays in how consumers judge the quality of such services.

Talent Management Practices and Service Delivery

Mkamburi (2017) is investigating the World Food Program's (WFP) human resource practices with an eye toward making improvements. The primary goals of this research were to analyze how talent acquisition affected WFP's performance and to determine what kind of influence it had on WFP's operations in Kenya. The analysts' job mostly included a descriptive mode of analysis. The city of Nairobi primarily catered to the 216 WFP supervisory staff members that were based there. In order to collect the necessary information, a questionnaire was used. Inferential and descriptive statistics (mean, percentage, and standard deviation) for regression and correlation were generated using SPSS version 22. The study shows that the success of the World Food Programme is positively correlated with three different aspects of talent management: training, development and recruitment and deployment.

Chelangat , (2019) investigated Pakistani healthcare providers in an effort to determine how different approaches to talent recruitment affect staff productivity. The research sample included 364 people who worked in healthcare companies and were recruited from the general public to fill open positions. These workers were hired using a convenience technique. In this study, both a transversal design and a quantitative technique were used. For the purpose of information collection, questionnaires were used. Talent acquisition strategies including coaching, recruiting, talent retention, development, and learning were proven to dramatically boost employee productivity. A case study found that workers responded positively to financial incentives, suggesting a link between the two.

In a study of companies listed on the Nairobi Securities Exchange, Luna-Arocas and Lara (2020) studied on the effect talent management on service performance. Combining descriptive, qualitative, and quantitative methods with a stratified simple random sampling procedure, participants were drawn from the 10 types of companies listed on the Nairobi Security Exchange (NSE). A positive and statistically significant effect of talent management's subset, career management, on service quality was found. This was uncovered in investigations into talent management. Talent attraction is statistically important in explaining the service delivery of firms listed on the NSE in Kenya, according to study by Latukha, (2015). Findings indicated an R square of 7.6%, suggesting that the allure of brilliant people may account for the success of service delivery.

Using a quantitative methodology, Roberts, (2018) investigated the global operations of Malaysian firms. Finding a favorable and statistically significant correlation (0.543, p 0.0005) between recruiting top personnel and an organization's performance in serving its consumers. Finding ways to recruit top talent was the main emphasis of the research. A business's ability to attract the right kind of talent, they added, depends on the values of the company and the way the talent in question rates the services provided by the company. A correlation of 0.684 and a p value of 0.000 when examined at the 0.05 level indicates a positive and strong relationship between keeping outstanding people and attaining corporate objectives.

III. Research Methodology

The study's overall concept and methodology were based on the descriptive cross-sectional research design. This methodology was selected to carry out the study. According to Wang and Cheng, (2020), a cross-sectional research study entails collecting information on the presence or magnitude of one or more study variables within a defined population at a defined point in time. The collection of this data is conducted as an integral component of the study design.. This study's descriptive methodology was acceptable since the talent management practices and service delivery will not be altered as a consequence of the inquiry, but will continue to be employed in their current form.

According to a report from Kenya's central bank from 2022, the country has a total of 42 commercial banks. A survey of all 42 commercial banks in Kenya was carried out as part of this project. This research made use of the data collected from primary sources. The main data was collected via the use of an organized questionnaire. According to Hunziker and Blankenagel (2024), the strategy of using questionnaires is the most ideal tool for obtaining information that is both relevant and comprehensive. The questionnaire had two parts A focused on talent management practices and B on service delivery. The target respondents were human resource managers of various banks. Researchers used 'drop and pick' questionnaires to study participants, distributing questionnaire forms to be filled out at their convenience and collecting them at a later date. In addition to that, the surveys was be disseminated by email and other online platforms.

After collecting the information, the data was analysed through descriptive statistics (mean and standard deviation) and inferential statistics(multiple linear regression analysis). The multiple linear regressions model that is shown below is going to be utilized to determine how the variables are related to one another:

Data analysis and findings

The study's objectives was to find out the influence of talent management practices on service delivery at commercial banks in Kenya.

The overall response rate was 76.19%, with 32 out of 42 questionnaires returned for analysis. This section is dedicated to providing essential details about the firm. Therefore, the study's response rate was considered adequate.

Descriptive statistics:

Descriptive statistics was carried on the two variables; Talent Management Practices and service delivery.

Talent Management Practices

Independent variables in this study were talent management procedures. The talent management was operationalized as Career Management, Learning and Development, Performance Management, Workforce Planning as shown in below in table 4.1,4.2,4.3 and 4.4 respectively.

Career Management

They rated five career management statements on a five-point scale from "strongly agree to "strongly disagree." Table 4.4 displays research data.

Table 4.1: Career Management

Statement	N	Mean	Std. Dev
Everyone working for your company is aware of and familiar with the organization's policy on advancement and career development.	32	4.20	0.89
Within the organization are programs that serve as mentors.	32	3.32	1.08
The management shows appreciation for those who achieve better levels of performance.	32	4.30.	0.92
The creation of a robust talent pool is the means through which succession is achieved in your firm.	32	4.11	1.10
Personal connections and linkages to one's professional network are among the criteria used in your company's promotion process.	32	3.80	0.99
Composite Statistics	32	3.99	0.99

Source: Field Data (2023)

Table 4.1 shows that management places a high level of esteem on higher-performing employees, as indicated by an average score of 4.30 and S.D of 0.92. An average score of 4.20 and S.D of 0.89 show that the company's advancement and promotion strategy is well-communicated and understood by all workers. Finally, with an average score of 4.11 and S.D. of 1, your firm has developed a solid talent pool, ensuring a smooth transition of leadership. With an average score of 3.80 and a S.D of 0.99, selection for advancement within your firm is determined by personal connections and network linkages. The organization has mentoring programs with an average score of 3.32 and S.D of 1.08. The overall mean was 3.99, which indicates that career management has been adopted to a significant degree to a moderate degree.

Learning and Development

Participants were given five learning and development statements and asked to rate their agreement on a five-point scale from strongly disagreeing to highly agreeing. The data is summarized in Table 4.2.

Table 4.2: Learning and Development

Statement	N	Mean	Std. Dev
There is a policy in place regarding the sponsorship of trainings and programs for the development of talent that has been recognized inside your business.	32	4.18	0.95
Your company provides its workers with training and development opportunities via in-house programs.	32	3.73	1.06
Your company actively promotes managerial participation in mentoring and coaching opportunities.	32	3.57	0.99
You have a system in place at your company to review and reward department heads for the work they do in fostering employee growth.	32	3.00	1.02
Your company provides a wonderful program that encourages professional development via mentoring and coaching for all of its staff members.	32	3.32	1.05

Composite mean	32	3.57	1.01
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Source: Field Data (2023)

As shown in Table 4.2, your organization supports a variety of trainings and initiatives aimed at cultivating top talent. The average score for this policy is 4.18, and the S.D is 0.95. On the other hand, the Organization provides its workers, who have a mean rating of 3.73 with a S.D of 1.06, with opportunities to participate in in-house development programs. Additionally, managers are encouraged to provide coaching and mentoring inside the firm, which results in an average score of 3.57 and a S.D of 0.99. There is a program that offers coaching and mentoring to all employees, which increases the value of the staff by an average of 3.32 standard deviations, and in the end, department leaders are assessed and rewarded for talent development by an average of 3.00 standard deviations. An average score of 3.57 suggests that commercial banks are only moderately committed to continuous improvement and learning.

Performance Management

All respondents were given a list of five claims about performance management and asked to rate how much they agreed or disagreed with each claim. The investigation's conclusions are summarized in Table 4.3, which may be seen below.

Table 4.3: Performance Management

Statement	N	Mean	Std. Dev
The evaluation of one's performance is linked inside the firm to gaining awards and advancement.	32	4.11	1.17
The firm gives high-performing staff priority when it comes to advancement.	32	3.73	0.98
My company recognizes and compensates those who are competent.	32	3.34	1.19
Coaching for managers and work rotations are two methods that your company uses to develop capabilities and improve performance.	32	3.90	0.89
The majority of our motivation comes from monetary benefits.	32	3.23	1.07
Composite Statistics	32	3.60	1.06

Source: Field Data (2023)

Regarding Table 4.3, the fact that the company uses performance assessment to determine incentives and promotion received an average score of 4.11 with a S.D of 1.17, while the fact that managers get coaching and work rotations inside the company in order to build capacity and performance received an average score of 3.90 with a S.D of 0.89. In addition, the company provides expedited promotions to high-performing workers with an average score of 3.73 and a S.D of 0.98, and the company also ties competence to awards with a score of 3.34 and a S.D of 1.19. In conclusion, the company relies mostly on monetary incentives, which received an average score of 3.23 and a S.D of 1.07. An average of 3.60 indicates that performance management has been used by commercial banks to a moderate extent.

Workforce Planning

Participants were given five workforce planning assertions and asked to rate their agreement or disagreement. Table 4.4 provides an overview of the study's findings

Table 4. 4: Workforce Planning

Statement	N	Mean	Std Dev
Your company engages in activities pertaining to workforce planning.	32	4.11	.504
Formalized, well documented, and communicated to all staff, the strategic plan is now in place.	32	4.54	.505
Your company has the appropriate employees, with the appropriate talents, in the appropriate roles.	32	4.23	.798
Your whole business participates in workforce planning activities, which are carried out across all divisions.	32	4.63	.547
There is a strong emphasis placed on promoting employees from inside the business.	32	4.26	.611
Composite Statistics	32	4.35	0.593

Source: Field Data (2023)

The results of the company's workforce planning are shown in Table 4.4. The mean score is 4.63, and the S.D is 0.547. This indicates that the planning is carried out throughout all divisions of the business. Formalized, well documented, and communicated to all personnel, the strategic plan has an average score of 4.54 and a S.D of .505 points. With an average of 4.26 and a S.D of .611 points, internal job rotation is promoted inside the firm. In addition to this, the company has an average score of 4.23 and a S.D of .798. This means it has strategically placed employees with the necessary skills where they are most needed. The company does workforce planning, as shown by the average score of 4.11 and the S.D of .504 points. The overall average of 4.35 suggests that commercial banks have used workforce planning extensively.

Service Delivery

According to the findings of this study, the service delivery was a dependent variable. It was measured through Responsiveness, reliability, assurance, empathy indicated as 4.5, 4.6, 4.7, and 4.8 respectively.

Responsiveness

Respondents were given the three statements on responsiveness shown in Table 4.5 and asked to rate how much they agreed with each statement

Table 4.5: Responsiveness

Responsiveness	N	Mean	SD
The people that work with the company seem to be content and eager to assist clients.	32	4.63	0.487
The staff members inform the consumers of the precise time that the services will be done.	32	4.60	0.493
The staff members are not overworked and can easily attend to the needs of the customers.	32	4.57	0.498
Mean	32	4.60	0.493

According to table 4.5, responsiveness was affected by the fact that company workers are glad and ready to help clients, which resulted in an average score of 4.63 and S.D of 0.487. This was followed by the fact that employees notify consumers precisely when services would be completed, which resulted in an average score of 4.60 and S.D of 0.490. Last but not least, the personnel are not overworked to the point that they cannot reply to user requests, which have an average of 4.60 and S.D of 0.493. The total average score was 4.56, which indicates that the organization is responsive to a significant degree.

Reliability

The findings of a poll measuring respondents' levels of agreement with three claims about dependability are shown in Table 4.6.

Table 4.6: Reliability

Reliability		Mean	Stdev
The bank provides excellent work from the very beginning.	32	4.57	0.554
The bank is reliable in terms of its provision of network services.	32	4.56	0.328
The administration is responsible for providing its services.	32	4.56	0.555
Mean	32	4.54	0.551

According to Table 4.6, dependability was affected by the company's ability to conduct services correctly on the first attempt, which received an average score of 4.57 and had S.D of 0.554. This was followed by the company's ability to supply network services on time, which received a score of 4.56 and had S.D of 0.328. The mean score at which the management provided its services was 4.56, and the S.D was 0.555. The entire average score was 4.54, which indicates that dependability is, to a significant degree, present.

Assurance

Table 4.7 displays the percentage of agreement or disagreement the participants expressed regarding three statements about assurance.

Table 4.7: Assurance

Assurance		Mean	Stdev
The actions of the staff build trust in the bank's clients.	32	4.54	0.582
The employees always maintain a friendly demeanor toward the customers.	32	4.53	0.583

Customers are given a sense of assurance as a result of the conduct of the staff.	32	4.53	0.557
Mean	32	4.53	0.574

According to table 4.7, the employee conduct that instills trust in the consumers has the greatest impact on assurance, with an average of 4.54 and S.D of 0.582. This is followed by employees who are consistently polite to customers, with an average of 4.53 and S.D of 0.583. Lastly, an average score of 4.53 out of S.D of 0.557 indicates that the conduct of workers inspires trust in consumers. The total mean was 4.53, which indicates that confidence is, to a large degree, present.

Empathy

Table 4.8 displays the results of a survey in which respondents were asked to rate how much they agreed or disagreed with three assertions concerning empathy.

Table 4.8 Empathy

Empathy		Mean	Stddev
Individual care and attention is provided to each client by the staff.	32	4.50	0.532
The services are personalized to cater to the distinct necessities of each one of a kind customer.	32	4.41	0.625
The business hours are planned in such a way as to be convenient for each individual customer.	32	4.44	0.581
Mean	32	4.45	0.579

There was a correlation between personnel giving clients specific attention, which received an average score of 4.50 and S.D of 0.532, and empathy. This was followed by services being altered to fit the individual requirements of customers, which received an average score of 4.41 and S.D of 0.625. The mean number of clients per hour is 4.44, and the S.D is 0.567. These hours are convenient for all consumers. The 4.50 average implies that empathy is important in customer service. The average score was 4.45, showing that the organization has embraced empathy.

Correlation Analysis

An examination of the link between the predictor factors and the response variables was accomplished by use of a correlation analysis. It was helpful in establishing a connection between talent management and service delivery. The conclusions of this inquiry are outlined in Table 4.9 below.

Table 4.9 : Pearson Product-Moment Correlations Results for Study Variables

		CM	LD	PM	WP	S
	Pearson Correlation	1				
CM-Career Management	Sig. (2-tailed)					
	N	52				
	Pearson Correlation	.613*	1			
LD-Learning and Development	Sig. (2-tailed)	.05				
	N	52	52			
	Pearson Correlation	.653**	.233*	1		
PM-Performance Management	Sig. (2-tailed)	.01	.05			
	N	52	52	52		
	Pearson Correlation	.730**	.425**	.225*	1	
WP-Workforce Planning	Sig. (2-tailed)	.01	.01	.05		
	N	52	52	52	52	
	Pearson Correlation	.723**	.718**	.416*	.505**	1
P-Performance	Sig. (2-tailed)	.01	.01	.03	.01	
	N	52	52	52	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data (2023)

The Pearson's $r=0.723$ correlation coefficient between career management and service delivery is shown in Table 4.9. Although the association between learning and development and service delivery was quite good (Pearson's correlation coefficient = 0.718, significance level = 0.01), the correlation between performance management and service delivery was only moderately significant (Pearson's correlation coefficient = 0.416, significance level = 0.05). Last but not least, there is a strong association between workforce planning and service delivery (0.505, $p < 0.05$).

Multiple Regression Analysis

In order to make conclusions about the connections between talent management and service delivery, a regression analysis was conducted, and the determination coefficient (r^2) and the correlation coefficient (β) were used. According to the data, there is some kind of link between the two variables. Multiple regression analyses were conducted to disentangle the relative contributions of the four predictors (career management, learning and development, performance management, and workforce planning) to the dependent variable (service delivery).

Model Summary

An investigation using multiple regressions was carried out so that the impacts of predictor factors on dependent variables could be uncovered. The summary of the model may be seen in Table 4.13.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.790	.653	.645

a. Predictors: (Constant), Career management, Learning and development, Performance management and Workforce planning

Source: Field Data (2023)

The findings are shown in Table 4.13, and at a significance level of 0.005, it is possible to observe that R and R^2 were, respectively, 0.889 and 0.790. These values may be seen in the results. There is a significant connection between service delivery and talent management, as shown by the fact that R's value is equal to 0.88. In addition, the data demonstrated that the predictors in the model were responsible for 79% of the variation in service delivery, but other factors were responsible for 21% of the variation in performance that the model could not adequately explain.

Goodness of Fit of the Model

ANOVA was performed on the data, and the researcher found that the regression model they used was appropriate for the data. Table 4.11 displays the outcomes.

Table 4.11: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	.134	4	.034	0.507	.015 ^b
	Residual	1.347	30	.067		
	Total	1.132	31			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Career management, learning and development, performance management and workforce planning

Source: Field Data (2023)

The results of the analysis of variance are shown in Table 4.11. When the table's significance level is set to $\alpha=5\%$, the f statistic equals 0.507. This result is crucial for testing the significance of the coefficient of determination. The p value is statistically significant, sitting at 0.015. Therefore, it may be concluded that talent management factors have a crucial role in predicting service delivery.

Model Regression Coefficients

Table 4.12 includes not only unstandardized but also standardized coefficients as well as t statistics and significant values in its presentation.

Table 4.12: Regression Coefficient

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
					B	Std. Error
1	(Constant)	.159	.746		0.213	.000

Career management	.130	.219	.165	.59	.000
Learning and development	.232	.179	.272	1.130	.000
Performance management	.240	.115	.305	2.09	.000
Workforce planning	.150	.253	.126	.593	.000
a. Dependent Variable: Service Delivery Source: Field Data (2023)					

Table 4.12 displays regression coefficients that indicate a link between effective talent management and the service delivery. Career management posted $p=0.000 < 0.05$, learning and development posted ($p=0.000 < 0.05$), performance management posted ($p= 0.000 < 0.05$) and workforce planning posting ($p=0.000 < 0.05$). At the level of significance assumed by this test ($\alpha=0.05$), significance is found when p is less than or equal to <0.05 . The findings demonstrate that talent management factors contribute positively to the success of commercial banks.

Therefore, the linear model may be interpreted as;

$$Y=0.159+0.130X_1+0.232X_2+0.240X_3+0.150X_4$$

The results of the research indicate that commercial banks in Kenya should anticipate a change in service delivery of 0.130 for every unit increase in the career management parameter's relation to service delivery; nevertheless, despite the absence of the driving variables, their service delivery stays unchanged at 0.159. In the assumption that all other factors remain same, there will be a change in service delivery that is proportional to the amount of the career management parameter. The service delivery of commercial banks in Kenya is predicted to shift by 0.232 percentage points as a direct consequence of a single unit's increased learning and development to changing a parameter associated with talent management. The service delivery of commercial banks in Kenya will vary by 0.240 percentage points as a direct consequence of an increase of one unit in the performance management parameter that relates to service delivery of commercial banks in Kenya. Finally, the service delivery of commercial banks in Kenya would shift by 0.150 percentage points if the managing workforce planning parameter were increased by one unit.

IV. Discussion Of Findings

Career management systems were found to be in place at the majority of commercial banks in Kenya. This is based on anecdotal evidence and the assumption that all workers are aware of and following the company's career development strategy. Krishnan and Scullion (2017) found that an organization's ability to manage employees' careers had a direct impact on how committed they felt to the firm. Work rotation, staff seminars, career progression ladders, work enrichment, and formally planned programs are only few of the organizational career management tactics mentioned by Sturges et al. (2002).

Findings suggest that learning and growth have a modest effect on talent management. This was backed by feedback that the firm funds trainings and programs to nurture already-existing talent, and that it runs its own development initiatives for employees. The results show that the claims made by Armstrong (2008) about the importance of learning and development activities for the professional development of both employees and managers are valid. This is because these activities enable talented people to expand their skills in their present jobs and even progress to new roles.

It was observed that the majority of banks in Kenya had used performance management to a reasonable degree. According to the results, the business does, in fact, relate performance assessment to awards and promotion, while also providing managers with coaching and making work rotations in an effort to increase competence and performance. According to the results, Latukha, (2015) demonstration that performance management is a technique to increase employee engagement and participation via the giving of recognition and positive feedback is supported by these findings.

It was discovered that the majority of banks in Kenya had, to a significant degree, integrated manpower planning into their business operations. This was backed by the following. Garg and Rani (2014) cites the following as necessary components for successful succession planning: succession planning that fits in with the bigger picture of the business; evaluation of a candidate's potential for leadership based on their level of competence, culture, and connection; utilization of executive or external mentoring or other formal learning events to include talent into the succession planning process; and gaining insight from pre-existing successors.

The evidence suggests that talent management is key to service delivery. Regression analysis was used to investigate how talent management affects banks in Kenya. With an R^2 of 0.790, there is a high likelihood that the model accurately predicts the underlying data. When testing a regression model, a p -value of $0.015(<0.05)$ shows statistical significance. Research by Apeyusu, (2012), which looked at how talent management affects businesses' ability to provide services in Ghana, supports this conclusion. The descriptive method was used extensively for this investigation. The results of this study provide credence to the argument that effective personnel management has a bearing on service delivery and is crucial for companies to thrive in the fast-paced, highly competitive markets of today.

V. Summary, Conclusion And Recommendations

Summary of Findings

The major purpose of this research was to determine talent management practices on service delivery at commercial banks in Kenya. The commercial banks have been in business for more than four years, and their staff sizes range from 301 to 600 people. Additionally, the majority of these companies have between 301 and 600 employees. The majority of banks in Kenya have between five and ten branches around the country.

It was shown that banks in Kenya had, to a significant degree, integrated workforce staff planning and career management into their operations. The organization has made its core principles available to its clientele, which helps to reduce the number of disagreements that arise; also, once a disagreement does arise, it is immediately resolved, and issues are avoided as much as possible. The work force plan has been formally approved, meticulously recorded, and disseminated to all staff members. Long-term thinking and an appreciation for both existing strengths and potential growth areas inform Kenya's banking industry's approach to workforce planning.

It was found that Kenyan commercial banks have adopted several forms of performance management and learning and development. The organization has both an internal policy for developing talent it has already identified and a formal training and development program for its employees. The business's appreciation of its employees for improved performance is fantastic, the firm offers flexible benefits in addition to reasonable rates, and the fact that a firm attracts and retains essential workers by using complete compensation approach is a positive.

The results indicate that talent management contributes to better service output. This study's regression analysis proved that the model used was reliable as a forecasting tool. P-values for variance analyses that are less than 0.05 are considered to be statistically significant.

Conclusion

Career management, learning and development, performance management and workforce planning were all shown to have a good relationship with Service delivery. The research found that Talent management practices at Kenyan commercial banks had a favorable and statistically significant relationship with service delivery. This finding suggests that improved talent management practices led to better service delivery by Kenyan commercial banks and vice versa.

The study came to the conclusion that Kenya commercial banks in have competent employees working in the appropriate positions, that Kenyan commercial banks are the ones who do the planning for their personnel, that the official strategic plan has been well documented and presented to all employees, and that work force planning at Kenyan banks takes into account the future and takes into account what is expected to do well, in addition to what sort of talent is now being employed in the industry.

The survey also showed that managers are encouraged to train and mentor their subordinates and that all banks have a structured coaching and mentoring program, which benefits the firm. Furthermore, the research concludes that succession management for banks in Kenya is achieved via the cultivation of a robust talent pool, that with prior achievements and competencies serving as the foundation for staff advancement, that the strategy for growth and professional development is well-described and widely recognized, that personal connections and network affiliations play a significant role in the selection process for higher positions., and that one's progression is reliant on the breadth of their experience.

The research also concludes that workforce planning helps Kenyan banks prepare for the unexpected loss of staff that might result from factors like retirement or death, that Kenyan banks care about keeping their best employees, and that succession planning allows for the deliberate implementation of its tenets. In addition, the research came to the conclusion that employee appreciation for improved service delivery at the bank is outstanding, that the company is appealing to key workers owing to its use of entire incentive approach, and that the company provides enough compensations.

Recommendations

In order to guarantee service delivery to customers in commercial banks, it is essential that the organization prioritizes the development of programs that are necessary to the industry and also raises the overall level of expertise possessed by employees. Managers and employees alike should participate in the process of outlining programs. Workers are essential to the success or failure of a company's training programs and should not be overlooked because of this. In the same vein, commercial banks in Kenya are strongly encouraged to investigate what other firms in the sector are doing to improve the career advancement opportunities available to their workforce before formulating any plans for professional development. After a training and development program has been conceived of, discussed, and agreed upon, it ought to be put into action. The bank should make sure that the efforts are based on the current demands of the market, and it should also put up methods for monitoring the performance of its personnel to assist in the process of benchmarking.

As a means of ensuring that services will be provided, it is essential for commercial banks in Kenya to modernize the management of talent management frameworks they have in place. It should be required that the concept of worker contribution be included throughout the whole process of employee evaluation. If employees are involved more in the building of a framework that will be used to evaluate them, then the talent management frameworks will need more assistance from the employees.

It is important for banks in Kenya to have a strategy for talent management that will enhance the quality of service provided to both employees and consumers. Systems of performance management for commercial banks should include career advancement plans at each step of administration as well as for employees. The framework for ongoing performance monitoring inside the company is a crucial morale booster for the staff members since they are aware of what is required of them to advance to the next available activity.

Limitations of the study

Some of the interviewees shown strong opposition when asked to provide details they regarded as exclusive to the business. In addition, respondents were hesitant to provide details because they were worried that their answers may be used against them. In addition, the majority of the people whose opinions were sought had very full schedules, which made it difficult for them to complete the feedback forms within the allotted amount of time. Because of the many bureaucratic procedures that were involved, the process was made even more drawn out by the tight regulations of the companies.

The data for this research came from the participants' self-reported questionnaires. However, it may not be a bad idea when data gathered from primary and secondary sources are utilized to replace one another for one another. As a consequence of people not finishing their surveys, the researcher also saw a drop in response rate.

Suggestions for Further Studies

The data for this inquiry were collected using a quantitative research that included both longitudinal and cross-sectional components. The study acted, in essence, as a journal in which the participants may record their most private thoughts. The whole cross-sectional investigation was conducted using quantitative techniques. The constraints of time and money led us to choose this approach, since it seemed best suited to overcoming those obstacles. For this reason, in order to arrive at a result, comparative research that is based on qualitative methods such as interviews is essential.

In addition, the scope of this study was constrained to include just to commercial banks in Kenya as the investigated issue. Companies in the healthcare, aviation, large-scale farming, and manufacturing sectors, to mention a few, are not doing as well when it comes to talent administration. Future studies should look at how different types of human resource management affect service delivery in other fields, including but not limited to business.

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