

# The Effect of Talent Development on the Health Sector performance in the County Government of Bungoma.

Kamala Maloba Paul<sup>1</sup>, Dr. Fred Gichana Atandi<sup>2</sup>

<sup>1</sup>Department of Business Administration and Management Sciences, Kibabii University, Kenya.

<sup>2</sup>Department of Economics, Finance and Accounting, Kibabii University, Kenya.

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## ABSTRACT

In today's competitive and dynamic business environment, organizations must invest in talent development to remain innovative, productive, and adaptable to change. This involves activities such as training, coaching, mentoring, performance management, career planning, and leadership development. Many organizations face many challenges related to talent development increased job dissatisfaction, retention, and organizational growth. These challenges undermine employee performance in public health facilities in Bungoma County. The primary aim of this research was to establish the effect of Talent Development on Health Sector performance in the County Government of Bungoma, Kenya. The research was guided by the Theory on Talent Development which was conducted among the Health Sector staff in the County Government of Bungoma. This research employed a descriptive survey research design, analysing data through descriptive statistics, including mean, standard deviation, frequency, and percentage, as well as inferential statistics, comprising Pearson correlation and regression analysis, given in tabular form the target population of 240 respondents was drawn from the County Referral Hospital and 9 Sub-County Hospitals. Simple random sampling was used to select 15 Heads of Ward Sections while census method was adopted in selecting 94 respondents within the Ministry of Health to give a total of 109 respondents as the sample size. The research incorporated primary data sources collected using closed and open-ended questionnaires and interviews, which were pretested in Turkana County to evaluate validity and reliability. Quantitative data collected through questionnaires were analysed using SPSS, while qualitative data from open-ended questions and interviews were subjected to thematic analysis. The findings indicated that all aspects of Talent Development exhibited a positive and significant correlation with Health Sector Performance in Bungoma County, Kenya. The results posited that Health Sector Performance increases by 0.335 units for each unit rise in Talent Development ( $\beta_2=0.335$ ,  $p<0.05$ ). This outcome suggests that the County Government of Bungoma should employ talent development as it plays a crucial role in shaping the efficacy of healthcare performance through enhanced competencies and expertise of healthcare professionals

**Keywords:** Talent Development, Health Sector Performance, County Government

## INTRODUCTION

The ability of health systems around the world to perform depends crucially on talent development as it is the key driver for service delivery outcomes, with considerable impacts stemming from workforce availability, competence and motivation. Evidence suggests that the goal of Universal Health Coverage (UHC) can only be successfully achieved when workforce education, training and ongoing development are effective (World Health Organization, 2016). Yet, the challenges of workforce shortages, skills mismatches and inequitable distribution of health professionals across countries particularly in low- and middle-income countries are still major issues (World Health Organization 2020).

Although capacity-building and lifelong learning initiatives have received considerable attention, the empirical evidence on their effectiveness for health systems performance is still sparse (Organization for Economic Co-operation and Development, 2019). At the continental level, especially in Africa, the health sector is limited by

poor human resource development systems characterized by deficient training institutions and infrastructure, weak retention figures and lack of strategic workforce planning. These issues have had a profound impact on the delivery of high-quality performing health services across the continent (World Health Organization Regional Office for Africa, 2017).

Regionally, Sub-Saharan Africa carries an outsized burden of the global disease, whilst being a part of the world most challenged with shortages in skilled health workers; which further emphasizes that performance of the sector depends on strengthening talent development systems (World Bank, 2018).

The Kenya health sector faces new and continuing workforce challenges which include inadequate staffing (at 15 percent of needed nurses), unequal distribution of well-trained workers, and few opportunities for professional development. The challenges are increased by the dual burden of communicable and non-communicable diseases, adversely affecting service delivery systems (Ministry of Health Kenya, 2020). While different studies explored the status of the health workforce, financing and infrastructure in Kenya [20], there is little promising evidence of talent development practices (including training, mentorship and career progression) and how such practices are related with performance in delivering services in the health sector among devolution county governments.

In addition, there is an empirical and conceptual void in the literature regarding workforce development and health sector organizational performance outcomes, particularly in settings with decentralized governance systems. Most studies take an aggregated human capital view and do not isolate talent development as an individual determinant of performance. As a result, there is limited contextual evidence about how talent development affects health delivery at the level of the county. To bridge the knowledge gap, this study aims to investigate how talent development impacts on performance of health sector in County Government of Bungoma contributing both policy and academic discourse on human resource management in devolved health system in Kenya.

### **Statement of the problem**

Even with the understanding of the significance of talent development as a means of enhancing organizational effectiveness, there is still an ongoing issue of inadequacy regarding talent in the healthcare organizations within the County Government of Bungoma. According to Mitosis, Lamnisos, & Talias (2021), some of the reasons leading to poor organizational performance in the health care sector include poor talent development processes such as lack of adequate training, inadequate professional growth opportunities among others.

The lack of proper talent development is worsened by evidence emerging from the wider research on county governments where human resource management practices can greatly affect performance. From various studies carried out, it is clear that even with the significant role played by human resource management practices, the weakness in training and development process in the health organizations in Bungoma limits staff effectiveness and poor service quality. It is therefore not known to what extent talent development in the form of staff training, professional development among others impacts health performance in the County Government of Bungoma.

This gap in effective talent development is compounded by evidence from broader county government and public sector research showing that while human resource management practices significantly influence employee performance, weaknesses in training and development systems continue to hinder staff productivity and the quality of service delivery in public health facilities. Studies have shown that inadequate capacity building and limited professional development opportunities reduce employee effectiveness and compromise healthcare service outcomes (Armstrong & Taylor, 2020; World Health Organization, 2016). Therefore, it remains unclear to what extent talent development—which includes staff training, professional growth pathways, and capacity building—affects health sector performance in devolved health systems. This gap underscores the need for focused empirical investigation to inform policy and practice aimed at improving health service delivery through effective talent development strategies (Agyepong et al., 2017).

This gap in successful talent development becomes evident given the existence of findings from other areas within the wider sphere of county government and public sector literature, indicating the significant impact of HRM practices on employee performance. However, problems persist in terms of poor training and development, thereby contributing to low productivity among employees and poor service delivery in public health institutions. It has been found that poor capacity building as well as insufficient professional development opportunities lead to lower effectiveness among employees, affecting healthcare service provision outcomes (Armstrong & Taylor, 2020; World Health Organization, 2016). Thus, it remains to be seen to what degree talent development, which includes the training of employees and professional development opportunities, impacts the performance of the health sector in devolved health systems.

## **Research Objectives**

### **General Objective**

The main objective of this research was to investigate the effect of Talent Development on the Health Sector performance in the County Government of Bungoma, Kenya.

### **Research Hypotheses**

**H<sub>0</sub>:** Talent Development has no significant effect on the Health Sector performance in the County Government of Bungoma.

### **Significance of the Study**

This research contributes to the literature on Talent development by addressing challenges within the devolved healthcare sector and enhancing scientific understanding of succession and talent development. The findings may be used to critique or affirm the theories examined, thereby adding to the existing body of knowledge. This research will be valuable to the County Government of Bungoma, the other 46 counties, and the National Government of the Republic of Kenya, as it will shed light on the challenges hindering health sector performance at both county and national levels and propose ways through which such obstacles can be addressed.

In addition, top management within healthcare facilities under both county and national governments will be able to draw insights that support decision-making, particularly on matters concerning career development planning within their organizations. This will promote an enabling organizational culture that enhances efficiency, effectiveness, continuity, and improvement. The research will also be crucial for policymakers by providing relevant information to guide the formulation and implementation of career development plans, thereby strengthening healthcare governance. Consequently, both national and county governments will be better positioned to reassess existing policies, remove barriers, and facilitate talent development within the healthcare sector.

### **Scope of the Study**

The research sought to investigate the effect of Talent development on health sector performance in the County Government of Bungoma. The scope focused on the overall health sector within the County Government of Bungoma, Kenya, as the geographical area of focus

## **LITERATURE REVIEW**

### **Theoretical Review**

This study was guided by Theory on Talent Development.

## Theory on Talent Development

The Theory of Talent Development, grounded in Abraham Maslow's Hierarchy of Needs (1943), posits that individuals' motivation to learn, grow, and perform is driven by the progressive satisfaction of human needs. Maslow argued that people are motivated by a hierarchy comprising five categories: physiological, safety, social, esteem, and self-actualization needs.

The theory suggests that as lower-order needs are satisfied, individuals naturally seek to fulfill higher-level aspirations related to personal growth and self-fulfillment. In the context of organizations, this progression translates into the design of work environments and development programs that support continuous employee growth, which is central to talent development.

Maslow's framework provides the psychological foundation for understanding how organizations attract, develop, and retain talented employees. When institutions provide conducive working conditions, fair compensation, and job security, they fulfill employees' basic and safety needs.

Once these are met, employees seek to satisfy higher-order needs such as belonging, recognition, and self-actualization through challenging assignments, leadership opportunities, and professional learning programs. Modern researchers such as Kumari and Singh (2022) and Kaur and Gupta (2023) reaffirm that effective talent development occurs when organizations create structured opportunities that allow employees to realize their potential, enhance competencies, and align personal growth with organizational goals.

In healthcare institutions, particularly within Bungoma County, the Theory of Talent Development is highly relevant to succession planning and health sector performance. Developing and retaining skilled personnel is essential for ensuring continuity in leadership and service delivery. Health facilities that invest in continuous professional education, mentoring, and performance recognition cultivate a workforce ready to assume critical leadership roles.

According to Mugisha et al. (2021), talent development anchored in motivational principles enhances employee commitment, reduces turnover, and strengthens institutional resilience factors that are indispensable for efficient healthcare performance.

Despite its wide applicability, the Theory of Talent Development has been criticized for its linear and individualistic assumptions. Contemporary scholars such as Rahman and Karim (2021) and Ravindra and Jay (2022) argue that talent development is not always sequential as Maslow proposed; instead, employees may pursue different needs concurrently depending on context and culture.

Furthermore, the theory does not fully account for organizational, technological, or socio-cultural dynamics that influence learning and development in modern workplaces. Nevertheless, it remains a valuable lens for designing strategic human resource interventions that foster continuous growth and prepare employees for leadership succession.

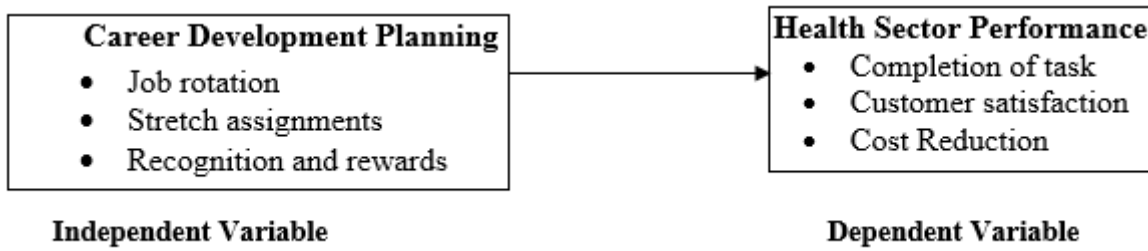
In this study, the Theory of Talent Development explains how satisfying employees' intrinsic and extrinsic needs through structured learning, career advancement opportunities, and recognition mechanisms contributes to effective succession planning. By nurturing employees' competencies and aligning their aspirations with institutional goals, health organizations in Bungoma County can build a sustainable leadership pipeline and improve overall health sector performance.

## Conceptual framework

A conceptual framework is the diagrammatic presentation of variables and it illustrates the relationship between the independent and the dependent variables (Chandran, 2004; Oso & Onen, 2009). The conceptual framework used in this research depicts the various variables used in research. Figure 2.1 displays the efficacy of the county government (dependent variable) is assessed through completion of tasks, customer satisfaction, and cost

reduction. This can be accomplished via Talent Development (independent variable), which encompasses job rotation, stretch assignments and recognition and rewards.

**Figure 2. 1: Conceptual framework for the variables**



**Source:** Adapted from reviewed literature by the researcher (2025)

## Review of the Variables

### Talent Development and Health Sector Performance

Talent development has been recognized as a crucial driver of organizational success, encompassing constructs such as talent acquisition, retention, learning and development, career management, and succession planning. Empirical findings across various sectors and contexts reveal diverse methodological approaches and outcomes, yet few studies have examined these relationships within Kenya’s devolved public healthcare system thus presenting significant conceptual, contextual, and methodological gaps that the current study sought to address.

Aina and Atan (2020) investigated talent development practices and their effects on long-term business success using constructs such as talent acquisition, retention, learning and development, and career management. Surveying 306 managers in real estate firms and employing Structural Equation Modeling (SEM), the study revealed that learning and career management had significant positive effects on performance, while talent attraction and retention were insignificant. Although the study used robust statistical modeling, it was conducted in the UAE real estate sector, limiting its relevance to the public health sector in Kenya. The current study addressed this contextual gap by focusing on public hospitals, where resource constraints and skill shortages influence how talent development impacts performance outcomes.

In Nigeria, Vivian, Amah, and Oshi (2023) explored talent management and sustainable competitive advantage in manufacturing firms, using constructs such as training, talent retention, and employee responsiveness. A cross-sectional design and SEM analysis showed that talent development components significantly improved competitiveness through cost leadership and organizational responsiveness. However, the cross-sectional design restricted causal inference, and the manufacturing context differs markedly from healthcare. The present research addressed this sectoral and methodological gap by employing a correlational design to test direct relationships between talent development constructs and performance in Bungoma County’s health sector.

Dahshan, Keshk, and Dorgham (2018) conducted a descriptive correlational study on talent management and organizational performance among Egyptian nurses at Shebin El-Kom Teaching Hospital and Menoufia University. The constructs examined were talent attraction, retention, and organizational performance, using two standardized questionnaires. Findings revealed a statistically significant relationship between talent management and performance, though satisfaction levels varied by hospital. The study, while health-related, was limited by its focus on private teaching hospitals and lack of attention to succession planning and structured training frameworks gaps that the present study bridges by incorporating these constructs within Kenya’s public healthcare environment.

Within Kenya, Malle, Waiganjo, and Mutua (2023) examined talent development and performance in national referral hospitals, evaluating constructs such as training opportunities, career development programs, and succession plans. Using multi-stage sampling and both qualitative and quantitative methods, the study revealed

that effective talent development significantly enhanced hospital performance. Despite its relevance to the healthcare context, the research was limited to national-level facilities, leaving county-level health institutions underexplored. The present study filled this devolution gap by focusing on County public hospitals in Bungoma, where management autonomy and resource allocation differ.

Mwanzi, Wamitu, and Kiama (2017) studied talent development and organizational growth in private hospitals in Nyeri County, using constructs such as workplace environment, talent identification, talent nurturing, and cultural diversity. Results indicated that nurturing and work environment significantly improved organizational growth, while talent identification and cultural diversity were insignificant. However, the study was confined to the private sector, where profit motives drive human resource decisions, unlike in the public sector where service quality is the primary performance measure. The current study addressed this contextual gap by focusing on public healthcare facilities, assessing how developmental initiatives translate into improved service delivery and institutional performance.

Mwangi (2020) examined the impact of talent development on service delivery in the hospitality industry in Nyeri County, Kenya, focusing on learning and development, career management, retention, and attraction. A cross-sectional design with mixed methods revealed a significant positive relationship between talent development and service quality. Although the study provides insight into the service sector, it fails to account for public sector constraints such as bureaucratic promotion systems and limited funding. The current study extended this line of inquiry to the healthcare sector, where service delivery outcomes directly impact community well-being.

Lastly, Reuben and Merecia (2021) studied talent development strategies and employee performance within the National Police Service in Nairobi County, Kenya, using performance appraisal as the key construct for assessing talent development. Their descriptive survey found a significant positive relationship between performance appraisal and employee performance.

However, the study was limited to a security organization with rigid hierarchical structures, unlike the more collaborative environment in health institutions. The current study filled this sectoral gap by applying the concept of talent development to the health workforce, where job rotation, stretch assignments and recognition are critical for performance.

In summary, prior studies (Aina & Atan, 2020; Malle et al., 2023; Vivian et al., 2023) collectively underscore that talent development enhances organizational performance, though the strength and nature of this effect vary by context, construct, and sector.

Methodologically, most studies have employed cross-sectional designs with limited causal analysis, and conceptually, they have focused on isolated dimensions such as training or retention rather than integrated talent systems. Contextually, little is known about how talent development operates in county-level public health institutions within Kenya's devolved governance framework. Therefore, the current study fills these methodological, conceptual, and contextual gaps by examining how structured talent development initiatives including stretch assignments, recognition and rewards affect health sector performance in Bungoma County.

## **METHODOLOGY**

### **Materials**

The main objective of the research was in determining the effect of Talent Development on the Health Sector performance in the County Government of Bungoma, Kenya.

### **Methods**

A descriptive research design was adopted for this research. Descriptive research is mainly concerned with determining the frequency with which something occurs or the relationship between variables (Kothari, 2009).

The target population comprised 240 employees drawn from nine (9) Sub-County Hospitals and the County Referral Hospital. These included: one (1) Chief Executive Committee Member – Health, one (1) Chief Officer – Health, one (1) Director – Health, one (1) County Nursing Officer, ten (10) Medical Superintendents, ten (10) Hospital Administrators, ten (10) Human Resource Officers, ten (10) Heads of Pharmacy, ten (10) Heads of Nursing, ten (10) Heads of Laboratory, ten (10) Heads of Clinical Services, twenty (20) Heads of Ward Sections from the County Referral Hospital, and one hundred forty-six (146) Heads of Ward Sections from the nine (9) sub-counties. Primary data was collected using a structured questionnaire.

A census approach was applied to include 94 respondents. In addition, 10% of the 146 Heads of Ward Sections from the Sub-County Hospitals, representing fifteen (15) respondents, were selected through simple random sampling, resulting in a total sample size of 109 respondents.

The researcher conducted a pilot test at Turkana County Referral Hospital to confirm the validity and reliability of the research instruments. During the pilot phase, 25 questionnaires were administered to meet these pre-analysis requirements. The collected data was then summarized, edited, and coded. Both descriptive and inferential statistics were used for data analysis.

Descriptive statistics involved computation of means, standard deviations, percentages, and frequencies, while inferential statistics was applied to determine the relationship between the independent and dependent variables. Prior to conducting regression analysis, key regression assumptions were tested, since violation of these assumptions can significantly affect the accuracy and precision of the findings.

## **RESULTS AND DISCUSSION**

### **Response rate**

A sample comprising 109 participants was utilized, from which 105 questionnaires were disseminated. Notably, this distribution excluded the Ministry of Health officials, specifically the CECM – Health, Chief Officer – Health, County Director, and County Nursing Officer, who were engaged solely through interviews.

Consequently, from the 105 questionnaires distributed, 101 questionnaires were received depicting a response rate of 96.2% was achieved which is good for generalizability of the research findings to a wider population.

### **Reliability and Validity of research instruments**

Reliability of research instruments was tested using Cronbach’s alpha; which tests internal consistency and the results in Table 4.1 shows Cronbach’s alpha coefficients values of 0.7 and above confirming that reliability of the research instruments.

The researcher conducted a pilot test at Turkana County Referral Hospital to confirm the validity and reliability of the research instruments. During the pilot phase, 25 questionnaires were administered to meet these pre-analysis requirements. Cronbach’s alpha coefficients value of 0.795 was an indication that the instruments met the reliability test.

**Table 4. 1: Results of Reliability test**

<b>Variables</b>	<b>Cronbach’s Alpha</b>	<b>No. of Items</b>
Talent Development	0.841	5
Health Sector Performance	0.833	5

Source: Field Data (2025)

**Table 4.2 KMO and Bartlett's Test for Sampling Adequacy**

The KMO revealed to be over the 0.6 threshold (0.772), and the Bartlett test of Sphericity tested significantly where  $p < 0.05$ , which is a need for factor analysis. A KMO value of 0.772 was significant because it indicated that the sample is adequate for factor analysis.

KMO and Bartlett's Test		Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.772
Bartlett's Test of Sphericity	Approx. Chi-Square	304.847
	Df	24
	Sig.	0.000

Source: Field Data (2025)

**Descriptive Results of Talent Development and Health Sector performance**

These are descriptive statistics on the influence of Talent Development on Health Sector Performance in Bungoma County, Kenya as summarized in table 4.3.

**Table 4. 3: Descriptive results on Talent Development**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S/D
I am able to learn job skills from different parts of the organization	3(3%)	3(3%)	2(2%)	68(67.3%)	25(24.8%)	4.08	.808
The organization identifies potential talent and develops staffs	2(2%)	16(15.8%)	10(9.94%)	48(47.5%)	25(24.8%)	3.77	1.057
Undertaking tasks that are beyond my level and skills contributes to learning and growth.	2(2%)	3(3%)	18(17.8%)	45(44.6%)	33(32.7%)	4.03	.900
Employee rewards can be a greatly impact on their performance.	3(3%)	0(0%)	8(7.9%)	36(35.6%)	54(53.5%)	4.37	.869
Employee are rewarded well for the work that they do	9(8.9%)	10(9.9%)	12(11.9%)	55(54.5%)	15(14.9%)	3.56	1.135

Source: Field Data (2025)

According to the findings presented in Table 4.3, a significant portion of the respondents, totalling 93 and representing 92.1%, expressed agreement with the statement that they acquired job skills from various sectors of the organization through job rotation, which also alleviated the fatigue associated with repetitive tasks, as evidenced by a mean rating of 4.08 and a standard deviation of 0.808. Job rotation presents an opportunity for employees to deepen their understanding of organizational objectives, gain broader insights into various fields, cultivate a robust network among organizational peers, and enhance employee competencies. It enhances the employee's competencies and fosters a deeper comprehension of their role (Cherotich, Rop, & Bett, 2021). A negligible 6%, corresponding to 6 respondents, expressed disagreement, while 2%, representing 2 respondents, maintained a neutral stance regarding this statement.

Moreover, a significant proportion of the respondents, 73 in total, representing 72.3%, expressed agreement with a mean rating of 3.77 and a standard deviation of 1.057, indicating that the organization effectively identifies potential talent and nurtures staff at both the senior and middle levels. A negligible 17.8%, corresponding to 18 respondents, expressed disagreement, while 9.9%, representing 10 respondents, maintained a neutral stance regarding this statement.

Furthermore, a significant portion of the respondents, 78 in total, representing 77.3%, expressed agreement with a mean rating of 4.03 and a standard deviation of 0.900, indicating that engaging in tasks that exceed their current capabilities and skills fosters both learning and personal development. A negligible 5% of respondents, equating to 5 individuals, expressed disagreement, while 17.8%, representing 18 respondents, maintained a neutral stance regarding this statement.

Regarding the assertion that employee rewards significantly influence performance, a substantial majority of respondents, 90 individuals comprising 89.1%, expressed agreement, reflected in a mean rating of 4.37 and a standard deviation of 0.869. A negligible 3% of respondents, equating to 3 individuals, disagreed, while 7.9%, representing 8 respondents, maintained a neutral stance on the matter. In conclusion, concerning the assertion that employees receive adequate rewards for their contributions, a significant portion of the respondents, specifically 70 individuals representing 69.4%, expressed agreement, reflected in a mean rating of 3.56 and a standard deviation of 1.135. Alrawi (2017) posits that recognition can occur regularly and spontaneously, indicating that individuals need not await commendation for their accomplishments. Furthermore, due to its low cost, recognition can be initiated by employees themselves. A negligible 18.8%, corresponding to 19 respondents, expressed disagreement, while 11.9%, representing 12 respondents, maintained a neutral stance regarding this statement.

From the interview question concerning the process for identifying and developing talent the response from the County Director Health was that:

“I start by assessing each employee’s current skill set and performance level. I then create a personalized development plan for each employee based on their unique needs and goals. After creating the development plan, I meet with each employee to discuss their goals and determine how we can best achieve those goals together. Next, I use feedback and performance evaluations to track progress and make adjustments to the development plan as needed. Finally, I provide ongoing support and encouragement to help employees reach their goals.”

Regarding the evaluation of an employee's performance during a performance review, the feedback from the interviewees indicated that:

“First evaluate the employee’s goals for the year, then compare their progress against those goals. If they are falling behind on their goals, then ask them why this is happening and how we can work together to overcome any obstacles. Thoughtfully it’s important to give employees praise when they do well so as they know they are doing a good job”

The respondents were queried regarding their views on the impact of talent development on hospital performance. A significant majority concurred that talent development plays a crucial role in enhancing

employee retention rates, identifying and nurturing future leaders, bridging potential skill gaps, promoting continuous learning, and assisting employees in realizing their personal and career aspirations.

**Table 4. 4: Descriptive results on Health Sector Performance**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S/D
Employees are able to undertake their duties and tasks	1(1%)	0(0%)	19(18.8%)	59(58.4%)	22(21.8%)	4.00	.707
Health services are well managed	1(1%)	7(6.9%)	30(29.7%)	46(45.5%)	17(16.8%)	3.70	.867
Services offered by your organization are done in accordance	0(0%)	7(6.9%)	30(29.7%)	43(42.6%)	21(20.8%)	3.77	.859
Services are direct and accessible with no undue barriers	4(4%)	5(5%)	32(31.7%)	44(43.6%)	16(15.8%)	3.62	.947
Quality of medical care given is in line with the ministry of Health Standards	1(1%)	2(2%)	16(15.8%)	47(46.5%)	35(34.7%)	4.12	.816

Source: Field Data (2024)

The findings presented in Table 4.4 indicate that a significant majority of the respondents, totalling 81 individuals, which represents 80.2%, expressed agreement with a mean rating of 4.00 and a standard deviation of 0.707 regarding the capability of employees to fulfil their assigned duties and tasks within the designated timeframe. Malik and Sawar (2021) demonstrated that employees who experience empowerment display a strong sense of determination and creativity, invest significant effort into their tasks, and are intrinsically motivated by the nature of their work, ultimately leading to enhanced productivity within the workplace. A negligible 1% of respondents, equating to one individual, expressed disagreement, while 18.8%, representing 19 respondents, maintained a neutral stance regarding this statement. Moreover, a significant portion of the respondents, 63 in total, representing 62.3%, indicated a mean rating of 3.70 with a standard deviation of 0.867, also concurred that health services are effectively managed, leading to enhanced patient satisfaction.

A negligible 7.9%, equating to 8 respondents, expressed disagreement, while 29.7%, representing 30 respondents, maintained a neutral stance regarding this statement. Furthermore, a significant portion of the respondents, numbering 64, represented 63.4% of the sample, with a mean rating of 3.77 and a standard deviation of 0.859, concurred that the services provided by their organization align with the stipulations outlined in the service charter. A negligible 6.9%, corresponding to 7 respondents, expressed disagreement, while 29.7%, representing 30 respondents, maintained a neutral stance regarding this statement. Regarding the assertion concerning the directness and accessibility of services without undue barriers related to cost, language, culture, or geography, a significant majority of respondents, totalling 60 individuals (59.4%), expressed agreement, reflected in a mean rating of 3.62 and a standard deviation of 0.947.

Conversely, a minor proportion of 9% of respondents, amounting to 93 individuals, disagreed, while 31.7%, representing 32 respondents, maintained a neutral stance on the matter. In conclusion, concerning the assertion that the quality of medical care provided aligns with the standards set by the Ministry of Health, a significant majority of respondents, totalling 82 individuals or 81.2%, expressed agreement, yielding a mean rating of 4.12

and a standard deviation of 0.816. Conversely, a negligible 3% of respondents, amounting to 3 individuals, disagreed, while 15.8%, representing 16 respondents, maintained a neutral stance on the matter. The interview question aimed to ascertain the efficacy of health services management within hospitals, particularly in terms of resource optimization and minimization of waste.

The responses were as follows:

The County Nursing officer responded that “It’s above average although with some wastages’ being reported but we have put in mechanisms to address it.”

In addressing the inquiry concerning the extent to which hospital managers are endowed with the requisite authority to fulfill established objectives and are held accountable for overall performance and outcomes, the reply was that:

“Yes, hospital managers are given the authority they need to achieve their goals and are held accountable for their performance. This is done by giving employees the authority they need to carry out their responsibilities, establishing clear reporting relationships and job descriptions that include safety and health responsibilities and create arrangements to ensure that employees are held accountable for their actions.”

Participants were solicited to share their perspectives on potential enhancements to the efficacy of the healthcare sector. The majority of respondents concurred that employing data-driven insights to inform decision-making in healthcare is pivotal for improving patient outcomes and operational efficiency, which fundamentally relies on the utilization of such insights. They further asserted that effective performance management within the healthcare sector relies on the capacity to analyse and interpret data with precision and expedience.

### Inferential statistics

Pearson Correlation analysis was conducted to analyze the strength and direction of relationship between the variable as seen in table 4.5

**Table 4.5: Correlations**

		TD	HSP
CDP: Talent Development	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	101	
HSP: Health Sector Performance	Pearson Correlation	.322**	1
	Sig. (2-tailed)	.000	
	N	101	101

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

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

### Linear influence of Talent Development on Health Sector Performance

Simple linear regression analysis was conducted to establish the relationship between Talent Development and Health Sector performance in Bungoma County, Kenya. The R square was used to establish contribution of Talent Development on Health Sector Performance. The results are as shown in Table 4.6.

**Table 4.6: Regression analysis for Talent Development on Health Sector Performance.**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.578 <sup>a</sup>	.335	.328	.21209	.335	49.787	1	99	.000
a. Predictors: (Constant), Talent Development									
ANOVA <sup>a</sup>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	2.240	1	2.240	49.787	.000 <sup>b</sup>			
	Residual	4.453	99	.045					
	Total	6.693	100						
a. Dependent Variable: Health Sector Performance									
b. Predictors: (Constant), Talent Development									
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.			
		B	Std. Error	Beta					
1	(Constant)	1.269	.384		3.305	.001			
	Talent Development	.621	.088	.578	7.056	.000			
a. Dependent Variable: Health Sector Performance									

The F test produced a result of  $F(1, 99) = 49.787, p < 0.05$ , suggesting that the model accounts for the variation in the dependent variable. This further illustrates that Talent Development serves as a valuable indicator of Health Sector Performance.

The regression coefficients correlating Talent Development with Health Sector Performance are presented in Table 4.27. The correlation between talent development and the performance of the Health Sector is both positive and significant, evidenced by a p-value of 0.000, which is below the threshold of 0.05 for significance. Specifically, the performance of the health sector is projected to rise by 62.1% with each unit increase in talent development, as indicated by the regression model.  $Y = 1.269 + 0.621X_1$

Based on these findings the fourth null hypothesis that stated Talent Development has no significant effect on the health sector performance in the County Government of Bungoma is thereby rejected.

## CONCLUSION

### Talent Development and Health Sector performance

The findings demonstrated that talent development exerted a considerable impact on the performance of the health sector within the County Government of Bungoma. An analysis of correlation was conducted to determine the nature of the relationship between talent development and the performance of the health sector within the County Government of Bungoma. The research revealed that talent development exhibited a Pearson correlation of 0.322, indicating a moderate positive correlation of 32.2% with the performance of the health sector.

The findings from the regression analysis indicated that talent development accounted for 33.5% (0.232) of the variation in the performance of the health sector (dependent variable). The remaining 66.5% of the variation may be elucidated by alternative dynamics pertaining to health sector performance within the County Government of Bungoma. The findings thus suggest that talent development is positively correlated with the performance of the health sector within the County Government of Bungoma.

### Recommendations

Managers are duty bound to ensure that they foster talent development by ensuring that they promote and support training programs by investing in continuous professional development through workshops, certifications, and advanced training in healthcare management. In addition, carry out mentorship programs by pairing experienced leaders with emerging talent to transfer knowledge and skills and also to carry out job rotation by allowing staff to gain experience in different departments thus broadening their expertise. They should also assess current and future talent needs through conducting a skills gap analysis to identify areas where employees need development and align talent development initiatives with the organization's strategic objectives and emerging industry trends.

### Areas for further research

The research was conducted in Bungoma County; therefore future studies can be done to compare the effectiveness of Talent Development in Bungoma County with the neighboring Counties.

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