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College of Business and Economics
School of Commerce

**Impact of Talent Management Practice on Organizational
Performance: The Case of Ontex Hygienic Disposables PLC**

A Research Project Submitted to Addis Ababa University, School of
Commerce in Partial Fulfillment of the Requirements for Master's
Degree of Business Leadership

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DECLARATION

I hereby declare that this study entitled " Impact of Talent Management Practice on Organizational Performance: The case of Ontex Hygienic Disposables PLC" is my original work prepared under the guidance of my advisor Worku Mekonnen (PhD). This paper is submitted in partial fulfillment of the requirement for the award of Master of Arts Degree in Business Leadership and it has not been previously submitted to any diploma or degree in any college or university. I would also like to confirm that all the sources of materials used in this study are accordingly acknowledged.

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This is to Certify that the project work prepared by Girum Negash, entitled: Impact of Talent Management Practice on Organizational Performance: The case of Ontex Hygienic Disposables PLC submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

During the past years, organizations competed among each other by achieving and maintaining the highest level of quality, through covering and fulfilling their consumers' needs and wants. The concept even later went beyond to exceeding the expectations. However, this trend has shifted as talent management became the new formula to succeed. Talent management exists to attract, develop, and maintain the brightest minds in order to achieve superior business results. Aim: To describe the impact of talent management on organization performance at Ontex Hygienic Disposables (OHD) PLC. Subjects and methods: A descriptive research design was conducted. Standardized questionnaires were used regarding Talent Management and Organization Performance. Random sample (65) of the employees composed the study sample. Results: The present study' findings revealed relationship between talent attraction, development, retention and organization performance. Conclusion: There was a significant positive correlation between organization performance and talent development and retention but there is no relationship between talent attraction and organizational performance. Recommendations: OHD shall integrate its talent management practices across all aspects of the company; this will aid OHD in recruiting and retaining the right number and type of personnel who will contribute to the company's long-term success and survival.

Key Words: Talent Management, Talent Attraction, Talent Development, Talent Retention, Organizational Performance.

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ACRONYMS

1. **ANOVA** Analysis of Variance
2. **Std. Deviation** Standard Deviation
3. **OHD** Ontex Hygienic Disposables PLC
4. **OP** Organizational Performance
5. **SPSS** Statistical Package for the Social Science
6. **TM** Talent Management

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Chapter One: Introduction

1.1. Background of the Study

The current business environment is marked by growing levels of unpredictability and change, and it is heavily influenced by economic, social, legal, technological, and political variables. In this environment, adaptable strategic solutions that can respond swiftly to these rapid changes are required. Business organizations require the right talent to execute their strategy or cope with their issues at any given time, depending on what their business strategy is and what challenges they may encounter. (Abdul-Kareem, 2016).

Companies now must contend with the realities of operating in a multipolar world in which organizations from both the developed and developing worlds seek new markets, opportunities, and sources of growth. Competitors in a worldwide war for talent have turned talent into a valuable resource.(Cheese et al., 2008)

The idea behind talent management (TM) is founded on the fact that people run businesses. Processes, technology, and capital are vital, but the decisions are made by people. Consumers create value by putting these corporate assets to work in order to create products and services that people want. As a result, a company's performance will be influenced by its employees. This is why TM exists: to attract, develop, and maintain the brightest minds in order to achieve superior business results. (Ntonga, 2010).

Due to globalization, all organizations, irrespective of country, have a difficulty in managing talent. Furthermore, the worry of a skill shortage is almost universal. Organizations from all over the world are competing for the same pool of talent. This is thought to be a global talent pool. As

seen by the global integration trend, organizations are standardizing personnel recruiting, development, and management in order to preserve their competitive position and consistency. (Lyria et al., 2015). As a result, organizations must adapt global best practices in personnel management while also adapting to local requirements and labor markets.

Even when their skills are acknowledged, most organizations in developing nations like Ethiopia struggle to successfully develop and preserve the unique talents of their workforce. As a result, employees move from one company to the next in search of a place to belong. As a result, many businesses do relatively little to retain their employees' unique skills. They constantly looking for people with high levels of knowledge and abilities, only to lose them in the end because to a lack of an efficient TM system. They have also been unable to recruit and retain well-trained and skilled staff due to a number of issues, including low pay and an uncompetitive working climate, to name a few. (Frimpong et al., 2016). These factors hereafter might lead to low organizational performance (OP) which has hinder the role that TM play on OP.

Therefore, this study pursues to describe into the impact of TM practice on OP within the context of Ethiopia manufacturing industry focusing on Ontex Hygienic Disposables (OHD) PLC.

OHD is Established in 1979 as one of the world's leading suppliers of disposable personal hygiene products. It has 20 manufacturing bases around the world. One of its manufacturing bases is located in Ethiopia which is established in 2017. It manufactures and delivers disposable diapers and wipes to retailers and healthcare. OHD employs more than 89 employees in Ethiopia. The study specifically aims at analyzing the impact of talent attraction, talent development and talent retention, on organization performance at OHD PLC Ethiopian branch.

1.2. Statement of the Problem

During the past years, organizations competed among each other by achieving and maintaining the highest level of quality, through covering and fulfilling their consumers' needs and wants (Obeidat et al., 2018). The concept even later went beyond to exceeding the expectations. However, this trend has shifted as TM became the new formula to succeed, organizations from all domains and business fields realize how they need to rely on more substantial, perpetual source to grant a certain limit of competency and efficiency (Obeidat et al., 2018).

TM processes change over time in response to the impact of both internal and external factors on the workplace. For instance, globalization, workplace reform and changes in the demographic composition of the workforce have affected how talent needs to be managed (Keoye, 2014). Globalization has led to increased competition and pressure on organizations to use human capital as effectively and productively as possible (Hiles & Bunnell, 2006).

The ability of businesses to have the appropriate people in the right location at the right time determines their growth potential. Employers are forced to compete to attract and retain an increasing pool of talented individuals in order to achieve their objectives (Keoye, 2014). Companies with effective TM practices can create permanent competitive advantage and deliver better results for shareholders (Huselid, 1995).

A 2012 study by the Society for Human Resource Management determined that by 2022 TM will be HR's greatest challenge for the following reasons: higher total compensation demands, tightening talent market, unappealing company culture, increased employee turnover and lack of leadership (Randstad, 2020).

In Ethiopia, a study by United Nations Development Program (UNDP), (2018) on 55 private and public manufacturing enterprises show that among others TM related issues such as finding the right talent and employee turnover is one of the major constraints they face. Furthermore, another study (Dametew & Ebinger, 2017) shows that most of the problems on manpower are related with the problems on employer motivation systems, lacks capacity building, improper practical training centers, poor relation between employer and employee company, are the key constrains on talent related issues on most manufacturing industries.

Therefore, a reference base is needed so that organizations may have policies on how to manage talent so that they can retain talented employees for better performance. However, limited studies have been carried out in Ethiopian manufacturing sector to determine the impact of TM on OP. Therefore, this study aims bridging the knowledge gap by describing the impact of TM practice on OP at OHD.

1.3. Basic Research Questions

The following research questions are addressed in this study.

1. What is the impact of talent attraction on the performance of OHD?
2. What is the impact of talent development on the performance of OHD?
3. What is the impact of talent retention on the performance of OHD?

1.4. Objective of the study

1.4.1. General Objective

The general objective of the study is to describe the impact of TM practice on the OP in the case of Ontex Hygienic Disposables PLC

1.4.2. Specific Objective

The study is conducted with the following specific objectives.

1. To describe the impact of talent attraction on the performance of OHD.
2. To describe the impact of talent development on the performance of OHD.
3. To describe the impact of talent retention on the performance of OHD.

1.5. Significance of the Study

The findings of the study would be useful for students, researchers and academicians who are pursuing to know about in the link between TM and OP. Moreover, the findings of this study might also help Ontex Hygienic Disposables to understand how its TM practice impacted its OP and competitive advantage.

1.6. Scope of the study

The scope of this study aims at studying the impact of TM practices on OP. In this study the dependent variable is organizational performance and the three independent variables are talent attraction, talent development and talent retention practice. The target populations to conduct the study are all the employees working at Ontex Hygienic Disposables. This study uses questionnaires to collect data and quantitative research approach method and descriptive and explanatory research design method. The academic calendar of the university was used to conduct the study.

1.7. Limitation of the Study

As the data are collected from only one company, conclusions drawn from this data might only be specific to the particular organization and might affect the generalization of the research

finding to all the manufacturing organizations. Another limitation which will hinder the research to go further is the shortage of time.

1.8. Organization of the Paper

The study is divided into five sections. The first section contains a general introduction about the study and contains background of the study, problem statement, and research questions, and research objectives, significance of the study and the limitations of the study. In the second section existing theoretical and empirical literatures are reviewed about the relationships between TM and OP. The third section discusses the method used to accomplish the study. The data analysis and findings are discussed on the fourth section. Finally on the last section, summary of findings, recommendations and conclusion of the study are discussed.

Chapter Two: Review of Related Literature

Introduction

This chapter examines the literature from a variety of research that have contributed to a better understanding of the dependent variable organizational performance and the independent variables talent attraction, talent development, and talent retention. A reader should be able to comprehend the link between talent attraction, talent development, and talent retention at the end of the review.

2.1. Theoretical review

2.1.1. What is Talent?

The Merriam-Webster Online Dictionary describes talent to mean “the natural endowments of a person.” It can also mean “a special, often creative or artistic aptitude” or “general intelligence or mental power” (www.merriam-webster.com/dictionary/talent).

Individuals with talent can make a significant difference in an organization's performance, either immediately or in the long run by displaying the highest levels of potential. (Turner & Kalman, 2014). McKinsey defines talent as a person's overall ability, intrinsic gifts, skills, knowledge, experience, judgment, motivation, and aptitude to learn (Ansar & Baloch, 2018). Ability (competence, education, training, and experience), motivation (engagement, fulfillment, challenge, and wellbeing), and opportunity make up talent. (Van Dijk, 2008).

In management, talent can mean the most productive people. It can also mean the individuals most capable of advancement to higher levels of leadership responsibility or those whose special knowledge, creativity, and ability give the organization its competitive advantage (Forms & Aids, 2012). In the modern world, the individual's ability to use his or her physical power is not

valued. Instead, it is the individual's ability to think creatively. This ability to think creatively-to see what others have missed-yields competitive advantage.(Forms & Aids, 2012)

Different organizations define talent in different dimensions due to the impact of their history, structure and culture. For some, talent entails outstanding performance and the ability of a small group of people to go up the corporate ladder into senior leadership or managerial roles. For others, talent is a broad phrase that encompasses all employees. A good talent strategy, for the most part, is concerned with both ends of the employment spectrum(Turner & Kalman, 2014).

Nowadays talent becomes the only weapon to win over the competition in the market and managing talent is not only a tool of providing strategic opportunity but it has also appeared as an essential tool for the existence of a company.(Ali & Guha, 2019)

2.1.2. What is Talent Management?

After McKinsey's research was published in 1998, talent management became popular in the corporate and academic worlds. According to the findings, corporate America was about to enter a fight for senior executive talent that would be a defining feature of their competitive landscape for decades to come. Since then, businesses have begun to consider talent management. (Arif & Uddin, 2016).

Collings & Mellahi (2009) describe talent management as a systematic identification of critical positions that contribute differently for the long-term competitive benefits of an organization and the building of a talent pool with high potential and high-performance incumbents to fill those positions. Talent management is an integrated collection of processes, initiatives, and cultural norms that an organization establishes and implements in order to attract, develop, deploy, and retain talent in order to meet strategic objectives and future business demands. (Slizer & Dowell,

2010). Simply said, talent management is anticipating the need for human capital and devising a strategy to achieve it (Cappelli, 2008).

The four principles that dominate talent management are people, pools, positions, and practice (4 Ps). As a result, talent management is a collection of actions that includes attracting, selecting, developing, and retaining the best and brightest workers for key organizational jobs (Ali & Guha, 2019).

Cheese et al., (2008) point out that there has been a massive shift in the sources of value in modern businesses. Twenty-five years ago, 80 percent of a company's market value was determined by its tangible assets, such as machines and facilities, and how well they were generating returns. Intangible assets, which were mostly residual and unrecognized, accounted for just a small portion of its value. But today those proportions have been reversed. Only around 20 to 30 percent of value is attributable to tangible assets on average across all sectors. Accordingly, most of the value of a typical company now comes from intangible assets, such as its unique knowledge of production, service and delivery methods, market knowledge, customer and supplier relationships, brand value and reputation, and of course its workforce capacity. Almost all of these intangible assets are driven by talent in some way.

According to Kermally (2004), there are three reasons for managing talent. First and foremost, to transform into a knowledge-driven organization. Economies are increasingly based on knowledge. In the modern economy, intangibles, which are centered on the use and exploitation of talent rather than physical goods, are becoming increasingly important. Knowledge is beginning to be recognized as a key capability if an organization is to compete effectively in a

global environment. To manage and lever knowledge involves the creation and transfer of knowledge. Such a process necessarily involves the development of individual talent.

The second reason for developing talent is to become an innovative organization. Innovation is related to the creation, use, sharing and integration of knowledge. Finally, doing business in the new economy demands the recruitment and development of talent.

2.1.3. The Process of Talent Management

For talent management initiatives to be effective, businesses need to implement formal processes, involving many stakeholders and strong connections between leadership and talent in order to convert them into a "bundle" of related processes. (El nakhala, 2013).

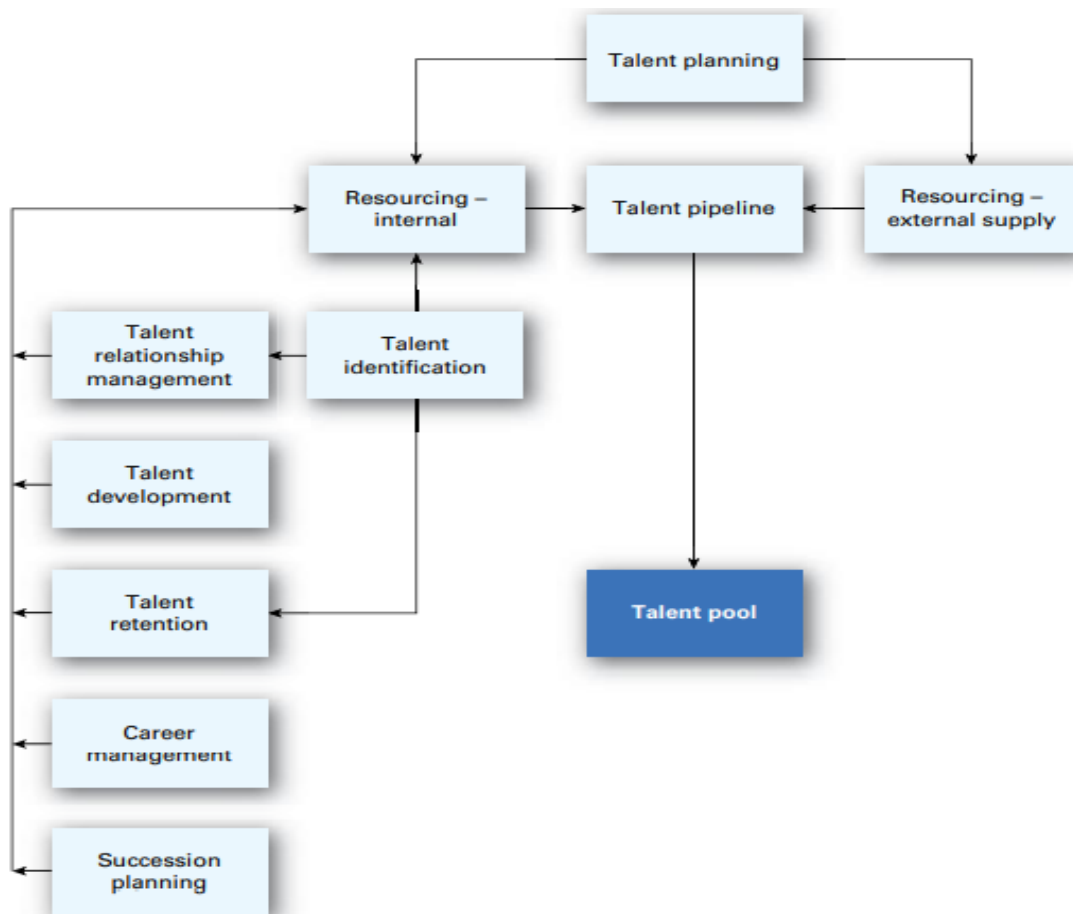


Figure 2. 1 - The Talent Management Process

Source: (Armstrong & Taylor, 2014)

Talent management begins with the business plan and what it means in terms of future demand for skilled individuals, as depicted in Figure 4.1. The goal is to produce and sustain a pool of talented individuals through the talent pipeline, which includes of resourcing, career planning, and talent development activities that keep the organization's talent pipeline flowing. (Armstrong & Taylor, 2014).

1. **Talent planning** – the process of establishing how many and what sort of talented people are needed now and in the future. It uses the techniques of workforce planning and leads to the development of policies for attracting and retaining talent and for estimating future requirements as monitored by talent audits.
2. **Resourcing** – the outcomes of talent planning are programs for obtaining people from within and outside the organization (internal and external resourcing). Internally they involve the identification of talent, talent development and career management. Externally they mean the implementation of policies for attracting high-quality people.
3. **Talent identification** – the use of talent audits to establish who is eligible to become part of the talent pool and to benefit from learning and development and career management programs. The information for talent audits can be generated by a performance management system that identifies those with abilities and potential.
4. **Talent relationship management** – Establish efficient interactions in their roles with individuals. It is better to build on an existing relationship rather than try to create a new one when someone leaves. The aims are to recognize the value of individual employees, provide opportunities for growth, treat them fairly and achieve ‘talent engagement’, ensuring that people are committed to their work and the organization.

5. **Talent development** – learning and development policies and programs are key components of talent management. They are intended to ensure that people learn and improve their talents and skills. Policies should be formulated by reference to ‘employee success profiles’, which are described in terms of competencies and define the qualities that need to be developed.
6. **Talent retention** – the implementation of policies designed to ensure that talented people remain as engaged and committed members of the organization.
7. **Career management** – It is concerned with providing employees with opportunity to develop their skills and professions to ensure that the organization has the talents it needs and that they may fulfill their own goals.
8. **Management succession planning** – The goal is to ensure that the organization has the managers to fulfill future business needs as far as possible.
9. **The talent pipeline** – the processes of resourcing, talent development and career planning that maintain the flow of talent needed to create the talent pool required by the organization.
10. **The talent pool** – the resources of talent available to an organization

2.1.4. Talent Management Dimensions

Researchers indicate variation in the identification of talent management techniques from various perspectives. Armstrong & Taylor, (2014) addressed the following dimensions of talents management: attraction, retention, motivation, and development of talented people. Similarly, Hamid, (2018) provided the three main categories of talent management practices: recruitment and staffing, training and development, retention management. These dimensions will be

employed in this study since they are complete and realistic manifestations of talent management methods: Thus, the following dimensions are addressed:

2.1.4.1. Talent Attraction

Talent attraction is defined as the process of attracting qualified people using various tactics, and it is largely influenced by factors such as the organization's reputation. (Ali & Guha, 2019). According to Songa & Oloko (2016) attraction of talents is a management method used by companies to draw the organization's desired skills.

One of the major issues of Talent management is to guarantee that the appropriate individuals are interested in working for the firm and that the correct individuals are hired (Bethke et al., 2011). Employee recruitment and selection, employer branding, employee value proposition, and employer of choice are all parts of the talent attraction process, according to Armstrong, (2006)

1) Employer Branding

Employer branding, according to Armstrong, (2006), is the process of creating a brand image for a company for prospective employees. The organization's reputation as a business or service provider, as well as its reputation as an employer, will have an impact. The following are the tactics that must be used to build an employer brand:

- Analyze what ideal candidates need and want and take this into account in deciding what should be offered and how it should be offered.
- Establish how far the core values of the organization support the creation of an attractive brand and ensure that these are incorporated in the presentation of the brand as long as they are 'values in use' rather than simply espoused.

- Define the features of the brand on the basis of an examination and review of each of the areas that affect the perceptions of people about the organization as ‘a great place to work’ – the way people are treated, the provision of a fair deal, opportunities for growth, work-life balance, leadership, the quality of management, involvement with colleagues and how and why the organization is successful.
- Benchmark the approaches of other organizations to obtain ideas about what can be done to enhance the brand.
- Be honest and realistic

Gaddam (2008) argues that employer branding is a notion where skills and competency are needed, and companies strive to distinguish themselves both internally and externally by establishing brand images. The branding of employers also involves branding present and potential employees of a corporation. By improving performance, engagement and customer satisfaction the employer brand is indirectly affecting profitability (El nakhala, 2013).

2) Employee Value Proposition

An employee value proposition is a marketing technique that outlines the characteristics of a company that make it a desirable place to work. A company's employee value proposition is what it has to offer that future or present workers would appreciate and would persuade them to join or stay with it. (El nakhala, 2013).

It will cover compensation and non-financial aspects that may be important in attracting and maintaining employees, as well as the company's level of responsibility, respect, work-life balance, and chances for personal and professional development. (Armstrong, 2006).

3) **Employer of Choice**

Different perspectives on what constitutes an employer of choice can be found in the literature. Because of its prestige and reputation, a corporation or organization is always the first pick or at least on the short list of high-quality candidates. (El nakhala, 2013). According to Ahlrichs, (2000) An employer of choice is marked by comparatively high reimbursements based on performance, work sensitivity, family and health needs, good opportunities to growth, security of employment, the high level of work-and-company delight, openness, good communication, fairness, reduced status and barriers, friendship and talented employees. The main challenge for businesses is to obtain the highest staff in the company, to inspire people to achieve, to keep them content and loyal to them, and to develop them to grow and contribute talent. The factors that contribute to being an employer of choice are the provision of (Armstrong, 2006):

- Interesting and rewarding work;
- Opportunities for learning, development and career progression;
- A reasonable degree of security;
- Enhanced future employability because of the reputation of the organization as one that employs and develops high quality people, as well as the learning opportunities it provides;
- Better facilities and scope for knowledge workers, eg research and development scientists or engineers and IT specialists;
- Employment conditions that satisfy work-life balance needs;
- A reward system that recognizes and values contribution and provides competitive pay and benefits.

This all adds up to an employee value proposition which, as a means of attracting and retaining high potential employees, recognizes that they will be looking for strong values and expecting to be well managed, to have freedom and autonomy, high job challenge and career opportunities.

Simply ensuring that people feel valued is a great strategy of retention. Targeted Recruitment and Selection

The first step is to identify what sort of people the organization needs with regard to their qualifications and experience and the extent to which they are likely to fit the organizational culture – its norms and values. This involves analyzing and assessing work requirements and defining what cultural fit means. The most important characteristics of those who are already thriving – what separates successful from unsuccessful employees – should be determined so that others like them can be recruited. Attitudes to work, careers and the company are important; behavior can be influenced later as people become familiar with the culture so long as their attitudes are right (Armstrong, 2006).

2.1.4.2. Talent Development

Talent development is an approach of improving the knowledge, skills, and abilities of the talent who are holding important positions in the organization. Talent development is the process of changing a company, its employees, stakeholders, and groups of persons within it through planned and unstructured learning in order to achieve and maintain a competitive advantage for the company. (El nakhala, 2013).

Employee performance is influenced through coaching, training, and development, employee participation, empowerment, and delegating, and talent development methods (Ali & Guha, 2019). Individuals with leadership potential, high-energy performers, and critically skilled people who stand out among others are chosen for a development program that, unlike training, is focused on long-term goals rather than preparing them for immediate job completion. (Hatun, 2010). Talent development attracts considerable investment in human capital, resulting in possibilities for employees to become more competent and productive while also enhancing

intellectual capital, increasing the company's market worth (Bethke et al., 2011). Because talent development possibilities provide non-monetary rewards, such as a high level of motivation, it improves the desirability of the organization. (Ali & Guha, 2019).

2.1.4.2.1. Talent Development Process

The process of development begins with the identification of people based on their potential and performance. Following the attraction and identification of the most valuable employees, a new challenge has arisen in terms of how to develop them in order to raise their capacity and performance. Despite the fact that many businesses promise exceptional development prospects, it is challenging to maintain this commitment over time. (Tetik, 2017).

On the other hand, talent development initiatives should not be limited to abilities required for current job performance. Future company requirements should be considered along with the development of relevant abilities. On-the-job activities, training opportunities, career management, succession planning, coaching, mentoring, and leadership development are all activities that organizations organize for their employees' development. (Tetik, 2017)

Organizations should focus on cultivating talents as a critical success component, regardless of the type of competences; individual competence or organizational competence. When talent development is incorporated into an organization's strategy, important people are groomed for critical positions, ensuring a competitive advantage. According to Rothwell & Kazanas, (2003), Planned and unplanned development facilities in corporate contexts, such as learning activities, foster strategic talent development. A comprehensive, unified learning plan should be designed to empower the organization's talent development program, which is referred to as the organizational strategy for developing talent.

1) Training

It is needed to provide training and development activities to employees in order to improve their abilities and employability. Training can be defined as an organized effort by a corporation to enable learning of job-related competences, information, skills, and attitudes. As a result, companies should develop individual talent management programs that include the future demands of organizational positions as well as the desired level of talent inside the company. Furthermore, learning environments should be accessible within an organization and supported through policy support. (Tetik, 2017) .

However, policies and practices in many organizations cause potential high achievers to back up by ignoring important success elements. Rather than training and standardization programs of business procedures, high potential individuals' own approaches can be more successful. (Coulson-Thomas, 2012).

Learning and development programs are critical components of the talent development process. Talented people are given opportunities to advance in their existing roles and to advance to new ones through training and development (Armstrong, 2006).

2) Career Management

According to Dessler (2005) the process of assisting employees to better understand and develop their career skills and interests is known as career management. (Tetik, 2017). Within organizations, a strategy of developing high-potential individuals through frequent relocation is implemented. Due to their high aspirations, high-potentials want to be exposed to new challenges on a regular basis. They are more inclined to leave the organization if they do not receive that opportunity quickly enough. Organizations use and profit from reward and promoting

approaches to maintain a balance between the needs of the organization and the needs of the person. (Heinen & O'Neill, 2004).

Career management is concerned with giving workers opportunity to advance and develop their careers while also ensuring that the company has the talent it need. Learning and development opportunities, career planning, and management succession planning are all parts of career management.(Armstrong, 2006)

The procedures of career planning and management succession make up career management. Career planning, which is based on assessments of organizational needs, established employee success profiles, and the performance, potential, and preferences of individual members of the organization, shapes individuals' advancement within the organization. Management succession planning ensures that the organization has the managers it requires to meet future business needs to the maximum degree possible. (Armstrong, 2006).

Talent management and career planning are regarded to be mutually beneficial. One of the reasons for this is that skills are not only found within organizations; they may also be found outside of them. Talents have individual career plans in a talent management system, and they expect the organization to assist them in determining their career path (Waheed et al. 2012).

Talent management allows for the growth and development of career plans. The majority of an individual's career planning begins during their university years, and firms that are able to attract high-potential employees early in their careers can reap significant benefits by combining talent management and career management. (Yarnall, 2008).

3) Coaching

Coaching, according to Hawkins and Smith (2013), is "the targeted application of skills that offer performance improvement to the individual's work in his or her organization, through rigorous support and challenge."(Tetik, 2017)

Instead of focusing on what they can't do, the coaching seeks to inspire people to create and assist them in discovering their potential abilities and talents. Coaches think that by doing so, general mental health and the quality of one's personal and professional life will significantly improve. In order to develop in the greatest way possible, employees should be aware of their strengths and areas where they may thrive. (El nakhala, 2013).

Managers are allowed to set high standards and expectations for their staff, as well as encourage their development and manage performance through coaching. It is easier to increase performance and interpersonal requirements once expectations are clearly defined and employees are held accountable (Manion, 2004). Effective communication is required for good talent management, which may be achieved through coaching. Feedback is a key practice in coaching. Managers are expected to observe and recognize people's behaviors in order to implement an effective feedback system (Mccauley & Wakefield, 2006; Sparrow & Makram, 2015).

4) Mentoring

Mentoring is the practice of using specially chosen and trained personnel to provide direction, practical counsel, and ongoing support to the person or people assigned to them in order to help them learn and grow. Mentoring is a method of assisting individuals in learning, as opposed to coaching, which is a more directive method of developing people's competency. It entails on-the-job training, which must always be the most effective manner of obtaining the specific skills and knowledge that the job holder requires. Mentoring also complements formal training by offering

personalized counsel from experienced managers who are "versed in the ways of the organization" to those who benefit from it (Armstrong, 2006).

Mentorship is a relationship-based activity that incorporates both encouragement and assistance. A mentor, who might be an experienced employee or a manager, provides guidance to less experienced employees and those classified as talents. (Noe et al., 2012). Even while feedback is necessary, the mentor should also be able to motivate and advise on how to use the feedback to improve oneself. This type of development process approach may help to improve and simplify development chances. Organizations must have the necessary training and mentoring plans in place to nurture talent, which is a huge issue. (Khatri et al., 2010). In their research Michaels et al. (2001), emphasizes the importance of mentoring and argues that it is beneficial to the development of talent. Although mentoring provides benefits to firms, the number of corporations that nominate mentors for their skills is insufficient. (Tetik, 2017)

Coaching and mentoring are two phrases that refer to the same thing and are both significant managerial abilities. Dessler (2013) defines coaching as "educating, instructing, and training subordinates" and "mentoring" as "mentoring" and "mentoring" as "mentoring" and "mentoring" as "mentoring" and "mentoring" as "mentoring" Advising, counseling, and guiding are all examples of mentoring. According to him, while coaching focuses on teaching short-term job-related skills, mentoring focuses on assisting individuals in determining their long-term professional goals. (Tetik, 2017)

Mentoring can take many forms, both professional and informal. The organization, which wants to develop certain qualities and skills, organizes formal mentorship. Informal mentoring can take place at any time and is not governed by the organization (El nakhala, 2013).

5) Leadership Development

One of the best way is to develop leaders is to integrate talent management process with the leader development programs According to a study, leadership development is one of the most effective strategies for talent management process. Those practices increase the importance of talent strategy and encourages organizations to implement and sustain such programs.(Tetik, 2017)

2.1.4.3. Talent Retention

This is the method that businesses utilize to keep employees interested in working for them. It encourages employees to stay with the company for a long time. Employees receive more experience the longer they work for a company, which leads to improved performance in a competitive business. (Songa & Oloko, 2016).

Talent retention is linked to pay and benefits, career routes, and the reputation of the company; returns are based on long-term careers, employability and flexibility, employee dedication, and involvement with the company's values. (Songa & Oloko, 2016).

Although organizations are not always successful in retaining outstanding individuals, they can apply tried and true tactics to do so (Armstrong, 2006). Retention is the final battleground in the talent war, with the goal of taking steps to encourage employees to stay with the company for as long as possible (Echols, 2007). By definition, talent retention entails succession planning. Managers in international organizations want to know who their top employees are (talent identification) and how to develop them so that they may be placed in key positions and have a succession plan in place (Brewster et al. ,2007).

2.1.4.3.1. Retention strategies

The following are the most important retention strategies described by researchers in the literature: Work-life balance, competitive salary, and challenging work. (Roman, 2011).

1) Competitive pay

Competitive pay packages are widely regarded as one of the most popular and effective retention techniques available to any company. Uncompetitive, inequitable, and unfair pay structures should be addressed, and salary standards should be fair and consistent (Armstrong, 2006). As a result, organizations should ensure that top achievers are paid far more than average performers. However, fair salary does not guarantee employee loyalty (Roman, 2011) .

Even if they received a pay raise, those who are dissatisfied with their work would not stay much longer. Pay is crucial, but it isn't the only factor in employee retention. Companies should concentrate on benefits that employees can adapt to and that are more difficult for competitors to copy, such as training and support, promotion chances, flexible working hours, and a pleasant working environment (Samotyj, 2008).

2) Challenging work

Providing interesting and challenging work is an important factor in recruiting and retaining great talent. Talented employees are drawn to difficult jobs that need them to influence others to achieve goals, assume increasing levels of responsibility, involve problem solving, or demand them to participate in activities that will broaden their horizons (Roman, 2011).

3) Work-Life Balance

Work-life balance is defined as a proper level of involvement or "fit" between a person's "many duties in life," and it is linked to the notion of equilibrium, which is defined as maintaining a sense of overall harmony in life. (Sukanya, 2010).

It's important to keep in mind that commitment is mostly an emotional bond based on intangibles such as feelings of value and respect. Non-monetary incentives, such as giving employees more choice over their job and schedule, can thereby increase the quality of their working life. Maintaining a healthy work-life balance can help to feel less stressed (Oehley, 2007).

Work-life balance policies can help people strike a healthy balance between their professional and personal obligations. Our professional and personal lives evolve over time, as do the obligations that come with them, necessitating the need for work-life balance regulations (Sukanya, 2010).

Line managers are seen to have control over the aspects that can help enhance work-life balance. Employers can demonstrate their commitment to quality of life and social responsibility by implementing work-life balance policies (Samotyj,2008).

2.1.5. Organizational Performance

An organization is defined as a group of people with defined roles and responsibilities that collaborate to achieve a common objective while adapting to a quickly changing internal and external environment (Tseng & Lee, 2014). Performance, on the other hand, is defined as the degree to which an organization's objectives are met (R. L. Daft & Marcic, 2016)

One of the most significant issues that management faces today is developing and retaining a workforce that contributes to the organization's performance. To expand and progress in this competitive industry, every company must perform consistently and on a regular basis. As a result, organizational performance is the most essential criterion for evaluating organizations and their actions.

Organizational performance is described as a set of financial and non-financial indicators that indicate how well the organization is meeting its goals and objectives. When all of an

organization's elements work together to accomplish incredible outcomes, and these results are measured in terms of the value it creates and offers to its clients or customers, it is said to be performing well.

Every organization need talented employees to increase efficiency and optimize overall organizational performance. Only when an organization's human resources are inventive and creative can it obtain a durable competitive advantage over its competitors. When looking at the entire global market, it can be observed that organizations that prioritize developing themselves, their people, and delivering differentiated products and services to their customers reach the top position in their market and produce optimal business outcomes.

Organizations must recognize talents, appraise their potential, and develop their skills and abilities properly in order to achieve this. Researchers have discovered a number of characteristics that contribute to an organization's performance, including:

- **Continuous learning:** Organizations must establish processes that enable their employees to learn, learn, and learn. Such a culture tremendously aids organizations in becoming industry high achievers.
- **Focusing on the customer results/outcomes:** Organizations must concentrate on the value they provide to their customers. When clients are satisfied, revenues and organizational performance increase automatically.
- **Aligning systems and structures:** If companies want to improve their performance, they must connect their systems, structures, and all processes with their corporate goals and strategies, as well as their vision and mission.

- **Employee involvement:** The organizations should work towards creating high involvement of its employees. It can do so by giving autonomy to its talented employees so that they are to make their own decisions, respecting their creativity and unique ideas and also by encouraging them to perform better.
- **Information sharing:** There should be open communication within the organization, as well as a free flow of information. All changes and choices should be communicated to employees, since this will help the organization work well.

Both financial and non-financial metrics can be used to assess an organization's performance. Return on investments, high revenues, sales growth, and high market share are financial indicators of whether or not a business is functioning successfully.

Non-financial measures of organizational performance, on the other hand, include employee contentment, customer satisfaction, fewer complaints, strong relationships with suppliers, and employee faith in the leadership. If an organization excels in both of these areas, it is said to as a high-performing organization. Because skilled employees are a company's fundamental capabilities and assets, they must be involved in order to achieve this high level of performance. The organization's human or intellectual capital assists it in achieving its goals and objectives, as well as generating above-average returns and excellence (Sareen & Mishra, 2016).

2.2. Empirical Literature Review

A study conducted Sareen & Mishra, (2016) to study the relationships between TM practices and its impact on organizational performance for selected IT organizations in the NCR area, the findings of which emphasized the significant impact that talent attraction has on organizational performance. Organizations should attract employees who have the suitable qualifications, which will lead to the enhancement and sustainability of organizational performance. Furthermore, Dahshan et al., (2018) undertook a study Talent Management and Its Effect on Organization Performance among Nurses at Shebin El-Kom Hospitals, in which the findings revealed a positive relationship between talent attraction and organizational performance. Based on the above, the following hypothesis was proposed:

Hypothesis 1 (H1): Talent attraction will positively impact organizational performance.

According to the research undertaken by Dahshan et al., (2018) on Nurses at Shebin El-Kom Hospitals and (Frimpong et al., 2016) on Ghana revenue authority, a positive correlation between talent development and organizational performance was shown. Thus, the correlation between talent development and organizational performance was concluded to be positive and significant, which means that organizations need to implement development practices to be effective. In line with the above, Hypothesis 2 (H2) was proposed:

Hypothesis 2 (H2): Talent development will positively impact organizational performance

The research undertaken by (Sareen & Mishra, 2016) and (Dahshan et al., 2018) proposed that talent retention has a positive impact on organizational performance. Considering the above, the following hypothesis was proposed:

Hypothesis 3 (H3): Talent retention will positively impact organizational performance.

2.3. Conceptual Framework

The conceptual framework as shown on the below figure shows the independent (predictor) variables and dependent (predicted) variable.

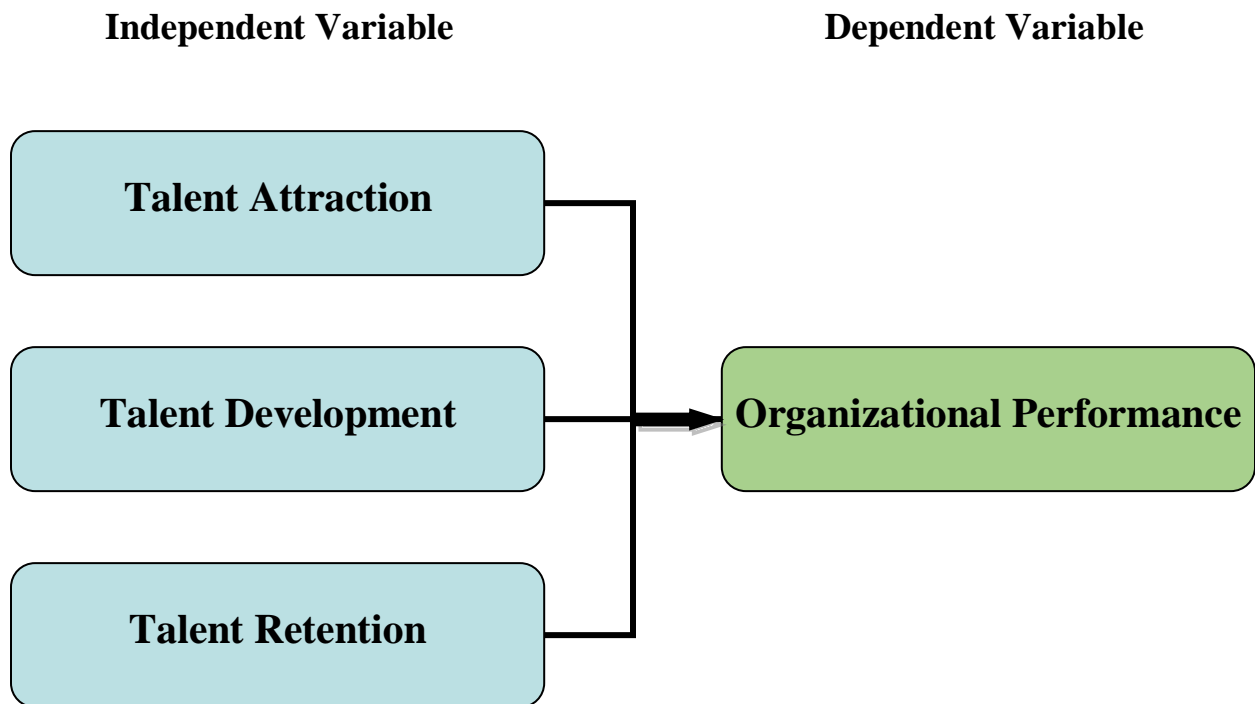


Figure 2. 2 - Conceptual Framework

Source: constructed to frame this study, 2021

Chapter Three: Methodology

Introduction

This chapter will go through the following topics: research design and approach, study population, sample size determination, sampling design, data source and collection technique, data analysis method, ethical considerations, and reliability and validity measurement.

3.1. Research Approach

Qualitative research is supposed to be more concerned with studying a topic and inductively testing hypotheses and theories, whereas quantitative research is seen to be more concerned with deductive testing of hypotheses and theories (Ntonga, 2010).

In this study Quantitative research approach were used. The reason for using a quantitative technique is that it is based on hypothesis testing and does not rely on feelings or personal reports. Instead, the researcher would follow explicit objectives and criteria.

3.2. Type/design of Research

The purpose, availability of data sources, cost, and time constraints all influence the study design. This study will employ a descriptive research design. It was designed to assess OHD's current talent management practices in the hopes that the lessons learned may be applied to the manufacturing sector in wider context.

3.3. Sampling Design

3.3.1. Target Population of the Study

The target population of the study is all the permanent employees working in all departments of OHD. As per the data collected currently the company has 89 Permanente employees.

3.3.2. Sampling Techniques

There are various types of sampling techniques, which may be split into two categories: probability sampling and non-probability sampling. Probability (random) sampling starts with a full sampling frame of all eligible people from whom to choose your sample. Because non-probability (non-random) sampling does not begin with a full sample frame, some people have no chance of getting chosen. As a result, estimating the influence of sampling error will be challenging, and there is a substantial chance of ending up with a non-representative sample and non-generalizable conclusions. In this study simple random probability sampling technique will be used.

By using simple random sampling technique of probability sampling in which each element of the total number of populations has an equal chance of being selected, all the permanent employees were the focus of the study with a total sampling frame of 89 employees.

3.3.3. Sample Size

The study will use a simplified formula provided by Yamane (1967) to determine the sample size which will represent the target population. It will be assumed that the confidence level is 95% and the margin of error is 5% (Israel, 1992).

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

Where **n** is the size of the sample, **N** is the size of the population, and **e** is the precision level.

Using the above represented statistical formula, the sample size of study will be determined accordingly:

$$n = 89 / (1 + 89(.05)^2)$$
$$n = 72$$

Therefore, sample size for targeted population of the study will be 72 employees.

3.4. Sources of Data Collection

Both primary and secondary data collection methods will be used to conduct the study. The primary data will be gathered through questionnaires from the employees of Ontex trading PLC on talent management practice and its impact on the performance of the organization. The secondary data will be collected from company documents, journals, books and other related documents.

3.5. Research Instrument

The study will use standardized questionnaires adopted from Dahshan et al., (2018) to examine the impact of talent management practice on the performance of the organization. The questionnaires will be distributed through google form and emails. The questionnaires will be separated in to three sections. The first section will have demographic information about the respondents. The second section of the study will have questions on talent management practices separated in to three sub sections: talent attraction, talent development and talent retention. The third section will have questions on the performance management. Five-point Likert scale will be adopted to rate the response.

3.6. Procedures of Data Collection

The study will use primary data collection methods using questionnaires. Closed-ended questions will be employed, which will be easily understood by all responders. The questionnaires will be sent to respondents, and the data will be checked for completeness the next day before being entered into SPSS version 22 for analysis. To ensure high response rate, the respondents will be provided detailed explanations of how the study will help them.

3.7. Data Analysis Method

SPSS Version 22 software will be used to analyze the data that will be obtained from the questioner response. In addition, a regression analysis will be performed to see how much the independent variable - talent management practice explains the dependent variable organizational performance and to assess the significance level.

3.8. Reliability and Validity

The term "reliability" refers to the consistency and consistency of a questionnaire's responses. Validity, on the other hand, denotes that an instrument's individual results are significant and allow the researcher to make valid inferences from the sample population being studied (El nakhala, 2013).

Cronbach alpha coefficient is the most popular and commonly used technique to estimate reliability or internal consistency of assessments and questionnaires and It is measured on a scale of 0 to 1.0, and an instrument is viewed extremely reliable if the instrument has a reliability coefficient statistic of $\alpha > .80$. The instrument is considered very reliable if $\alpha > .70$, and reliable if $\alpha > .60$; when $\alpha < .60$, reliability is considered poor to barely reliable. (Lyria et al., 2015).

3.9. Ethical Consideration

A formal approval to conduct the study was obtained from the company's human resource department before any attempt to collect data. Each participant was informed of the study's purpose as well as their freedom to reject to participate. The information gathered was kept anonymous and secret.

Chapter Four: Data Presentation, Analysis and Interpretation

Introduction

The purpose of this research is to determine the impact of talent management practices on Ontex Hygienic Disposables PLC's organizational performance. Accordingly, this chapter presents and analyzes the data collected from the participants. In this chapter relevant statistical analysis to answer the research questions will be presented.

SPSS software Version 22 was used to do the data analysis. Frequencies and percentages were used in the demographic study. Descriptive analysis was used to check the mean and standard deviation of the independent and dependent variables. Regression analysis was also conducted to determine the extent to which the talent management practices impacted the organizational performance.

4.1. Response Rate

In this study a close ended questionnaire was used to collect the required data from the target population using simple random sampling technique. Even though the sample was 72, a total of 65 (90%) questionnaires were successfully filled by the respondents online using google form.

4.2. Demographic Background of the Respondents

In the table below, the frequencies and percentages of the study's demographic variables: Gender, age groups, level of education, current position and experience are given and analyzed.

Item	Category	Frequency	Percentage
Gender	Male	47	72.3%
	Female	18	27.7%
	Total	65	100%
Age Groups	Less Than 25 Yrs.	8	12.3%
	From 25 to 35 Yrs.	51	78.5%
	From 35 to 50 Yrs.	6	9.2%
	Above 50 Yrs.	0	0%
	Total	65	100%
Level of Education	Certificate or Diploma	2	3.1%
	Bachelor Degree	48	73.8%
	Second Degree & Above	15	23.1%
	Total	65	100%
Position	Non-Managerial	47	72.3
	Managerial	18	27.7
	Total	65	100%
Work Experience	Less than 1 Year	0	0 %
	1 – 3 Years	37	56.9%
	3 – 5 Years	20	30.8%
	Above 5 Years	8	12.3%
	Total	65	100%

Table 4. 1 - Demographic Background of Respondents

Source: own questionnaire survey

According to table 4.1, 72.3% of the respondents were male whereas 27.7% are female. As a result, the number of male respondents outnumbers the number of female respondents. It's plausible to say that the majority of those who took part in the questionnaire were men.

In terms of age categories, table 4.1 shows that 12.3% of the respondents were under the age of 25. The majority of the responders (78.5 percent) are between the ages of 25 and 35 years old. The remaining 9.2% of the respondents were from 35 to 50 years age groups. There were no respondents with the age of above 50 years

The present educational level of the respondents is also reflected in the above table. A certificate or diploma is held by 3.1 percent of respondents, while a second degree or above is held by 23.1 percent. The majority of those questioned (73.8%) have a bachelor's degree. This could indicate

that the vast majority of respondents were able to comprehend the questions about talent management strategies and organizational performance.

With regard to current job position 72.3% of the respondents are non-managerial and the remaining 27.7% are managerial. Regarding the level of work experience within the company, 56.9% has 1 – 3 years of experience within the company and 30.8% have an experience of 3 – 5 years. The remaining 12.3% has an experience of above 5 years. According to the data majority of the respondents have less than three years of experience within the organization.

4.3. Descriptive Statistics of the Variables

To understand the impact of talent management and organizational performance at Ontex Hygienic Disposables PLC, employees were voluntarily requested to give their response on questionnaires. The questionnaire consists of 31 talent management items representing the three theoretical dimensions of talent management components: Talent attraction, Talent development and Talent retention. The questionnaire on organizational performance contains 11 items that cover topics such as organizational communication, organizational policy, organizational development and change, and organizational performance evaluation.

A 5-point Likert scale was used to calculate each of the three talent management dimensions as well as organizational performance. The possible responses are Strongly Disagree [1], Disagree [2], Neutral [3], Agree [4], Strongly Agree [5] on all subscales.

If the mean is between 1 and 1.8, it indicates that the participants strongly disagree. It means disagree between 1.81 and 2.60. It implies neutral between 2.61 and 3.40, agree between 3.41 and 4.20, and strongly agree between 4.21 and 5.

4.3.1. Talent Attraction

Talent Attraction Items	Frequency and Percentage											
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	No	%	No	%	No	%	No	%	No	%		
1. Even though there is a limited quantity of skilled and talented workers/candidates, the organization can attract and recruit employees.	4	6%	8	12%	10	15%	24	37%	19	29%	3.71	1.195
2. The business has a system in place to attract and acquire skilled employees & prospects.	4	6%	12	19%	7	11%	22	34%	20	31%	3.65	1.268
3. The company's recruitment procedure is successful in identifying the greatest personnel.	4	6%	10	15%	12	19%	22	34%	17	26%	3.58	1.211
4. The company's managers have the skills to attract and recruit talented employees/candidates.	6	9%	6	9%	4	6%	22	34%	27	42%	3.68	1.288
5. Employees are classified according to their qualifications and experience.	2	3%	6	9%	9	14%	24	37%	24	37%	3.89	1.301
6. The reputation of the organization attracts exceptional employees and recruits.	4	6%	6	9%	10	15%	25	39%	20	31%	3.95	1.082
7. The company's work is both interesting and fulfilling.	4	6%	4	6%	6	9%	24	37%	27	42%	3.78	1.166
8. At the organization, there are chances for learning and development.	4	6%	4	6%	12	19%	22	34%	23	35%	4.02	1.152
9. Talent loves to work for a company that offers prospects for advancement in their careers.	4	6%	6	9%	13	20%	26	40%	16	25%	3.86	1.158
10. A reasonable level of security helps to the company's status as a preferred employer.	6	9%	8	12%	7	11%	24	37%	20	31%	3.68	1.133
Overall, of Talent Attraction											3.78	.927

Table 4. 2 - Descriptive Statistics for Talent Attraction

Source: own questionnaire survey computed on SPSS version 22

The above Table 4.2 presents the data obtained from the study regarding talent management practice at OHD. As it is indicated in the Table, The overall talent attraction mean score and standard deviation are 3.7 and .927, respectively, which are higher than the mid-range. In the first statement. The mean is 3.71. Hence, it means that majority of the participants agree that even though there is a limited quantity of skilled and talented workers/candidates, the organization can attract and recruit employees. The mean of the second statement is 3.65. Accordingly, the majority of the participants agree that the business has a system in place to attract and acquire skilled employees & prospects. The third statement is about the recruitment process of the company whether it succeeds or not in selecting the best talent. Most of the participants agree that the company's recruitment procedure is successful in identifying the greatest personnel with the mean score of 3.58.

The fourth statement concerns whether or not company managers possess the necessary skills to attract and recruit talented employees or prospects. On this statement majority of the respondents agree with the mean score of 3.68. On the fifth statement most of the respondents agree that that the company identifies its employees in terms of qualifications and experience with the mean score of 3.89. majority of the respondents also agree on the sixth statement that the company reputation attracts the talented workers or candidates with mean score of 3.95.

Furthermore, on the seventh statement most of the respondents believe that the work at the company is interesting a rewarding with the mean score of 3.78. the eights statement is about opportunities for learning and development at the company. The result from the study indicates that most of the respondents strongly agree that there is learning and development at the company with the mean score of 4.02. The ninth statement is about talent loves to work for a

company that offers prospects for advancement in their careers. Accordingly, most of the respondents agree on the statement with the mean score of 3.86.

The last statement is about the degree of security at the company. Most of the respondents agree a reasonable level of security helps to the company's status as a preferred employer with the mean score of 3.68. Therefore, based on the data obtained, majority of the respondents agree on 10 talent attraction items with total mean score of 3.78. This shows that there is good talent attraction practice at OHD.

4.3.2. Talent Development

The below Table 4.3 presents the data obtained from the study regarding talent development practice at OHD.

In the first statement, the mean score is 3.71. Hence, it means that the majority of the respondents agree that the organization cultivates a talent pool of skilled, engaged, and committed employees. The mean of the second statement is 3.54. Accordingly, the majority of the respondents agree that the company encourages talented employees to develop their careers. The third statement is about whether the organization finds high-potential employees and develops personal development plans for them or not. Most of the respondents are neutral on the statement with the mean score of 3.17. The fourth statement is about the learning and development program of the company. Accordingly, most of the respondents agree that the company has learning and development programs to develop their talent with the mean score of 3.95.

Talent Development Items	Frequency and Percentage											
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	No	%	No	%	No	%	No	%	No	%		
1. The organization cultivates a talent pool of skilled, engaged, and committed employees.	4	6%	7	11%	11	17%	25	39%	18	28%	3.71	1.169
2. The organization provides opportunities for bright people to advance in their professions.	4	6%	14	22%	10	15%	17	26%	20	31%	3.54	1.300
3. The organization finds high-potential employees and develops personal development plans for them.	4	6%	18	28%	14	22%	21	32%	8	12%	3.17	1.153
4. To develop talent, the organization has learning and development programs.	4	6%	8	12%	4	6%	20	31%	29	45%	3.95	1.255
5. The organization allocates a specific budget for employee training and development.	4	6%	9	14%	9	14%	23	35%	20	31%	3.71	1.221
6. The company objectively identifies training requirements.	2	3%	5	8%	10	15%	30	46%	18	28%	3.88	1.008
7. The administration keeps track of employee performance and offers advice on how to enhance it.	6	9%	12	19%	10	15%	21	32%	16	25%	3.45	1.299
8. The organization offers the employee with the possibility to change jobs in order to advance his career.	6	9%	12	19%	8	12%	24	37%	15	23%	3.46	1.288
9. The organization aims to transmit knowledge from highly competent employees to less experienced employees.	6	9%	22	34%	12	19%	16	25%	9	14%	3.00	1.237
10. The organization provides candid comments on employee performance.	4	6%	4	6%	11	17%	23	35%	23	35%	3.88	1.153
Overall, of Talent Development											3.574	.870

Table 4. 3 - Descriptive Statistics for Talent Development

Source: own questionnaire survey computed on SPSS version 22

On the fifth statement most of the respondents agree that the organization allocates a specific budget for employee training and development with the mean score of 3.71. on the sixth statement most of the respondents agree that the company identify training needs objectively with the mean score of 3.88. the seventh statement is on whether the administration keeps track of employee performance and offers advice on how to enhance it or not. Accordingly, most of the respondents agree on the statement with the mean score of 3.45. The eights statement is on opportunity for change. Most of the respondents believe that the company provides the employee with the possibility to change jobs in order to advance their career with the mean score of 3.46.

The majority of the respondents reported neutrally with the mean score of 3 on the ninth statement in which whether the organization aims to transmit knowledge from highly competent employees to less experienced employees or not. The last statement is about feedback. Accordingly, most of the respondents agree that the company provides honest feedback about the performance of employees with the mean score of 3.88.

Therefore, the majority of respondents regarding talent development items were satisfied except that “. The organization aims to transmit knowledge from highly competent employees to less experienced employees”. The total mean score of the 10 talent development statements were 3.574.

4.3.3. Talent Retention

The below Table 4.4 presents the data obtained from the study regarding talent retention practice at OHD.

Talent Retention Items	Frequency and Percentage											
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	No	%	No	%	No	%	No	%	No	%		
1. The company's salary and perks are competitive.	6	9%	14	22%	11	17%	20	31%	14	22%	3.34	1.290
2. The company's compensation and perks are fair and consistent.	6	9%	16	25%	12	19%	19	29%	12	19%	3.23	1.272
3. Employee loyalty is ensured by the company's salary and benefits.	10	15%	8	12%	14	22%	23	35%	10	15%	3.23	1.296
4. The organization aggressively seeks out opportunities for employees to work on difficult projects.	8	12%	6	9%	14	22%	25	39%	12	19%	3.42	1.249
5. The company's work is a good match for the employees' strengths and skills.	2	3%	6	9%	8	12%	29	45%	20	31%	3.91	1.042
6. The company's working environment are conducive to a healthy work-life balance.	4	6%	15	23%	10	15%	23	35%	13	20%	3.40	1.222
7. The organization avoids overworking and overstressing employees beyond their capabilities.	6	9%	11	17%	9	14%	22	34%	17	26%	3.51	1.301
8. The company offers flexible working hours.	0	0%	15	23%	3	5%	21	32%	26	40%	3.89	1.174
9. The employee is permitted to work from home by the company.	10	15%	18	28%	6	9%	16	25%	15	23%	3.12	1.442
10. The company's employees are happy with their jobs.	0	0%	3	5%	16	25%	28	43%	18	28%	3.94	0.846
11. Employees are enthusiastic about their positions at the organization.	0	0%	5	8%	4	6%	26	40%	30	46%	4.25	0.884
Overall, of Talent Retention											3.566	.684

Table 4. 4 - Descriptive Statistics for Talent Retention

Source: own questionnaire survey computed on SPSS version 22

In the first statement, the mean is 3.34. Hence. It means that the majority of the respondents are neutral as to whether the company's salary and incentives are competitive or not. The mean of the second and third statement is 3.23. Accordingly, most of the respondents are neutral about the salaries and benefits at the company guarantees their employment loyalty and also, they are neutral about fairness and consistency of the salaries and benefits at the company.

The Fourth statement most of the respondents believe that the organization aggressively seeks out opportunities for employees to work on difficult projects. with the mean score of 3.42. On the fifth statement the respondents believe that the work at the company matches the employees' abilities and skills with the mean score of 3.91. The respondents are neutral on the statement that the employment conditions at the company satisfy work-life balance with the mean score of 3.4 but they believe that the company avoids working load and working stress more than the employee's ability with the mean score of 3.51.

Most of the respondents also believe that there are flexible working hours, at the company with the mean score of 3.89. most of the respondents are neutral on the statement the company allows the employee to work from home with the mean score of 3.12. The mean score of the tenth statement is 3.94. Accordingly, majority of the respondents are satisfied with their work at the company. Finally, most of the respondents strongly believe that they are enthusiastic about their positions at the organization with the mean score of 4.25.

Therefore, the majority of respondents regarding talent retention items were satisfied with the mean score of 3.566. But among the 11 talent retention items 5 of them are responded neutrally. This indicates that the respondents are unclear about the talent retention practices at OHD.

4.3.4. Organizational Performance

The below Table 4.5 presents the data obtained from the survey questionnaire regarding organizational performance at OHD.

Organizational Performance Items	Frequency and Percentage											
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	No	%	No	%	No	%	No	%	No	%		
1. Effective two-way communication is practiced in my company.	2	3%	4	6%	6	9%	26	40%	27	42%	4.11	1.017
2. My company has a strong sense of purpose and direction.	0	0%	4	6%	10	15%	27	42%	24	37%	4.09	0.879
3. My company is quick to respond to necessary operational changes.	2	3%	4	6%	8	12%	28	43%	23	35%	4.02	1.008
4. My organization at all levels, practice effective planning.	2	3%	10	15%	12	19%	26	40%	17	26%	3.77	1.012
5. Make workforce training and development a top priority.	0	0%	8	12%	14	22%	24	37%	17	26%	3.71	1.086
6. Formal performance assessments are conducted on a regular basis in my company.	4	6%	5	8%	10	15%	27	42%	19	29%	3.80	1.135
7. My job performance is fairly reviewed in my department.	2	3%	10	15%	3	5%	19	29%	31	48%	4.03	1.199
8. My company has rules in place that foster job advancement and development.	4	6%	11	17%	5	8%	19	29%	26	40%	3.80	1.301
9. My company develops a large pool of successors at all levels.	2	3%	12	19%	13	20%	23	35%	15	23%	3.57	1.131
10. If you were to leave your work tomorrow, someone in your unit might take over instantly.	4	6%	11	17%	10	15%	22	34%	18	28%	3.60	1.235
11. My company has rules in place that foster career advancement and development.	6	9%	5	8%	9	14%	24	37%	21	32%	3.75	1.250
Overall, of organizational Performance											3.84	.717

Table 4. 5 - Descriptive Statistics for Organizational Performance

Source: own questionnaire survey computed on SPSS version 22

The findings from the study on organizational performance shows that the respondents strongly agree that there is an effective two-way communication in the company and they also strongly believe that the company has a clear sense of direction and focus and rapidly adapt to the required operational changes with the mean score of above 4 on the three statements.

Additionally, most of the respondents agree that the company has rules in place that foster job advancement and development a top priority and formal performance assessments are conducted on a regular basis in my company with the mean score of 3.77, 3.71 and 3.8 respectively.

Furthermore, the majority of those who responded strongly agree that their performance on the job is evaluated fairly with in their department regularly with the mean score of 4.03. They also agreed with the mean score of above 3.5 that the organization has policies that support professional growth and development possibilities, and it has a large pool of successors at all levels. and it has policies that encourage career growth and developmental opportunities. They also believe that if they left their job tomorrow, someone at their unit could immediately take over.

4.4. Correlation Analysis

Correlation analysis determines the “strength” or “extent” of a relationship between variables, as well as the direction of the relationship (Gogtay & Thatte, 2017). To examine if there was a link between talent management and organizational performance, the correlation analysis was utilized. The correlation research reveals a link between talent management and organizational performance indicators. According to Gogtay & Thatte (2017), When the correlation results of two variables lie between -1 and 0, the two variables are negatively linked. If the correlation coefficients of two variables are between 0 and 1, they are said to be positively correlated.

Furthermore, correlations between 0.1 and 0.29 are regarded small, 0.30 to 0.49 are considered moderate, and correlations greater than 0.5 are considered significant.

It is important to note that correlation does not provide any information about the cause and effect. The correlation does not speak of the influence one variable has over the other. There is no attempt to label one variable as "dependent," while the other is labeled as "independent."(Gogtay & Thatte, 2017)

		Talent Attraction	Talent Development	Talent Retention	Organizational Performance
Talent Attraction	Pearson Correlation Sig. (2- tailed) N	1 65			
Talent Development	Pearson Correlation Sig. (2-tailed) N	.776** .000 65	1 65		
Talent Retention	Pearson Correlation Sig. (2- tailed) N	.668** .000 65	.552** .000 65	1 65	
Organizational Performance	Pearson Correlation Sig. (2- tailed) N	.584** .000 65	.861** .000 65	.524** .000 65	1 65

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

Table 4. 6 - Correlation between dependent and independent variables

Source: own survey computed on SPSS version 22

According to Pearson product correlation of talent attraction and organizational performance was found to be moderately positive and statistically significant ($r = .584, P < .001$). This shows that a growth in talent attraction practice would lead to a higher organizational performance.

Additionally, Pearson product correlation of talent development and organizational performance was found to be highly positive and statistically significant ($r = .861, P < .001$). This shows that a growth in talent development practice would lead to a very higher organizational performance. When it comes to correlation between talent retention and organizational performance, Pearson product correlation found out that there is moderately positive and statistically significant relationship ($r = .584, P < .001$). This shows that a growth in talent retention practice would lead to a higher organizational performance.

4.5. Multiple Regression Analysis

Regression technique is used to assess the strength of a relationship between one dependent and independent variable(s). It helps in predicting value of a dependent variable from one or more independent variable. Regression analysis helps in predicting how much variance is being accounted in a single response (dependent variable) by asset of independent variables (Gogtay et al., 2017).

4.5.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.778	.767	.34628

Table 4. 7 - Model Survey

Source: own survey computed on SPSS version 22

Multiple regression analysis was used to see if talent attraction, development, and retention were important drivers of OHD performance. The goodness of fit for the regression between organization performance and talent attraction, talent development, and talent retention was satisfactory, as shown in table 4.7. With a R squared of 0.778, the differences in the acceptability of talent attraction, talent development, and talent retention explained by the variances in the

organization's performance. The correlation coefficient of 88.2 percent suggests that the predictor variable's combined effect is significant.

4.5.2. ANOVA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.628	3	8.543	71.240	.000 ^b
Residual	7.315	61	.120		
Total	32.943	64			

a. Dependent Variable: Total score of Performance

b. Predictors: (Constant), Total score of Talent retention component, Total score of talent attraction component, Total score of Talent development component

Table 4. 8 - ANOVA Table

Source: own survey computed on SPSS version 22

The overall model significance was presented in table 4.8 with. F statistic of 71.24 indicated that the overall model was highly significant (P = 0.000).

4.5.3. Regression Coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.125	.239		4.714	.000	.648	1.603
1 Total Score of Talent Attraction Components	-.248	.083	-.321	-2.986	.004	-.414	-.082
Total Score of Talent Development Components	.834	.079	1.011	10.543	.000	.676	.992
Total Score of Talent Retention Components	.188	.085	.180	2.210	.031	.018	.359

a. Dependent Variable: Total Organization Performance Score

Table 4. 9 - Regression Coefficient

Source: own survey computed on SPSS version 22

The regression coefficients of the independent variables were reported in Table 4.9. (Talent attraction, talent development, and talent retention). The findings demonstrated that talent development and retention had a statistically significant effect in explaining the analyzed company's performance. Talent attraction, on the other hand, has no impact on organizational performance.

4.6. Reliability Test

Cronbach alpha was employed to test the reliability of the questionnaire. As shown in the below table reliability of all the four-questionnaire representing the dependent variable organizational performance and the independent variables talent attraction, talent retention, and talent development is more than 0.7. A Cronbach alpha of more than 0.7 indicates that the data collection instrument is reliable.

Variables	Cronbach's Alpha	N of Items
Talent Attraction	.926	10
Talent Development	.896	10
Talent Retention	.794	11
Organizational Performance	.856	11

Table 4. 10 - Reliability Statistics

Source: own survey computed on SPSS version 22

4.7. Hypothesis Testing

So as to test the four hypothesis that aim to see if there is relationship between the independent variables: talent attraction, talent development and talent retention and organizational performance. The test is summarized as follows:

Hypothesis 1 (H1): Talent attraction will positively impact organizational performance.

As presented in table 4.9 above, talent attraction has Beta = 0.-248, at $p=0.004$, ($p <0.05$). The findings of the study demonstrate that talent attraction had no significant impact on the organizational performance of OHD. This result is in contrast with the study undertaken by other researchers, which stressed the significant relationship between talent attraction and organizational performance. therefore, the hypothesis is rejected by the researcher.

Hypothesis 2 (H2): Talent development will positively impact organizational performance

As shown in table 4.9 above, the results of multiple regressions revealed that talent development has Beta = 0.834, at $p=0.000$, ($p >0.05$). The findings of the study highlighted the significant and positive impact that talent development has on organizational performance in OHD. Therefore, the hypothesis is accepted by the researcher.

Hypothesis 3 (H3): Talent retention will positively impact organizational performance.

As seen in table 4.9 above, the results of multiple regressions revealed that talent retention has Beta = 0.188, at $p=0.031$, ($p >0.05$). The findings of the study highlighted the positive impact that talent retention has on organizational performance in OHD. therefore, the hypothesis is accepted by the researcher.

Chapter Five: Summary of Findings, Conclusion and Recommendations

Introduction

This chapter included a summary of the major findings, conclusions, and recommendations. The major findings and a review of the literature were used to draw conclusions.

5.1. Summary of Findings

The goal of this research is to look at the impact of talent management on Ontex Hygienic Disposables PLC's organizational performance. The researcher obtained data through a questionnaire to achieve the research purpose, and the data was analyzed using descriptive statistics. In this part, a summary of the main findings is offered based on the analysis of the results:

From the demographic table we can tell that the respondents were 47 male and 18 females. It showed the number of male respondents outnumbered the female respondents. Regarding the age distribution of the respondents 59 (90.5%) of the respondents are below 35 years of age. Thus, this means that most of the respondents are young. Therefore, since most of the employees in PAG are young, it needs to do some work in retaining them.

The descriptive analysis result reveals that, the mean score of components of talent management practices is: Talent Attraction (M= 3.78, SD= .927), Talent Development (M= 3.574, SD= .870) and Talent Retention (M= 3.566, SD= .684). The highest average mean score is for talent attraction (M= 3.78, SD= .927) and the lowest average mean score (M= 3.566, SD=.684) is for talent retention. This shows that talent retention is the list practiced component of talent management among the three components. Moreover, the descriptive statistics employed to

examine the current level of organizational performance at OHD show mean score of = 3.84 and SD=.717.

The study's findings revealed that there was no positive link between talent attraction and organizational performance ($r=-.248$, $p=0.004$), which contradicts the conclusions of most prior research, which indicated that the two variables have a positive and substantial relationship. The results of the study indicate the significant and positive impact of talent development on organizational performance ($r=.834$, $p=0.000$). Moreover, the findings of the study highlighted the significant and positive impact that talent retention has on organizational performance in OHD ($r=.188$, $p=0.031$).

5.2. Conclusion

The goal of this research was to describe the impact of talent management practices on organizational performance. In this respect, the researcher devised some particular study questions and goals in order to demonstrate the level to which OHD conducted talent management, to disclose the link between them, and to assess the impact of talent management practice on organizational performance. Also, because of the explanatory research methodology used in this study, which focuses on identifying the link between talent management practice and organizational performance, it can be said that the study's research objectives have been accomplished and the research questions have been answered.

The components of talent management (employee attraction, development and retention) have positive relations with organizational performance except employee attraction which reveals negatively related. The positive relationships between organizational performance and employee development and retention are consistent with previous research conducted to investigate such

relations (Dahshan et al., 2018; Frimpong et al., 2016; Sareen & Mishra, 2016) Although previous research found positive relations between talent attraction and organization performance but the finding of this study in this regard is not line with previous result.

5.3. Recommendation

In the light of the study findings, it is recommended by the researcher that OHD should encourage its talented employees to develop their careers and also develop personal plan to develop them as the result from the study indicates, significant number of respondents are less satisfied with these statements on talent development. Additionally, significant numbers of respondents are not satisfied with the salary and benefit of the company. It will be recommended by the researchers that to retain its talented employees it is important to pay fair and competitive salaries.

Organizational performance and long-term growth are dependent on talent management practices, which allow companies to retain high-potential and top-talent individuals while boosting productivity. The researcher strongly advises OHD to integrate its talent management practices across all aspects of the company; this will aid OHD in recruiting and retaining the right number and type of personnel who will contribute to the company's long-term success and survival.

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APPENDIX



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY !

COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

Questionnaire to be filled by employees of Ontex Hygienic Disposables PLC

Purpose: The purpose of this questionnaire is to collect primary data on the "Impact of Talent Management Practice on Organizational Performance." The study's goal is to complete a project work requirement for Addis Ababa University's School of Commerce's MA in Business Leadership program. Your sincere responses for the questions are very important for the success of completing this study. All information gathered through the questionnaire will be kept confidential and used exclusively for the purposes of the study. As a result, I would like to express my gratitude in advance for your volunteer participation.

Thank you, for your support!!

Girum Negash

Email: girumnn@gmail.com

Section One: Demographic Information

Please put out the signal (✓) in front of your appropriate answer

1. Gender

Male Female

2. Age Groups

Less Than 25 Years From 35 to 50 Years
From 25 to 35 Years Above 50 Years

3. What is your current level of educational qualification?

Certificate or Diploma Second Degree and Above
Bachelor Degree Other

4. What is your current position within the organization?

Non-Managerial Managerial

5. What is your years of experience in the organization?

Less than 1 Year 1 – 3 Years
3 – 5 Years 5 Years and Above

Section Two: Questions on Talent Management

Listed below are the probable talent management practices that Ontex Hygienic Disposables PLC practices. To what extent has Ontex put in place these practices? Please tick in the spaces provided for the answer that best represents your view. Please rank them using the key guideline below by putting (✓) to the correspondent number.

[1] - Strongly disagree

[2] – Disagree

[3] - Neutral

[4] – Agree

[5] - Strongly agree

No.	Statement on Talent Attraction	[1] Strongly Disagree	[2] Disagree	[3] Neutral	[4] Agree	[5] Strongly Agree
1	The company can attract and recruit employee even though the limited supply of skilled and talented workers/candidates.					
2	The company has a system to attract and recruit talented workers/ candidates.					
3	The recruitment process at the company succeeds in selecting the best talent.					
4	Managers at the company have the competencies to attract and recruit talented workers /candidates.					
5	The company identifies its employees in terms of qualifications and experience.					
6	The company reputation attracts the talented workers / candidates.					
7	The work at the company is interesting and rewarding.					
8	There are opportunities for learning and development at the company.					
9	The talent prefers to work at the company where opportunities for career progression are available.					
10	Reasonable degree of security contributes to make the company an employer of choice.					

No.	Statement on Talent Development	[1] Strongly Disagree	[2] Disagree	[3] Neutral	[4] Agree	[5] Strongly Agree
1	The company develops a talent pool consisting of a skilled, engaged and committed workforce.					
2	The company encourages talented employees to develop their careers.					
3	The company identifies employees with high potential and formulates personal plans to develop them.					
4	The company has learning and development programs to develop talent.					
5	The company Allocate a special budget for training and development of talented employees.					
6	The company identify training needs objectively.					
8	The administration monitors the performance of employees and advise them to improve performance.					
9	The company provides an opportunity to change the employee's job to develop himself.					
10	The company seeks to transfer expertise from highly skilled staff for the less experienced.					

No.	Statement on Talent Retention	[1] Strongly Disagree	[2] Disagree	[3] Neutral	[4] Agree	[5] Strongly Agree
1	The salaries and benefits at the company are competitive.					
2	The salaries and benefits at the company are fair and consistent.					
3	The salaries and benefits at the company guarantees employee loyalty.					
4	The company actively creates opportunities for employee to participate in challenging assignments.					
5	The work at the company matches the employees' abilities and skills.					
6	The employment conditions at the company satisfy work-life balance.					
7	The company avoids to over the working load and working stress more than the employee's ability.					
8	There are flexible working hours, at the company.					
9	The company allows the employee to work from home.					
10	The employees at the company are satisfied with their work.					
11	There is an engagement between workers and their jobs at the company.					

Section Three: Questions on Organizational Performance

To what extent do you agree with the following statements relating to the effects of talent management on organization performance? Please rank them using the key guideline below by putting (✓) to the correspondent number.

[1] - Strongly disagree

[2] – Disagree

[3] - Neutral

[4] – Agree

[5] - Strongly agree

No.	Statement on Organizational Performance	[1] Strongly Disagree	[2] Disagree	[3] Neutral	[4] Agree	[5] Strongly Agree
1	My organization practice effective two-way communications.					
2	My organization have a clear sense of direction and focus.					
3	My organization rapidly adapt to needed operational changes.					
4	My organization Practice effective planning at all levels.					
5	Place a high priority on workforce training and development.					
6	My organization conduct formal performance appraisals on a regular basis.					
7	At my department my performance on the job is evaluated fairly.					
8	My organization has policies that encourage career growth and developmental opportunities.					
9	My organization builds a deep reservoir of successors at every level.					
10	If you left your job tomorrow, someone in your unit could immediately take over.					
11	My organization has policies that encourage career growth and developmental opportunities.					

Source: Questionnaire adopted from (Dahshan et al., 2018)