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TALENT MANAGEMENT IMPERATIVES AND PERFORMANCE OF AGROCHEMICALS COMPANIES IN KENYA

OTIENO Dina[1], ONGERA Ruth[2], KIPNGETICH Robert[3], INDARA Selline [4]

[1,2,3,4] Kiriri Women University of Science and Technology

Abstract

The study sought to determine the effect of talent management on performance of agrochemicals companies in Kenya. The study specifically aimed at analysing the effect of career management on organization performance of agrochemicals companies in Kenya and to determine the effect of learning and development on organizational performance in agrochemicals companies in Kenya. Cross-sectional survey designs were used and stratified simple random sampling technique was employed to enable select the respondents from the ten stratums of agrochemicals companies. The study population was 534 top managers of agrochemicals companies. A sample size of 224 respondents was picked from the ten stratum of the agrochemicals companies. Questionnaires were the main instruments of data collection. Data was analysed using SPSS version 22. Correlation coefficient was used to test for the strength of the relationship between dependent and the independent variables. Research findings were presented in form of graphs, tables, mean, frequencies and charts. The study found that the talent management had positive and significant influence on organization performance. It is recommended that talent management practices should be emphasized as doing so brings about superior organizational performance. The particular practices should include talent attraction, talent retention, learning and development and career management.

Keyword: Organizational Performance, Career Management, Learning and Development, And Talent Management

Introduction

In order to increase the effectiveness of a firm several resources can be used to achieve this, which includes money, men and machines. Of these resources, the most important of them all is the people (Kehinde, 2012). Over years men working in a business organization have differing values, they were once referred to as factor of production, they were called human recourse of the organisation. Today more value has been accorded to them as they are regarded as talent working within the firm (Kehinde, 2012). This concept has been borrowed from the intellectual capital theory which is defined as stock of flows of knowledge available to an organisation. These can be regarded as the intangible resource associated with people which together with the tangible resources like money and physical assets comprise the market or total value of business (Armstrong, 2011).

Talent management involves positioning the right people in the right jobs (Devine, 2008). This ensures that the employees maximize their talent for optimal success of the organization. As talent management is a relatively new area for both public and private sector organizations, most organizations have prioritized it to ensure they acquire the right staff. This is because talent management has been linked to successful attraction, retention and development of employees (Baheshtiffar, 2011). The prominence of talent management can be traced to around the start of the year 2000. This is the period when a management consulting firm, 'McKinsey' reported that employers face a 'war for talents' characterized by difficulties in recruitment of employees due to tight labor market (Hartmann et al., 2010). Since then, the topic of talent management has increased in importance and has gained attention in both the literature and in business practices. It has been claimed to be ''more critical than ever to organizational strategic success'' and a ''fast gaining top priority for organizations across countries'' (Hartmann et al., 2010).

Talent management involves mechanisms put in place to ensure attraction, retention and development of talent (D'Annunzio-Green, 2008). Talent management is of essence because organizations are able to successfully attract and maintain necessary talent. Moreover, talent identification and development help organizations identify employees who are capable of playing leadership roles in future. This approach emphasizes developing talent pools that have high leadership ability (Baheshtiffar, 2011).

Business Review Management, (2013) reports that Kenya faces the challenge of shortage of talent. These challenges include hiring, retaining, training and motivating professional talent. Moreover, shortage of talent management is felt in both professional and non-professional management in Kenya. For example, early retirement leads to shortage of staff as there are no qualified personnel to fill these positions. Kenani, (2011) established that there seemed to be an urgent need for increasing scientific knowledge and skills of the employees at geothermal companies in Kenya. Human resource management needed to put more emphasis on the productive development and use of people in the company to collectively achieve the organization's strategic business objectives. Generally, it was found that geothermal companies were challenged to strive to work towards improved balance between labour supply and

demand, a better trained workforce and increased employability of the workforce (Kenani, 2011).

Statement of the Problem

The logic behind talent management is based on the fact that business is run by people, they are the ones who create value by using corporate assets to create products and services that people need. The implication is that the better the people an organization has the better it will perform and this is the rationale behind talent management to attract, develop, and utilize the best brains to get superior business results (Tonga, 2007). However, managing talent is a challenge to all organizations as they compete for the same pool of talents (Gardner, 2002). Nyambegera (2002) concurs with the same that performance is more dependent on proper utilization of human capital rather than on physical capital. The importance of talent management therefore in agrochemicals companies in Kenya is ensuring the firms are future-oriented that is to have the right skills in place to be able to grow and perform in the future that is increasingly unpredictable, but not to wait for future challenges before attempting to solve them through talent programmes (Nana,2013.

Talent shortage is being experienced and this impact every organization without regard to industry, and that this comes from the fact that the skills set possessed by available workers may not match the advanced, more complex skills required by businesses (Buhler, 2008). Nana (2013) suggests that organizations should ensure that they are better positioned to meet the problems of the talent shortage. Study by the Human Capital Practice of Deloitte (2005), found that the approaching Baby Boomer retirements, widening skills gap due to reducing educational standards and out-dated and inefficient strategies to talent management are contributing to challenges that threatens the global business economy. Citing a survey involving 123 Human Resource senior managers, the research reveals that incoming workers with poor skills (70%); Baby Boomer retirements (61%); and inability to retain key talent (51%) combine to pose the greatest threats to business performance (Nana, 2013).

Globalization has enabled talented employees not to limit the marketing of their skills within one region, but they can look for jobs in firms across the world. As a result of this experts are concerned with the possibility of intense global competition for talents and therefore generate attention over how talent is recruited, retained, developed and managed (Cappelli, 2008).

Most of the studies examining the relationship between talent management practices and the organization performance have been conducted mostly in other countries like Malaysia and Nigeria therefore the researcher intends to fill the existing gap by carrying the study in agrochemicals companies in Kenya. Review of the past studies conducted in Kenya on the organization performance did not touch on talent management but other human resource practices. Waiganjo (2013) investigated the effect of competitive strategies on the relationship between strategic human resource management and the firms' performance of Kenyan corporate organizations. Ngari (2012) investigated the relationship between intellectual capital Accounting and the business performance in the pharmaceutical firms in Kenya. The current study therefore sought to fill the existing research gap and also provide a better understanding

through the empirical evidence of the effect of talent management on the organization performance in agrochemicals companies in Kenya.

Specific Objectives

i. To determine the effect of career management on organizational performance in agrochemicals companies in Kenya
ii. To determine the effect of learning and development on organizational performance in agrochemicals companies in Kenya

Theoretical Framework

Career Management Theory

The self-concept theory of career development which was developed by Super (1990) is one of the most influential theories of career choice and development. He suggested that career choice and development is essentially the process of developing and implementing a person's self-concept. Self-concept according to Super (1990) is a product of complex interactions among a number of factors such as personal experiences, mental growth, environment and physical growth. Super (1990) believed that the degree to which a given individual career development is successful depends on how that person is able to implement his or her career self-concept. Individuals career concept according to Super is a product of interaction of the persons personality interest, experiences, skills and the values and the way in which they integrate these characteristics into their various life roles. As people experience new situations, meet new people and learn more about the world of work, they are likely to develop new interest, unlock new possibilities of expressing self-concept and find new ways of integrating their career choice(Super,1990).

Learning and Development Theories

The researcher used reinforcement theory to explain more on the concept of learning and development. Reinforcement conditions behaviour, people are most likely to engage in desired behaviour if they are rewarded for doing so. Behaviours that are not rewarded are less likely to be repeated as people repeat behaviours that are positively rewarded and avoid behaviours that are punished; managers can influence their junior's behaviour by reinforcing acts that they deemed favourable (Nzuve,2007).There are two schedules of reinforcing; a continuous reinforcement schedule reinforces the desired behaviour each and every time it is demonstrated, in an intermittent reinforcement not every instance of the desired behaviour is reinforced. Reinforcement is given only often enough to make behaviour repeated (Saleemi, 2006).In the context of the current study the researcher argued that the reinforcement of behaviour is related to learning and development strategies that the trainers use when conducting employee coaching ,mentoring and the on the job training of employees because as Gupta (2008) says coaching occurs between the employee and supervisors and focuses on examining employees performances and taking actions to maintain effective performance and correcting ineffective performance .Mentoring also involves helping the employee learn the ropes and preparing the employee for increasing responsibilities (Gupta,2008).All these methods ,the researcher noted

were involved in encouraging and reinforcing effective behaviours while at same time discouraging ineffective behaviours.

The second theory was the social learning theory which was proposed by Albert Bandura (1977) and is one of the most influential theories of learning and development. Bandura believed that direct reinforcement could not account for all types of learning and added a social element, signifying the concept that people can learn new information and behaviours by watching other people. This is known as observation learning or modelling. Bandura believed that people were capable of imagining themselves in similar situations and incurring similar outcomes (Ewen, 1980). Once the behaviour is learned it may be reinforced or punished by the consequences it generates. In the context of the current study on effect of talent management on organization performance in agrochemicals companies in Kenya, the researcher argued that social learning theory was applicable to the learning and development strategies like coaching and mentoring.

Talent Management Theory

The researcher used human capital theory which emphasises the value added that investment in people by organization generate worthwhile return. The theory further suggests that investment in people leads to economic benefit for the individual and the organization as a whole (Sweet land, 1996). Further, talent management and its link to the organization performance can be expounded by the resource based theory which provides explanations on how firms can create value by managing their resources including its employees (Ngari, 2013). The theory indicates that a resource has to be valuable that is it must enable a firm to employ a value creating strategy by being rare and inimitable (Barney, 1991).

Conceptual Framework

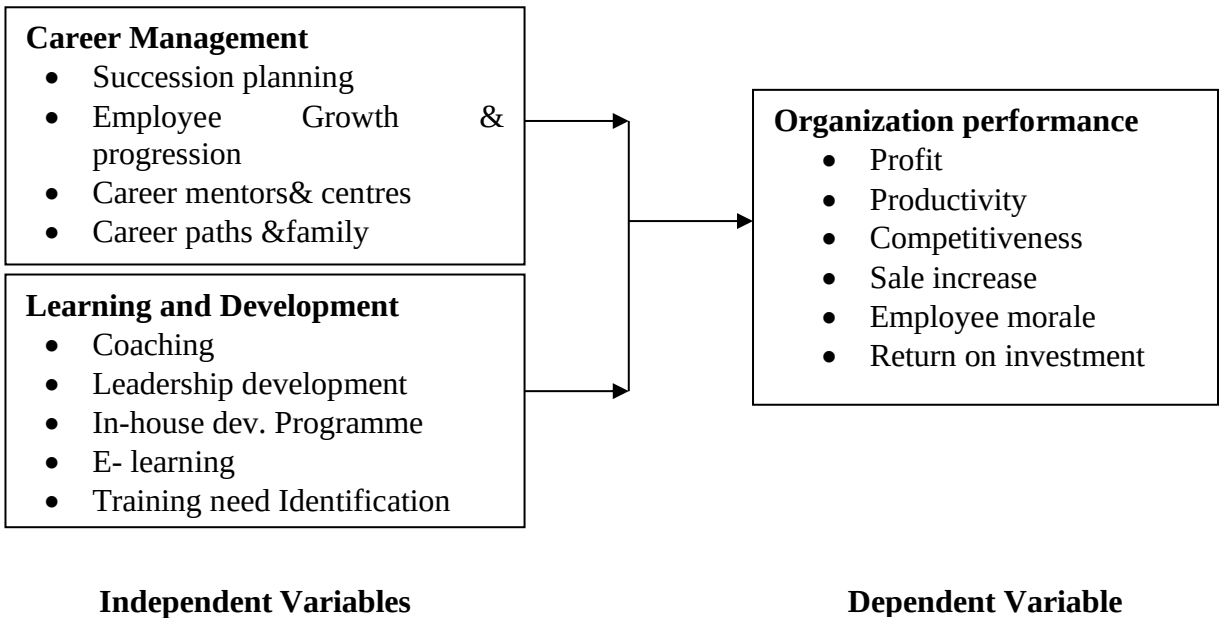

Figure 1: Conceptual framework

Empirical Review

CIPD (2010) study on learning and talent development results indicated that in-house development programmes at 56%and coaching by line managers at 51% ranked among the top effective learning and development practices. E-learning was also identified as key in learning and development. Moreover, the study found that senior managers and the human resource department were tasked with ensuring that courses were delivered and overall planning of the learning process carried out effectively. This study was carried out through a survey of various organizations. The study also found that the skills the employer said they needed to focus on in order to meet their business objectives were mainly leadership skills at 65%, frontline people management skills at 55% and business awareness at 51%.

Azara and Syed, (2013) study on employee training and the organization performance ,revealed a significant and positive association between training and the organization performance .The study used both the qualitative and quantitative research designs and questionnaires were the main data collection instruments .Poorhosseinzader et al., (2012) cross sectional study done on Malaysian Multinational companies also found a positive and significant relationship between developing talents and the success of the companies with correlation of 0.728 and p value of 0.000 at 0.05 level of significance .

Khulida and Siti (2004) in the study about the relationship between organizational career management and performance, results of the study indicated that there was significant and positive relationship between organization career management and the individual performance. Questionnaires were the main data collection instrument and the sample comprised insurance sales people.

Kehinde (2012) carried out a study on talent management effect on organization performance in Nigeria and had the following findings ;the results showed that there was evidence that talent management ,profitability and return on investment were highly correlated .However talent management index had a higher correlation with profitability level at 3.72 than with return on investment at 3.64 which was attributed to the general belief in Nigeria that the organizations pursue the profit motive at all cost including the use of talent management .The study results showed that 95%of organizations visited were either applying talent management or partially applying talent management. The questionnaires were used as the survey method of primary data collection. Correlation coefficient and t-student distribution were methods used in the analysis of data gathered.

Research Methodology

The researcher used interpretative philosophy as described by Hatch et al (2006). The interpretative philosophy believes that the social world of management and business is too complex as to be formulated in theories and laws such as in natural sciences. The researcher used cross-sectional survey design using both quantitative and qualitative approaches. The researcher used qualitative approach because it aimed to achieve an in-depth understanding of the situation about talent management and the organizational performance (Cooper & Schindler, 2006). The researcher used open ended questions and content analysis which met the criteria described by Cooper et al. (2006) about qualitative research design. The quantitative

approach was used to quantify the hypothesized relationship between dependent variable organizational performance and the independent variables talent management. This was because it described the variables and their relationship (Nicholas, 2011).

The target population of this study was 534 top managers of agrochemicals companies. The rationale for choosing top managers was because they are responsible for organization performance of their various companies. They are also responsible for managing budgets and action plans in their companies therefore they determine whether the components of talent management that could lead to organization performance are in place. The sample frame consisted of all agrochemical's companies Kenya. As per Agrochemicals Association of Kenya (AAK) (2013), there are 57 agrochemicals companies. These led to a sample frame of 57 companies.

The researcher used stratified sampling in order to achieve the desired representation from various sub groups in the agrochemical's companies. The researcher calculated the sample size using the formula given by (Mugenda &Mugenda, 2003).

$N = Z^2pq/d^2$

Here:

n = the desired sample size (If the target population is greater than 10,000)

z = the standard normal deviate at the required confidence level.

P= the proportion in the target population estimated to have characteristics being measured.

q = 1-p

d = the level of statistical significance set.

The sample obtained was 224 respondents.

Primary data was collected through the administration of semi-structured questionnaires to the top managers of the agrochemical's companies. The researcher administered the questionnaire individually to all respondents of the study. The questionnaire was administered using a drop and pick later method.

Descriptive statistical analysis was carried out in accordance with the study objectives by use of (SPSS) 22 program that assisted in generating frequency distributions, graphs and pie charts, means and tables. Goodness of measure was done through testing of reliability and the validity. Reliability was done by testing for both consistency and stability. Consistency indicated how well the items measuring the concepts hang together as a set. Crobanch Alpha was used to measure reliability. Factor analysis was used to test for the validity of the data. Quantitative data were analyzed by computer using statistical package for Social Sciences (SPSS) version 22 program. The study used multiple linear regression analysis to test the statistical significance of the various independent variables on the dependent variable organization performance. Content analysis was used to analyse qualitative data.

Research Findings

A total of 162 questionnaires were properly filled and returned. This represented an overall successful response rate of 72%.

Career Management

The objective of the study was to establish how career management affects organizational performance in agrochemicals companies.

Table 1: Career Management

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My company offers career counselling	6.80%	4.90%	6.20 %	45.10 %	37.00 %
We have established career centres where employees can access useful materials and advice on career growth and development	0.60%	4.30%	5.60 %	43.80 %	45.70 %
This company believes career planning facilitates expansion and growth of this company	9.90%	11.1%	4.30 %	35.80 %	38.90 %
My company plans on employee growth and progression	4.30%	9.90%	0.00 %	70.40 %	15.40 %
My company strives to establish career paths and families of jobs in every department	4.30%	4.30%	8.60 %	39.50 %	43.20 %
In my company, we develop programs and initiatives that enhance employee development	4.30%	6.80%	9.30 %	53.70 %	25.90 %
We have established succession planning in my company	4.30%	9.90%	0.00 %	70.40 %	15.40 %
My company has provision of career mentors	4.30%	4.30%	8.60 %	39.50 %	43.20 %
In my company we have retirement preparation programmes	4.30%	6.80%	9.30 %	53.70 %	25.90 %

Results in table 1 shows that majority 82% agreed that their company offered career counselling, 12% disagreed while 6% neither agreed nor disagreed with the statement. The findings imply that agrochemicals company, offers career counselling to employees and this may have contributed positively to career management. The findings also imply that career counselling may have contributed positively to organization performance. Majority 89% agreed that they had established career centres where employees can access useful materials and advice on career growth and development, 5% disagreed while 6% neither agreed nor disagreed with the statement. The findings imply that agrochemicals companies have established career centres for their employees and this may have contributed positively to career management. The findings also imply that career centres may have contributed positively to organization performance. 75% agreed that the company believed career planning facilitated expansion and growth of the company, 21% disagreed while 4% neither agreed nor disagreed with the statement. The findings imply that career planning in agrochemicals companies have contributed positively to career management and eventually to the organization performance through facilitation of expansion and growth of the companies.

Results in table 1 also show that 80% agreed that in their company, they developed programs and initiatives that enhanced employee development, 11% disagreed while 9% neither agreed nor disagreed with the statement. The findings agree with those in Farrell et al, (2005) who asserted that career development describes the lifelong process of managing life, learning and work. It involves individuals planning and making decisions about education, training and

career choices as well as developing the right skills and knowledge to do this. The findings imply that agrochemicals companies' have developed programs and initiatives that enhanced employee development. The findings also imply that agrochemicals companies' initiation of various employee development programs, may have contributed positively to the organization performance.

Table 2: Relationship between Career Management and Organization Performance

Variable		Organizational Performance	Career Management
Organizational Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Career Management	Pearson Correlation	0.495	1
	Sig. (2-tailed)	0.000	

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

Table 2 displays the results of correlation test analysis between the dependent variable (organization performance) and career management. Results show that acceptance of organizational performance was moderately but positively correlated with career management. This reveals that any positive change in career management on organizational performance led to increased acceptance of organizational performance.

Table 3: Model Summary of Career Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.495*	.245	.240	3.27433

a. Predictors: (Constant), CAREER MANAGEMENT

Regression results in table 3 indicate the goodness of fit for the regression between organization performance and career management was satisfactory. An R squared of 0.245 indicates that 24.5% of the variances in the acceptance of career management by the agrochemical's companies are explained by the variances in the organization performance. The correlation coefficient of 49.5% indicates that the combined effect of the predictor variables has a strong and positive correlation with acceptance of organization performance.

Table 4: ANOVA of Career Management

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	555.908	1	555.908	51.851	0.000
Residual	1715.399	160	10.721		
Total	**2271.307**	**161**			

The overall model significance was presented in table 4. An F statistic of 51.851 indicated that the overall model was significant. This was supported by a probability value of (0.000). The reported probability of (0.000) is less than the conventional probability of (0.05). The probability of (0.000) indicated that there was a very low probability that the statement "overall model was insignificant" was true and it was therefore possible to conclude that the statement was untrue.

Table 5: Regression Coefficient for Career Management

Variable	Beta	Std. Error	t	Sig.
Constant	9.731	1.085	8.972	0.000
Career Management	0.419	0.058	7.201	0.000

Table 5 displays the regression coefficients of the independent variable (career management). The results reveal that career management is statistically significant in explaining acceptance of organization performance of agrochemicals companies. These results are consistent with Khulida & Siti (2004) findings which indicated that there was significant and positive relationship between organization career management and performance. The regression results were used to test the null hypothesis "H0: There is no significant effect between career management and organizational performance in agrochemicals companies Kenya." The null hypothesis was rejected at (0.05) level of significance. This implies that there is a relationship between career management and organizational performance in agrochemicals companies in Kenya.

Learning and Development

The objective of the study was to establish the effects of learning and development on organizational performance in agrochemicals companies in Kenya.

Descriptive Results

Table 6: Learning and Development

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In my company appropriate learning and development strategies are in place	6.20 %	6.80 %	5.60%	51.2%	30.20 %
My company identifies the employees who need learning and development and the level they need before conducting training.	2.50 %	6.20 %	4.90%	62.3%	24.10 %
In my organization employees are continuously acquiring new knowledge and skills, and mastering new ways.	0.60 %	5.60 %	1.20%	66.0%	26.50 %
In our company in house development programme is commonly used	4.90 %	4.90 %	0.60%	64.2%	25.30 %
There is Coaching by the line managers in this company	6.20 %	9.90 %	4.30%	51.2%	28.40 %
In my company we take Leadership skills development very seriously	3.70 %	4.90 %	4.30%	64.20 %	22.80 %
we value business skill development	2.50 %	3.10 %	1.20%	66.7%	26.50 %
We believe E -learning is of great importance	4.30 %	8.00 %	4.90%	67.9%	14.80 %

Table 5 shows that majority 81% of the respondents agreed with the statement that in their company appropriate learning and development strategies had been put in place. Result also revealed that 13% of the respondent did not agree with the statement, 6% of the respondent neither agree nor disagree with the statement. The findings imply that agrochemicals companies are actively involved in putting in place appropriate learning and development strategies and this may have contributed positively to learning and development. The findings also imply that Agrochemicals Company's appropriate learning and development strategies may have contributed positively to organization performance. Majority of the respondents 86% agreed with the statement that their company identifies the employees who need learning and

development and the level of learning and development they need before conducting training while 9% disagreed with the statement. Result revealed that 5% neither agreed nor disagreed with the statement. The findings imply that agrochemicals companies are actively involved in identifying the employees who need learning and development and this may have contributed positively to learning and development. The findings also imply that agrochemicals companies are actively involved in learning and development need identification and that may have contributed positively to their organization performance.

Majority of the respondents 93% agreed with the statement that in their organization employees were continuously acquiring new knowledge and skills, and mastering new ways of doing things, while6% of the respondents disagreed with the statement and 1% of the respondents neither agreed or disagreed with the statement. The findings imply that agrochemicals companies are actively involved in providing new knowledge and skills and this may have contributed positively to learning and development. The findings also imply that mastering new ways of doing things may have contributed positively to organization performance. Majority of the respondents 90% agreed with the statement that in their company in house development programme was commonly used, while 9% of the respondents disagreed with the statement. 1% neither agrees nor disagreed with the statement. The findings agreed with those of CIPD (2010) study on learning and talent development results which indicated that in-house development programmes at 56% and ranked among the top effective learning and development practices. The findings imply that agrochemicals companies use of in house development programme may have contributed positively to learning and development. The findings also imply that agrochemicals companies use of house development programme may have contributed positively to organizational performance.

Table 7: Relationship between learning and development and organizational performance

Variable		Organizational Performance	Learning and Development
Organizational Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Learning And Development	Pearson Correlation	0.252	1
	Sig. (2-tailed)	0.001	

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

Table 7 displays the results of correlation test analysis between the dependent variable (organization performance) and learning and development. Results show that acceptance of organizational performance was moderate and positively correlated with learning and development. This reveals that any positive change in learning and development led to increased acceptance of organizational performance.

Table 8: Model summary for learning and development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.252*	.063	.058	3.64639

a. Predictors: (Constant), LEARNING AND DEVELOPMENT

Regression results in table 8 indicate the goodness of fit for the regression between organization performance and learning and development was satisfactory. An R squared of 0.063 indicates that 6.3% of the variances in the learning and development by listed companies are explained by the variances in the organization performance. The correlation coefficient of 25.2% indicates that the combined effect of the predictor variables have a moderate and positive correlation with acceptance of organization performance.

Table 9: AVOVA for learning and development

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	143.916	1	143.916	10.824	0.001
Residual	2127.391	160	13.296		
Total	**2271.307**	**161**			

The overall model significance was presented in table 9. An F statistic of 10.824 indicated that the overall model was significant. This was supported by a probability value of (0.001). The reported probability of (0.001) is less than the conventional probability of (0.05). The probability of (0.001) indicated that there was a very low probability that the statement "overall model was insignificant" was true and it was therefore possible to conclude that the statement was untrue.

Table 10: Regression Coefficient for learning and development

Variable	Beta	Std. Error	t	Sig.
Constant	13.516	1.191	11.353	0.000
Learning and Development	0.224	0.068	3.29	0.001

Table 10 displays the regression coefficients of the independent variable (learning and development). The results reveal that learning and development is statistically significant in explaining acceptance of organization performance of listed companies. The study findings are consistent with those of Azara & Syed, (2013) who found a significant and positive association between training and the organization performance. The study also agrees with those of Poorhosseinzader & Subramaniam, (2012) cross sectional study done on Malaysian Multinational companies which found a positive relationship between developing talents and the success of the companies. The regression results were used to test the null hypothesis "H0: There is no significant effect between learning and development and organizational performance in agrochemicals companies." The null hypothesis was rejected at (0.05) level of significance. This implies that there is a relationship between learning and development and organizational performance in agrochemicals companies in Kenya.

Conclusions

It was concluded that effective career management practices had been put in place by agrochemicals companies. The study revealed that practices such as the company having policies on employee growth and progression; the company having established career paths and families of jobs in every department, existence of succession planning, career mentors, career centres, counselling facilities and retirement preparation programmes contributed positively to organization performance. Content analysis results indicated that there could be

more other components of career management which could influence organization performance. The study therefore concluded that listed firms with effective career management practices had superior organization performance. This was supported by a positive and significant relationship between career management and organization performance.

Study findings led to the conclusion that agrochemicals companies have put in place effective learning and development activities. The particular activities include; organizations had acquired new knowledge and skills, and mastered new ways of doing things, identification of the employees who needed learning and development, existence of in-house development programmes, E-learning and coaching. Content analysis results indicated that there could be more other components of learning and development which could influence organization performance. The study concluded that learning and development had a positive and significant effect on organization performance.

Recommendations

The study suggests that career management methods like having career counselling facilities, career mentors, career planning and career development programs should be widely adopted by agrochemicals companies as doing so would lead to improved performance. It is recommended that management of agrochemicals companies should maintain learning and development practices like learning need identification, coaching and in-house development programmes to improve their performance. Overall, it is recommended that talent management practices should be emphasized as doing so brings about superior organizational performance. The particular practices should include talent attraction, talent retention, learning and development and career management.

Areas for Further Research

Future studies may use additional components of the variables of learning and development and career management on organization performance. The study did not use the provision of control variables in the conceptual model and therefore there is an opportunity for other researchers to introduce these variables like the size of the companies and establish whether the findings can be generalized.

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