

Relationship between talent attraction and performance of star rated hotels in Kenya

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<https://doi.org/10.51867/ajernet.7.2.62>

ABSTRACT

In a modern business environment, which is characterized by dynamism, complexity, technology and innovations, the operation of an organization ought to be anchored on a human resource base that possesses enormous interpersonal skills, communication skills, ethics and integrity, a deep understanding of the individual's tasks and talent. The objective of this study was to establish the relationship between talent attraction and performance of star-rated hotels in Kenya. The study was anchored on the Resource-Based View theory, which focuses on internal, firm-specific resources and capabilities to explain performance. The research design adopted was explanatory descriptive research. A census survey of 305 star-rated hotels was conducted, where data was collected from one respondent in each hotel to give a total sample size of 305 respondents. Data was collected using questionnaires and analysed using descriptive and inferential statistics. The findings of the study predicted that talent attraction had a positive and significant influence on the performance of star-rated hotels in Kenya. Accordingly, employees who are provided with security of tenure tend to deliver high work output and attract clients, thereby increasing the accommodation rate and overall profits for the firm. Further, it was also found that many hotels have a good company image and are also committed to the well-being of employees, and that they have adequate infrastructure and facilities. The study therefore concluded that when talent attraction is low, the performance of the said hotels will decrease. Failure to implement talent attraction programs could then cost the company a lot in terms of decreased performance. Based on the findings, this study thus recommends that human resource managers and the general management teams should adopt talent attraction policies and programmes that would enhance performance.

Keywords: Human Resource Management, Performance, Talent Attraction, Talent Management, Star-Rated Hotels

I. INTRODUCTION

In a modern business environment, characterized by dynamism, complexity, technology, and innovation, the operation of an organization ought to be anchored in a human resource base that possesses strong interpersonal and communication skills, ethics and integrity, a deep understanding of the individual's tasks and talents. One challenge most companies face is attracting the right talent to ensure competitiveness through performance (Ndolo *et al.*, 2017). Talent attraction is a strategy that enables managers to achieve efficiency and effectiveness in meeting dynamic business needs by identifying, attracting, and onboarding top talent. As star-rated hotels continue to emerge, highly skilled and talented individuals remain in demand, as what they offer determines organizational direction (Cheraisi & Busolo, 2020).

Performance, in the context of a hotel, refers to the organization's ability to strategically and operationally meet its objectives, deliver high-quality services, achieve optimal profitability, and ensure customer satisfaction. Optimum performance in the hotel industry depends directly on the attraction and retention of highly talented staff. In this case, it is worth noting that traditional human resource management practices alone may not enable an organization to achieve success, but a careful implementation of talent management practices can be a driver of performance (Areiqat *et al.*, 2010). Therefore, one way that organizations can use to achieve and sustain performance is by attracting and retaining key talent to enable them to remain competitive.

Globally, modern economy companies experience a war for talent, driven by the scarcity of talent, hence the need to design new ways of attracting key talent for the achievement of performance. Talent attraction can be a challenge amidst a shortage of key skills; attraction becomes a strategy adopted by many top companies (Lyria *et al.*, 2017). Research shows that most of the nations in the world are turning to Africa to outsource talent across various

industries. Currently, countries in Europe, America and the Middle East have opened their doors to receive Africans who merit various jobs within their disposal (Workforce Africa, 2025). Even the hotel industry abroad has found reliable workers from Africa because of the expertise they bring, while reducing wage burdens as they are paid slightly lower, helping organizations save resources.

In Africa, the hotel industry continues to expand, yet competition remains high. The rise in tourism business, booming middle class and increased business and work-oriented travels are among the key drivers attributed to this. As the industry grows and competition increases, the demand for quality across every aspect leads to a cycle of hiring and firing workers based on the differences they can offer (Hervie et al., 2020; Iurchenko et al., 2021). In countries like Morocco, Egypt, South Africa, and Ethiopia, the industry is doing well, offering a range of luxurious services that require a highly skilled workforce. However, despite the hotel industry doing well in the aforementioned countries, challenges like severe labor shortages, high turnover and difficulty in attracting talent still persist (Ghani et al., 2022).

Kenya has an edge in tourism attractions compared to some other countries, putting it on the global tourism radar as it offers an array of various attractions. This, coupled with increased business travel in the country, has stirred investment in the hotel industry. However, the arrival of COVID-19 destabilized the nation and led to worker redundancies across various organizations, with some closing completely, including in the hospitality industry. This led to the loss of talent in star-rated hotels, who opted for self-employment and other businesses, crippling the industry. Coupled with other factors like job hopping and flooding of the hospitality industry, has become a problem for hotels maintaining their customer base for optimal performance.

1.1 Statement of the Problem

There has been a decline in performance among star-rated hotels in Kenya, characterised by low occupancy rates and poor restaurant service, despite an influx of tourists (Wanjiku & Kungu, 2022). This occurs in circumstances where employee turnover is high, but the talent pool is problematic. The shortage of talent results from early retirement, brain drain and outsourcing competition from emerging hotels for skilled workers. It is worth noting that as institutions of higher learning enrol more students in the hospitality industry, higher turnover rates are observed, yet with few truly suited to the industry (Aggrey et al., 2025). Previous studies have shown that talent management and organizational performance are positively linked (Cheraiasi & Busolo, 2020; Sembiring & Damayanti, 2023; Musharaf & Hussain, 2023). However, the impact of talent attraction in the hospitality industry, especially in star-rated hotels remains unexplored and inadequately documented. The current study aims to address this gap by examining talent attraction and its influence on the performance of star-rated hotels in Kenya.

1.2 Research Objective

The objective of this study was to establish the relationship between talent attraction and performance of star-rated hotels in Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Review

The study was anchored on the Resource-Based View theory pioneered by Birger Wernerfelt in 1984. The Resource-Based View theory (RBV) focuses on internal, firm-specific resources and capabilities to explain performance (Kraaijenbrink et al., 2010). The theory states that an organization's resources create its unique character, thereby generating competitive advantage (Armstrong, 2011). The RBV theory was furthered by Michael Porter emphasizing that competitive advantage is dependent on the valuable, rare and hard to copy resources unique to an organization (Barney, 1991). The theory presents an argument that organizations will gain a competitive advantage and enhanced performance by retaining talent which is unique, valuable, inimitable and un-substitutable. Furthermore, RBV theory holds that firms can create value by effectively managing their talent. Bowman and Hird (2014) emphasized that companies can improve their performance by using the resource-based view (RBV) in recruitment, retention, and development processes to gain a competitive advantage. The RBV is so relevant to talent attraction as a talent management practice as it places emphasis on the need to attract rare and highly skilled talent for boosting competitive advantage, thereby enhancing the performance of star-rated hotels. It is in this position that the study deployed the RBV theory.

2.2 Empirical Review

One challenge most companies experience is attracting the right pool of talent that will ensure competitiveness through performance (Lyria *et al.*, 2017). In modern economies, companies experience a war for talent, which results from scarcity of talent, hence the need to design new ways of attracting key talent for the achievement of performance. Minchington (2011) points out that talent attraction can be a challenge amidst a shortage of key skills, hence attraction becomes a strategy adopted by many top companies like Deloitte, Google and Adidas. Therefore, talent attraction helps to build consistent employment experience and, consequently, retention of current talent. These then assure them

of their engagement in the culture of the organization. Research was conducted to develop a brand model that could enhance talent attraction, and it was revealed that employer brand and value addition were important factors in attracting the right job seekers to organizations (Botha et al., 2011). This study, therefore, answers the question of whether employer branding and employer value can make an organization attractive enough to potential talent.

Organizations that want to attract the very best talent must come up with strategies to do so. Most organizations adopt the strategy of employer branding in order to develop a good image to be able to attract critical talent (Lyria *et al.*, 2017). A study was carried out to establish the relationship between talent management and performance of KCB Bank in Kenya and revealed a positive relationship between talent attraction and performance within the bank (Kayumbi & Wanyoike, 2021). Talent attraction was one of the measures of talent management in the study that used both descriptive and inferential statistics in multiple regression using SPSS. Additionally, a quantitative study among multinational companies in Malaysia was conducted, establishing that talent attraction and performance within an organisation are positively correlated (Poorhosseinzadeh & Subramaniam, 2012). Further, the study revealed that key talent is attracted to organizations in relation to the image of the organization and the value they will receive from it. This view is also supported by Illes *et al.* (2010), who argue that organizations must brand themselves as an employer of choice.

Top performing companies have a consistent and clear message about themselves that attracts talent. Additionally, valuable talent will be attracted to an organization that is perceived to have value in terms of, among other factors, the reputation of the organization. Yildiz and Esmer (2023) note that in order to attract the right talent, companies need to adopt the strategy of being an attractive employer because key talent wants to work for prestigious companies that have a strong positive reputation in preference to high wages. Organizations, therefore, need to evaluate what they are able to offer their current and future talent and what they expect from them, as emphasized by the social exchange theory. A potential employee is usually guided by his/her perception of the value of an organization seeking to recruit them (Ahmed, 2016). One of the factors that an employee measures value proposition is the reputation of the organization (Oehley, 2007). In regard to the RBV theory, the shortage of highly qualified talent drives management of most organizations to adopt the strategy of employer branding. This strategy aims to leverage the firm's unique employment offerings to stand out from other employers.

The need for an attractive employer brand came up in 2008 after the economic crisis, when organizations needed employees with valuable skills and unique knowledge to represent a distinct source of competitive advantage (Bellou et al., 2015). Berthon *et al.* (2005) argue that an attractive employer brand is related to the benefits an employee would wish to gain if associated with that particular organization. Backhaus and Tikoo (2004) emphasize that a well-working employer brand is essential and leads to competitive advantage. A study conducted in India revealed that companies are focusing on employer brands to gain an edge because people want to associate with an organization they work for (Patra, 2024).

A study was conducted to establish the relationship between talent management and organizational performance of Nairobi City County Government in Kenya (Wainana, 2022). The study was a descriptive survey through a cross-sectional research design. The researcher used purposive sampling and a census survey was done to sample top and middle-level managers. This gave a total of 121 managers to form the target population. The study revealed that there was a positive relationship between talent attraction and the performance of the Nairobi City Government. It was recommended that organizations develop strategies that can attract the right talent. Furthermore, another research study was done to determine the role of talent management strategies on organizational performance in the telecommunication firms in Kenya (Rukunga & Nzulwa, 2018). The study was survey research employing both descriptive and analytical techniques. The questionnaire had closed-ended questions distributed to a sample of 162 management staff. The study applied both descriptive and inferential statistics. The study revealed a positive relationship between talent attraction and performance. The current study sought to find out if there's a relationship between talent attraction and the performance of star hotels. However, a census of all human resource managers of the star hotels was applied.

In another research conducted by Lyria et al. (2017) to establish the effect of talent attraction on performance in firms listed in the Nairobi Securities Exchange, it was revealed that there is a significant positive relationship between the two variables. The study found that talent attraction components have a positive and significant effect on the performance of organizations and therefore talent attraction explains performance. The research adopted the descriptive and correlation survey designs and a stratified simple random sampling technique. The sample size for the study was 224. Contrary to this study, research was conducted to establish the influence of rewards on talent attraction among accounting college firms in the USA (Payne et al., 2010). It was found that development and career opportunities were most important in attracting talent. The study found that talent attraction components have a positive and significant effect on the performance of organizations and therefore, talent attraction explains performance.

III. METHODOLOGY

3.1 Research Design

The research design adopted was explanatory descriptive research. Explanatory research design helped to explain the relationship between talent attraction and performance. This design assisted in explaining the various aspects of the study and examining the cause-and-effect relationship among the variables of the study (Saunders et al., 2009).

3.2 Study Area

The study was conducted in Nairobi Central Business District, where most of the star-rated hotels are located. Nairobi Central Business District was appropriate as it had a pool of all categories of star-rated hotels and at close proximity.

3.3 Target Population

The target population of this study comprised human resource managers of star-rated hotels in Nairobi Central Business District, giving a total of 305 respondents. The rationale for choosing this population was based on the fact that talent management is a function of human resource management and so human resource managers provided information on how the talent management practices are being conducted.

3.4 Sampling and Sample Size

A census survey of 305 star-rated hotels was conducted, where data was collected from one respondent in each hotel to give a total sample size of 305 respondents. Every unit in the population was studied, hence a census study. The sampling procedure used in this study was non-probability purposive sampling. Purposive sampling is a non-probability sampling technique that is selected based on characteristics of a population and the objective of the study (Palys, 2008). In this respect, the respondents are selected based on the purpose of the sample, making it easier to make generalizations about the sample.

3.5 Data Collection Tools and Procedure

The instruments in this study were mainly questionnaires. The researcher administered the questionnaire individually with assistance from research assistants to all respondents of the study. The study exercised care and control to ensure a good number of questionnaires issued to the respondents were received back. To achieve this, the study maintained a register of questionnaires sent and those that were received back. The questionnaires were administered using a drop-and-pick method. The hotel's handbook 2017 was also used to collect the secondary data on the hotel's financial performances.

3.6 Data Analysis

Data was analysed using descriptive and inferential statistics and presented in texts and tables.

IV. FINDINGS & DISCUSSION

4.1 Descriptive Analysis

4.1.1 Talent Attraction in Star-Rated Hotels in Kenya

Table 1

Talent Attraction

	Talent Attraction	1 %	2 %	3 %	4 %	5 %	mean	Std dev.
1	I am a better employer than the other hotels	1.9	3.7	4.7	85.0	4.7	3.869	.6292
2	The hotel has a good company image and a known brand	0.9	0.9	8.4	84.6	5.1	3.921	.5019
3	The hotel has security of tenure	1.4	0.5	5.1	86.0	7.0	3.967	.5163
4	Employees are recognized and rewarded based on their contribution	0.5	2.3	20.6	69.2	7.5	3.808	.6172
5	The hotel has adequate infrastructure and facilities to perform duties	0.9	5.1	30.8	57.5	5.6	3.617	.7140
6	The hotel policies are open and transparent	1.9	6.5	29.9	57.4	4.2	3.556	.7594
7	The hotel diversity is one of its strengths	2.8	7.9	19.2	65.0	5.1	3.617	.8182
8	The hotel is committed to the well-being of its employees	2.3	3.3	2.8	89.3	2.3	3.860	.6121

The study sought to determine the relationship between talent attraction and performance of star-rated hotels in Kenya. Talent attraction was operationalized by the use of three indicators (employer brand, employer value and pool diversity with eight (8) questionnaire items as developed by Maxwell & Knox (2009) and Schwaiger (2004). First, the item sought to determine whether employees identify with the hotel as a better employer than with other hotels. A five-point scale was developed based on how employees identified with the hotel as a better employer, where 1= strongly disagree, 2= agree, 3= neutral, 4= agree and 5= strongly agree.

Findings from Table 1 reveal that the majority, 259 (85%) of the respondents agreed that the hotel was a better employer than any other hotel, while 14 (4.7%) agreed that the hotel was a better employer. Similarly, 4.7 per cent (14) of respondents were neutral about whether a hotel is a better employer. On the same item, those who disagreed and strongly disagreed that the hotel was a better employer were only 11 (3.7%) and 6 (1.9%), respectively. The high positive response to this statement had a mean score of 3.869 and a standard deviation of 0.6292, implying that employer branding itself as the best was ideal for talent attraction. This is in line with Illes *et al.* (2010) findings, which established that organizations must brand themselves as an employer of choice in order to attract key talent. Similarly, findings of a study by Botha *et al.* (2011) revealed that employer brand is an important factor in attracting the right job seekers to an organization, hence aligning with the current study findings. Therefore, this study posits that there is a need for organizations to brand themselves as a better employer to attract talent, hence increasing performance.

Further, respondents were asked to indicate their level of agreement with whether they have a positive perception of the brand and image. The results in Table 1 reveal that a majority (84.6 per cent) of respondents had a positive perception about the image and brand of the hotel. This was against 8.4 percent who were neutral with this statement. Those who did not have a positive perception about the hotel being a brand and standing out from its competitors were cumulatively represented by 1.8 %. Furthermore, the response gave a mean of 3.921, with a standard deviation of 0.5019. This mean value of close to 4 implies that a majority of respondents agreed to the statement, meaning that a positive perception of the brand and image is a key determinant in talent attraction. This finding is in line with a study carried out by Ahmed (2016), who revealed that a potential employee is usually guided by his/her perception of the value of an organization seeking to recruit them.

Similarly, the researcher asked the respondents to rate the statement, the hotel has security of tenure. Responding to this, 86.0 per cent of the respondents agreed that the hotel as an employer has security of tenure. This was against 5.1% who were neutral to the statement and 1.4% who didn't approve the statement. Generally, the statement had a mean of 3.967 with a standard deviation of 0.5163, implying that security tenure is a critical factor in talent attraction within the star-rated hotels. Furthermore, the study sought to find out whether employees are recognized and rewarded based on their contributions. While 69.2% of the respondents were in favour of the statement that the hotel rewards employees based on their contribution, 20.6% of the respondents were not sure about the statement, while 2.3% disapproved of the statement. However, the response had a mean of 3.808 with a standard deviation of 0.6172.

A majority of respondents (63.1 per cent) agreed or strongly agreed that the hotel has adequate infrastructure and facilities. This was against 6.0% who cumulatively disagreed about the statement, while 30.8 per cent were neutral to this statement. On another front, this statement attained a mean of 3.617 and a standard deviation of 0.714. Similarly, 61.6 per cent of respondents cumulatively agreed that the hotel has open and transparent policies. This was against 8.4 per cent of respondents who cumulatively disagreed with the statement, while 29.9% were neutral. It attained a mean of 3.556 and a standard deviation of 0.759. More so, 70.1% of the respondents agreed that employees of the hotel had a diverse background, while 10.7 per cent cumulatively disagreed with that statement. Those who were neutral were 19.2 per cent. Lastly, 89.3 per cent of the respondents agreed that the hotel is committed to the well-being of its employees, while 2.3 % strongly agreed to the statement. Those who were neutral were represented by 2.8% and a cumulative percentage of 5.6 either disagreed or strongly disagreed to the statement. The calculated mean of 3.860 and a standard deviation of 0.6121 were attained. The overall mean for talent attraction for all the items was 3.777. From these findings, it can be concluded that a majority of hotels in Kenya reward employees based on their contribution, which leads to the retention of their key talent and work output.

4.1.2 Performance

Table 2 below indicates the descriptive results for the independent variable, the performance of star-rated hotels

Table 2*Descriptive Statistics for Performance*

	Performance	1 %	2 %	3 %	4 %	5 %	Mean	Std. dev.
1	I intend to work at this hotel for a foreseeable future	1.9	12.0	7.5	74.0	4.7	3.735	0.539
2	I intend to change jobs within this firm in the foreseeable future	2.3	10.0	12.1	69.0	6.5	3.697	0.521
3	I foresee a future for myself within this hotel	1.4	15.0	12.6	63.5	7.5	3.721	0.602
4	If given a chance to do another job, I would look first at the possibilities within this hotel.	1.4	11.0	18.7	60.5	8.4	3.569	0.658
5	This hotel has recorded increased net current assets for the past four years	3.5	10.3	11.5	70.1	4.7	3.692	0.547
6	This hotel is currently operating on a budgetary surplus	5.5	20.0	11.7	54.4	8.4	3.458	0.768

The findings presented in Table 2 revealed that a majority (74 per cent) of respondents simply agreed that they intended to work at the respective hotels in the foreseeable future, while 4.7 per cent strongly agreed. However, this was against 1.9 per cent who strongly disagreed with the statement and 12 per cent who simply disagreed. A further 7.5 per cent neither agreed nor disagreed with the same statement. Hence, a mean of 3.735 was calculated and a standard deviation of 0.539 was derived. This finding resonates with Ahmed's (2016) study, which established that employers who maintain themselves as the brand of choice have an upper hand in attracting the best workers, hence gaining an advantage in matters of organizational performance.

Consistently, 69 per cent of respondents agreed that they intended to change jobs within the hotel industry in the foreseeable future. In contrast, 6.5 percent strongly agreed with the statement, against 10 percent who disagreed, and a further 2.3 percent who strongly felt they did not intend to change jobs within the hotel. Those who were neutral were 12.1% to give a mean of 3.697 and a standard deviation of 0.0.521. The finding aligns with Payne's (2022) study findings, arguing that despite a high commitment to remain in the hotel industry, career progression was imperative for employees. This implies that they may end up moving to a more challenging a job, leaving the former employer uncovered, hence affecting hotel performance negatively.

In addition, 63.5 per cent of respondents agreed that they foresaw a future for themselves within the respective hotels where they worked. Also, 7.5 per cent of them strongly agreed with the statement, while 1.4 per cent (strongly disagreed) and 15.0 per cent of respondents felt that they did not see a future for themselves in the hotels where they worked. Only 12.6% were neutral toward this statement. All these gave a mean of 3.721 and a standard deviation of 0.602. The high percentage of employees' intention to remain at their current employment place reiterates the findings by Bownan and Hird (2014), which established that attracting the right talent propels an organization to realize optimum performance as they are retained to maintain the brand name.

Furthermore, 60.5 per cent (agreed) and 8.4 per cent (strongly agreed) of the respondents felt that if given a chance to do another job, they would look first at the possibilities within the hotel where they worked. Nonetheless, 1.4 per cent (Strongly disagreed) and 11.0 per cent (disagreed) of respondents did not feel the same way, while 18.7% remained neutral. The mean derived for this statement was 3.569, while the standard deviation was 0.658. Therefore, from these results, it is significant that most star hotels in Kenya retain their employees as a result of talent management practices.

Furthermore, findings in Table 2 show that a majority of respondents, at 70.1 per cent (agreed) and 4.7 per cent strongly agreed that the hotel recorded increased net current assets for the past four years. This was against 3.5 per cent who strongly disagreed and 10.3 per cent (disagreed) who did not favour the statement. Those who remained neutral were 11.5%. The mean and standard deviation for this statement were calculated to be 3.692 and 0.547, respectively. A study by Kayumbi and Wanyoike (2021) aligns with this finding, which established that talent attraction was among the key determinants of organizational performance. More so, Table 2 indicated that 5.5 per cent (strongly disagreed) and 20 per cent (disagreed) did not support the statement that the hotel was presently operating on a budgetary surplus. However, 54.4 per cent (agreed) and 8.4 per cent (strongly agreed) of respondents supported the statement. The respective mean for the statement was 3.458 and the standard deviation was 0.768. A study by Wanjiku and Kungu (2022) argued that despite a tourist influx, there is a decline in the performance of the hotel industry, even though hotels are implementing talent attraction programs. This, according to their study, pushed hotels to operate in budgetary surplus.

Furthermore, the respondents were asked if the work organization is efficient in their respective hotels and a majority of them agreed with the statement, cumulatively at 65.9%. Those who disagreed cumulatively accounted for 15.4%, while those who were neutral accounted for 18.7%. The mean and standard deviation were 3.632 and 0.639, respectively. Additionally, the researcher sought to find out whether the hotel has moderate to intensive innovation and the majority agreed with this statement at 59.8%. Those who disagreed accounted for 25.6%, while those who were



neutral accounted for 14.6%. This led to a mean of 3.575 and a standard deviation of 0.693. In another incident, the respondents were asked if they felt committed to the hotel they worked for and the majority of them, at 67.2%, agreed with the statement, while only 13.7% disagreed with the same statement, while 19% remained neutral. A mean of 3.673 was calculated with a standard deviation of 0.611. This finding aligns with Lyria et al. (2017) finding that strong employer branding plays a major role in attracting and retaining skilled and right workers, hence, optimizing organizational performance.

The aggregate mean of the study was 3.65, which implies that the participants/respondents were in agreement with the questionnaire items. It can be noted that research done based on a mean of more than 3.0 suggests that the respondents leaned slightly towards agreement, even though they were close to neutral, implying that they align with the fact that talent attraction influences the performance of star-rated hotels in Kenya.

Generally, the findings in this section imply that talent attraction is an important factor in determining the performance of star-rated hotels in Kenya. The finding is in line with RBV theory, which advocates for the role of unique organizational resources in enhancing performance. Through the attraction of rare and skilled personnel, hotels can create a unique competitive advantage, which cannot be emulated by their peers and competitors within the hospitality industry.

4.2 Inferential Statistics

4.2.1 Talent Attraction and Performance

Table 4.2 shows a correlation analysis conducted by use of product-moment correlation coefficient technique in order to determine the influence of talent attraction on performance.

Table 3

Correlation Analysis

	Variable	1	2	3	4	5
1	Talent attraction	1				
2	Occupancy rate	.287**	1			
3	Profitability	.208**	.411**	1		
4	Work quality	.075 (.215)	.436**	.681**	1	
5	Performance	.585**	.488**	.401**	.242**	1

The findings obtained (correlation matrix) show that talent attraction has a positive and significant influence on occupancy rate ($r=0.287^{**}$, $p<0.01$). Similarly, the influence of talent attraction on profitability was found to be positive and significant ($r = 0.208^{**}$, $p = 0.000$). Furthermore, the influence of talent attraction on work quality was found to be positive but not significant ($r=0.075$, $p=0.215$), as $p > 0.05$. Nonetheless, the findings also revealed that the independent variable was found to have a positive and significant influence on the computed variable of talent attraction ($r=0.585^{**}$, $p < 0.01$). These findings were corroborated by those from the previous studies. Lyria et al. (2017) sought to establish the effect of talent attraction on the performance of firms listed on the Nairobi Securities Exchange and found that there existed a positive relationship between the two variables.

In order to determine the amount of variation of the independent variable (talent attraction) that would explain a given change in the predicted variable (performance), a linear regression analysis was conducted and the results obtained are presented in Table 4. In view of the results, it was established that talent attraction had a positive and significant influence on performance ($r=0.585^{**}$, $p < 0.01$). However, in order to determine the specific amount of influence, talent attraction (predictor variable 1) was regressed against performance and the results are presented in Tables 4 and interpreted accordingly.

Table 4

Model Summary

Model Summary							
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.585 ^a	.342	.340	.54068	.342	102.187	.000

a. Predictors: (Constant), Talent Attraction

The results shown in Table 4 indicate the amount of variation in the dependent variable (organizational performance) as explained by the independent variable (talent attraction). These findings revealed that the correlation coefficient, $R = 0.585$ and the coefficient of determination, $R^2 = 0.342$. This implies that 34.2 per cent of the corresponding change in organizational performance can be explained by talent attraction. Furthermore, the results in

Table 4 gave the F-Change value of 102.187, $p < 0.01$. This value is adequate to support the goodness of fit of the regression model, which explains the variation in talent attraction. Hence, this confirms the usefulness of talent attraction as a factor influencing organizational performance in the star-rated hotels in Kenya. Table 5 shows the unstandardized coefficients of the variable of talent attraction.

Table 5

Talent attraction coefficients

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.474	.374		5.013	.000
	Talent attraction	.710	.074	.585	10.549	.000

a. Dependent Variable: performance

Based on the findings in Table 5, the standardized coefficient β value of the computed scores of talent attraction was 0.585 with a t-value of 10.549, at $p < 0.05$. Since the obtained t-value is greater than +1.96, the estimated regression model that was obtained in Table 5 is significant and feasible. Further, with a $p < 0.05$, it suggests that for every 5 per cent increase in talent attraction, there was a predicted increase in the percentage of performance of 0.710 units. Hence, having achieved the set objective, the study rejected the null hypothesis, stating that H_{01} : talent attraction has no significant influence on the performance of star-rated hotels in Kenya.

4.3 Hypothesis testing

H_{01} : Talent attraction has no significant influence on the performance of star-rated hotels in Kenya.

The results revealed that talent attraction has a positive and significant influence on organizational performance ($\beta = 0.585^{**}$, p -value = 0.000), which is less than $\alpha = 0.01$. The linear regression's unstandardized coefficient also indicated the p -value of 0.000 for talent attraction, which shows a significant influence on performance at a 99 percent confidence level. Therefore, this study rejected the null hypothesis and accepted the fact that for each increase in talent attraction, there is 0.585 units increase in organizational performance. This influence was also confirmed as significant by a t-value of 10.549, as shown in Table 4.2, which implied that the standard error associated with the parameter was less than the influence of the parameter. Some of the previous research studies have also indicated that talent attraction is significantly associated with performance (Wainaina, 2022).

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The study sought to establish whether talent attraction influences performance. From the findings of the study, it was concluded that there is a positive and significant relationship between talent attraction and performance of star-rated hotels in Kenya. This implies that when talent attraction is low, the performance of the said hotels will decrease. Failure to implement talent attraction programs could then cost the company a lot in terms of decreased performance.

5.2 Recommendation

Based on the findings, this study thus recommends that human resource managers and the general management teams should adopt talent attraction policies and programmes that would enhance performance. The provision of security of tenure and a good company image could improve proper individual performance and the overall performance of the hotel. Such competencies can act as a means to achieve performance through the constructs of employer brand, employer value and pool diversity.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Funding Declaration

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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