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**EFFECT OF TALENT MANAGEMENT ON ORGANISATION PERFORMANCE  
CASE OF CONSERVATION AGENCIES IN KENYA****NG'ANG'A ANTHONY <sup>1</sup>, DR. TARI JUSTUS <sup>2</sup>****<sup>1</sup>Master's in human resource management of Egerton University****<sup>2</sup>Senior Lecturer Egerton University****Abstract**

Talent management has over the recent past been gaining popularity among organization management, shareholders and academicians. This has been attributed to the growing importance of Human Resource giving an organization competitive advantage. The study sought to establish effect of talent management on organization performance in conservation agencies in Kenya. The conservation agencies derive their mandate from various Acts of Parliament example, The Wildlife Conservation and Management Act and The Forest Act 2005 with the mandate to manage the biodiversity of the country by protecting and conserving the flora and fauna through enforcement of related laws and regulations. The study was guided by four specific objectives namely: To determine the effect of recruitment on organizational performance in conservation agencies in Kenya; To establish the effect of selection on organizational performance in conservation agencies in Kenya; To determine the effect of employee development on organizational performance in conservation agencies in Kenya and To determine the effect of reward structure on organization performance in conservation agencies in Kenya. Theoretical and empirical literature was adopted for the study. Descriptive research design was utilized to guide the study. The study sought response from eighteen Human Resource Managers within the agencies. Structured questionnaires were used to collect data from the respondents. Data was analyzed with the aid of Statistical Package for Social Sciences; findings were presented using tables and pie charts. Inferential statistical was used where independent variables were regressed against dependent variables to form a regression equation. From the analysis the study found out that recruitment, selection, employee development and reward structure are statistically significant predictors of performance in conservancy agencies. Under recruitment the study revealed job interview, job advertising, ability test and recruitment agencies were of great importance during recruitment of employees, in relation to selection the study found out that during selection, employee engagement, staff orientation, environmental fit and experience if well mixed have a positive impact on performance of organizations. The study found out that agencies have policies guiding selection and career experience was a factor in performance. The study found that employee development variable competency assessment, performance agreement, recognition reward and room for individual career development have a positive impact on performance of organizations. The study found that reward structure variable compensation, benefits, recognition and appreciation are significant indicators of reward structure. Management of conservancy agencies should consider incorporating this factors in reward structure of their employees so that organizations are able to retain high quality staff that are the engine of organization performance The study concluded that performance of an organization depends on the talent that the organization attracts, retains and trains for better performance.

## **Introduction**

Talent management has become a generally accepted term in contemporary business, encompassing the attraction and retention of the best employees possessing specialist skills, abilities and capabilities, in order to meet industry needs in a dynamic and increasingly competitive global environment as cited by (Michaels, Handfield and Axelrod (2001), the so called war for talent is often regarded as the primary human resource management issue for all global organizations. McKinsey and Company (2007) defined talent as the sum of a person's abilities his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive. It also includes his or her ability to learn and grow Michaels et al, (2001). Ulrich (1999) proposed that it equated to the combination of competence, commitment and contribution.

The factors that have highlighted the importance of, and the need for, talent identification and management are various, but all are associated with globalization, increasing competition and industry restructuring. On the demand side, most authors agree that the operations of multinational corporations require more sophisticated professional and managerial experience and that the growth of international mergers and acquisitions both reduce the required numbers of employees and increase their skills expectations, whilst new technologies demand on-going employee flexibilities, Beechler and Woodward, (2009). Bradford (2007) cites that with respect to the supply of talent, the determining variables include demographic trends (ageing populations, declining birthrates, diversity and generational issues, notably associated with Generation Y); the quantity and quality of education systems; and (national and international) employee mobility patterns Beechler and Woodward, (2009).

According to Bhatnagar (2008), talent management focuses primarily on nurturing the workforce stars managerial, professional and technical staff, with a distinctive elitist emphasis, and utilizes the broad repertoire of human resource management (HRM) functions for example, human resource (HR) planning, recruitment, rewards and employee development to achieve its aims. Stahl, Bjorkman and Farndale (2007), defines talent management as an emerging business strategy that enables an organization to identify, develop and redeploy key talented employees. Bhatnagar (2008), observed that huge amount of investments of money, energy and time have been spent by big multinational companies in order to attract top talents but the issues of development of personnel within the company as well as retention are put aside, leading to higher turn-over and less effective performance. The issue of employee development is getting even more important in the case of Kenyan environment, where the gap of skilled and qualified talents takes place. In the conditions of emerging market, the demand for Kenyan labor has aroused rapidly, and the demand of talents today exceeds the supply Kamran, (2014).

According to Stewart and Knowles (2000), talent management is the set of activities related to recruitment, selection and development of talented people who are able to achieve a superior performance in a particular company, the talent management activities should be conducted through a strategy. Shortage of talent is one of the challenges facing management globally; the most critical problem being recruiting, retaining, training and motivating professional talent in a scenario where there is already shortage. This affects all kinds of areas professional or non-professional Management. It occurs in diverse managerial disciplines due to the early beginning of retirement with inadequate replacements to cover up the vacuum left by the retired workforce.

Companies face each other in a fierce motivated competition to hire, train and retain the already scarce talent available in the job market. Talent management is being emphasized more to ensure the competitiveness of a company for the long term proper management Athanne, (2010).

In addition, companies are developing their respective strategic workforce to analyze, evaluate and forecast the talent that they need to develop their strategic planning. In parallel, these companies are developing a more proactive human resource management and are making the necessary adjustments to excel in the role of recruiting, selecting and developing professional talent (Athanne, 2010). Kenya's first conservation agency, Kenya Wildlife Service, was established in 1990 to conserve and manage Kenya's wildlife. It was established under an Act of Parliament Cap 376 (The Wildlife Conservation and Management Act) with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. The conservation agency manages the biodiversity of the country by protecting and conserving the flora and fauna. The conservation agency manages about 8 percent of the total landmass of the country. This landmass contains 22 National Parks, 28 National Reserves and 5 National Sanctuaries. Also under the agencies management are 4 Marine National Parks and 6 Marine National Reserves at the Coast. In addition, they manage 125 field stations outside protected areas. The money collected as entrance fees in parks is used to implement the agencies mandate, (KWS strategic plan 2012-2017).

The challenges facing wildlife and biodiversity conservation in Kenya are many and varied the common ones being climate change, habitat degradation and loss, forest depletion, tourism market volatility, human wildlife conflict brought on by population growth and changing land use habits of communities that coexist with wildlife as well as wildlife crime which has been on the rise. The agencies undertake conservation and management of wildlife resources outside protected areas in collaboration with stakeholders. The agencies works with others to conserve, protect and sustainably manage wildlife resources. The agencies encourages biodiversity conservation by communities living on land essential to wildlife, such as wildlife corridors and dispersal lands outside parks and reserves with the aim that if people benefit from wildlife and other natural resources, then they will take care of these resources(KWS strategic plan 2012-2017).

According to Spruyt (2011) Kenya Water Towers Agency was established upon recommendations of the Interim coordinating secretariat of the Mau which was gazetted in April 2009 to rehabilitate and reclaim the Mau forests. The Agency was established vide Kenya gazette of 20<sup>th</sup> April 2012, legal notice no. 17 in order for the government to coordinate and oversee the protection, rehabilitation, conservation and sustainably manage all the critical water towers. The gazetted towers include Aberdares Range, Cherangani Hills, Chulyu Hills, Huri Hills, Kirisia Hills, Loita Hills, Marmanet Forest, Mathews Range, Mau Forest Complex, Mount Elgon, Mount Kenya, Mount Kipipiri, Mount Kulal, Mount Marsabit, Mount Njiru, Ndotos, Nyambene Hills, and Shimba Hills.

Kusimba (2015) observe that Kenya Forest Service is a State Corporation established on February 2007 under the Forest Act 2005 to conserve, develop and sustainably manage forest resources for Kenya's social-economic development. The KFS management structure comprises 10 conservancies that are ecologically demarcated, 76 Zonal Forest Offices, 150 forest Stations,

and 250 divisional forest extension offices located countrywide, and critical in forest management and surveillance. According to Nyangena (2008) The Water Resource Management Authority (WRMA) is a state corporation under the Ministry of Environment, Water and Natural Resources established under the Water Act 2002 and charged with being the lead agency in water resources management (Nyangena, 2008). The authority is mandated to develop principles, guidelines and procedures for the allocation of water resources; to monitor, and from time to time reassess, the national water resources management strategy; to receive and determine applications for permits for water use; to monitor and enforce conditions attached to permits for water use; to regulate and protect water resources quality from adverse impacts; to manage and protect water catchments; to determine charges to be imposed for the use of water from any water resource; to gather and maintain information on water resources and from time to time publish forecasts, projections and information on water resources; to liaise with other bodies for the better regulation and management of water resources; to advise the Cabinet Secretary concerning any matter in connection with water resources (Troell & Oloo, 2011).

Kula (2012) note that State department of environment and natural resources is the successor to three Ministries under the previous Administration: Ministry of Water, Ministry of Wildlife and Forestry, and Ministry of Environment & Mineral Resources. This department is responsible for policies and programmes aimed at improving, maintaining, protecting, conserving and managing the richness of Kenya's natural resources including water, forestry, wildlife and environment. In addition, it is tasked with the responsibility of ensuring that Kenyans have good access to clean, safe, and adequate and reliable water supply.

Kula (2012) The National Environment Management Authority (NEMA), is established under the Environmental Management and Co-ordination Act No. 8 of 1999 (EMCA) as the principal instrument of Government for the implementation of all policies relating to environment . EMCA 1999 was enacted against a backdrop of 78 sectoral laws dealing with various components of the environment, the deteriorating state of Kenya's environment, as well as increasing social and economic inequalities, the combined effect of which negatively impacted on the environment. The supreme objective underlying the enactment of EMCA 1999 was to bring harmony in the management of the country's environment (Kula, 2012).

In 2013 Company of the Year Award (COYA) the conservation sector won the Corporate Citizenship and Environmental Focus category, the award recognized companies that showed outstanding community as well as environmental programmes in diverse parts of the country. At the same event, the sector also won second runner's up in both the Leadership Management and Human Resource Focus categories. These two categories sought to recognize companies with strong leadership record and companies' exemplary talent in performance management systems respectively. The conservation agencies were also key players in economic development and multiplier effects in other industries through tourism which provides multiplier effects in agriculture, horticulture, transport and communications, they also aid communities outside protected areas develop from tourism and other ventures by bringing critically needed jobs and income to rural areas.

In the 90's the conservation sector in Kenya received initial funding from multi-lateral donors including the World Bank to aid in reforms by establishing KWS. In order to restructure its

operations the first downsizing of staff was carried out in 1991 and the second phase was done in 1997. The downsizing was meant to address a number of factors affecting talent management of employee performance. Some of the factors cited by Cooper and Lybrand (1990) were: lack of training program for wildlife managers; lack of tools and equipment; poor infrastructure and finally lack of political will for supporting conservation. The Kenya Wildlife Service strategic plan 2008- 2012 (Osano & et al., 2013) identified additional factors needed to address performance issues: employee capacity building; strengthening of human capacity (recruitment of competent staffs); multi-skilling and empowering staff; knowledge management; promoting and enriching the culture of urgency, teamwork and trust; aligning employee aspirations with corporate objectives; enhancing reward and performance management systems.

### **Problem Statement**

According to Fabricius, Koch, Turner and Magome, (2013) globally organizations that manage their talents well that is those organizations that are keen on tracking how talent is attracted, selected and developed into the pool of their human capital have three more innovations, better products development, cross cutting competitive advantage and customer loyalty this aids total sales to improve by an average of 10% annually. When talent in an organization is managed effectively Fabricius *et al.*, (2013) observed that on average profits grow by 5% annually. In their study Nthiga, Mwongela, and Zellmer (2011) found out that when talent is well managed in the corporate sector workers are more motivated to collaborate with locals and international organizations. This collaboration was observed to yield increased productivity, employee satisfaction eliminating grievances and industrial action; return on investment was achieved in the minimal set timeline. In Kenya conservancy agencies have been championing protection of natural resources but have not been keen on cultivation of a culture that would sustain the resource. However this culture has not been embraced because conservancy agencies in Kenya have not been keen on tracing the path of how talent is managed effectively.

Studies done locally on talent management practices include Rimberia (2001) who conducted a survey on the use of flexible talent management practices by manufacturing firms in Nairobi. Murage (2005) did a survey of the relationship between talent management practices and performance of firms quoted in the Nairobi Stock Exchange. Roba (2008) did a survey to assess the extent of adoption of talent management practices at Teachers Service Commission of Kenya. Although a number of researches have been done in talent management practices, none has been done with respect to Conservation Agencies in Kenya. The focus of this study is to quantify the effect of talent management on conservancy agencies in Kenya and bridge the existing empirical gap by establishing the effect of talent management on organization performance in Kenya, case of conservancy agencies.

### **Objectives of the Study**

The general objective of the study is to determine the effect of talent management on organization performance in conservation agencies in Kenya

The specific objectives of the study are:

- i. To determine the effect of recruitment on organization performance in conservation agencies in Kenya.
- ii. To establish the effect of selection on organization performance in conservation agencies in Kenya.

- iii. To determine the effect of employee development on organization performance in conservation agencies in Kenya.
- iv. To determine the effect of reward structure on organization performance in conservation agencies in Kenya.

## **Theories On Talent Management**

### **Maslow's Hierarchy Of Needs**

This is a theory proposed by Abraham Maslow in his work: *A Theory of Human Motivation* (1943). Maslow formulated in his theory a hierarchy of human needs and he argues that as the most basic needs met (bottom of the pyramid), human needs and desires develop high (top of the pyramid). The main idea is that the higher needs occupy our attention only when they have satisfied the lower needs of the pyramid. It means that everyone is born with the perceived need to experience self-actualization, which is developed if the individual has satisfied the other needs of the pyramid, for this reason, individuals have the desire to develop their full potential, to become more and more what one is. For instance, one person may have the strong desire to become an ideal parent and in another it may be expressed in being the best in his/her job or being the best athlete. Therefore, according Maslow (1998) everyone needs to nurture and develop their talents to obtain the self-actualization such as learning, creativity, fairness, responsibility and justice, because they are in the person's nature. The arguments of this author are important because it raises issues as responsibility (esteem) and the necessity of personal development (self-actualization). Nevertheless at the same time we should take into consideration that there are differences between self-actualized person's needs and the personality traits.

Maslow's hierarchy simply means that as a lower level of needs become substantially fulfilled the next higher order need increases in strength and thus becomes a powerful motivator. A person fighting for his or her survival (that is, a person whose safety needs are unfulfilled) will not be motivated by opportunities to fulfill his or her status needs, because safety as a lower-order need must first be satisfied before the higher-order esteem needs Swanepoel, *et al.* (2003). Maslow's Pyramid of needs is a relevant concept for talent management, because the potential development of individuals is a necessity to motivate employees. An organization with talent management strategy helps employees to cover their needs, for this reason when a firm is planning its talent management strategy it has to be aware of that necessity so that it can align employees' interests with company's interest to create added value that has the potential to improve performance.

### **Two-Factor Theory**

Using Maslow's view of motivation, Herzberg cited in Brewer (1993) proposed two categories of needs. The first category of needs is termed motivators which includes Maslow's higher order of needs. The second category of needs identified by Hertzberg's research related to extrinsic factors known as hygiene factors which related primarily to Maslow's lower order of needs Brewer, (1993). Motivation factors associated with achievement and recognition were most common amongst individuals who experienced satisfaction. Conversely, the absence of these factors did not result in dissatisfaction but rather no satisfaction was experienced. The hygiene factors such as work condition, pay, supervision and company policies, if perceived inadequate, lead to feelings of dissatisfaction. However, if these factors were perceived as adequate it did not

lead to feelings of satisfaction; instead individuals experienced feelings of no dissatisfaction Poisat, (2006).

Balancing the interest of employees and employers is the key and a number of companies have arrangements to negotiate compromises (Cappelli, 2009). When work interferes with family time and relationships, there is a higher absenteeism rate and turnover than when the individual is able to balance family needs with the support of organizational programs (Phillips & Connell, 2003). Employees are asking for a workplace that helps them balance the demands of their work and family lives, rather than forcing them to choose one over another (Kaye & Jordan-Evans, 2004). The two-factor theory of motivation explained the factors in the different conservation agencies that employees find satisfying and dissatisfying about their jobs. These factors are the hygiene factors and motivators.

### **Equity Theory**

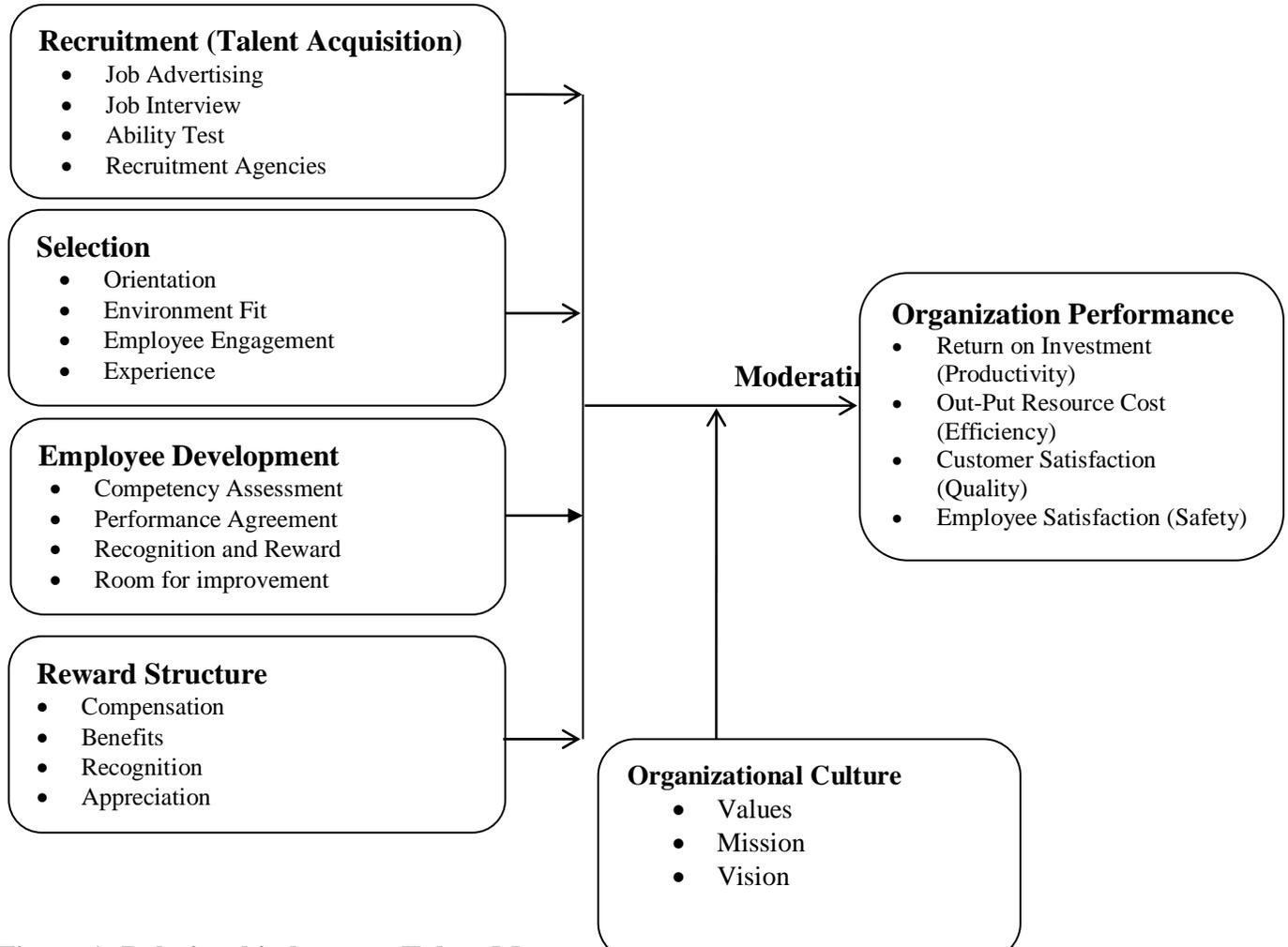
Equity theory consists of two factors; the input and the output. Input can generally refer to an individual's contribution or effort in a certain situation, while the output is the thing that the individual gets in return for his contribution Adams (1963) indicated that people develop beliefs about what is a fair reward for one's job contribution and exchange. People compare their exchanges with their employer to exchanges with others-insiders and outsiders called referents, if an employee believes his treatment is inequitable, compared to others, he or she will be motivated to do something about it that is, seek justice. In his theory Adams (1963) gave the following as ways, employees may reduce inequity: reduce inputs, (reduce effort), try to influence manager to increase outcomes (complain, file grievance, etc.), try to influence co-workers' inputs (criticize others outcomes or inputs) or withdraw emotionally or physically (engage in absenteeism, tardiness, or quit). Equity theory application is done through developing tools to pay people in proportion to their contributions. Let employees know who their pay referents are in the pay system: identify pay competitors and internal pay comparators. Strive for consistent pay allocations. Monitor internal pay structure and position in the labor market for consistency. This theory guided the study on conservation agencies performance appraisals, recognition and reward involving employee's contribution to their job with the compensation and other rewards associated with employee success.

### Conceptual Framework

This refers to the extent that the researcher conceptualizes the relationship between contextual variables in the study and show the relationship graphically or diagrammatically (Mugenda and Mugenda, 2003). The relationship describes the association between the independent variables and the dependent variables, in this case talent management and organization performance

#### Independent Variable (input)

#### Dependent Variable (output)



**Figure 1: Relationship between Talent Management and Organization Performance.**

## **Research Methodology**

The study was carried out using cross sectional descriptive design. A descriptive study is concerned with establishing the what, where and how of a phenomenon Cooper & Schindler, (2003). The research was carried out using census of Eighteen Human Resource Managers based at conservation agencies in Kenya. Kisima (2012) Kenya Natural Resource Management Project, Implementation Status Results Report noted that there are eighteen conservation agencies enacted by Acts of Parliament such as, The Wildlife Conservation and Management Act and The Forest Act 2005.

Joppe (2000) states that validity determines whether the research truly measures that which it will be intended to measure or how truthful the research results are. The researcher enhanced the instrument validity by seeking the opinion of the University Supervisor and experts in human resource management. A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved human resource personnel from the Conservation Agencies. Reliability analysis was subsequently done using Cronbach's Alpha which measured the internal consistency by establishing if certain items within a scale measure the same construct. Gliem and Gliem (2003) established the Alpha value threshold at 0.7, thus forming the study's benchmark. Recruitment of Employees had the highest reliability ( $\alpha= 0.853$ ), followed by Selection of Employees ( $\alpha=0. 826$ ), Employee Development ( $\alpha=0.818$ ) and Reward Structure ( $\alpha=0.731$ ) all the variables were reliable as values exceeded the prescribed threshold of  $\alpha 0.7$ . See appendix II.

Self-administered questionnaire was the preferred data collection tool for the study, the choice of this particular data collection method was selected because of its advantages that include easily distribution to a large target group, relatively inexpensive to conduct, allow anonymity and yield reliable data with ease and economy (Mitchell & Jolley, 1992). The questionnaires were administered to eighteen human resource managers of the agencies. The study used a drop and pick method where the researcher gave the questionnaires to the human resource managers of the conservancies and then collected them after a week.

A content analysis and descriptive analysis was employed. Content analysis was used to analyze the respondents' views on the effect of talent management on organization performance in conservation agencies in Kenya. Data was then coded to enable the responses to be grouped into various categories. Descriptive statistics was used to help in data analysis. Tables and graphical presentations were used to present data collected for ease of interpretation and analysis, this included tables, graphs and pie charts for ease of comparison purposes Hair et al., (2012). Multiple regression analysis was done to determine the effect of talent management on organization performance in conservation agencies in Kenya. In addition, inferential statistics was used to measure the quantitative data and was analyzed using SPSS. Hair et al., (2012) multiple regression analysis is a statistical method utilized to determine the relationship between one dependent variable and one or more independent variables. The study employed a multiple linear regression analysis using organization performance as dependent variables and independent variables comprising of recruitment (talent acquisition), selection, employee development, reward structure and a moderating variable organization culture.

## Research Findings

Descriptive and inferential statistics have been used to discuss the findings of the study. The study targeted 18 respondents from which 18 questionnaires were completed and returned making a response rate of 100%. This response rate was satisfactory to make conclusions for the study. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to be excellent.

### Recruitment of Employees

This was the first objective of the study as shown below in Table 1

**Table 1: Extent to which conservation agencies exercised the following aspects and procedures relating to recruitment of employees**

Aspect	Mean	Std deviation
Are job openings first advertised internally then externally in realization of vacancies as the agency advances and expands?	4.61	0.05
Are job interviews conducted Free, Fair and on Merit?	4.83	0.06
Does the agency conduct ability test earlier in the recruitment process to identify applicant's suitability?	4.67	0.05
Are vacancies frequently advertised through recruitment agencies?	4.01	0.04

The researcher requested the respondent to indicate their level of satisfaction with how the above practices were managed in relation to recruitment of employees. From the research findings, majority of the respondents strongly agreed that interviews were conducted in a free, fair and on merit manner as shown by a mean of 4.83, the agencies conduct ability test earlier in the recruitment process to identify applicant's suitability as shown by a mean of 4.67, job openings were first advertised internally then externally in realization of vacancies as agencies advanced and expanded as shown by a mean of 4.61 and the frequency of advertising vacancies through recruitment agencies had the least mean score of 4.01.

### Selection of Employees

This was the second objective of the study Table 2 presents Extent to which conservation agencies exercised the following aspects relating to selection of employees.

**Table 2: Extent to which conservation agencies exercised the following aspects relating to selection of employees**

Aspect	Mean	Std deviation
Are the agencies orientation programmes effective and consistent?	4.33	0.04
Do the agencies conduct environment fit to align employee with their Mission and Vision?	4.28	0.03
Are the agencies employees engaged and their ideas listened to and valued?	4.33	0.04
Do the agencies have a selection criteria policy	4.11	0.02

The study requested the respondents to indicate their satisfaction with the above aspects in relation to selection of employees, from the research findings majority of the respondents agreed to be satisfied with the effectiveness of their agencies orientation programme as shown by a

mean of 4.33, the agencies listened and valued the employees ideas as shown by a mean of 4.33, the study also revealed that the agencies conduct environment fit to align employee with their Mission and Vision as shown by a mean of 4.28, the agencies were also observed to have policies that guided selection criteria as shown by a mean of 4.11.

### Employee Development

This was the third objective of the study Table 3 presents Extent to which conservation agencies exercised the following aspects relating to employee development.

**Table 3: Extent to which conservation agencies exercised the following aspects relating to employee development**

Aspect	Mean	Std deviation
Does agency identify its employee's gap regularly through competency assessment	4.72	0.05
Are performance agreements/targets evaluated mid and at the end of appraisal period	4.28	0.04
Is exemplary performance recognized and rewarded at department and individual level	4.67	0.05
Is there room for employees to grow their careers	3.87	0.04

The study requested the respondent to rate the importance of the above aspects, from the findings Majority of the respondents indicated that; it was important for the agencies to identify employee gaps regularly through competency assessment as shown by a mean of 4.72, it was important that exemplary performance got recognized and rewarded at department and individual level as shown by a mean of 4.67, that it was important that performance agreements/targets get evaluated mid and at the end of appraisal period as shown by a mean of 4.28 and finally the study found out that the agencies had programm in place to facilitate future employees career growth as shown by a mean of 3.87.

### Reward Structure

**Table 4: Extent to which conservation agencies exercised the following aspects relating to reward structure**

Measures of reward structure	Mean	Std deviation
Is compensation fair (competitive) in conservation agencies	4.01	0.05
Are employees benefits (allowances) well-structured in conservation agencies	4.32	0.04
Is recognition of employees done when they come up with something unique (innovation)	4.07	0.05
Are employees well appreciated in conservations agencies	3.99	0.02

The study sought to determine the extent to which respondents agreed with the above statements relating to reward structure. From the research findings majority of the respondents agreed benefits for employees are well structured in conservation agencies as shown by a mean score of 4.32, recognition of employees when they come up with innovations is done as shown by a mean

score of 4.07, compensation is fair in conservation agencies as shown by a mean score of 4.01 and employees are well appreciated in conservations agencies as shown by a mean of 3.99.

### Organization Performance

**Table 5: Extent to which conservation agencies exercised the following aspects relating to organization performance**

Measures of Organization Performance	Mean	Std deviation
Projects are completed with the planned budget Allocations and on set timeliness (Efficiency)	4.11	0.05
Customer complaints/concerns are addressed as soon as they are received (Quality)	4.22	0.04
Employee work related injuries are at a decline (Safety)	4.17	0.05
Organization annual performance targets attained	3.99	0.02

The study sought to determine the extent to which respondents agreed with the above statements relating to Organization Performance. From the research findings majority of the respondents agreed Customer complaints/concerns are addressed as soon as they are received to address Quality issues as shown by a mean of 4.22, respondents also indicated that employee work related injuries were at a decline as shown by a mean of 4.17, respondents indicated Projects are completed with planned budget allocations and on set timeliness (Efficiency) as shown by a mean of 4.11, the study also established that Organisation annual performance targets attained as shown by a mean score of 3.99.

### Regression Analysis

**Table 6: Model Summary of recruitment on performance of conservation agencies**

Model	R	R Square	Adjusted R	Std. Error of the Estimate
1	.653	.427	.423	.0342

a) Predictors: (Constant): Recruitment Variables

b) Dependent Variable: (Job Advertising, Job Interview; Ability Test and Recruitment Agencies)

This table provides the R and  $R^2$  values for recruitment. The R value represents the simple correlation and is 0.653 (the 'R' Column), which indicates a high degree of correlation. The  $R^2$  value (the 'R Square' column) indicates how much of the total variation in the dependent variable, recruitment variable, can be explained by the independent variable, job advertising, job interview; ability test and recruitment agencies. In this case, 42.7% can be explained, which is very large.

**Table 7: Regression Coefficients of recruitment effect on performance of conservation agencies**

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	Sig.
(Constant)	10.201	.231		.000
Job Advertising	.689	.214	.745	.0351
Job Interview	.589	.415	.804	.0111
Ability Test	.458	.202	.289	.0214
Recruitment Agencies	.384	.325	.748	.0345

a) Predictors: (Constant): Recruitment Variable

b) Dependent Variable: (Job Advertising, Job Interview; Ability Test and Recruitment Agencies)

The linear regression analysis shows a relationship between the dependent variable which is performance and independent variable which is recruitment of conservancies' agencies. From table 7 the regression analysis revealed that by increasing job advertising by one unit conservancy agencies performance increases by a factor of 0.689, job advertising is statistically significant as shown by a p-value of 0.0351 which is less than the statistical p-value of 0.05. The study further show that by increasing job interview by one unit conservancy agencies performance increases by a factor of 0.589, job interviews are statistically significant as shown by a p-value of 0.0111 which is less than the statistical p-value of 0.05. This study show that by improving ability testing by one unit conservancy agencies performance increases by a factor of 0.458, which is statistically significant as shown by a p-value of 0.0214 which is less than the statistical value of 0.05. From the study it is shown that by increasing recruitment agencies by one unit conservancy agencies performance increases by a factor of 0.384, recruitment agencies are statistically significant as shown by a p-value of 0.0345 which is less than 0.05. The regression equation for recruitment is:

$$\text{Recruitment} = 10.201 + 0.689(\text{Job Advertising}) + 0.589(\text{Job Interview}) + 0.458(\text{Ability Testing}) + 0.384(\text{Recruitment Agencies})$$

**Table 8: Model Summary on effect of selection on performance of conservation agencies**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623	.388	.383	.0168

A) Predictors: (Constant): Selection Variables

b) Dependent Variable: (Orientation, Environment Fit, Employee Engagement and Experience)

This table provides the R and  $R^2$  for selection variables of conservancy agencies. The R value represents the simple correlation and is 0.623 (the 'R' Column), which indicates a high degree of correlation. The  $R^2$  value (the 'R Square' column) indicates how much of the total variation in the dependent variable, selection variable, can be explained by the independent variable, Orientation, Environment Fit, Employee Engagement and Experience. In this case, 38.8% can be explained, which is moderate.

**Table 9: Regression Coefficients of selection effect on performance of conservation agencies**

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	Sig.
(Constant)	9.547	.231		.014
Orientation	.752	.301	.125	.0012
Environment Fit	.215	.231	.365	.0424
Employee Engagement	.641	.405	.321	.0225
Experience	.523	.568	.125	.0358

A) Predictors: (Constant): Selection Variables

b) Dependent Variable: (Orientation, Environment Fit, Employee Engagement and Experience)

The linear regression analysis shows a relationship between the dependent variable which is performance and independent variable which is selection variables of conservancies'. From table 9 of the study by increasing orientation by one unit selection in conservation agencies increases by a factor of 0.752, employee orientation is statistically significant as shown by a p-value of 0.0012 which is less than the statistical p-value of 0.05. This study show that by increasing environment fit by one unit selection in conservation agencies increases by a factor of 0.215, environmental fit is statistically significant as shown by a p-value of 0.044 which is less than the statistical p-value of 0.05. This study show that by increasing employee engagement by one unit selection in conservancy agencies increases by a factor of 0.614, employee engagement is statistically significant as shown by a p-value of 0.0225 which is less than the statistical p-value of 0.05. The study further show that by increasing experience by one ranking selection in conservancy agencies increases by a factor of 0.523, experience is statistically significant as shown by a p-value of 0.0358 which is less than the statistical p-value of 0.05.

$$\text{Selection} = 9.547 + 0.752 (\text{Orientation}) + 0.215 (\text{Environment Fit}) + 0.614 (\text{Employee Engagement}) + 0.523 (\text{Experience}).$$

**Table 10: Model Summary on effect of employee development on performance of conservation agencies**

Model	R	R Square	Adjusted R	Square Std. Error of the Estimate
1	.791	.625	.623	.0362

a) Predictors: (Constant): Employee Development

b) Dependent Variable: (Competency Assessment, Performance Agreement, Recognition and Reward and Room for improvement)

Table 10 provides the R and  $R^2$  for employee development in conservancy agencies. The R value represents the simple correlation and is 0.791 (the 'R' Column), which indicates a high degree of correlation. The  $R^2$  value (the 'R Square' column) indicates how much of the total variation in the dependent variable, employee development, can be explained by the independent variables, Competency Assessment, Performance Agreement, Recognition and Reward and Room for improvement. In this case, 62.5% can be explained, which is very large.

**Table 11: Regression Coefficients of Employee Development effect on performance of conservation agencies**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	15.021	.443			.032
Competency Assessment	.632	.213	.245		.0011
Performance Agreement	.524	.321	.458		.0147
Recognition and Reward	.215	.235	.781		.0484
Room for improvement	.589	.548	.569		.0154

a) Predictors: (Constant): Employee Development

b) Dependent Variable: (Competency Assessment, Performance Agreement, Recognition and Reward and Room for improvement)

The linear regression analysis shows a relationship between the dependent variable which is performance and independent variable which is selection variables of conservancies' agencies. From table 4.13 the study show that by increasing competency assessment by one unit conservancy agencies performance increases by a factor of 0.632, by increasing performance agreement by one unit conservancy agencies performance increases by a factor of 0.524, by increasing recognition and reward conservancy agencies performance increases by a factor of 0.215 and by increasing room for improvement by one unit conservancy agencies performance increases by a factor of 0.589. Table 4.15 generates the following regression equation:

$$\text{Employee Development} = 15.021 + 0.632 (\text{Competency Assessment}) + 0.524 (\text{Performance Agreement}) + 0.215 (\text{Room Improvement})$$

**Table 12: Model Summary on effect of reward Structure on performance of conservation agencies**

Model	R	R Square	Adjusted R	Square Std. Error of the Estimate
1	.673	.525	.523	.0213

a) Predictors: (Constant): Reward Structure

b) Dependent Variable: (Compensation, Benefits, Recognition and Appreciation)

Table 12 provides the R and  $R^2$  for employee development in conservancy agencies. The R value represents the simple correlation and is 0.673 (the 'R' Column), which indicates a high degree of correlation. The  $R^2$  value (the 'R Square' column) indicates how much of the total variation in the dependent variable, reward structure, can be explained by the independent variables, compensation, benefits, recognition and appreciation. In this case, 52.5% can be explained, which is very large.

**Table 13: Regression Coefficients of reward structure effect on performance of conservation agencies**

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	Sig.
(Constant)	11.311	.111		.000
Compensation	.713	.146	.311	.0011
Benefits	.112	.296	.421	.0024
Recognition	.541	.312	.234	.033
Appreciation	.421	.401	.397	.011

A) Predictors: (Constant): Reward Structure Variables

b) Dependent Variable: (Compensation, Benefits, Recognition and Appreciation)

The linear regression analysis shows a relationship between the dependent variable which is performance and independent variable which is reward Structure of conservancies' agencies. From table 4.15 of the study by increasing compensation by one unit reward structure in conservation agencies increases by a factor of 0.713, compensation is statistically significant as shown by a p-value of 0.0011 which is less than the statistical p-value of 0.05. This study show that by increasing employees benefit by one unit reward structures in conservation agencies increases by a factor of 0.112, employees benefit is statistically significant as shown by a p-value of 0.024 which is less than the statistical p-value of 0.05. This study show that by increasing employee recognition by one unit reward Structure in conservancy agencies increases by a factor of 0.541, recognition is statistically significant as shown by a p-value of 0.033 which is less than the statistical p-value of 0.05. The study further show that by increasing appreciation by one unit reward Structure in conservancy agencies increases by a factor of 0.421, experience is statistically significant as shown by a p-value of 0.011 which is less than the statistical p-value of 0.05.

Reward Structure = 11.311 + 0.713 (Compensation) + 0.112 (Benefit)+ 0.541 (Recognition) + 0.421 (Appreciation).

**Table 14: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899	.808	.686	.32561

This table provides the R and  $R^2$  for selection variables of conservancy agencies. The R value represents the simple correlation and is 0.899 (the 'R' Column), which indicates a high degree of correlation. The  $R^2$  value (the 'R Square' column) indicates how much of the total variation in the dependent variable, selection variable, can be explained by the independent variable, Orientation, Environment Fit, Employee Engagement and Experience. In this case, 80.8% can be explained, which is very large.

**Table 15: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.341	3	0.447	2.099	.001
Residual	2.982	14	0.213		
Total	4.323	13			

Critical value =1.997

Table 15 indicates that the regression model predicts the dependent variable significantly because the statistical significance of the regression model that was run is 0.001 which is less than the p-value of 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable. From the ANOVA statics, the study established the regression model had a significance level of 0.001 which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 0.05.

**Table 16: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	1.438	1.331		1.080	.001
Recruitment of Employees	.482	.108	.303	4.463	.000
Selection of Employees	.447	.102	.327	4.382	.003
Employee Development	.396	.155	.316	2.555	.002
Reward structure	.213	.137	.299	2.342	.000

Table 16 indicates that by improving recruitment of employees by one unit conservancy agencies performance would increase by a factor of 0.482 units; recruitment of employees is statistically significant as shown by a p-value of 0.000 which is less than the statistical p-value of 0.05. From the findings of this study by increasing selection of employees by one unit conservancy agencies performance would increase by a factor of 0.447 units, this is statistically significant as shown by a p-value of 0.003 which is less than the statistical p-value of 0.05. Findings from this study show that by increasing employee development by one unit conservancy agencies performance would increase by a factor of 0.396, employee development is statistically significant to explain organization performance as shown by a p-value of 0.002 which is less than the statistical p-value of 0.05. Findings of this study found out that the moderating variable reward structure if increased by one unit performance of conservation agencies would increase by 0.213 which is statistically significant as shown by a p-value of 0.000 which is less than the statistical benchmark of 0.005. From the data in the above table the established regression equation was  
 Organization Performance = 1.438 + 0.482 (Recruitment) + 0.447 (Selection) + 0.396 (Employee Development) + 0.213 (Reward Structure)

## Conclusions

The effect of recruitment on organization performance is that recruitment determines how an organization attracts talents in the job market. This study concludes that organizations should

have clear policies that guide job interview, job advertising, ability test and recruitment agencies as this can improve performance of organizations.

The effect of selection on organization performance is that the assumptions employed by the selection panel will determine the pool of staffs that an organization has to execute its mandate. This study concludes that newly employed staff should undergo orientation so that they can understand the full operations of an organization as well as the cooperate culture. This would lead to improvement of an organizations performance.

The effect of employee development on organization performance is that employees in an organization must keep abreast with the dynamic technological to contribute better to organization performance .The study concludes that after employment, an organization should have capacity building forums and refresher courses that keep employees at abreast with what is happening in the external world this would improve performance.

The effect of reward structure on organization performance is that for an organization to keep high quality talents it must reward such talent competitively in comparison to the labor market. This study concludes that the remuneration and salary policies of employees should be informed by the labor market so that organizations are able to retain high quality staffs that are the engine of organization performance. The study concludes that performance of a company depends on the talent that the organization attracts, retains and trains for better performance.

### **Recommendations**

The study recommends that the incase of vacancies, organizations should give priority on internal recruitment, as internal promotion will acts as an incentive to all staff to work harder within the organization, it can also help to save costs, and that individuals with inside knowledge of how a business operates will need shorter periods of training and time for fitting in. The study recommends that, job description for the advertised positions must be measurable within the selection process. Having clear and measurable selection criteria can help to avoid bias so that interviewers are able to objectively evaluate a candidate's suitability for the job. The study also recommends that new workers in organizations should always be inducted, this will help new employees familiarize themselves with the way the organization operates and the people they will be working with. In order to effectively manage employee in an organization, the study recommends that the organizations should initiate employee development activities this will help in career growth and advancement of employees who are the key assets of an organization.

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