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STRATEGIC MANAGEMENT

ASSESSMENT OF THE EFFECT OF TALENT ACQUISITION STRATEGY ON ORGANIZATIONAL PERFORMANCE OF REAL ESTATE FIRMS IN NAIROBI COUNTY, KENYA

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ABSTRACT

Purpose of Study: The study sought to assess the effect of talent acquisition strategy on performance of real estate firms in Kenya.

Problem Statement: Globally, the real estate sector has had various challenges like increased competition, changing consumer behaviour, changing economic trends, Inflation and fluctuating Interest rates among others. In Kenya for example, challenges include; access to finance, land ownership and titling issues, market fluctuations, bureaucracy, corruption, changing economic trends and limited access to information. The challenges have led to high turnover rate and poor employee performance in the real estate industry.

Methodology: The study used a descriptive research design and targeted 382 managers drawn from top level management, middle level management and first line management who work in the real estate firms. A sample size of 115 participants was chosen through proportionate stratified sampling. SPSS version 28 aided data analysis involving both inferential statistics (correlation and regression analysis) and descriptive statistics (measures of frequency, central tendency and dispersion).

Result: Regression coefficient results showed that talent acquisition strategy ($\beta = 0.322$, $p = 0.000$) had a positive and significant effect on organizational performance.

Conclusion: The study concludes that effective implementation of talent acquisition strategy enhances organizational performance by improving employee skills, motivation, and overall efficiency.

Recommendation: It is recommended that real estate firms in Nairobi County regularly review and refine their talent acquisition practices to sustain high performance levels.

Keywords: *Talent Acquisition, Organizational Performance, Real Estate Firms, Human Resource Strategy, Nairobi County*

INTRODUCTION

Organizational Performance refers to critical factors that entails the achievement of the set goals and targets (Mung'uri, 2021). It also acts as an indicator of the success or failure of a given firm. Latukha (2018) equates performance of a firm to the firm's ability to efficiently utilize all its available resources to produce effective products and services that are competitive in the industry. Cheraisi and Busolo (2020) opined that all businesses existed for the sole purpose of performance which cannot be achieved without increased output from the staff. It is thus evident that performance may be defined differently by many authors but one constant factor amongst all is that it is a measure against another set factor. Organizational performance is measured through financial and non-financial metrics. According to Knott (2016) traditional measures of performance focus on the financial bit of the objectives of a firm and included financial metrics such as Return on Investment (ROI) and the net profit. These metrics provides the firm with the outlook of the financial performance of a firm but overlooks the non-financial bit which often is not measured or is subjectively done using the manager's perception. Currently most business rely on a Balanced Score Card (BSC) to measure the performance of their companies.

The performance of the real estate firms in this study will be measured using the Key performance Indicators (KPIs) used across the sector by majority of the firms. The KPIs that the study will focus include; profitability, employee retention, customer satisfaction index and customer retention. The KPIs will enable the study to measure the performance of the firms in the sector effectively due to their uniformity across the industry and all companies are familiar with the KPIs thus facilitating smooth data collection process. Strategy plays an important role in gaining competitive advantage to any organization. Knott (2016) defined strategy as the art of planning and designing actions that propel the organization into the future by attaining both short and long-term objectives. According to Karunathilaka (2020) individual strength, competency, great potential, and top performance are some of the ways talent is defined. Employees are classified based on their worth to the organization. A survey of top performing organizations by Price Water House Coopers in 2012, recognized talent management as a top CEO agenda.

According to Kibunyi *et al.* (2017) in the worldwide market, the majority of countries' GDP growth is mostly attributed to the real estate industry. The anticipated value of the world's real estate market as of 2021 was USD 3.69 trillion, and given population growth and rising home ownership, this is expected to climb exponentially to USD 5.85 trillion by 2030 (Kibunyi, 2017). The industry was touted to be the key element driving industrial expansion of the big economies in the world such as Germany, China, and United States of America. Majority of the share in the real estate came from rentals, followed by leasing and finally sales. The market was dominated by the Asia Pacific at 52.6% due to increased home ownership rates in the region with China accounting for 64.8% in the Asia Pacific region (Liu, 2022).

Real estate market trends in Africa have changed notably in the last five years. It is mainly characterized by demand and quick sales on homes and apartments with all these fetching good prices (Chol, 2017). Property value is a significant drive in the growth of the sector with infrastructural facilities and rising population densities propelling the sector's growth. In Africa, property development has been lingering in limbo for the whole of 2021. This was fueled by heightened concerns on the growth path of the sector amid rising unemployment rates, COVID 19 impact and the devaluation of many currencies of big players such as Nigeria and Kenya (Ngigi, 2021). The Real Estate business in Kenya has attracted a lot of attention due to its hefty investment and forecasted high rate of return on the investments made (Latukha, 2018). Ngigi (2021) noted that the real estate sector performance in Kenya has been on the decline with smaller firms exiting the business due to poor performance in the sector. The big players in the industry like Fanaka real estate, Centum and Optiven limited are struggling in sales as majority of homes built have failed to attract the anticipated income from buyers.

According to Kontoghiorghes (2016) strategic talent management can be implemented through a talent acquisition strategy and a learning strategy. On the other hand Collings (2014) noted that remuneration strategy and succession planning strategy had great contribution in strategic talent management which affect organizational performance especially at the bottom line of an organization. This study will use the following elements of strategic talent management; talent acquisition strategy, learning strategy, remuneration strategy and succession planning. A talent acquisition strategy gives an organization a holistic view of the hiring process to enable an organization achieve its long term targets (Alruwaili, 2018). It involves developing a customized approach to identify, evaluate and hire the talent for an organization. Tetik (2017) noted that recruitment traditionally focused on filling vacancies while talent acquisition sought to align the recruitment process with the long term organizational objectives. Almohtaseb et al. (2020) opined that developing a talent acquisition strategy included; putting money into employer branding, developing a remarkable work environment, establishing a program for employee referrals, and providing chances for employees to grow professionally.

Real estate firms refer to companies that primarily deal in development of residential and commercial properties and homes, malls, rental offices and land. They also offer other services such as advisory services to clients in property and manage sale and lease of property (Kibunyi et al., 2017). The Kenya Property Developers Association is where Kenyan real estate companies are registered (KPDA). In order to represent Kenya's residential, commercial, and industrial property development sectors, KPDA was founded in 2006. It is a newly formed business member organization that works proactively to control real estate development in the nation by collaborating with financial institutions, residents, and legislators.

The real estate firms primarily deal in development of residential properties and homes, malls, rental offices and land. They also offer other services such advisory services to clients in property and manage sale and lease of property. The real estate industry is a labor intensive sector which absorbs diverse high capacity for skilled, semi-skilled and un-skilled labor force. Effective HRM practices, policies and strategies are critical in determining the performance of real estate firms as well as economic growth. There are several real estate investment issues that can lead to increased market risk due to concentration in a single industry, sector, or geographical region (Chol, 2017). Real estate development in Kenya started with a boom as can be traced from the early 2000's. The sector received positive market response attributed to the demand for properties back then. From 2017, the sector has declined in growth due to the unstable business environment which was first fueled by the repeat presidential elections followed by stunted economic growth in the country until 2019 (Mung'uri, 2021).

Kibunyi (2017) suggested that even though the real estate industry in Kenya is competitive, only a few big firms have remained profitable and competitive over the past 10 years. Majority of the organizations lack a competitive edge in the industry thus the reason for the dismal performance in the industry. The industry has also been largely hit with high human resource turnover at an average of 35% in the last five years thus impacting the performance of firms in the industry (Mung'uri, 2021). Then as the sector was preparing to pick up following stability in the market, the COVID 19 pandemic then hit the world in 2020 to 2021 and this led to the abandonment of projects and limited cash flow from customers to stimulate the sector's recovery. The interest capping law has also negatively affected the sector's performance given that it heavily depends on financing from individuals and corporates alike (Ngigi, 2021). Therefore, the sector's current poor performance can be attributed to the low demand and oversupply in the market.

PROBLEM STATEMENT

Globally, the real estate sector has had various challenges like increased completion, changing consumer behaviour, changing economic trends, Inflation and Interest rates among others. Investing in real estate in Kenya offers promising opportunities but several challenges are involved. These challenges include; access to finance, land ownership and titling issues, market fluctuations, bureaucracy and corruption and limited access to information. The country's low economic performance, fierce competition, inadequate talent management practices, the devastating effects of the COVID-19 epidemic, and the interest rate capping law that impacted funding in the sector have all had a negative impact on the sector's performance over time (Mung'uri, 2021).

The performance of real estate firms in Kenya depict an upward and downward trend. Up until 2018, the trend was upward but since then the trend has been downward. The result of this trend can be attributed to economic issues but also failure of the firms to develop and implement effective talent management strategies. Chol (2017) noted that the real estate industry in Kenya lagged behind in the development and implementation of a strategic talent management plan with approximately only 5% of firms in Nairobi practicing strategic management. Most real estate firms have a strategy in place but few practice strategic talent management. These human resource challenges necessitate the need for strategic talent management.

The study aims to find out the effects of talent acquisition strategy and performance of real estate firms. The application of strategic talent management among companies in Kenya is at an average of 34% with leading industries constituting of the banking sector, ICT sector and the manufacturing sectors (Ooko, 2017). Ngigi (2021) observed that not much research had been done to evaluate the effect of strategic talent management on organizational performance of real estate companies, particularly in Kenya. Case studies conducted in the banking industry make up the majority of the research (Frimpong *et al.*, 2016; Yuniati *et al.*, 2021). This study sought to investigate the effect of strategic talent management on organizational performance of real estate firms in Nairobi County.

RESEARCH OBJECTIVE

To assess the effect of talent acquisition strategy on organizational performance of Real Estate Firms in Nairobi County, Kenya.

RESEARCH QUESTION

How does talent acquisition strategy affect the organizational performance of Real Estate Firms in Nairobi County, Kenya?

JUSTIFICATION OF THE STUDY

Since there is currently insufficient research to make a conclusion, the study aims to close the gap in the literature on the relationship between real estate companies' organizational performance and their strategic talent management strategies. Prior studies have mostly concentrated on how strategic talent acquisition strategy affects performance of other industries. Thus, the current study is expected to contribute to a deeper theoretical understanding of strategic talent management and how it affects real estate organizations' performance.

THEORETICAL REVIEW

The study was anchored on Social Exchange Theory. The key proponents of Social Exchange Theory are Blau (1964), Homans (1958), Thibaut and Kelley (1959), Hollander (1958) and Jacobs (1970) (Kitayi, 2017). Homans expanded the theory by drawing from behavioral psychology theories and principles of economics. The theory focuses on the continuous interaction between staff in the organization to through bargaining, commitment and institutionalization. Thus, the continuous interaction builds an environment of trust and mutual co-existence that can benefit organizations. The theory is anchored on five principles that include observation, attention, retention, reproduction and motivation to facilitate learning (Motari, 2018).

The social exchange theory assumes that employees can learn both conforming and deviant behavior in the same setting (Zafar & Akhtar, 2020). The social exchange in organization often involves exchange of organizational culture which is basically the way of life in an organization. Organizational cultures have both the good and bad elements which may be shared between employees. The theory also views learning as through observation and from rewards and punishment observed one can create expectations about the future. The theory has been critiqued by Ahmed (2020) for disregarding the influence of biological factors during learning. Biological factors such as brain chemistry and genetic influence have a significant influence on social exchange and may limit a person's interaction during the social exchange.

Zafar and Akhtar (2020) used social exchange theory to determine the link between the effects of succession planning on organizational growth. The theory was used in the study to explain the reciprocity of succession plans on employees who improve in performance and enhance organizational performance. The theory helped the study establish the cost benefit analysis for organizations when choosing the best succession plan programs to implement for maximum influence on organizational performance. The theory supports the variable on succession planning strategy in the study. The theory proposes that constant interaction between employees in an organization positively facilitates the value of commitment and engagement. Furthermore, through contact, the Company may choose the ideal person to fill any key position in the organization, ensuring a smooth handover of power.

EMPIRICAL REVIEW

Babu *et al.* (2022) evaluated how talent management affects organizational performance in India, taking into account the mediating roles of employee engagement, talent acquisition, and retention. The study employed both exploratory and descriptive study designs. The study selected a sample of 382 people using simple random selection. A standardized questionnaire was used to gather data from 382 participants in the study who were chosen from certain organizations. The study's conclusions demonstrated how well talent acquisition mediated the link between organizational performance and talent management. Moreover, there was a strong correlation between organizational success and talent management. The study's shortcoming was that stratified random sampling was employed in place of the simpler random sampling used in the current investigation.

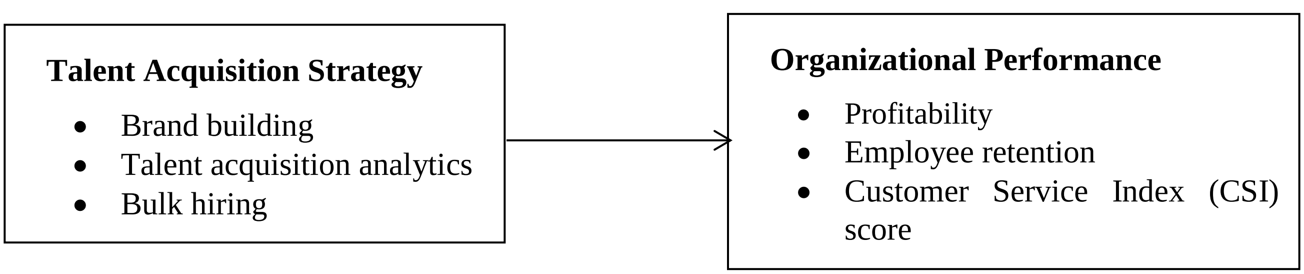
Karunathilaka (2020) examined hiring as a strategic strategy for improving company performance. The study's objective was to advance the idea of talent acquisition techniques by examining its impact on Sri Lanka's private sector. The three talent acquisition tactics that were the subject of the study were talent mapping, talent identification, and talent onboarding. A questionnaire survey was used to gather data from 195 HR professionals that made up the study population. The link between the variables was examined using correlation, and the effects of the variables were ascertained by multiple regression analysis. Even while talent acquisition had a small impact on company performance, the results demonstrated that it was a strong predictor of business performance.

Afna and Janardhanan (2022) conducted a study to determine the relationship between talent acquisition practices and employee retention. The study was a literature review with the objective of investigating the current practices and tactics of hiring new staff and retention amongst five star hotels in Kerala in India. The findings of the study indicated that talent acquisition practices had a significant impact on organizational performance through influencing employee retention and performance. The gap in the study was that it was a literature review and used employee retention to moderate the relationship between talent acquisition and organizational performance of hotels in India. The study has no empirical backing as it was literature review while the current study will test the empirical relationship between talent acquisition strategy and performance.

CONCEPTUAL FRAMEWORK

The conceptual framework outlined in figure 1 was used to show how t talent acquisition strategy link with the variables of organizational performance.

Figure 1: Conceptual Framework



Independent Variable **Dependent Variable**

Source: Researcher (2024)

RESEARCH METHODOLOGY

In order to accomplish the study's goals, a descriptive research design was used. According to Kothari (2011) a descriptive research design is one that emphasizes gathering data in a methodical manner in order to characterize a population. It is helpful for research whose goal is to pinpoint the traits and patterns of a study population. The population was drawn from KPDA members. The study population was drawn from the 50 registered property developers of KPDA in Kenya. It composed of 382 employees in the top level management, mid-level management and first line managers. The study used 30% of the study population to get the sample size. The sample size was determined as follows;

Sample size = 30%*study population.

= 30*382

= 114.6

=115 participants

The study used proportionate stratified sampling because the population is not homogenous. Quantitative data was collected for the investigation. The study used close-ended questionnaire which was administered in form of Google form. The Google form questionnaire contains a five-point Likert scale which was used to gather primary data. The google form questionnaire's structure included statements about the study's variables. According to Snelson (2016) a google form questionnaire is the most preferred data collection tool for a sample which is widespread within a short period of time. The Google form questionnaire entailed a section for background information, while other sections focused on each variable of the study. The close ended questionnaire required respondents to rate their responses on Likert scale of five units.

Before coding, the completed surveys that were collected back were verified. The study employed both inferential and descriptive statistics in its data analysis, using the Statistical Package for Social Sciences (SPSS) version 28. Measures of frequency, central tendency, and dispersion are examples of descriptive statistics, whereas analysis of variance and multiple linear regression are examples of inferential statistics (ANOVA). A multiple linear regression equation such as this one was utilized to determine whether strategic talent management and organizational performance are causally related.

$Y = \beta_0 + \beta X + \varepsilon$

Y = Organization Performance

β_0 = Constant term

β = Coefficient of determinant

X = Talent acquisition strategy

ε = Error term

FINDINGS AND DISCUSSION

The study targeted 382 employees in the top level management, mid-level management and first line managers drawn from 50 registered property developers of KPDA in Kenya from which a sample of 115 respondents were selected. Out of the 115 administered questionnaires, 101 were duly filled and returned, yielding an overall response rate of 87.8%. The breakdown of responses by management level shows that first-line managers had the highest response rate at 89.5%, followed by middle-line managers at 87.8%, and top-level managers at 82.4%. This high response rate of 87.8% suggests that the study garnered a good representation of responses from the sampled respondents, providing a strong foundation for drawing conclusions from the collected data.

Demographic Analysis

The demographic results of the respondents indicated that majority of male participants (57.4%) compared to female participants (42.6%). This gender distribution, while slightly skewed towards males, still provides a reasonably balanced representation. Such a composition is important for ensuring that the findings of the study are inclusive and reflective of both genders within the real estate sector in Nairobi County. A balanced gender representation in the sample helps in capturing diverse perspectives, which is likely to enhance the applicability and relevance of the research findings across both male and female employees in real estate firms.

In terms of age distribution, majority of the respondents were between 41-50 years old (47.5%), followed by those aged 31-40 years (33.7%). This suggests that the sample primarily comprises experienced professionals, which is advantageous for assessing strategic talent management practices. The presence of a significant proportion of respondents aged 41 years and above indicates a wealth of experience and potentially higher organizational stability, which provides an understanding on the effectiveness of talent acquisition, learning, remuneration, and succession planning strategies. The diversity in age groups ensures that the study considers various stages of career development, thereby offering a comprehensive view of how different age demographics are affected by and contribute to organizational performance.

The educational background of the respondents was predominantly undergraduate degree holders (54.5%), a good number having post-graduate degrees (29.7%). This educational profile indicates a well-educated sample, which is important in evaluating strategic talent management practices in real estate firms. Higher education levels among respondents suggest that the findings will reflect the opinions from individuals with advanced knowledge and skills relevant to their roles. Additionally, the varied lengths of service and position categories, with a significant representation of first-line managers (50.5%), middle-line managers (35.6%), and top-level managers (13.9%), offer a broad perspective on the impact of strategic talent management across different organizational levels. This demographic diversity allows for deeper analysis of how different strategies in talent management affect organizational performance across various managerial levels and tenures.

Descriptive Analysis

Talent Acquisition Strategy

This section presents descriptive statistics on talent acquisition strategy, learning strategy, remuneration strategy, succession planning strategy and organizational performance. The respondents were requested to indicate their levels of agreement or otherwise on statements relating to talent acquisition strategy. The descriptive results are shown in Table 1.

Table 1: Descriptive Statistics on Talent Acquisition Strategy

Statement	Mean	Std. Dev.
The organization has a talent acquisition policy in place and is regularly reviewed according to the strategic plans of the company.	3.61	0.75
Performance and progress of those identified as talent in the organization is continuously tracked.	3.71	0.85
The organization meets most of the KPIs set for talent acquisition.	3.66	0.95
The organization's talent acquisition strategy enhances in building winning teams with competent and experienced staff who help solve problems and improve organization effectiveness.	3.67	0.78
Our talent acquisition model creates a shared understanding of the skills and behaviors the organization needs and values in employees.	3.89	1.00
Overall Mean	**3.708**	**0.866**

Based on the results in Table 1, majority of the respondents agreed that their organizations had talent acquisition policy in place that were regularly reviewed according to the strategic plans of the company. The responses had a mean of 3.61 and a standard deviation of 0.75, indicating a moderate level of agreement among respondents with a relatively low spread of responses around the mean. This suggests that most respondents acknowledged the existence and regular review of a talent acquisition policy, implying its perceived importance in aligning with the company's strategic goals. Furthermore, the results indicated that a significant proportion of respondents agreed that the performance and progress of those identified as talent in the organization were continuously tracked. This statement had a mean of 3.71 and a standard deviation of 0.85, which points to an agreement among respondents with a slightly higher spread compared to the previous statement. This implies that while there was a general consensus on tracking performance and progress, the varying responses highlight differing experiences or perceptions regarding the implementation of this tracking process.

Additionally, most of respondents agreed that their organizations met most of the KPIs set for talent acquisition, reflected by a mean of 3.66 and a standard deviation of 0.95. This indicates a moderate level of agreement with some spread around the mean, suggesting that while the achievement of KPIs was generally recognized, there were some variances in respondents' views on this aspect. Similarly, majority of respondents agreed that the organization's talent acquisition strategy helped build winning teams with competent and experienced staff who solve problems and improve organizational effectiveness (Mean = 3.67; Std. Dev. = 0.78). This implies that the strategy was perceived to be effective in enhancing team performance and organizational effectiveness. Moreover, the highest level of agreement was observed in the statement that the talent acquisition model created a shared understanding of the skills and behaviors the organization needed and valued in employees, with majority of respondents agreeing (Mean = 3.89; Std. Dev. = 1.00).

The statements on talent acquisition strategy had an average mean of 3.708, indicating that respondents generally agreed with the effectiveness of the talent acquisition strategies employed by their organizations. The varying standard deviations across the statements imply differing levels of consensus among respondents, with some aspects of the talent acquisition strategy being more uniformly agreed upon than others. These findings suggest that while the talent acquisition strategies are largely effective, there may be areas that require further refinement to achieve more consistent perceptions and experiences among employees.

Organizational Performance

The descriptive results on organizational performance are shown in Table 2.

Table 2: Descriptive Statistics on Organizational Performance

Statement	Mean	Std. Dev.
The organization has a positive image in the market.	3.87	0.72
The company often achieves the set revenue and profitability targets.	3.98	0.89
There is high employee retention in the bank.	4.13	0.69
The firm has a high customer retention rate.	4.09	0.60
The company has a high Customer Service Index (CSI).	4.34	0.68
Overall Mean	**4.082**	**0.716**

Source: Survey Data (2024)

It is clear from the results in Table 2, the majority of organizations had a positive images in the market. The responses had a mean of 3.87 and a standard deviation of 0.72, indicating a high level of agreement among respondents with a relatively low spread around the mean. This suggests that most respondents perceived their organizations as having positive market image, highlighting the effectiveness of the firm's branding and reputation management strategies. Furthermore, the results indicated that majority of respondents agreed that the company often achieved the set revenue and profitability targets. This statement had a mean of 3.98 and a standard deviation of 0.89, showing a high level of agreement with a slightly wider spread compared to the previous statement. This implies that while there was a general consensus on the company's ability to meet financial targets, some respondents may have differing views on the consistency or extent of this achievement.

Additionally, a significant proportion of respondents agreed that there was high employee retention in their firms. This was reflected by a mean of 4.13 and a standard deviation of 0.69, indicating a very high level of agreement with minimal variability in responses. This suggests that high employee retention was a well-recognized and valued aspect of the organization, which could be attributed to effective human resource practices and a positive work environment.

Moreover, most of respondents agreed that the firm had a high customer retention rate (Mean = 4.09; Std. Dev. = 0.60). This indicates a very high level of agreement with a relatively low spread around the mean, suggesting that customer retention was a strong point for the organization. This highlights the effectiveness of the firm's customer relationship management strategies in maintaining a loyal customer base. Most survey participants indicated that their firms achieved a high Customer Service Index (CSI), as evidenced by a mean score of 4.34. This suggests that respondents generally believed their companies provided excellent customer service. However, the standard deviation of 0.68, while not extremely large, points to some variation in the responses. This implies that while the overall perception of customer service quality was very positive, there may be some inconsistencies or areas for improvement. The data suggests that although customer service is generally strong, there might be occasional lapses or differences in quality that could benefit from attention. These findings suggest that while the organizational performance is largely perceived as high, there may be areas that require further refinement to achieve more consistent perceptions and experiences among employees.

Inferential Analysis

Pearson correlation analysis was conducted to ascertain the association between the independent variables (talent acquisition strategy, learning strategy, remuneration strategy and succession planning strategy) on organizational performance of Real Estate Firms in Nairobi County, Kenya and the results are shown in Table 3.

Table 3: Correlation Matrix

		Organizational Performance	**Talent Acquisition Strategy**
Organizational Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Talent Acquisition Strategy	Pearson Correlation	.660**	1.000
	Sig. (2-tailed)	0.000	

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

Source: Survey Data (2024)

The correlation results presented in Table 3 indicate a strong positive and significant correlation between talent acquisition strategy and organizational performance ($r=0.660$, $p<0.01$). This implies that an improvement in talent acquisition strategies is associated with better organizational performance among Real Estate Firms in Nairobi County, Kenya. These findings are consistent with the findings of study by Babu et al. (2022) which demonstrated how well talent acquisition mediated the link between organizational performance and talent management. Moreover, there was a strong correlation between organizational success and talent management. The study's shortcoming was that stratified random sampling was employed in place of the simpler random sampling used in the current investigation. The results also agrees with assertions by Phillips and Gully (2015) that effective talent acquisition strategies contribute to organizational success by ensuring that the right talent is recruited and retained. The significant positive relationship suggests that organizations focusing on effective talent acquisition processes can expect improved performance outcomes.

ANOVA results show that the model effectively explains the relationship between organizational performance and talent acquisition, in Nairobi County's real estate firms. The statistical significance of this relationship is demonstrated by an F-statistic of 37.355 and a p-value below 0.05 (specifically, 0.000). This indicates that these four strategies, when considered together, significantly impact the organizational performance of these firms. The ANOVA results' significance validates the use of this regression model and suggests that at least one of these strategies is a meaningful predictor of organizational performance in this context. Table 4 shows regression coefficient results.

Table 4: Multiple Regression of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.183	0.35		0.523	0.602
	Talent Acquisition Strategy	0.322	0.082	0.324	3.939	0.000

a. Dependent Variable: Organizational Performance

Source: Survey Data (2024)

The regression model therefore became;

$Y = 0.183 + 0.322X$

Where:

Y = Organizational Performance

X= Talent Acquisition Strategy

The constant (B = 0.183, p = 0.602) in the regression model is not statistically significant ($p > 0.05$), indicating that when all talent acquisition strategy, is held at zero, the organizational performance would have a baseline value of 0.183. However, this value does not significantly contribute to the model, suggesting that the independent variables are the primary drivers of organizational performance. The regression coefficients in Table 4 show that talent acquisition strategy had a positive and significant effect on organizational performance ($\beta = 0.322$, $p = 0.000 < 0.05$). The result implies that a unit improvement in the talent acquisition strategy is expected to result in an improvement in organizational performance by 0.322 units. This suggests that talent acquisition is a crucial strategy for enhancing performance, aligning with findings by Phillips and Gully (2015) that effective talent acquisition contributes to organizational success.

CONCLUSION

Based on the findings, this study concludes that talent acquisition strategy significantly affect organizational performance. The effective implementation of these strategies enhances employee skills, motivation, and overall organizational efficiency, contributing to better performance outcomes. Focusing on these strategic talent management practices, real estate firms in Nairobi County can achieve improvements in their organizational performance. Implementing and refining these strategies will help build a skilled, motivated, and adaptable workforce capable of driving the firms towards sustained success and growth. Effective talent acquisition strategies are critical for improving organizational performance. The study concludes that having a well-developed and regularly reviewed talent acquisition policy, continuously tracking performance and progress of identified talent, and creating a shared understanding of the skills and behaviors needed are essential components. Learning strategies play a crucial role in enhancing organizational performance.

RECOMMENDATION

In view of the findings and the conclusions, this study make the following recommendations: Real estate organizations in Nairobi City County should establish effective talent acquisition policies that are regularly reviewed and consistent with the strategic goals of the company. Firms should ensure continuous tracking of the performance and progress of identified talent to maintain a high level of organizational effectiveness. Additionally, creating a shared understanding of the skills and behaviors needed within the organization can help in building competent and experienced teams. Investing in modern recruitment tools and technologies can streamline the talent acquisition process and improve the quality of hires. Additionally, these organizations should align their training programs with strategic goals and develop diverse learning delivery modalities to cater to different learning preferences and needs. Conducting regular Training Needs Analyses (TNA) can help identify specific areas where training is needed, ensuring that the training provided is relevant and effective. Furthermore, tracking learning initiatives and providing feedback can enhance the effectiveness of training programs. Ensuring equal access to learning opportunities for all employees can foster a culture of continuous learning and development.

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