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Talent management practice and retention of employees in pharmaceutical firms in Nairobi County in Kenya

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Abstract

The contemporary business environment is characterized by competition, with organizations encountering challenges related to employee retention, irrespective of their size or sector. Effective talent management is essential for organizations to acquire the requisite skills and expertise to fulfill their operational requirements. Retention of skilled employees is essential for maintaining competitive advantages. This research investigates the impact of talent management practices on employee retention in pharmaceutical companies located in Nairobi County, Kenya. Theoretical frameworks encompass resource-based view theory. The research focused on 58 agrochemical firms registered with the Agrochemicals Association of Kenya, specifically targeting management-level employees, amounting to a total of 324 individuals. The sample size of 179 respondents was calculated using the Krejcie and Morgan formula, employing stratified random sampling. Data collection utilized structured questionnaires, while quantitative analysis incorporated inferential and descriptive statistics, including means, standard deviations, frequencies, and percentages. Correlation analysis evaluated the relationship between talent development and employee retention, whereas multiple regression determined the effect of talent management practices. The research indicates that talent development has a positive impact on employee retention within pharmaceutical firms located in Nairobi County. Recommendations involve enhancing talent development strategies and cultivating a supportive work environment to improve employee retention rates.

Keywords: Employee retention, talent development, talent management practices, talent management.

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1. Background of the Study

Kenya's pharmaceutical industry has risen dramatically in the past decade due to increasing healthcare demand, regulatory reforms, and infrastructural spending. Nairobi County, Kenya's commercial and economic metropolis, is home to many pharmaceutical companies. These companies compete for skilled workers, which are essential for innovation, customer service, and competitive advantage.

High turnover in this fast-changing sector raises recruitment, training, and institutional knowledge costs. Pharmaceutical businesses are prioritizing talent management to improve employee engagement, job satisfaction, and stability. Targeted recruitment, training, career promotion, performance evaluation, and compensation strategies are talent management. Comprehensive human resource strategies boost retention in Nairobi pharmaceutical companies, according to Tripathi et al. [1]. NYAGA [2] states that talent management strongly impacts employee engagement and retention in Kenyan professional service firms. These generalizations did not address pharmaceutical talent management.

Salary, supervisory assistance, and growth opportunities affect employee retention in the Indian pharmaceutical sector and Malaysia's IT business, according to Rinkineva [3] studies. Though enlightening, these studies' sectoral and geographical differences limit their applicability to Kenya's pharmaceutical industry [4]**.** Saudi Arabian government sector study and Research, Gallardo-Gallardo and Thunnissen [5], Kenyan devolved healthcare system study supports structured talent management systems' retention effects. Their organizational culture and operations differ from Kenya's pharmaceutical industry.

Nairobi's pharmaceutical industry's talent management and staff retention are understudied despite the talent management literature. The gap must be bridged because this study will provide unique insights for improving local drug retention.

1.1. Global Perspective of Talent Management Practices

Globally, talent management (TM) is essential to employee retention and competitiveness. Almomani et al. [6] examined how talent management affects job satisfaction among 256 Jordanian commercial bankers. Talent development and retention affect job satisfaction, but not recruiting. By Alferjany et al. [7], 255 upper and middle-level administrators in private hospitals in Benghazi, Libya, were descriptively analyzed. Talent management boosts employee growth. Dwiputrianti et al. [8] used 417 Saudi oil and gas workers to find a strong correlation between talent management and employee commitment and happiness.

A conceptual review by Gallardo-Gallardo and Thunnissen [5] concluded that company culture affects talent management. Qualitative interviews with European multinationals by Kabwe and Okorie [9] demonstrated that strategic talent management drives competitive advantage (8). In their 2019 theoretical paradigm for global talent management via overseas assignments, Crane and Hartwell linked human and social capital. Minbaeva and Collings [10] challenged global talent management myths and urged for a more nuanced view of effective global talent practices.

A quantitative study of Generation Y management trainees in Sri Lankan banks by Wickramaaratchi and Perera [11] indicated that talent management enhances employee performance through work satisfaction. Jordanian bank personnel's career satisfaction, turnover intention, and effective HRM techniques were negatively correlated by Aburumman [4]. Al Aina and Atan [12] observed that learning and career management increased sustainable organizational performance in UAE real estate firms, but talent acquisition and retention did not. Gallardo-Gallardo and Thunnissen [5] said inclusive talent development improves workplace equity and performance.

Institutional frameworks and business goals affect Arab Gulf GTM practices, according to Sidani and Al Ariss [13]. Collings and Isichei [14] noticed changing worldwide staffing methods, management, and societal views in multinationals.

These global studies demonstrate how talent management affects various sectors. Research shows that talent management improves employee satisfaction, retention, and organizational performance. Industry-specific procedures, culture, and regional institutions create research gaps. Few studies have examined how talent management affects pharmaceutical staff retention, notably in Nairobi County, Kenya. Effective local pharmaceutical talent retention requires addressing this gap.

1.2. Regional Perspective of Talent Management Practices

Many emerging African countries struggle to improve employee performance. Talent management improves skills and attitudes, boosting organizational competitiveness. Due to a lack of management competence, Sub-Saharan African companies struggle to attract competent workers. Talent is exported to the U.S., Canada, and Australia. Poor salaries and unappealing work surroundings make recruiting talent difficult. Global workforce concerns are difficult to manage [15]. Insufficient talent management drives employees to Europe for greater possibilities, worsening Africa's skills shortfall. CEOs in the region prioritize talent management due to candidate shortages. Penrose [16] reports that 85% of CEOs would focus on talent management methods since 75% see talent scarcity as a growth threat.

Mateng'e [17] found that low pay and low retention of competent workers reduce production and promote migration. Egypt needs competent workers, especially in technology. Since the oil boom, many of Egypt's brightest talent has left for lucrative jobs abroad, according to Momani [18]. Nigeria, Ghana, Kenya, and Ethiopia lose qualified workers every day, worsening the talent shortage.

1.3. Local Perspective of Talent Management Practices

Kenya has a skill gap that inhibits professional hiring, retention, and motivation, according to Ongori [19]. Early retirements exacerbate the crucial job candidate scarcity. Kenyan companies, like many African private organizations, have low staff morale, which pushes away talent. In a competitive labor market, companies must retain talent to prevent costly staff replacement and retraining. Maintaining skilled workers provides organizations with a competitive edge and boosts growth. Losing employees increases replacement compensation, recruitment, and training expenses, decreases productivity, and strains customer relations. Despite challenges, private firms are crucial to national development; sustainable management maximizes their impact. Due to Kenya's management human resource shortages, employing, training, and motivating people is vital.

1.4. Pharmaceutical firms in Nairobi County in Kenya

Nairobi County has local, global, and imported pharmaceutical industries. Multinationals buy from parent companies, whereas local importers sell ready-made drugs. Nairobi County's 29 pharmaceutical enterprises employ 2,000 individuals, two-thirds of whom import directly from worldwide companies. Local, imported, and generic drugs hold 28%, 40%, and 32% market shares, respectively. A changing competitive landscape has increased the number of distributors and importers over the past decade. This intensified competition has prompted some companies to close local offices or change their emphasis. Traditional pharmaceutical pricing is 10% for manufacturers, 15% for distributors, and 33% for retailers. However, competitive dynamics have modified these standards, causing widespread discounting. The devolution of procurement has allowed KEMSA and MEDS to directly satisfy county medicine needs, broadening their market reach. Pharmaceutical products and services differ substantially from others.

1.5. Statement of the Problem

Pharmaceutical firms in Nairobi County, Kenya, react to new problems and opportunities. To capitalize on opportunities and face competitive difficulties, companies must retain competent workers. Economic benefits include cost reduction and talent utilization from talent retention. Human capital retention gives organizations a competitive edge by retaining a skilled workforce. Agrochemical firms must strengthen talent management to boost job satisfaction and professional growth due to high employee turnover. Modern companies need motivational frameworks to recruit and retain employees. According to Karenye and Murigi [20], 20% of employees leave their jobs, hurting mobile telephones and agrochemicals.

Karenye and Murigi [20] found that international pharmaceutical businesses in Nairobi are generating more revenue. Exit interviews indicate poor communication, salary issues, limited growth opportunities, and lack of promotions as reasons for employee departures. Many studies have examined talent management. Talent management has been shown to affect the performance of Nairobi-listed companies, according to Lyria and Namusonge [21]. In Malaysia and Nigeria, research on people management and performance dominates, but local studies often overlook pharmaceutical businesses. This study addresses a knowledge gap by examining how talent management techniques affect employee retention in Nairobi County, Kenya, within pharmaceutical enterprises.

1.6. General Objective

To establish the influence of talent development on the retention of employees in pharmaceutical firms in Nairobi County, Kenya.

1.6.1. Significance of the study

This research study seeks to advance understanding of talent management within agrochemical companies to enhance employee retention and strengthen business positions. This enables companies to understand the role of effective talent management in promoting growth and altering perceptions of skilled employees within the industry. The findings allow agrochemical firms to evaluate the importance of talent management practices on retention, encompassing aspects such as talent development, retention strategies, career management, and performance management. Top management can determine which components of talent management most effectively correlate with employee retention, thereby minimizing research costs by utilizing this study. Policymakers acquire insights regarding the significance of talent management in employee retention, which informs regulations aimed at enhancing talent within organizations. Human resource practitioners recognize the significance of these practices, promoting innovative methods for developing employee talents. The study supports scholars and researchers by providing foundational literature and contributing to the knowledge base on talent management and employee retention.

2. Literature Review

2.1. Resource Based View Theory

The Resource Based View (RBV) emphasizes a firm's distinctive resources' role in competitive advantage and success. This theory by Penrose [16] states that resource management, managerial decisions, market flaws, and industry dynamics lead to optimal performance . Internal variables outweigh external influences in local and global business performance assessments. Adopting this perspective boosts market competitiveness.

The Resource-Based View (RBV) theory was used to emphasize the importance of resources and capabilities for organizational performance. It helps identify a firm's competitive factors. The Resource-Based View framework was used to study talent management and employee retention. Strategic management now prioritizes strategic decisions over environmental variables. Organizations recognize resources and establish successful usage methods. The Resource-Based View (RBV) theory states that valuable, uncommon, and inimitable resources provide a competitive advantage and contribute to sustainability. Talented employees are strategic assets when utilized effectively. Human resources are crucial in a competitive global economy because competent workers can inspire less skilled workers. Unique resources and skills are needed to gain a competitive edge. Effective organizational performance arises from competitive strategies based on these unique resources. Imitation and substitution challenges affect competitive advantage. Essential employees with great performance and unique attributes are hard to replicate. This describes how such workers enhance competitiveness. In conclusion, the Resource-Based View (RBV) and its components shape organizational culture and enable strategic competitive advantages.

2.2. Conceptual Framework

A conceptual framework serves as an organized system that delineates the interconnections among pivotal variables that influence the dynamics of a given situation. It clarifies the theoretical underpinnings of these relationships, including their characteristics and orientations. In this context, a variable is defined as a quantifiable attribute that exhibits variation across different subjects, thereby representing a specific quality. The conceptual framework shows the interrelationships among the independent variables and the dependent variable. Figure 1 presents the conceptual framework for this study.

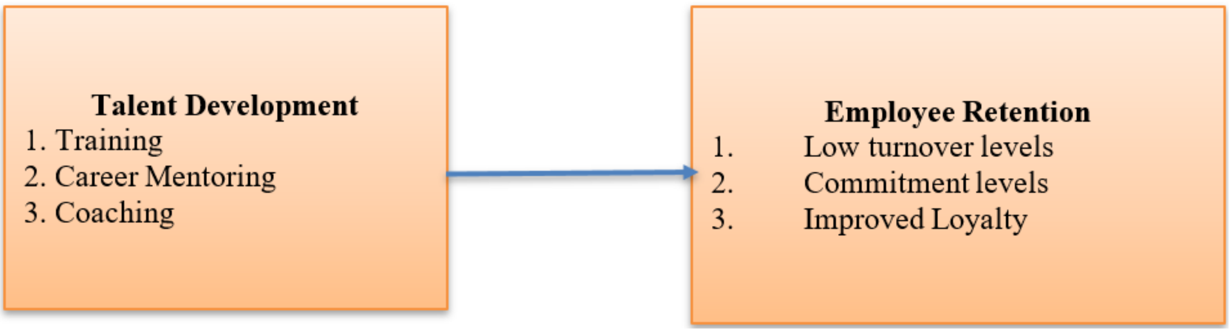

Figure 1.
Conceptual Framework.

2.3. Talent Development

Investment in talent development, encompassing training and coaching, is essential for enhancing employee retention and fostering a committed workforce. Implementing effective training and coaching programs enhances employee engagement and skillsets while significantly reducing turnover rates, thereby ensuring greater organizational stability. Training enables employees to consistently improve their skills and remain updated with industry trends, significantly enhancing their competence and confidence in their positions. Prioritizing training leads to employees feeling valued and recognized, thereby fostering loyalty and a strong inclination to remain with the organization.

Furthermore, facilitating professional growth via skill development is essential for enhancing job satisfaction, as it establishes defined pathways for career advancement. Organizations that prioritize employees' personal growth tend to experience reduced turnover rates. Coaching provides customized guidance and support, assisting employees in establishing goals that correspond with organizational objectives. This creates a supportive atmosphere in which employees feel appreciated and comprehended, thereby enhancing their emotional attachment to the organization.

Coaching enhances critical soft skills, such as communication and problem-solving, which are essential for career advancement. When employees attain a clearer comprehension of their strengths and developmental areas, their self-efficacy and commitment to the workplace enhance. This increased engagement fosters a closer alignment between personal aspirations and organizational objectives, thereby elevating commitment levels and subsequently improving retention rates.

The integration of training and coaching cultivates a culture of ongoing growth, learning, and support, which are essential for reducing turnover and enhancing commitment. Investing in talent development enables organizations to foster a more engaged, supported, and motivated workforce, thereby ensuring consistency and stability.

2.4. Employee Retention

Highlighting the significance of low turnover rates is crucial for organizations seeking long-term success. A low turnover rate serves as an indicator of employee satisfaction regarding roles, compensation, work environment, and job conditions. Employee satisfaction reduces voluntary turnover, enabling organizations to retain essential talent. This approach minimizes disruptions and significantly reduces recruitment and training costs. A stable workforce maintains collective knowledge, which in turn promotes productivity and improves long-term performance. This stability fosters a supportive culture that enhances retention, rendering it an essential asset for any successful organization.

High employee commitment is crucial for enhancing retention rates. Employees who are committed establish an emotional connection with the organization, motivating them to remain during challenging times. When team members align with the company's values, goals, and vision, their engagement increases, resulting in heightened motivation to advance the organization. Effective leadership, appreciation, opportunities for growth, and a positive work environment are essential for fostering commitment. Employees who feel valued and supported demonstrate increased loyalty, resulting in higher retention rates. The integration of low turnover rates and high employee commitment is essential for cultivating an engaged and stable workforce, which is motivated to contribute to the organization's sustained success.

3. Empirical Review

3.1. Employee Retention

Employee retention is recognized as essential for organizational sustainability and competitiveness. Recent studies have examined multiple factors affecting retention in various contexts. Khan [22] conducted a quantitative study in Pakistani organizations, identifying career development opportunities, supervisor support, conducive work environments, and rewards as key factors that enhance retention and subsequently improve organizational performance.

Bareja and Ghai [23] employed a descriptive research design utilizing questionnaires distributed across various sectors, demonstrating a strong correlation between employee retention and factors such as job satisfaction, organizational commitment, and effective internal communication. Argyropoulou et al. [24] conducted a quantitative case study in an Indonesian company, revealing that work-life balance initiatives, such as financial assistance, subsidized health insurance, and educational support, positively influence employee retention and satisfaction.

Anang et al. [25] conducted surveys in selected manufacturing companies located in Johor Bahru, Malaysia. The findings indicated significant relationships between employee retention and comprehensive training programs, clear career development pathways, and competitive remuneration benefits. Argyropoulou et al. [24] employed qualitative methods in a small machinery enterprise, revealing that innovative and customized retention strategies that align with employee needs and organizational culture are essential in small business environments.

These studies consistently highlight the importance of career advancement, supportive supervision, a positive work environment, competitive compensation, and work-life balance initiatives as essential factors in promoting employee retention. Despite these insights, a notable gap persists concerning the specific applicability and effectiveness of these retention strategies in the pharmaceutical sector of Nairobi County, Kenya. Addressing this gap is essential for identifying targeted interventions that effectively address the unique dynamics of employee retention in this context.

3.2. Talent Development and Retention

Talent development is essential for employee retention as it improves skills, facilitates career advancement, and boosts employee satisfaction. Almomani et al. [6] surveyed 440 civil service employees in Saudi Arabia, revealing a significant positive correlation between effective talent management practices and employee retention. Mathur and Srivastava [26] conducted quantitative surveys revealing that organizational commitment significantly mediates the relationship between talent management practices and retention.

Mazlan and Jambulingam [27] conducted a thorough literature review that identified career advancement opportunities, workplace well-being, industry competition, and globalization as significant factors influencing employee retention. Narayanan et al. [28] highlighted the importance of aligning talent management strategies with organizational goals as essential for improving retention, using an integrative framework.

Kravariti and Johnston [29] conducted a critical literature review of the public sector, highlighting the need for customized talent management practices that address sector-specific requirements. Mey et al. [30] conducted an empirical analysis of leadership behaviors, finding that empowering leadership has a significant impact on employee retention.

Singh and Ahmad [31] examined the effectiveness of performance management systems, indicating their importance for talent retention. O'Boyle Jr. and Aguinis [32] emphasized the significance of acknowledging and rewarding high performers as critical practices for retention. Dietz and Zwick [33] examined the attributes of training programs, concluding that credible training enhances retention, whereas visibility and portability exhibit inconsistent effects. Islam et al. [34] utilized structural equation modelling to illustrate the significant positive impacts of training, development, and job satisfaction on employee retention.

Alhammadi [35] employed a quantitative methodology within UAE firms, demonstrating that professional development substantially improves employee retention. Alferjany et al. [7] examined private hospitals in Libya, highlighting the significance of talent development for employee growth and retention. Pandita and Ray [36] conducted a meta-analysis that highlighted the significant enhancement of retention through the integration of talent management and employee engagement practices. Argyropoulou et al. [24] identified work-life balance initiatives as significant factors in employee retention in their organizational study conducted in Indonesia.

The studies emphasize that talent development practices, including targeted training, professional growth opportunities, effective leadership, recognition, and work-life balance initiatives, are essential factors influencing employee retention. A significant gap remains in the thorough examination of these factors specifically within pharmaceutical companies in Nairobi County, Kenya. Addressing this gap will yield industry-specific insights essential for formulating effective talent retention strategies.

4. Materials and Methods

4.1. Research Design

Sileyew [37] defines research design as a systematic plan for obtaining answers to research questions. The framework outlines the procedures for data collection, measurement, and analysis [38]. This study employed a descriptive research design to assess overall intent, utilizing various methods to statistically describe the intended variables.

Descriptive research is appropriate for drawing detailed inferences regarding variables within target populations. It is efficient and economical. This design corresponds with the study's objective by facilitating the description of existing conditions without variable manipulation. The research seeks to collect quantitative data from participants. This research employs a descriptive methodology utilizing statistical analysis to evaluate the influence of talent management practices on employee retention within pharmaceutical companies in Nairobi County, Kenya.

4.2. Target Population

According to Lohr [39], a population is defined as a collection of units from which a sample is extracted. A population is defined as the entirety of units that possess the characteristic of interest. The research focused on agrochemical companies located in Nairobi County. A total of 58 agrochemical firms are recognized as full members of the Agrochemicals Association of Kenya. Appendix III presents the list of agrochemical firms located in Nairobi County. The unit of analysis comprised these companies, whereas the unit of observation consisted of management-level employees. The aggregate count of management personnel in these companies is 324. The study's target population comprised 324 management-level employees from agrochemical firms located in Nairobi County. Table 1 illustrates the distribution of the target population.

Table 1.
Target Population.

Management Level	Population	Percent
Top Management	54	16.7
Middle Management	104	32.1
Low-Level Management	166	51.3
Total	324	100.0

4.3. Sampling Frame

Lohr [39] *characterizes a sampling frame as an exhaustive list of all sampling units from which a sample is selected. The study's sampling frame included all 2,324 management-level employees of agrochemical companies in Nairobi County.*

4.4. Sample Size and Sampling Technique

A sample size, as defined by Mugenda and Mugenda [40], refers to an individual selected from the target population to contribute data for the study. The actual number of respondents intended to provide data for the study is specified. A sample represents a subset of a population [38]. The research employed the Krejcie and Morgan [41] formula to determine the sample size. The formula for selection is outlined as follows:

$$n=\frac{N}{1+(N-1)e^2}$$

Where n= the required sample size
N = is the Target Population
e = accuracy level required. Standard error = 5%

Sample calculation

$$n=\frac{324}{1+(323)0.05^2}$$

n=179.25
n=179

The sample size, calculated using the Krejcie and Morgan [41] formula, consisted of 179 respondents, representing 55.25% of the targeted population. Mugenda and Mugenda [40] define a representative sample as one that constitutes more than 30% of the population under investigation. Table 2 displays the distribution of sample sizes.

Table 2.
Sample Size.

Management Level	Target Population	Sample Size
Top Management	54	30
Middle Management	104	57
Low-Level Management	166	92
Total	324	179

This study employed stratified random sampling to obtain a precise and representative sample from a non-heterogeneous population. Stone et al. [42] observed that stratification diminishes standard error through variance control. The strata comprised different managerial tiers within agrochemical firms. Simple random sampling was utilized to select a representative sample from each stratum, thereby minimizing sampling error and improving estimation precision.

4.5. Data Collection Instruments

Structured questionnaires were selected for data collection in the study. Chandran [43] characterizes a questionnaire as an instrument for gathering essential information from respondents to fulfill research objectives. Structured questionnaires are optimal for descriptive studies because of their ease of use and low skill requirements. The questionnaire was consistent with the study objectives, incorporating closed-ended questions that yielded structured responses, facilitating the formulation of specific recommendations.

4.6. Data Collection Procedure

The researcher individually administered questionnaires to all respondents. Respondents were allotted one week to complete and return the materials using a drop-and-pick-up later technique. A register was maintained to track returned questionnaires. The administration required the support of a research assistant.

4.7. Pilot Test

A pilot study was performed to pre-test and validate the questionnaire, employing Cronbach's alpha to assess internal consistency among the items and their correlations. This is consistent with the research design. The pilot test was conducted to evaluate the reliability of the data collection instrument, involving 17 participants, representing 10% of the target population, with the findings excluded from the main study.

4.8. Validity of the Instrument

Validity primarily pertains to the extent to which measurements accurately represent the constructs they aim to assess. Coleman [44] highlighted that validity seeks to guarantee that the data collected is relevant, accurate, and generalizable. Researchers must ascertain the accuracy of their measurements and ensure that their questions are aligned with the study's objectives. In the pilot test, selected respondents completed questionnaires to assess the effectiveness of the research tool. The researcher consulted HR experts to identify ambiguous questions that required revision for validity confirmation. The finalized questionnaire was employed in the study.

4.9. Reliability of the Instrument

Mugenda and Mugenda [40] characterized reliability as the consistency of results across multiple trials. Stockemer et al. [45] proposed improving reliability by pre-testing questions, employing fixed-choice responses, and systematically collecting and transcribing data. A pilot study evaluated the research instrument for reliability, addressing inconsistencies to ensure accurate measurement of the intended concepts. Enhancing reliability necessitated the clarification of items, the inclusion of analogous items, the diversification of the sample, and the implementation of standardized testing procedures. Cronbach's Alpha was utilized to evaluate the reliability of the questionnaire, with Schrepp [46] indicating that an acceptable alpha coefficient is 0.7 or above.

4.10. Data Analysis and Presentation

The Statistical Package for Social Sciences (SPSS version 20) was utilized to analyze quantitative data using both inferential and descriptive statistics. Descriptive statistics comprised the mean, standard deviation, frequency, and percentages. Inferential statistics utilized correlation analysis to assess relationships between independent and dependent variables, while multiple regression analyzed the influence of talent management practices on employee retention in pharmaceutical firms within Nairobi County. The regression model was established.

$$Y = a + \beta_1 X_1 + e$$

Where:
Y= Employee Retention,
a = Constant Term,
β_1= Beta coefficients of the independent variable
X_1= Talent Development
e= the standard error.

The results of the analysis were presented in tables and figures for easier explanations and interpretations.

5. Results and Discussion

5.1. Response Rate

The research included 179 management personnel from agrochemical companies in Nairobi County. Questionnaires were delivered and arranged for subsequent collection. Out of 179 distributed surveys, 169 were completed and returned, resulting in a response rate of 94.4%. Kothari et al. [47] indicate that a response rate of 50% is considered average, 60% to 70% is adequate, and above 70% is excellent, thus rendering this response rate appropriate for analysis and conclusions.

5.2. Pilot Study Results

A pilot study was administered in order to test for validity, reliability and practicability of the research instruments

5.3. Reliability

The researcher conducted a preliminary reliability analysis employing Cronbach's alpha, an established metric for assessing reliability. Values span from 0 to 1, where 0.8 to 1.00 signifies high reliability, 0.70 to 0.80 reflects acceptable reliability, and values below 0.70 are considered less reliable. The findings indicated the following average Cronbach's reliability alphas: employee retention 0.786, career management 0.858, talent attraction 0.793, employee empowerment 0.807, and talent development 0.819, all satisfying the reliability threshold (α>0.7).

Table 3.
Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Talent Development	0.819	Reliable

5.4. Validity

Validity pertains to the extent to which a test item sample accurately reflects the intended measurement content, thereby ensuring it effectively measures the desired traits. This study assessed face validity through the collection of expert opinions, specifically from the researcher's supervisors and lecturers. Feedback resulted in revisions of the research instruments, enhancing validity. The researchers assessed the questionnaire items for consistency with the intended meanings, leading to the rephrasing of inaccurate statements.

5.6. General Information

The general information included gender, age bracket, and duration of employment within the organization, educational level, and respondents' designations within the organization. Results were presented using figures.

5.7. Gender of the Respondents

Respondents were asked to specify their gender. The findings are presented in Figure 2. Results indicate that 63.4% of respondents identified as male, whereas 36.6% identified as female. This indicates that the majority of respondents were male.

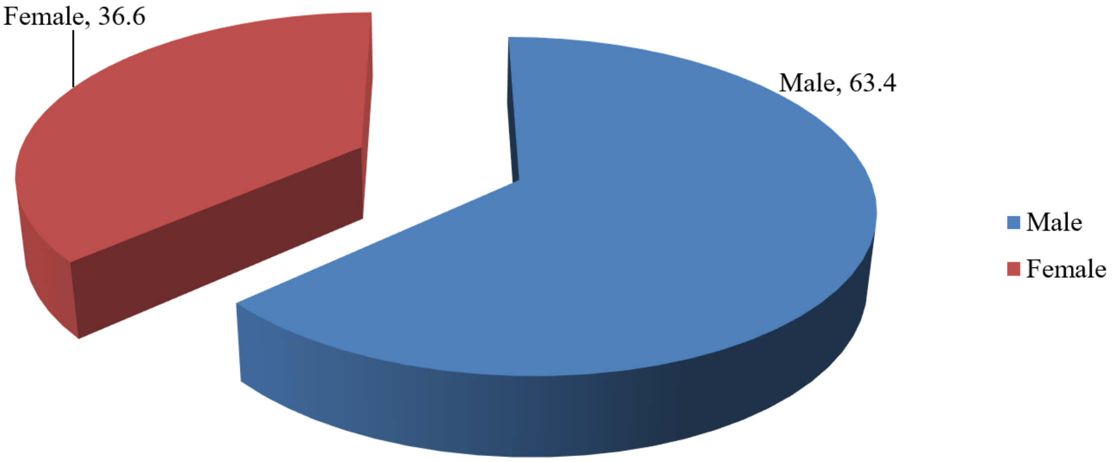

Figure 2.
Gender of the Respondents.

5.8. Age Bracket of the Respondents

The respondents were asked to specify their age bracket as part of the general information collected. The results are presented in Figure 3. According to the results, 34.0% of respondents were aged between 31 and 40 years, 21.0% were aged between 20 and 30 years, 28.0% were aged between 41 and 50 years, and 7.0% were above 51 years of age. The data indicates that the majority of respondents were aged between 31 and 40 years.

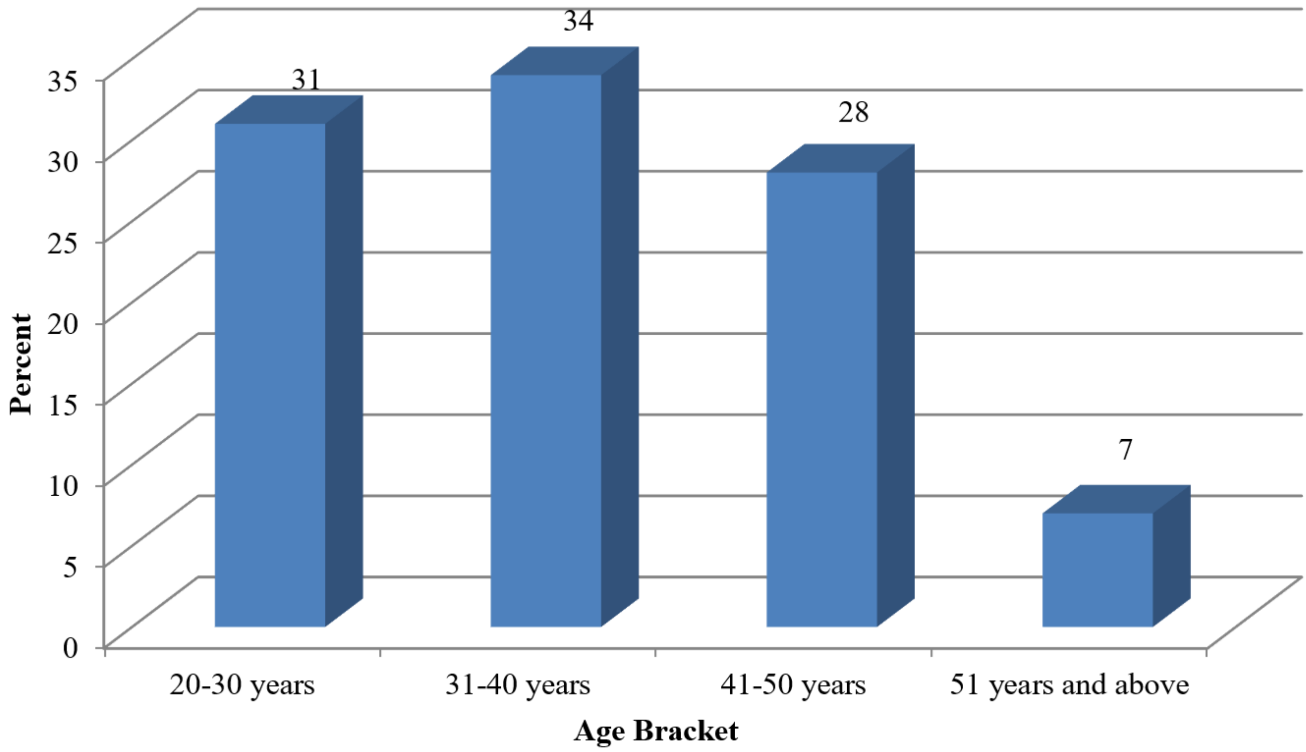

Figure 3.
Age Bracket of the Respondents.

3.9. Length of Time Working in the Organization

The respondents were asked to specify the duration of their employment within the organization. The results are presented in Figure 4. According to the results, 42% of respondents reported having less than 5 years of work experience in their organization, 36% reported 5-10 years, 15% reported 10-15 years, and 7% reported more than 15 years. This indicates that the majority of respondents had been employed in their organization for fewer than 5 years.

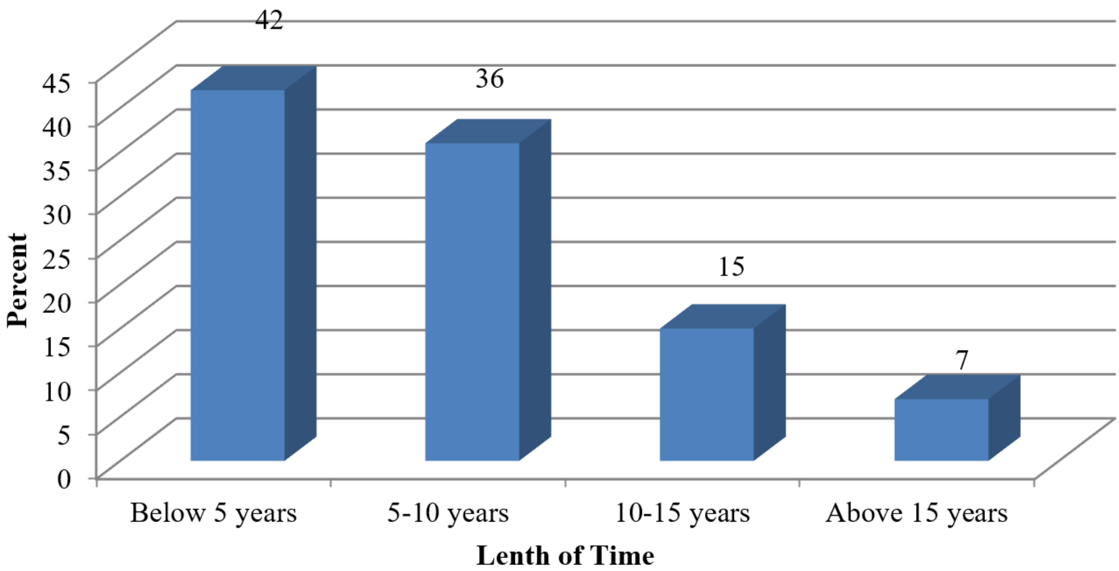

Figure 4.
Length of Time Working in the Organization.

3.10. Respondents' Level of Education

Participants were requested to specify their highest level of education attained. The findings are illustrated in Figure 5. Results indicate that 45% of respondents reported a degree as their highest level of education, 29% held a diploma, 15% possessed a master's degree, and 11% attained a PhD. This indicates that the majority of respondents were undergraduates.

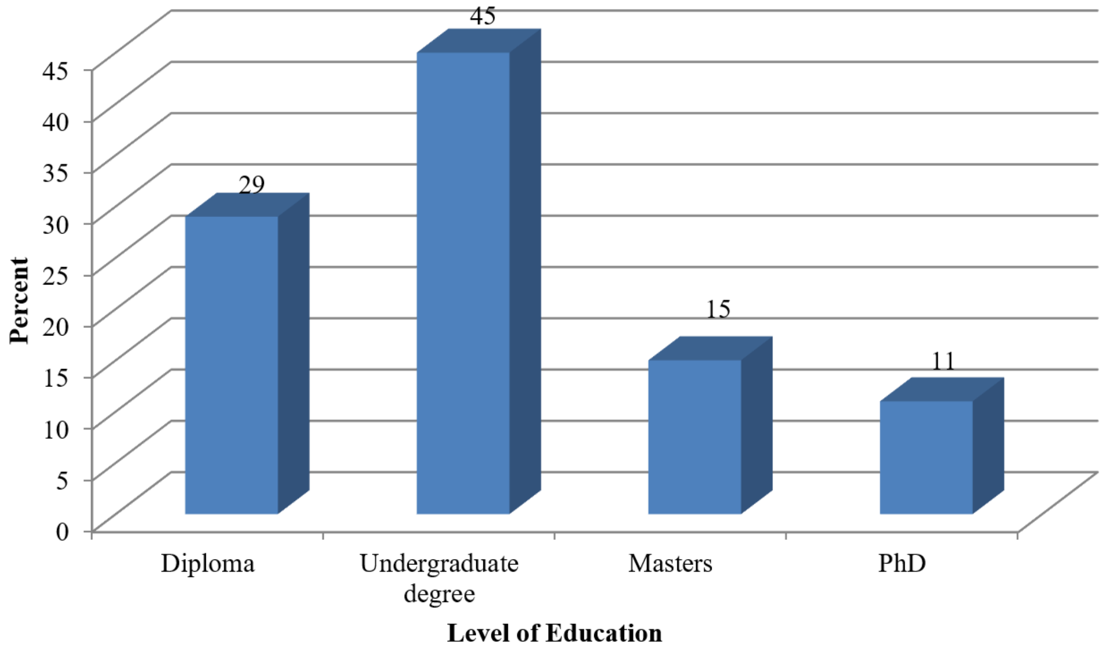

Figure 5.
Respondents' Highest Level of Education.

3.11. Respondents' Designation in the Organization

The respondents were also requested to indicate their designation in their organization. The results were as shown in Figure 6. From the results, 43% of the respondents indicated lower management as their designation, 38% indicated middle-level management, while 19% of the respondents indicated top management. This implies that most of the respondents were lower-level managers.

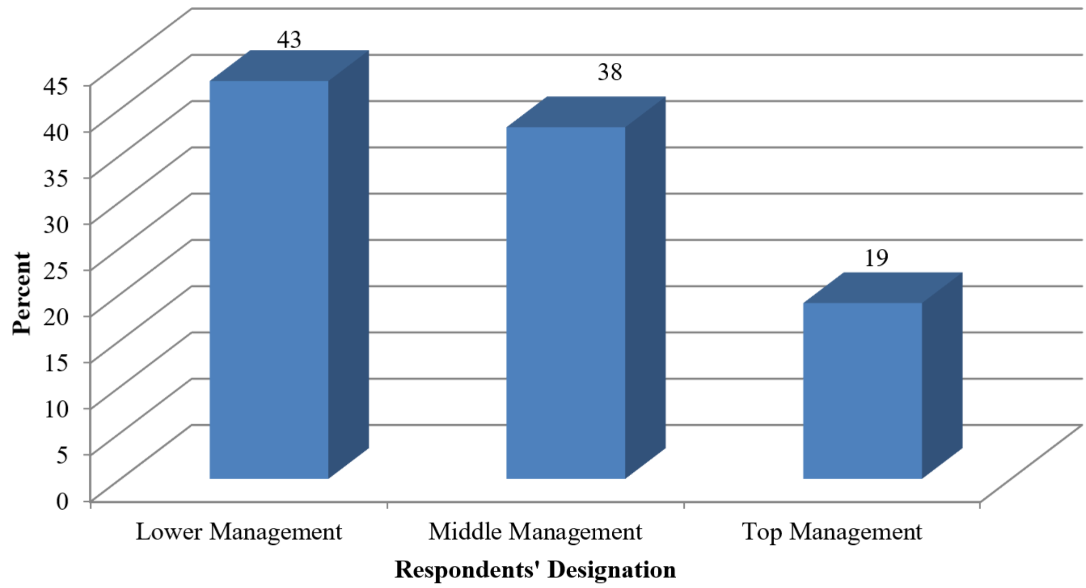

Figure 6.
Respondents' Designation in the Organization.

4. Descriptive Statistics

4.1. Talent Development and Retention of Employees

This study investigates the impact of talent development on employee retention within pharmaceutical firms located in Nairobi County, Kenya. Participants indicated their levels of agreement with various statements concerning talent development and employee retention. The findings demonstrate consensus that job orientation aids employees in comprehending their roles (M=3.929, SD=0.825). Furthermore, they confirmed the presence of effective talent development strategies within their organizations (M=3.918, SD=0.867), indicating that employees are consistently acquiring new skills and methodologies (M=3.907, SD=0.935). Participants rated the importance of business skill development (M=3.876, SD=0.712) and recognized that job orientation facilitates new employees' understanding of the organization (M=3.876, SD=0.897). In-house development programs are commonly utilized (M=3.818, SD=0.921), and coaching by line managers is evident (M=3.768, SD=0.753). Organizations evaluate the talent development needs of employees prior to training (M=3.568, SD=0.921).

Table 4.
Talent Development and Retention of Employees.

	Mean	Std. Deviation
In my organization, appropriate talent development strategies have been put in place	3.918	0.867
In my organization, we value business skill development	3.876	0.712
My organization identifies the employees who need Talent Development and the level of Talent Development they need before conducting training.	3.568	0.921
In our organization employees are continuously acquiring new knowledge and skills, and mastering new ways of doing things	3.907	0.935
In our organization in house development programs is commonly used	3.818	0.921
There is Coaching by the line managers in this organization	3.768	0.753
Job orientation ensures that the employees understand their duties and responsibilities.	3.929	0.825
Job orientation provides an understanding of the organization for new employees	3.876	0.897
Aggregate	**3.843**	**0.848**

Retention of Employees in Pharmaceutical Firms in Nairobi County in Kenya

The respondents expressed their agreement with statements regarding employee retention in pharmaceutical firms located in Nairobi County, Kenya, utilizing a 5-point Likert scale. The findings indicated that respondents concurred that employees perceive appreciation for their work and that promotions are conducted internally, which contributes to extended tenure (M=3.990, SD=0.856). Annual reviews of employee compensation are positively correlated with retention (M=3.989, SD=0.935). Respondents indicated that organizations empower employees through support for career progression, which encourages retention (M=3.898, SD=0.953). Employee empowerment has been recognized as a factor contributing to job satisfaction, which in turn positively influences retention (M=3.892, SD=0.679). Effective compensation strategies were identified as a significant factor influencing employee retention (M=3.876, SD=0.821). The significance of training and development in enhancing employee retention was confirmed (M=3.867, SD=0.967). Participants indicated that motivated employees derive satisfaction from their work, which further promotes retention (M=3.874, SD=0.934). The organization's implementation of flexible work schedules and employee incentives received favorable evaluations (M=3.784, SD=0.798; M=3.766, SD=0.721). Finally, participants concurred that employee training improves efficiency and competence, impacting their decision to remain with the organization (M=3.683, SD=0.812).

Table 5.
Retention of Employees in Pharmaceutical firms in Nairobi County in Kenya.

	Mean	Std. Deviation
Training and development motivate employees to be willing to stay in the organization longer.	3.867	0.967
Employee training improves efficiency and competence hence, employees are willing to stay in the firm	3.683	0.812
We have good compensation strategies, which make employees remain in the organization.	3.876	0.821
The employee's compensation is reviewed annually, which improves employee retention	3.989	0.935
The organization offers incentives to employees, which makes them remain in the organization	3.766	0.721
Our organization empowers employees through supporting their career progression, which make them to stay in the organization	3.898	0.953
Employee empowerment leads to job satisfaction hence, they are willing to remain in the organization longer	3.892	0.679
The organization provides flexible work schedules, hence they are willing to remain in the organization	3.784	0.798
The employees are appreciated for their work and promotions are done internally, which makes them remain in the organization longer	3.990	0.856
Motivated employees enjoy their work and this has encouraged them to remain in the organization longer.	3.874	0.934
Aggregate	**3.847**	**0.868**

5. Inferential Statistics

Inferential statistics emphasize correlation and regression analysis. Correlation analysis was employed to assess the strength of the relationship, while regression analysis was utilized to examine the relationship between the dependent variable (employee retention in pharmaceutical firms in Nairobi County, Kenya) and talent development.

5.1. Correlation Analysis

This study employed Pearson correlation analysis to assess the relationship between the independent variables: career management, talent attraction, employee empowerment, and talent development, and the dependent variable, which is employee retention in pharmaceutical firms located in Nairobi County, Kenya. The Pearson correlation coefficient ranges from zero to one, indicating that the strength of the association increases as the value of the correlation coefficient rises.

Table 6.
Correlation Coefficients.

		Talent Development
Talent Development	Pearson Correlation	
	Sig. (2-tailed)	0.861
	N	169

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

The results indicated a significant relationship between talent development and retention (r = 0.861, p = 0.001

5.2. Regression Analysis

Multivariate regression analysis assessed the relationship between independent variables, career management, talent attraction, employee empowerment, and talent development and the dependent variable, which is employee retention in pharmaceutical firms located in Nairobi County, Kenya.

Table 7.
Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945	.893	.894	.11288

Note: a. Predictor: (Constant), talent development

The model summary elucidated the variation in the dependent variable attributable to the independent variables. The R-squared value for the correlation between talent development and employee retention was 0.893. This indicates that 89.3% of the variation in employee retention within pharmaceutical firms in Nairobi County, Kenya, can be attributed to talent development.

Table 8.
Analysis of Variance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.077	4	33.519	56.33	0.000[b]
	Residual	9.768	164	.0595		
	Total	143.845	168			

Note: a. Dependent Variable: Retention of employees in Pharmaceutical firms in Nairobi County in Kenya.
b. Predictor: (Constant), talent development.

The ANOVA was employed to assess the model's suitability for the data. The calculated F value was 56.33, whereas the critical F value was 2.427. The p-value was 0.000. Given that the F-calculated exceeded the F-critical and the p-value of 0.000 was below 0.05, the model is deemed a good fit for the data. The model is applicable for predicting the impact of talent development on employee retention in pharmaceutical firms located in Nairobi County, Kenya.

Table 9.
Regression Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Talent Development	0.413	0.095	0.414	4.347	0.000

Note: a Dependent Variable: Employee Retention
The regression model was as follows:
$Y = 0.265 + 0.413X_1 + \varepsilon$

Talent development has a significant impact on retention ($\beta1=0.413$, $p=0.000$), aligning with the findings of Hanggraeni et al. [48] who emphasized a strong relationship in this area. An enhancement in talent development is projected to yield a retention increase of 0.413. The relationship was considered significant due to p-values falling below the 0.05 threshold.

6. Conclusions

The study also concludes that talent development has a favorable and significant effect on the retention of personnel in pharmaceutical companies located in Nairobi County, Kenya. The research indicates that talent development, which includes training, career mentoring, and coaching, plays a significant role in the retention of employees at pharmaceutical companies located in Nairobi County, Kenya.

6.1. Recommendations of the Study

The research indicates that career management positively and significantly influences employee retention in pharmaceutical firms located in Nairobi County, Kenya. This study recommends that the management of agrochemical firms in Nairobi County regularly conduct skills audits, career planning, and career assessments.

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