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College of Business and Economics

Department of Management

The Influence of Talent Management Practices on Organizational Growth in EThio Telecom

BY

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Addis Ababa, Ethiopia
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THE INFLUENCE OF TALENT MANAGEMENT PRACTICES ON ORGANIZATIONAL GROWTH IN ETHIO TELECOM

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**A Thesis Submitted to College of Business and Economics,
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Addis Ababa University

College of Business and Economics

Graduate Studies

This is to certify that the thesis prepared by Rediet Negussie Tarekegn, entitled: *The Influence of Talent Management Practices on Organizational Growth in Ethio Telecom* and submitted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) in Management, with the regulation of the university and the accepted standards with respect to originality and quality.

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Declaration

I, Rediet Negussie Tarekegn, announce this research paper entitled “*The influence of talent management practices on organizational growth in Ethio Telecom*” is my own and I have the courage to say, it is original research work that has not been produced by others in any other institutions or universities for any other requirements in any form. To this end, I acknowledge all sources of information that I used to produce the study appropriately and I would say perfectly.

Rediet Negussie Tarekegn

Letter of Certification

This is to certify that Rediet Negussie has carried out his thesis work on the topic entitled “*The influence of talent management practices on organizational growth in Ethio Telecom*” under my guidance and supervision. Accordingly, I here assure that his work is appropriate and standard enough to be submitted for the award of Master of Business Administration (MBA) in Management.

Mohamed Sied (PhD)

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Table of Contents

Contents	Page
Declaration	iii
Letter of Certification	iv
Acknowledgements	v
Table of Contents	vi
List of Tables and Figures	ix
Abbreviations	x
Abstract	xi
Chapter One	
Introduction	1
1.1. Background of the Study	1
1.2. Background of the Organization	3
1.3. Statement of the Problem	5
1.4. Research Questions	6
1.5. Objective of the Study	7
1.5.1. General Objective	7
1.5.2. Specific Objectives	7
1.6. Significance of the Study	8
1.7. Scope of the Study	8
1.8. Limitations of the Study	9
1.9. Definitions of Key Terms	9
1.10. Organization of the Study	10
Chapter Two	
Literature Review	12
2.1. Introduction	12
2.2. Talent Management	12
2.2.1. Defining Talent Management	13
2.2.2. The Importance of Talent Management	14
2.2.2.1. Getting the Right Person on the Right Job	15
2.2.2.2. Understanding an Employee Better	15
2.2.2.3. Retaining Top Talents	15
2.2.2.4. Competitive Advantages	16
2.3. Talent Management Practices	16
2.3.1. Talent Acquisition	17
2.3.2. Talent Engagement	18
2.3.3. Talent Development	19
2.3.4. Talent Deployment	20
2.3.5. Talent Retention	21
2.4. Organizational Growth	22
2.5. Theoretical Review	23
2.5.1. Human Capital Theory	23
2.5.2. Resource Based Theory	24
2.5.3. Talent Based Theory	25
2.6. Empirical Review	26

2.7. Research Gaps	30
2.8. Conceptual Framework	31
2.9. Research Hypotheses	32
Chapter Three	
Research Design and Methodology	33
3.1. Introduction	33
3.2. Research Paradigm	33
3.3. Research Design	33
3.4. Time Dimension	34
3.5. Population and Sampling in the Study	34
3.5.1. Population of the Study	34
3.5.2. Sample Frame and Location	35
3.5.3. Sample Size	35
3.5.4. Sampling Technique	36
3.6. Source of Data and Type	36
3.7. Instruments in Data Collection	37
3.7.1. Instrument for Talent Management Practice	37
3.7.2. Instrument for Organizational Growth	37
3.8. Pilot Test	38
3.9. Procedures in Data Collection	38
3.10. Reliability and Validity of the Instruments	38
3.11. Analysis and Interpretation of Data	39
3.12. Ethical Consideration	40
3.13. Conclusion	40
Chapter Four	
Analysis and Interpretation of Data	41
4.1. Introduction	41
4.2. Data Cleaning	41
4.3. Analysis of Reliability	41
4.3.1. Analysis of Reliability for Talent Management Instrument	42
4.3.2. Analysis of Reliability for Talent Management Components	42
4.3.3. Analysis of Reliability for Organizational Growth Instrument	43
4.4. Descriptive Statistics	43
4.4.1. Demographic Information	43
4.4.2. Current Level of TM Practices	44
4.4.2.1. Current Implementation Level of Talent Acquisition	45
4.4.2.2. Current Implementation Level of Talent Engagement	46
4.4.2.3. Current Implementation Level of Talent Development	47
4.4.2.4. Current Implementation Level of Talent Deployment	48
4.4.2.5. Current Implementation Level of Talent Retention	49
4.4.3. Overall Talent Management Practices	49
4.4.4. Current Level of Organizational Growth	50
4.5. Inferential Analysis	51
4.5.1. Pearson's Product Moment Correlation Coefficient	51
4.5.1.1. The Relation between Overall TM Practice and OG	51
4.5.1.2. The Relation between Components of TM Practice and OG	52
4.5.2. Analysis of Regression	53
4.5.2.1. Analysis of Simple Linear Regression	53

4.5.2.1.1. Analysis of Regression for Overall TM Practice and OG	56
4.5.2.2. Analysis of Multiple Linear Regression	57
4.5.2.2.1. Analysis of Regression for Components of TM and OG	60
4.6. Testing of Hypotheses	62
4.7. Summary of the Hypotheses Test	64
Chapter Five	
Summary, Conclusions and Recommendations	65
5.1. Introduction	65
5.2. Summary of Major Findings	65
5.3. Conclusions	67
5.4. Recommendations	68
5.5. Suggestions for Further Studies	69
References	71
Appendixes	78

List of Tables and Figures

Title	Page
Table 1: Target population and sample size	36
Table 2: Questionnaires return rate	41
Table 3: Statistics of reliability for TM Instrument	42
Table 4: Statistics of reliability for each components of TM	42
Table 5: Statistics of reliability for OG Instrument	43
Table 6: Demographic Information of Respondents	43
Table 7: Descriptive Statistics for TA	45
Table 8: Descriptive Statistics for TE	46
Table 9: Descriptive Statistics for TDV	47
Table 10: Descriptive Statistics for TDP	48
Table 11: Descriptive Statistics for TR	49
Table 12: Descriptive Statistics for Overall TM	49
Table 13: Descriptive Statistics for OG	50
Table 14: The Relation between Overall TM Practices and OG	51
Table 15: The Relation between Components of TM and OG	52
Table 16: (Model Summary) Overall TM practice as Predictor to OG	56
Table 17: (ANOVA) Overall TM practice as Predictor to OG	56
Table 18: (Coefficients) Overall TM practice as Predictor to OG	57
Table 19: (Model Summary) TA, TE, TDV, TDP and TR as Predictors to OG	60
Table 20: (ANOVA) TA, TE, TDV, TDP and TR as Predictors to OG	61
Table 21: (Coefficients) TA, TE, TDV, TDP and TR as Predictors to OG	61
Table 22: Summary of the Overall Outcome	64
Figure 1: The conceptual framework of the study	31
Figure 2: Histogram for TM practice in head office of Ethio Telecom	53
Figure 3: Normality Distributed Error for TM practice in head office of Ethio Telecom	54
Figure 4: Histogram for OG in head office of Ethio Telecom	54
Figure 5: Normality Distributed Error for OG in head office of Ethio Telecom	55
Figure 6: Linearity of TM and OG in head office of Ethio Telecom	55
Figure 7: Normality Distributed Errors Components of TM and OG	59
Figure 8: Homoscedasticity for components of TM practices and OG	60

Abbreviations

ANOVA	–	Analysis of Variance
CIPD	–	Chartered Institute of Personnel and Development
CTR	–	Center for Talent Reporting
DV	–	Dependent Variable
HR	–	Human Resource
HRM	–	Human Resource Management
IV	–	Independent Variable
TA	–	Talent Acquisition
TE	–	Talent Engagement
TDP	–	Talent Deployment
TDV	–	Talent Development
TM	–	Talent Management
TR	–	Talent Retention

Abstract

Assessing current level of organizational growth, and understanding the influence of talent management practice towards the growth of any organization is important in this competitive era. The purpose of this study was to investigate the influence of talent management practices on organizational growth in head office of Ethio Telecom. Quantitative research method was used and survey design was employed in this study to achieve the research objectives. For achieving these objectives, 200 sample respondents (managers) from the head office of Ethio Telecom were selected through simple random sampling technique. Accordingly, to collect data from sample respondents, closed-ended questionnaire was used. Out of 200 respondents, workable data were obtained from 188 respondents. By using descriptive and inferential statistics, these data were analyzed. The influence of the overall talent management practice and the five components of talent management practices (talent acquisition, talent engagement, talent development, talent deployment and talent retention) on organizational growth was identified in the study. To identify these influence, six hypotheses were developed. The finding of descriptive analysis revealed that the mean score for overall talent management practice is in the average in the organization. From the five components of talent management practices, talent engagement and talent development are fall slightly above the average, whereas, talent acquisition, talent deployment and talent retention are the items that fall in the average in head office of Ethio Telecom. And also the current level of organizational growth was in an average in the organization. The correlation analysis result showed that there is a significant negative influence of overall talent management practices on organizational growth in the organization. Moreover, the regression analysis evidenced that overall talent management practice is predictor of organizational growth in head office of Ethio Telecom. It is also found that only talent engagement has a significant negative influence on organizational growth; whereas, all other talent management practice components has no significant influence on organizational growth in the organization. On the basis of the research findings, appropriate conclusions and recommendations along with implications for further studies were forwarded.

Key Terms: Talent, Talent Management, Talent Acquisition, Talent Engagement, Talent Development, Talent Deployment, Talent Retention, Organizational Growth

Chapter One

Introduction

1.1. Background of the Study

In order to increase the effectiveness of an organization several resources can be used to achieve this, which includes money, human resource and machines. Of these resources, the most important of them all is the people (Kehinde, 2012). Over the years, people working in business organizations have had differing values. They were once referred to as a factor of production, and they were called human resource of the organization. In recent time, as Kehinde, (2012) says “more value has been accorded to human resource as they are regarded as talent working within the organization”. This concept has been borrowed from the intellectual capital theory which is defined as a stock of flows of knowledge available to an organization. These can be regarded as the intangible resources associated with people who together with the tangible resources like money and physical assets comprise the market or total value of the business (Armstrong, 2012).

Talent management involves positioning the right people in the right jobs. This ensures that the employees maximize their talent for optimal growth of the organization. As for both public and private sector organizations talent management is a relatively new area, most of them have prioritized it to ensure they acquire the right staff. This is because successful identification, engagement, development and retention of employees are linked to effective talent management (Baheshtiffar, 2011). The prominence of talent management can be traced to around the start of the year 2000. This is the period when a management consulting organization, ‘McKinsey’ reported that employers face a ‘war for talents’ characterized by difficulties in recruitment of employees due to tight labor market (Hartman, 2010).

The topic of talent management has increased in importance and has gained attention in both literature and in business practices. It has been claimed to be “more critical than ever to organizational growth and a fast gaining top priority for organizations across countries,” (Hartman, 2010). Talent management involves mechanisms put in place to ensure identification, attraction, retention and development of talent. Talent management is of essence because organizations are able to successfully identify and maintain necessary talents in the organization.

Moreover, talent identification and development helps organizations to identify employees who are capable of playing leadership roles in future. This approach emphasizes developing talent pools that have high leadership ability and who are able to maintain the growth of their organizations (Baheshtiffar, 2011).

In TM literature, there are two approaches about the estimated prevalence of talent in the working population termed as 'Inclusive' and 'Exclusive' approaches. These approaches are used for determining organizations' orientation towards their management of talent and help for conceptualizing TM. According to Narayanan (2016), the exclusive approach follows the 'workforce differentiation' concept and understands talent as an elite subset of the employees in the organization who can make a difference to the organizational performance, whereas, the inclusive approach is often from 'humanistic' considerations, and suggests allocation of all of the organizational resources equally among employees, as everyone in the organization has potential talent.

Research conducted by Gallardo-Gallardo, et al. (2015) pointed out the idea of focusing on high potential employees (exclusive approach) have the majority share in the world of empirical research. But such ideas and assumptions face challenges by counter perspective on talent and TM. Likewise, some authors argued that everyone in an organization has talent, even if some have more than others. Therefore, talent management processes should not be limited to the favored few, rather, it should encompasses all employees within the organization (inclusive approach) (Armstrong, 2012).

On the other hand, on the study of global TM practices by Stahl (2012), cited on Thunnissen (2015), many companies used a combination of both approaches. In this regard, this assumption underlines the notion that, everyone has their own talents and human resource management should help everyone achieve high performance and retain their talent through human resource interventions and strategies (Lewis and Heckman, 2006). This assumption can be, then, characterized as a positive approach to HRM in which the development and utilization of the exceptional abilities (talents) of all employees is emphasized. The general consensus seems to be that, while TM may focus on obtaining, identifying and developing people with high potential, and this should not be at the expense of the development needs of people generally (Armstrong, 2012).

Whether the approach is inclusive or exclusive or employing the combination of two, it is imperative, talent, that possesses high level of commitment and engagement, will add value to the organization. Thus, TM has now been identified as a critical enabler for the success of organizations in the era of globalization, and organizations need to have a pool of potential talent to continue creating value creation for their growth (Isa and Ibrahim, 2014).

Therefore, it is important for managers to understand that the achievement of organizational set goals or objectives cannot be realized without effective management of the available human and materials resources. Human talent is an unusual, exceptional or natural ability to do something well, especially in creativity that can be developed by effective training. According to the report of CIPD (2015), talent consists of attributes that can make a difference in employees to organizational performance through their contribution to the highest levels of potential. The full manifestation of talent in an organization is further promoted by effective talent management. The management of talent according to Michaels, et al. (2001) is the science of using strategic human resource planning to improve business value and to make it possible for organizations to reach their goals. In the opinion of Ernst and Young (2010), talent management is a deliberate and ongoing process that systematically identifies, assesses, develops and retains talent to meet current and future organizational needs and objectives. In a competitive marketplace, talent management is a primary driver for organizational growth. This is because, talent management deal with the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and effectively use of people with the required skills and aptitude to meet current and future needs of the organization (Lockwood, 2008).

Accordingly, to remain successful and grow Ethio Telecom also functioning in this challenging environment on getting talented employees which calls for effective talent management practices. Thus, assessing the current practice of talent management and its influence on organizational growth is vital for the researcher to guide his effort on this study.

1.2. Background of the Organization

To achieve the research objectives, managers of the head office of Ethio Telecom were considered as unit of analysis and the background of the organization was discussed below.

Ethio Telecom

Telecommunications service was introduced in Ethiopia in 1894 when the construction of the telephone line from Harar to Addis Ababa was implemented. Then the interurban network was continued to expand satisfactorily in all other directions from the capital. Many important centers in the Empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human repeaters between the distant calling parties (Ethio Telecom Magazine, 2019).

The Imperial Board of Telecommunications of Ethiopia (IBTE) was established by the proclamation No. 131 on October 15, 1952. The main purpose of the Board, as stated in its establishment charter of article 5 was “to rehabilitate, extend, repair and maintain the telecommunication facilities of Ethiopia and to engage in the business of telecommunication for profit.” (Ethio Telecom Magazine, 2019).

Under the Dergue regime, in October 1975, the Ethiopian telecommunications was renamed as “The Provisional Military Government of Socialist Ethiopia Telecommunication Services”. It was renamed again as “Ethiopian Telecommunications Authority (ETA)” on January 1981. It retained its name as ETA up to November 1996. Under the Federal Democratic Republic of Ethiopia, the telecommunications sector was restructured and two separate independent entities namely the Ethiopian Telecommunications Authority (ETA) and the Ethiopian Telecommunications Corporation (ETC) were established by Proclamation No. 49/1996 on November 1996 (Ethio Telecom Magazine, 2019).

As a continuation of the 2005/06 - 2009/10 five year Plan and after concentrating its efforts on education, health and agriculture, the Ethiopian government has decided to focus on the improvement of Telecommunication Services, considering them as a key lever in the development of Ethiopia, Ethio Telecom is born, on Monday 29th November 2010, from this ambition of supporting the steady growth of our country, within the Growth Transformation Plan (GTP), with ambitious objectives for 2015 (Ethio Telecom Magazine, 2019).

Gradually, the former name of Ethiopian Telecommunication Corporation has changed to Ethio Telecom in December 2011. During this time, the administration task is given to the France Company with the aim to facilitate the development of telecom infrastructures and to ensure

knowledge transfer and international best practices and experiences in the industry and, thereby, improving the quality of the Ethiopian Telecom company.

With these broad goals, capacity building trainings were given locally and in abroad for both management teams and experts in order to enhance the implementing capacity of the company. This would in turn enhance Ethio Telecom performance to provide customer oriented and quality services. Currently, the company provides different telecommunication services including fixed line, mobile, internet and data services. As of November 2017, the total number of customers in mobile subscriber reached 62 million, fixed line 3 million and internet users, 3.2 million. Currently, Ethio Telecom has 9,000 employees. Ethio Telecom is the sole provider of the telecom service without competition but it has to see its operation had it been competition. Globalization and WTO have been forcing the country directly or indirectly to accept private operators.

1.3. Statement of the Problem

The logic behind talent management is based on the fact that business is run by people, they are the one who create value by using corporate assets to create products and services that people need. The implication is that the better the people an organization has the better it will perform and this is the rationale behind talent management to attract, develop, and utilize the best brains to get superior growth in the organization (Freidberg and Kao, 2008). However, as organizations compete for the same pool of talents, managing talent is a challenge to all organizations; and performance and success are more dependent on proper utilization of human capital rather than on physical capital (Heidrick and Struggles, 2012). The importance of talent management therefore in organizations in Ethiopia is ensuring that organizations are future-oriented to have the right talent in place to be able to grow and perform in the future that is increasingly unpredictable, but not to wait for future challenges before attempting to solve them through talent programs.

The success or failure of any organization depends upon the quality of its workforce. Today's business operates in an environment which is dynamic, fast changing, impact of global firms and their technology, cut throat competition all these resulted in creating more avenues and opportunities for employees and at the same time posed a challenge before the organizations to properly manage their valuable human capital (Hebenstreit, 2008). As Hebenstreit (2008) stated

some research studies show that the low level of the proper management of talent retention increases cost in resources, recruiting and time when replacing new positions, while recruiting new employee for an organization costs it half to 200% of the former employee's salary.

And also, according to Abdul-Kareem (2016), to the success of an organization and to their sustainable growth, talent management is the key and it allows organizations to develop and retain high potential and top talent employees while increasing their effectiveness. Moreover, it is important for talent management to be integrated across all aspects of the organization; this will help in recruiting, developing, engaging and retaining the right number and kind of employees that will work towards achieving organizational survival and growth. As Collings and Mellahi (2010) stated, effective talent management have a direct relationship with organizational growth mediated by human resource management practices' outcomes such as organizational commitment, work motivation and extra-role behavior. Therefore, to enhance organizational performance and to bring organizational growth, an organization should focus on talent management practices.

This study intended to provide an insight into the current practice of talent management and the influence of it on organizational growth in head office of Ethio Telecom. As stated in the background of Ethio Telecom, the growth of the organization was indicated by the quality and quantity of the services that are provided to customers and the number of employees employed in the organization. Do this growth is related to the proper practice and management of talent in the organization and this talent management practice really influence the growth of Ethio Telecom? Then depending on this, the study sought to answer the main research question; what is the current practice and the influence of talent management on organizational growth in head office of Ethio Telecom?

1.4. Research Questions

In relation to the research objectives, the researcher develops the main and specific research questions. The main research question was: What is the influence of overall talent management practice on organizational growth in head office of Ethio Telecom.

The sub-research questions were:

- ❖ What is the influence of talent acquisition on organizational growth in head office of Ethio Telecom?
- ❖ What is the influence of talent engagement on organizational growth in head office of Ethio Telecom?
- ❖ What is the influence of talent development on organizational growth in head office of Ethio Telecom?
- ❖ What is the influence of talent deployment on organizational growth in head office of Ethio Telecom?
- ❖ What is the influence of talent retention on organizational growth in head office of Ethio Telecom?

1.5. Objective of the Study

As Cooper and Schindler, (2006) stated, the research objective is a statement of purpose because it is the guide to be accomplished by the researcher in conducting his research project. The general and specific objectives of the study were stated as follows.

1.5.1. General Objective

The general objective of this study was to assess and investigate the influence of talent management practice on organizational growth in head office of Ethio Telecom.

1.5.2. Specific Objectives

This study had the following specific objectives.

- Investigating the influence of overall talent management practice on organizational growth in head office of Ethio Telecom.
- Determining the influence of talent acquisition on organizational growth in head office of Ethio Telecom.
- Investigating the influence of talent engagement on organizational growth in head office of Ethio Telecom.
- Investigating the influence of talent development on organizational growth in head office of Ethio Telecom.
- Investigating the influence of talent deployment on organizational growth in head office of Ethio Telecom.

- Investigating the influence of talent retention on organizational growth in head office of Ethio Telecom.

1.6. Significance of the Study

The purpose of this study was investigating the influence of overall talent management practice on organizational growth in head office of Ethio Telecom. In line with this purpose, this study will contribute to both the organization and the people in managerial profession. In regards to the existing knowledge, it will contribute on the concepts of this study: the influence of overall talent management practice on the organizational growth.

On the other hand, it will be useful for the organization as it inform management to ensure that talent management is seen as an important strategic objective of the business. The study is also helps the employees to know how to identify their strengths and weaknesses and taking corrective measures to develop their talent by managing it effectively.

This study will also be able to provide support to scholars, academicians and other organizations to further explore and investigate the influence of talent management on organizational growth. This study will be able to contribute additional knowledge and insight on theory and practice of human resource management by providing a detailed analysis on how talent management can influence organizational growth.

1.7. Scope of the Study

Issac and Michael (2005) defined delimitation as an arbitrarily narrowing the scope of the study and focusing only on selected aspects of the problem, certain areas of interest, a limited range of subjects and level of sophistication involved. This study was delimited to head office of Ethio Telecom and the assessment of the influence of talent management practices on the organizational growth; and the data for the study was gathered during the 2019/20 budget year. Hence, the researcher believes that the study which was carried out in head office of Ethio Telecom helps to give insight to other organizations in Ethiopia.

1.8. Limitations of the Study

The study was constituted in head office of Ethio Telecom which may be a single organization since there are many other organizations working in Ethiopia. The study may face the problem of hiding of information by respondents and the problem of long duration to complete filling up the questionnaires because the management staff in the organization had increased work load. The study assumes that there are other factors that may have an influence on organizational growth in the enterprise which may include lack of transparency and political interference.

And also, since the research considers only five components of talent management practices, it may not give complete and full picture of talent management practices but it give clear picture about the current status of talent management practice and its influence on organizational growth.

1.9. Definition of Key Terms

Talent: In this study talent is expressed as those employees who can create a difference to the performance of the organization either through their immediate or long term contribution, by demonstrating the highest levels of potential (CIPD, 2016).

Talent Management: In this study TM is expressed as an integrated set of processes, programs, cultural norms in an organization designed and implemented to attract, develop, deploy and retain talent to achieve strategic objectives and meet future business needs (Dowel and Silzer, 2010).

Talent Acquisition: In this study TA is expressed as the process of finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet organizational goals (CTR, 2016).

Talent Engagement: In this study TE is expressed as a collective result of complex factors such as people's sense of identity and belonging, feeling valued and their emotional and intellectual connection with colleagues, and more extrinsic factors such as satisfaction in work content and the support they get to perform effectively (Cheese, et al., 2008).

Talent Development: In this study TDV is expressed as a process of ensuring that employees acquire or enhance the skills and competencies they need; it encompasses most suitable

initiatives for improving the competencies that the employees lack for his / her career ahead (Armstrong, 2012).

Talent Deployment: In this study TDP is expressed as the process of drawing on identified talent to fill critical workforce gaps and it is about matching between an employee's competencies and job requirement and smooth transition from position to position within the organization (Paul, 2013).

Talent Retention: In this study TR is expressed as a process of retaining the talented employees with the organization for a longer period of time in order to be more effective (Armstrong, 2012).

Organizational Growth: In this study OG is expressed as the process of improving some measure of an organization's success either by boosting top line or revenue of the business with greater product sales or service income or by increasing the bottom line or profitability of the operation by minimizing costs (Sampet, 2014).

1.10. Organization of the Study

This study was organized in to five chapters.

Chapter One

This chapter presents an outlines of the following; introduction, background of the study and the organization, statement of the problem with the research questions, objectives of the study, importance of the study, scope and limitation of the study, key terms definition and organization of the study.

Chapter Two

This chapter outlines the literature review of the variables in the study. It started with the definition of TM and then its practices (talent acquisition, engagement, development, deployment and retention) were discussed under this chapter. And also organization development was fully reviewed and the empirical review on the relation between talent management and organizational growth were discussed. Finally, the research hypotheses were stated.

Chapter Three

In this chapter a detailed research design and methods used in the study were outlined. These include the research design, data source and type, population and sample size with sample frame, sample location and sampling technique, data collection instruments, pilot test, the data collection instruments reliability and validity, the procedures of data collection, analysis and interpretation procedures of the data collected and the ethics which were considered under the study.

Chapter Four

This chapter deals with the statistical analysis of data that was collected from research participants using SPSS. This chapter provides a discussion on the biographical information of the respondents who took part in the study. The discussions of the statistical analysis of the variables involved in the study and their relationships in the formulation of the hypotheses were also included in this unit. And also the results obtained from analysis of the statistical data based on the objectives of the study and the relationships of variables were discussed.

Chapter Five

In this chapter the conclusions of the study were discussed, recommendations for managers of any organizations and suggestions for further study were made.

Chapter Two

Literature Review

2.1. Introduction

With regards to the basic concept of this study “Influence of Talent Management practice on Organizational Growth”, the issues in the literature are concerning on talent management practice and its influence on organizational growth. This chapter deals with the arguments highlighted on the practices of talent management and their influence on organizational growth. It begins by defining talent management and factors in the successful implementation of it; and the elements in talent management practices. And also organizational growth was highlighted. At the end, empirical review on the relation between the variables were indicated.

2.2. Talent Management

Talent management is considered as one of the most vital factors in ensuring sustainable organizational achievement which offer various benefits such as improved employee engagement, alignment to tactical goals with the purpose to identify the potential leadership of the organization, culture of quality and much more (Ballesteros, 2010). Mohammed (2015) also have the same view that talent management is considered as a set of tactics and structures to increase efficiency by initial enhanced processes for attracting, developing and retaining talents with the vital expertise and ability to meet existing and future business needs and success.

In addition, talent management is also an action taken by the organizations with the intention to attract, develop, and retain the talent workers in the most tactical roles (Scullion and Collings, 2011). Talent management can be summarize as part of the corporate strategy to accomplish the mission and vision of the organization (Ballesteros, 2010) as well as the ability of talent management in attracting and retaining talent which has been promptly becoming one of the significant concerns for the organizations across the globe (Hiltrop, 1999).

An effective talent management strategy and program must be aligned with the organization’s mission, vision, culture and overall policy as organization is depending on a talented pool of employees to transform the organization’s vision and mission into reality. Hence, talent

management plays an important role in effectively manage and retain the talent workforce in the organizations which is the objective of human resource management (Frederick, 2014).

Besides that, Gubman (1988) also comment that the increasing effect of global competition, complex information economy and demographics change is compatible to form a new business era, which is talent management. In addition, Evans, et al. (2002) also emphasize that there is no lack of talented people in this world; but there is always a deficiency of the right talent in the right place at the right time. Talent management practices will also have significant influence on organizational outcomes such as enhanced competitive advantages, increase company attractiveness, achieve organizational business goals as well as increase customer satisfaction.

On the other hand, Cheese (2008) has identified skilled employees can generate high performance through talent management which sequentially attracts new talent, creates the capitals to reward it and initiative enhancements in productivity, innovation, quality as well as customer satisfaction.

2.2.1. Defining Talent Management

According to Farley (2005), talent management is defines as the actions that include all necessary talent processes to “optimize” employees in an organization which take into consideration of performance management, succession planning, talent selection, career development, development planning and support, recruiting and workforce planning. Talent management can conclude as assigning the right talent in the right job at the right place.

Talent management also focusing on the ability to retain and develop talents as it can positively affect employees’ retention in organizations (Frederick, 2014). Generally, talent management is the execution of incorporated systems or strategies premeditated to enhance workplace efficiency by increasing developed procedures for attracting, developing and retaining talent with the essential skills and ability to meet the existing and upcoming business needs (Lockwood, 2008). With that, talent retention has becoming a major component and driver of talent management (Oladapo, 2014). Moreover, as Oladapo (2014) stated an effective talent management practice can also have a significant influence on human resource outcomes such as increase employees’ job satisfaction and engagement, high level of motivation and commitment as well psychological ownership and trust in leaders.

On the other hand, Evans, et al. (2002) given a more complex definition of talent management which is talent management act as the contemplate actions to attract, develop, and retain those individuals who have the capability to make a substantial impact on the outcomes of the organization.

In this research, talent management was a set of processes and function of strategic management concerning the motivation for superior performance to build up the trust between management and the employee, training and development for the talented employees, performance reviews, job enrichment (variety of jobs) and attraction of talent as well as the opportunities for promotion to increase the employees engagement and enhance the success of the organization (Tanton, 2007).

2.2.2. The Importance of Talent Management

According to Stans (2012), talent management has becoming so important where organizations are forced to go wherever the talent is and organization's performance seems to be increasingly reliant on its employees' skills and expertise. Effective talent management has become the fundamental to achieving organizational excellence and function as a driving force for the business accomplishment (Tanton, 2007).

The researcher has encouraged the need for managing talent and Bhatnagar (2008), also argues that talent employees have become the vital differentiator for human resources management as leveraging competitive advantage. Organizations have to fully utilize talent management to understand their employees better as well as retain the talent for their competitive advantage and benefits (Zorlu, 2009). It is also strongly supported by Boudreau and Ramstad (2007) that the essential to effectively manage talent has been harmonized with talent metrics.

Zorlu (2009) and Frederick (2014) also have highlighted that the importance of talent management and the benefits of talent management which are talent management assist the organization getting the right talent in the right job, retaining the top talents, understand their employees better as well as gaining competitive advantages compare to those organization that do not maintain talent management practice. The following are some importance of talent management.

2.2.2.1. Getting the Right Person in the Right Job

Organizations are able to identify their human resource talents capability with talent management as well as identified the talents lacking within the organization. Organizations will try to get the right talents and skills through recruitment and selection by understand what talents or skills are obtainable and those that are needed but not existing in the organizational (Zorlu, 2009).

Frederick (2014) also agree that when these new talent deployed and positioned in the organization with the right jobs will increase their productivity and efficiency as well as increase their job satisfaction when there is a better arrangement between employee interests and the job profile.

2.2.2.2. Understanding an Employee Better

An effective talent management system or practice able to helps the organization to understand their employees better. Besides that, management able to understand employee skills, knowledge and experience through talent management and place them on the right jobs to maximize their talent for high performance (Zorlu, 2009). Moreover, management is easier to determine what to motivate their employee to enhance their engagement by understanding their development needs, abilities, career aspirations and weaknesses (Frederick, 2014).

Furthermore, organization also needs to look into the employees' compensation and benefits to reward and retain top talent such as guaranteed base salary, performance bonuses, health and retirement benefits (Abiodun, 2011). Pass researcher Belcher (1978) states that most of the employees willing to continue the relationship they have with employer if variables of compensation and benefits is being priorities by the organization (Abiodun, 2011).

Lastly, the organization's ability to support employees' work-life balance, it will definitely an important value that is assessment by the employees as this have significant impact on how individuals assess their career results (Abiodun, 2011).

2.2.2.3. Retaining Top Talents

According to Frederick (2014), organization can effectively plan their retention strategies with talent management practice through better recruitment standard and talent selection, provide and enhance training and development as well as having an effective compensation system.

Retaining top talents in the organization is considered very crucial in securing a competitive market stance for the organizations. Organizations who fail to do so are at the verge of losing out to their competitor as well as the market share (Zorlu, 2009). This is due to long-tenured employees will have established close relationships with their colleagues and customers, if they are leaving the company, it will have impact on the organization morale (Meyer, 2005) and issue with regard to the interactions between employees and customers (Olckers, 2015). Organizations also have to deal with the risk that new hired employees will not fit the organization culture or perform as expected. Hence, retaining top talents can have constructive result on good customers' relations and ultimately enhance organization profitability (Meyer, 2005).

2.2.2.4. Competitive Advantages

Zorlu (2009) clarify that employees are an organization's most valuable asset which organization musts effectively manage them. The effectively talent management will help the organization to create competitive advantages through engaging the employees in the organization. Mackay (2007) state that if the employee leave the organization and join their competitor, it drive a clear message that there are something more attracting about their competitor. Hence, organization needs to look into this issue seriously.

The talent management strategy will focus on five primary areas which are attracting new talent, selecting suitable talent, engaging, developing and retaining the current talent employees will drive the organization to gain the competitive advantages (Lockwood, 2008).

2.3. Talent Management Practices

As we discuss in the previous section, the definitions and theoretical framework suggested by different authors have mentioned several practices for managing talent in organization, the central idea around the different practices, which are strongly related to traditional human resource management practices, are attracting talent, engaging talent, developing talent, deploying talent and retaining talent.

Accordingly, based on the research conducted by Gallardo-Gallardo et al. (2015) and Thunnissen (2015), among the ninety six studies on TM conducted worldwide between the years 2006 – 2014, forty six of them focused on specification of the TM practices. In view of that, the

academic interest is particularly concentrated on four sets of practices: attraction, recruitment and selection, training and development, retention and talent identification.

In this regard, the researcher uses the dominant five practices of talent management (Talent Acquisition, Talent Engagement, Talent Development, Talent Deployment, and Talent Retention) for this research. In this section these five talent management practices were discussed.

2.3.1. Talent Acquisition

Talent acquisition is the trickiest of all acquisitions and it is not surprising as it is all about people who can also be tricky (Mey, 2012). TA involve attracting and selecting talent that the business needs to achieve its goals. The talent needs to be acquired at the right time, in the right place for the right price (Detuncq and Schmidt, 2013). War for talent begins with the organization having a sound and comprehensive TA strategy that takes advantage of all the tools and channels. It is an important element for an organization to make great talent choices is having lots of talent to choose from (Dowel and Silzer, 2010). The most important step that an organization can take to improve the overall effectiveness of its TA process is to gain senior level executive alignment on the goal of its recruiting effort. It would be costly for an organization to employ a new staff candidate only to have them leave after heavily investing on them. The organization should develop motivation strategies and incentive programs in order to help in retaining those (O'Meara and Petzal, 2013).

Once organizational strategy drives key decision about the need for talent, attracting the talented people is one of the most important processes in the TM practice. As Du Plessis et al. (2015) noted, TM is aimed at ensuring availability of competent and highly talented workforce who possibly contributes to the organization objective, and identifying most critical jobs in the organization and staffing them with the right level is critical. Accordingly, based on the work of Slizer and Dowell (2010), the challenge for employers is to make their organization both known and attractive in order to create a level of familiarity that will offset the fear of the unknown. In the case of TA, to attract top talent, Esmaeili (2016), Rabbi, et al. (2015), Armstrong (2012) and Iyria (2013) agreed that organizational brand and introducing the unique features of the organization to the prospective employees are very important.

The other element which should not be ignored in the TA practice is the concept of talent pool, which is referred to, according to Collings and Mellahi (2010), the pool of high potential and high performing incumbents that the organization can draw upon to fill pivotal talent positions. As Rabbi, et al. (2015) noted, the creation of talent pool can be done in two forms, one is internal and second one is external. The internal recruitment of talent pool will be from the already existing employees of the organization. The internal recruitment may be able to give advantage as the employees already know the culture and way of doing work in the organization and it also might uplift the morale of the employees if their position is uplifted. However, the external sources will be the best way of gathering a talent when organization wants to bring the cultural change and wants innovation. It is also important to note that a fast and productive start of newly hired employees, in simplest term “successful on boarding”, is a key part of any TM strategy. With the high cost of recruiting, leaders must understand that effectively integrating new hires into the organization is an important step to ensure their success.

2.3.2. Talent Engagement

According to Cheese, et al. (2008), talent is the engine of the modern organization, and engagement is the mystery ingredient that can transform the engine’s output. Having the best talent is worth little if they are not motivated or aligned with organizations’ business objectives, and yet there is much evidence to suggest that large segments of workforces are disengaged, and the challenge is growing with attitudinal shifts across the generations. Consequently, the results of poor engagement are visible, in high levels of absenteeism, valued employees quitting their jobs, and people harming customer service and other key business objectives.

Engagement is a combination of heart and mind. At the high end, engagement represents the degree to which they are aligned, confident and committed to achieving higher performance, and motivated to apply additional discretionary effort to their work; and at the low end, it manifests itself in low levels of responsiveness and energy, and high absenteeism. An important and closely related concept to engagement is alignment: the degree to which employees understand and identify with their organization’s goals, the linkage to their own objectives and abilities, and how they direct their energies to achieving them. Therefore, these days’ researchers offer so many ways to define and measure engagement, and it is important to measure engagement level of employees and should strive to be best place to work (Cheese, et al., 2008).

Engagement at work as defined by Hatum (2010) is “harnessing organizational members’-selves to their work roles”. According to Maslach, et al. (2001), engagement is characterized by energy, involvement, and efficacy, the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy. Employee engagement involves giving your workforce a sense of participation, freedom and trust. It differs from motivation and job involvement, and is something that is felt at three levels: the emotional, the cognitive and the physical. If an employee feels engaged on all of these levels, that is to say they feel they have meaningful relationships with peers and co-workers and are aware of their specific mission and role; they are more likely to produce good work and stay with the company.

Gara (2010), developed a holistic matrix of nine employee engagement predictors which take into account both obvious and less obvious sources of motivation or demotivation, but which, if managed in the right combinations, provide a powerful framework for managing employee motivation, team engagement, and key skills retention across most organizations, albeit that each organization may have very different profiles at different levels. These predictors include organizational process; role challenge; values; work-life balance; information; stake, leverage, reward, recognition; management; work environment; product and service.

Engaged people employ and express themselves physically, cognitively and emotionally as they perform their roles. The predictors by Gara (2010) are in relation with Hatum’s (2010) in terms of definition of engagement where employees feel obliged to bring themselves more deeply into their role performances. This is because, employee assume it as the repayment for the resources they receive from their organization. When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles (Paul, 2013).

2.3.3. Talent Development

Talent development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization (Iyria, 2013). As businesses continually apply new technologies, new business growth models, and new market strategies, the workforce’s up-skilling becomes constant and continuous. Understanding strategies to talent retention and talent development will be able to help companies to be successful in operating in the market place hence lead to good organization performance. Organizations which practice

effective learning and development begin with their employees. This implies that they identify the employees who need learning and development, the level of learning and development they need and the duration during which learning takes place (Strydom, et al., 2014). Organizations with first class learning and development initiatives are excellent in listening on employee improvement needs and are able to express those needs back to the employee in clear and enlightening terms. Cheese, et al. (2008) noted that the recruitment and development of talented staff is of paramount importance to the success of the business objectives.

According to Auranzeb and Bhutto (2016), organizations should create opportunities for employees to further their knowledge for work-related functions as well as career-focused training. This act will improve employees' performance in the organization and will guarantee employability in the future. A study by Noe, et al. (2014) showed that, employees do not actually get into organizations for job security, but for developmental opportunities-in other words, to remain marketable. In today's business world, very few careers involve repetitive tasks. More rely on an expanding base of knowledge. Since jobs are not likely to last a life-time, employees have to prepare for newly created opportunities.

2.3.4. Talent Deployment

According to Cheese, et al. (2008), talent powered organizations have unique capabilities in deploying talent to the mutual benefit of the organization and its employees. They assign and combine talent to ensure meaningful opportunities for individuals in roles and experiences that have strategic impact for the organization. Moreover, high performing businesses have institutionalized methods for matching and moving the best internal and external talent to the most critical positions for which they are well suited, ensuring sufficient organizational capability to face current and future business challenges and opportunities.

Thus, according to Cheese, et al. (2008) talent deployment is essentially focuses on creating the best possible match between employees' talents and aspirations and the strategic goals of the organization; making strategic use of assignments and experiences to further develop those talents to maximize employees' future contributions to the organization's strategic goals; expanding organizational capabilities by leveraging individuals' strengths, perspectives and experiences; shaping the composition, responsibilities and practices of teams to leverage the

diversity of thinking styles, experiences and perspectives; encouraging and enabling the sharing of knowledge and best practice to encourage continuous renewal.

Deployment is also about matching the task and work requirements to the available talent, wherever that might be, so that in the end the organization has the right people performing the right tasks at the right time. To this point, the implicit assumption has been that the task is to put people into jobs, the fact that, jobs are stable and well defined sets of duties and responsibilities. Therefore, people were assigned to these jobs and they are moved around as required to fill jobs (Cheese, et al., 2008).

2.3.5. Talent Retention

Narayanan (2016) remarked that factories, plants, railroads, ships transportation and money cannot be equated to employees input. Therefore, talent retention (TR) is important. Bidisha and Mukulesh (2013) stated that TR is the biggest challenge in organizations today and that securing and retaining high performing employee would play a very significant role as the skills and abilities of these employees are central to the organization's economic competitiveness. As reported in the White paper (United States of America 2012), TR in organizations produces a substantial drain on corporate resources. In other words replacing an employee who left the organization is very costly. Many organizations put more effort into attracting employees but put very little effort into retaining them. TM should therefore be implemented into organization as this will help to build and retain qualified employees, (Ndungu, 2015). This will save on recruitment cost and time to organize training for new employees, there will be increase of employee performance and productivity which will later increase profits in the organization.

Retention of top talent has become a primary concern for organizations today. Edwards and Philips (2009) view the retention of existing employees and the ability to attract a stream of new employees as a necessity for organizational advancement and success and contend that a knowledge and experience gap would be created if an employee leaves an organization. Iyria (2013) noted that retention is more important than hiring even though many employers have under-estimated the cost associated with turnover. Bardisha and Mukulesh (2013) stated that an organization's ability to retain the best employees will lead to customer satisfaction and organizational performance; increased sales; succession planning; and satisfied employees. On the contrary, Narayanan (2016) believe that non-cash incentives are more effective. However,

satisfying employees on a continuous basis is a difficult nut to crack for most employers as most employers are affected by the global economic crisis.

TR was measured by whether the company has flexible working hours, training opportunities, career growth, effective performance assessment, satisfied and motivated employee, competitive compensation, attractive non-monetary rewards. TR will also be measured by existence of good company image, recruitment policy of the company and the style of the leadership. Talent turnover is harmful to a company's productivity because costs of attraction are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (Garg and Rani, 2014). Mendez and Stander (2011) further emphasizes that a company needs to invest in employee retention in order to be successful. For example, a good compensation package is important in retaining employees, offering an attractive, competitive; benefits package with components such as life insurance, disability insurance and flexible hours motivates employees to commit themselves to an organization (Lockwood, 2008).

2.4. Organizational Growth

Growth is an expected phenomenon that all entrepreneurs and organization aims for. Most companies strive to grow regardless of their size and scale of operation (Roberts and Nick, 2004). Organizational growth has the potential to provide small, medium and large scale businesses with extremely large number of benefits such as greater efficiencies from economies of scale, increased power, and greater ability to withstand market fluctuations, increased survival rate, greater profits, and increased prestige for organizational members (Sampet, 2014). Many organizations desire growth because it is seen generally as a sign of success and progress. Organizational growth is, in fact, used as one indicator of effectiveness for businesses and is a fundamental concern of many practicing managers (Conner, 2000). However, organizational growth means different things to different organizations. There are many parameters a company may use to measure its growth. Since the ultimate goal of most companies is profitability, most companies will measure their growth in terms of net profit, revenue, and other financial data. Other organization owners use sales, number of employees, physical expansion, success of a product line, or increased market share as indicators of organizational growth (Gary and Mark,

2003). As Gould (2006) stated ultimately, organizational growth will be gauged by how well the organization does relative to the goals it has set for itself.

Organizational growth actually refers how company or organization is doing in terms of current business market. However, having an efficient performance, the organization can be successful in organizational growth. In fact, the human management process is vital for an organization and employee motivation also can be generated because of right selection of human resource (Iqbal et al., 2013).

Concentrating towards the growth and the whole process of organizational performance, organizational growth is all about perfection, growth, harmonization, improvement in terms of technology, competitive advantage to articulate perceive value for the customer along with economic value creation (Leopold and Harris, 2009). However, the extent of growth is apparently very broad for the industry standpoint that is the reason for an organization to observe its performance (Cokins, 2009). The organization's abilities to form a center of consideration, growth and progress, attracting and developing are a vital part for any organization. Therefore, it is crucially important and comprehend that for the growth of any organization focusing on human resource management is essential (Leopold and Harris, 2009; Longenecker and Fink, 2012).

2.5. Theoretical Review

A theory is a set of assumptions, propositions, or accepted facts that attempts to provide a plausible or rational explanation of cause-and-effect (causal) relationships among a group of observed phenomenon. A theoretical framework on the other hand is a group of related ideas that provides guidance to a research project or business endeavor (Zima, 2009). The study was anchored on four theories namely: human capital theory, resource-based theory and talent-based theory and brand equity theory.

2.5.1. Human Capital Theory

The theory of human capital was developed by several researchers, of which Becker (1964) and Mincer (1974) were the most prominent. Several earlier economists regarded individuals and their skills as a component of capital and estimated their value through cost-of-production and capitalized-earnings procedures. The foundation of the human capital theory lies in the fact that

individuals and firms invest in human capital based not on present gains but on future pecuniary and non-pecuniary returns. Investments include various aspects such as schooling, training, acquiring information, secondment, and activities that improve an individual's health. Disregarding the type of investment, human capital investment can be thought of as any other investment decision based on a comparison between the rates of return that equates the present values of earnings after the investment, with rates that could be obtained elsewhere (Andersson and Aggerholm, 2011). The current research draws on human capital theory because it can be linked to the factors that have led to the adoption of employees' attraction with expected returns of high productivity and profits for the organization.

2.5.2. Resource Based Theory

Resource Based Theory also called Resource Based View (RBV) of the firm is concerned with the relationships between internal resources (of which human resources are one), strategy and firm performance. It focuses on the promotion of sustained competitive advantage through the development of human capital rather than merely aligning human resources to current strategic goals. Beger (2010) argues that a firm will have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any competitor. On the other hand, a firm will have sustained competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by competitors and when the competitors are unable to duplicate the benefits of this strategy. Barney (1991) studied four empirical indicators: values, rareness, imitability and substitutability in order to assess the relationship between firm resources and sustained competitive advantages. In his research, he clarified the main relevant concepts, which are, firm resources, competitive advantage and sustained competitive advantage. Firm resources can be classified into three resource categories: physical, organizational, and the last resource is human capital (Beger, 2010) which is the main interest of this present study.

Barney (1991) argues that to understand the source of competitive advantage, it is assumed that a firm's resource may be heterogeneous and immobile with four potential attributes. The first characteristic is that the resource must be valuable in terms of executing the organizational strategy efficiently and effectively. The second attribute is the resource should be rare and not possessed by current and future competitors. Imitability is the third resource attribute which

means that not only do competitors lack them but also cannot obtain them. The last characteristic is substitutability which means that the resource cannot be copied and there are no possible alternative options with other firms (Barney, 1991). To illustrate this relationship between firm resources and sustainable competitive advantage, Barney (1991) developed a resource-based model which is the interaction between the firm's immobile resources which are rare and the sustainability of the firm's competitive advantage which can be used by organizations to analyze its resources with the potential of generating a sustainable competitive advantage. This theory, is important, to effectively execute the career management as human factor is essential because only individuals with appropriate competencies can understand, describe and analyze all types of resources and their applicability to the evaluation criteria.

2.5.3. Talent-Based Theory

Talent-based theory of the firm postulates that talent is the only resource that provides sustainable competitive advantage, and therefore, the firm's attention and decision making should focus primarily on talent and the competitive capabilities derived from it (Roberts, 2008). The firm is considered being a talent integrating institution. Its role is neither the acquisition nor the creation of organizational talent; this is the role and prerequisite of the individual. Talent resides in and with individual persons; the firm merely integrates the individually owned talent by providing structural arrangements of co-ordination and co-operation of specialized talent workers. That is, the firm focuses on the organizational processes flowing through these structural arrangements, through which individuals engage in talent creation, storage, and deployment (Roberts, 2008).

The concept of talent in regard to talent-based theory is extremely impoverished in many enterprises. Various types of projects created and implemented in diverse organizations programs raise objections. They indicate the risk of inconstancy in talent management. Hence, the suggestion that the term talent management should be replaced with talent development, which means to create appropriate environment for talent identification, development, and exploitation. An organization that develops talents is the one that cares for the development of organizational culture and simultaneously has results of it, as probably the talented employees have opportunities there for self-realization. The processes are the success factors that should arise so that the people indeed want to give everything of themselves of what is possible to give, and

even more (Lepak and Snell, 2012). Therefore, this theory is relevant to the study as it helps in understanding learning and development. It also constitutes the management style which rejects the haphazardness and replaces it with a constant improvement of working conditions and management.

2.6. Empirical Review

Several studies have been done on talent management such as; Auranzeb and Bhutto (2016) studied the influence of talent management in enhancing organization performance (evidence from service sector companies in Pakistan). The study used survey method to collect the data from the organization. Descriptive and inferential tests are performed. The results revealed the significant effect of talent management on organizational overall performance. The findings recommend the human resource directors to design talent management scheme for all levels of employees within organization. The results are useful for preparing strategies for employee attraction, retention, learning and development and career development.

Sunday (2012) established talent management effect on organizational performance. The questionnaire was used as the survey method of collecting primary data for the study. Correlation coefficient, t- student distribution and the descriptive analyses were the methods used to analyze the data gathered. The analyses revealed that talent management has positive impact on the organizational overall performance. It also revealed that talent management scheme has impact on the performance of the multinational and the national firm but the small and medium scale firms have not been gaining from this new technique within the Nigerian business environment. The study therefore recommends that talent management scheme should be used for all categories of staff within the firm that have special talent and that firms should separate between their talent management scheme and the total human recourses management style of the firm.

Wandia (2013) examined talent management as a source of competitive advantage: a case study of Symphony (k) ltd. The study sought to establish the role of talent management as a source of competitive advantage at Symphony (K) Ltd. A case study research design was adopted whereby the researcher interviewed seven senior managers at Symphony who were involved in the strategic process of managing organizational talent.

The data was collected through the use of the interview guide that was prepared to guide the researcher and content analysis was used to analyze the data. From the results it appears that the choice of talent management strategy massively affects organizational performance. The findings of the study were that effective talent management affects the financial performance of a firm and this was reflected through increased sales revenue over the years since adoption of the strategy, productivity and increased market share.

Chepkwony (2016) focused on the link between talent management practices, succession planning and corporate strategy. The talent management practices have been examined through data collection and analysis in qualitative and quantitative techniques. The results of the research revealed a significant relationship between talent management practices, succession planning and overall organization strategy. The implications of research findings for researchers and practitioners are discussed and the suggestions have also been provided.

Gathiga (2014) looked at the extent to which effective talent management impacts organizational competitiveness a case of an agribusiness organization hereafter referred to as Company X. The research design was descriptive in nature focusing on an international agribusiness company hereafter referred to as Company X. Stratified sampling technique was used to select the sample in which thirty (30) respondents from a population of eighty-five (85) staff working at the Kenya Office were chosen. The staff included both Management and non-management categorized into three levels; managers, middle level and juniors. Information was collected using a questionnaire developed by the researcher and administered through the drop-and-pick method. Data was analyzed using SPSS and results presented in tables and bar graphs. The study had the following major findings: first on selection and recruitment, the study revealed that most of the employees felt that, the manner in which it was done was free and fair and that they were given an opportunity to apply for vacancies when they felt vacant. However, although majority of them reported that promotions to supervisory positions were fair and also results oriented, a small number did not totally agree. Majority of the employees agreed that their jobs were secure based on performance.

Knott (2016) determined the effect of talent management practices on employee performance. The study adopted a descriptive survey research design. Data was analyzed both for descriptive statistics (frequencies and percentages) and inferential statistics (correlation analysis). Data was

presented using tables and figures. The findings on the extent to which training and development affects employee performance revealed a statistically significant relationship between training and development of employees and employee performance.

Kimathi (2015) examined strategic talent management and organizational performance. The study targeted five departmental heads in Bank. Data was collected using an interview guide and data analysis was done using content analysis. The study successfully managed to interview all the interviewees who were: human resource department, marketing department, operations department, the finance department and Information Technology department. The chapter consists of data analysis, results and discussion from the data that was collected using interview guides. The study concludes that the most common strategic talent management practices used by Imperial Bank were as follows: performance-based reward system in terms of annual bonuses and salary increments, performance-based promotions, training programs and ensuring performance is measured based on well communicated specific, measurable, accurate, realistic and time bound targets and objectives. The findings further revealed that regular training programs were held both internally and externally.

As the findings of Farrukh and Waheed, (2015) organizations that employ talent development realize increased growth. Talent development is undertaken by organizations to ensure that there are zero talent outages, to ensure planned succession rather than replacement, and to enhance the organizations' reputation as a talent magnet. The results of past studies have shown that organizations have innovated new technologies as a result of talent development and have seen improved organizational growth. Azara and Mohammed, (2013) study on employee training and the organization performance, revealed a significant and positive association between training and the organization performance. Poorhosseinzadeh and Subramaniam, (2012) cross sectional study done on Malaysian Multinational companies also found a positive and significant relationship between talent development and the success of the companies.

Juhdia et al. (2013) research carried out through literature review is a good indicator of how poor learning and development of employees can hamper effective performance. The study indicates that appropriate strategies have to be put in place to ensure that learning and development leads to organization performance. The researcher, therefore, seeks to find out which strategies these are and whether the companies listed in the Nairobi Securities Exchange practice these strategies.

Moreover, the researcher will seek to link these strategies to organization performance. Lockwood (2008) found talent development as an important component in the maintenance of competitive advantage in an organization. The study identified that developing manager capability, retaining high performers, developing succession pool depth and addressing shortages of management or leadership talent were among the challenges facing human resource managers and business leaders.

Successful talent retention within an organization can be assured by effective talent management strategy (Boudreau and Ramstad, 2005). As Collings and Mellahi, (2010) stated, organizations should not fail to retain the individuals of their talent pool and should avoid loss due to turnover. The 360-degree feedback and performance assessment, skills and competency identification, and competency-based compensation are tools of talent retention (Zadeh and Ahmadi, 2017). The firm would retain the majority of its workers if it meets their needs through remuneration and benefits. When a company keeps its skilled employees, it would be able to become innovative and reach its target in the market. Therefore, talent retention is a significant predictor of successful organizations (Poorhosseinzadeh and Subramaniam, 2012).

A study conducted by Wright (2005) points out that 20% employees plan to switch their current positions in at least five years. Employee retention turnover has become a more prominent aspect of organizational life. The implementation of retention compensation strategies has seen significant growth over the last several years. A study conducted by Farley (2005) show positive relationship between compensation and organization performance. Farley (2005) reported that compensation strategies play an important role in recruiting and retaining skilled employees. Most of the firms used Performance-based compensation to reward employees (Collings and Mellahi, 2010). Performance-based compensation positively influences employee's performance (Lee et al., 2015). A study by Morton and Ashton (2005) showed a significant relationship between compensations and employee performance. An effective HRM strategy is to integrate performance and compensation system that enhance employee's will to work effectively and efficiently (Wright, 2005). Sareen and Mishra (2016) indicate a significant correlation between compensation and employee's performance. It is important that employer view compensation practices in a favorable light as compensation practices heavily influence employee recruitment, turnover and productivity.

2.7. Research Gaps

From the literature review it is evident that talent management practices have been a focus of various studies and publications around the globe. However there are limited publications that investigate the relationship between talent management practices and organizational growth in the most organizations of Ethiopia. The literature that could be found on talent management were by Andualem (2017): Impact of Talent Management Practices on Employee Turnover Intention in Ethiopia Management Institute; and by Girum (2015): Assessment of Strategic Talent Acquisition Practices in International Rescue Committee Ethiopia Program Assosa Field Office. A publication was found done by Abeba, et al. (2015) on the impact of training and development on employee performance in Bole Sub-city of Addis Ababa, Ethiopia. From these publication no one has been done on the influence of talent management practices on organizational growth in the existing organizations in Ethiopia, and this research sought to fill this gap.

Furthermore, there are limited literature in Ethio Telecom addressing the impact of human resource management on organizational performance; assessment of management practices; influence of balanced scorecard implementation on organizational performance; assessment of employee training practice; and the interface between strategic human resource management principles implementation and organizational performance by Tsilat, (2019), Tarekegn, (2019), Getahun, (2019), Waganeh, (2019) and Mahlet, (2019) respectively. This implies that in this organization the relationship of talent management practices and organizational growth is not yet done. But some of the human resource materials which are found in Ethio Telecom include training manuals and human resource development policy documents. Since no unique research has been conducted on the influence of talent management practices on organizational growth in this organization in particular and other organizations in general in Ethiopia. This research sought to fill the gap.

2.8. Conceptual Framework

A conceptual framework explores the relationship between the independent variables and dependent variable. An independent variable is the presumed cause of changes in the dependent variable (Kothari, 2004). The conceptual framework for this study illustrates the perceived link between the independent variables (TA, TE, TDV, TDP and TR) and the dependent variable (organizational growth).

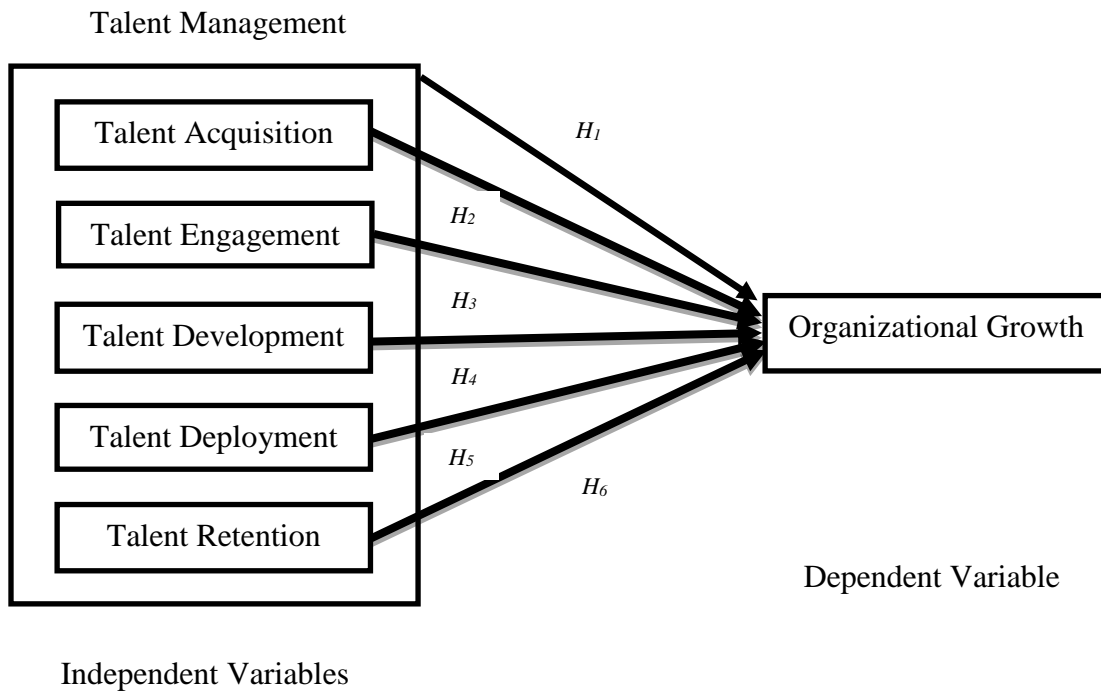


Figure 1: The conceptual framework of the study

2.9. Research Hypotheses

The study is characterized by research hypotheses that specify the current practice and levels of the variables and influence of the independent variables on the dependent variable being studied. Hypothetical backgrounds related to influence of talent management practices on organizational growth to answer the research problem were developed in the following hypothetical statements:

H₁: Overall talent management practice has no significance influence on organizational growth in head office of Ethio Telecom.

H₂: Talent acquisition has no significance influence on organizational growth in head office of Ethio Telecom.

H₃: Talent engagement has no significance influence on organizational growth in head office of Ethio Telecom.

H₄: Talent development has no significance influence on organizational growth in head office of Ethio Telecom.

H₅: Talent deployment has no significance influence on organizational growth in head office of Ethio Telecom.

H₆: Talent retention has no significance influence on organizational growth in head office of Ethio Telecom.

Chapter Three

Research Design and Methodology

3.1. Introduction

This chapter deals with the whole design of the research; sources of data; population, sample and sampling techniques; the instruments in data collection; the procedures in data collection; methods of data analysis and interpretation; the instruments reliability and validity; and the ethical considerations in the study.

3.2. Research Paradigm

A research paradigm is a collection of beliefs and assumptions about what should be studied and how it should be studied (Zikmund, et al. 2009). Methodology, epistemology and ontology are the concerns of research paradigm. Depending on a research paradigm, due to the quantitative nature of the research this study makes use of the positivist point of view with the aim of achieving the objectives and obtaining empirical information on the influence of talent management practices on organizational growth in head office of Ethio Telecom.

3.3. Research Design

This study aimed at investigating the influence of talent management practices on organizational growth; thus, it involves the relationship of independent and dependent variables. In this regard, it needs more control and confidence over the research process and the research output. Therefore, choosing for a research design which specifies the methods and procedures for collecting and also analyzing the needed information is essential. And it provides a framework or plan of action for the research.

Accordingly, the survey research design was employed in this study, since it is common in business and management research and is most frequently used design to answer who, what, where, how much and how many questions. It also enables the researcher to suggest possible reasons for particular relationships between variables and to produce models of these relationships, as Zikmund, et al. (2009) suggested.

In addition, the survey strategy allows collecting quantitative data which can be analyzed quantitatively by using descriptive and inferential statistics. Likewise, the research objective, in this study, also requires employing both descriptive and inferential statistics, and it requires getting optimum data from the population. Because of these, survey design was found appropriate for this research (Saunders, et al. 2009).

According to Kothari (2004) in quantitative method the generated data are in quantitative form which can be subjected to use quantitative analysis in a formal and rigid fashion, whereas, in qualitative method subjective assessment of attitudes, opinions and behavior are concerned. Therefore, due to these reasons, to test hypotheses, and controlling subjective interference from the result, it was apparent to employ quantitative method for this study.

3.4. Time Dimension

There are two time dimensions in planning the research process, namely: cross sectional and longitudinal (Saunders, et al. 2009). Cross sectional studies involves the study of a particular phenomenon at a particular time; and longitudinal studies help us to examine continuity of response and to observe changes that occur over time.

Since this research was concerned on the current practice of talent management and its influence on organizational growth; and above all since the study employed survey design and a onetime data collection was needed, cross sectional study was employed.

3.5. Population and Sampling in the Study

3.5.1. Population of the Study

A population refers to all the elements in a well-defined collection or set of values (Perry, 2003). It means therefore that any entity which constitutes a population must have at least one attribute of characteristic which is common to all of them. Since the focus of this study was assessing the current practice of talent management and investigating its influence on organizational growth, the population were all management staff in head office of Ethio Telecom.

Accordingly, the total population in head office of Ethio Telecom includes 18 Chief Officers, 56 Directors and 202 Lower Level Managers. Based on the data obtained from the organization human resource management department, the complete list of the population were prepared.

3.5.2. Sample Frame and Location

As Issac and Michael, (2005) stated, sampling is part of statistical practice concerned with the selection of individual observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inference. The sampling frame can be defined as set of source materials from which the sample is selected. In a sample selection procedure, people who have a chance of being included among those being selected constitute in the sample frame, and that is considered to be primary step towards evaluating the quality of a sample. On the other hand, the purpose of sampling frames is to provide a means for choosing the particular members of the target population that are to be included in the survey (Perry, 2003). Then, the sampling frame for this study was all managers who are working at different managerial position in head office of Ethio Telecom located at Addis Ababa. However, sample location is a place where a research is conducted or a place where information is acquired. The head office of Ethio Telecom in Addis Ababa region was selected for its accessibility.

3.5.3. Sample Size

Sample size refers to, the number of items to be selected from the population to constitute a sample. Sample size should neither be excessively large, nor too small; rather, it should be optimum; and optimum sample is one which fulfills the requirements of efficiency, representativeness and reliability (Kothari, 2004). Thus, this study draws optimum sample from the complete list of the population, which accounts 276 Chief Officers, Directors and Middle Level Managers in head office of Ethio Telecom.

Accordingly, as Kothari (2004) says, the formula below used to calculate sample size. This formula is used for the finite population which can be listed the entire population and enable to have maximum number of sample of the participants.

$$n = \frac{Z^2 N Q P}{\alpha^2 (N-1) + Z^2 Q P}$$

Where: n – is the sample size
 P – is reliability of the population, equal to 0.5
 N – is population size
 Q = 1 - P
 α - is margin of error considered, 5% for this study
 Z: is 1.96 (normal reduced variable at 0.05 level of significance)

Thus, $n = \frac{(1.96)^2 \times 0.5 \times 0.5 \times 276}{(0.05)^2(276-1) + (1.96)^2 \times 0.5 \times 0.5} = 200$, which were drawn from the whole population.

Table 1: Target Population and Sample Size

No.	Management Staff	Population	Sample size	Percent
1.	Chief Officers	18	18	100%
2.	Directors	56	49	87.5%
3.	Middle Level Managers	202	133	65.8%
Total		276	200	72.5%

3.5.4. Sampling Technique

This study draws 200 sample respondents from chief officers, directors and middle level managers under investigation in head office of Ethio Telecom. Then a total of 200 respondents were taken as a sample size for this study. Thus, based on the characteristics of the sample, to make inferences about the population the probability sampling was employed in this study and a simple random sampling technique was used to ensure each element in the population have an equal chance of being included.

Moreover, according to Saunders, et al. (2009), simple random sampling is best used when there is an accurate and easily accessible sampling frame that lists the entire population. Thus, the entire sample frame was obtained from the organization's payroll easily and used lottery method to identify sample respondents for this study.

Therefore, by making use of the above sampling technique, the questionnaire was distributed to the selected sample respondents, based on the sample frame. Subsequently, out of the 200 questionnaires distributed, 188 workable data (94.0%) were collected and used for data analysis.

3.6. Source of Data and Type

The data source for this study were managers of head office of Ethio Telecom. To measure the dependent variable (organizational growth) and independent variables (talent management practices), and to meet research objective and answer the research questions developed under study, there are two types of data; which are primary and secondary data (Kothari, 2004). The primary data are those which are collected afresh and for the first time, and thus happen to be

original in character. And secondary data are those which have already been collected by someone else and which have already been passed through the statistical process.

Then to maintain originality, primary data on the dependent and independent variables were collected using self-administered questionnaire from the sample respondents.

3.7. Instruments in Data Collection

Tools in data collection are instruments used to collect information in research or the methods employed in data collection (Perry, 2003). According to Cooper and Schindler (2006), these methods are influenced by the nature of the problem and by the availability of time and money. Questionnaires were used to collect primary data from all participants of the study. A questionnaire is efficient as a research tool because the researcher is likely to obtain personal ideas from a respondent.

3.7.1. Instrument for Talent Management Practices

To measure talent management practices (independent variables) closed-ended questionnaires adapted by Du Plessis, (2015), were used. The questionnaire have 25 items in five point Likert scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree). Respondents were requested to evaluate the current practice of talent management in head office of Ethio Telecom. In these studies, acceptable reliabilities were found and the instrument was validated in several studies (Barkhuizen, et al., 2014).

In previous research of Du Plessis, (2015), Barkhuizen, et al. (2015) and Nutakki, et al. (2015), the reliability score for talent management scale was 0.941, 0.960 and 0.965 respectively. In these studies sub scales of talent management practices also found reliable with Cronbach's alpha coefficient score for Talent Acquisition 0.870, for Talent Engagement 0.811, for Talent Development 0.952, for Talent Deployment 0.833 and for Talent Retention 0.845.

3.7.2. Instrument for Organizational Growth

To measure organizational growth (dependent variable) closed-ended questionnaire adapted by Ibrahim A. (2019) were used. The questionnaire have 7 items in five point Likert scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree). Respondents were requested to evaluate the organizational growth in head office of Ethio Telecom. This instrument was previously used in

investigating the organizational growth in Small and medium Enterprise in Kenya (Ibrahim A. 2019). In this research of Ibrahim A. (2019), the reliability score for organizational growth scale was 0.742.

3.8. Pilot Test

For their understandability in terms of clarity, validity, readability and completeness testing the data collection instruments has paramount importance (Kothari, 2004). It allows checking whether respondents in the sample understand the meaning of each question and the instructions in the instruments and if they get difficulties in responding for them.

On two branch offices of Ethio Telecom in Addis Ababa, the pilot test was done to test for the reliability and the validity of the questionnaires. A total of 30 questionnaires were distributed for the test and it was found that, there were some difficulties in understanding the content of the questions in the instruments. Then, without making significant change on the original tool, some adjustments were performed on the wording of few items.

3.9. Procedures in Data Collection

Data collection procedure in the study followed the subsequent patterns: communicating respondents and asking for their consent to participate in the study; after the respondents consent was obtained, then, notified how anonymity, confidentiality and ethical principles are preserved during the study process; next, questionnaires were distributed to all sampled respondents, with a covering letter. The researcher administer the questionnaire individually to all sample respondents, and by exercising care and control to ensure all questionnaires that are issued to the respondents are received.

3.10. Reliability and Validity of the Instruments

As discussed above, in previous studies all instruments to measure talent management practices and organizational growth were found reliable and valid. To make sure the data collection instruments employed in this study were free from errors, consistent and to check for stability in measurement, questionnaires were tested for their validity and reliability.

To insure the validity of the questionnaires, six experts (management consultants) including the research advisor were used, and requested to comment on the representativeness and suitability

of the questions in each subscales of talent management practices. They were also asked to comment on the wording of each items and the content validity and face validity were ensured. Moreover, literatures, books and journal articles were reviewed to ensure construct validity and finally some adjustments were made without making significant change on the original tool.

Those 30 questionnaires, distributed for pilot test, were used for reliability analysis; and the organizational growth instrument scored Cronbach's Alpha coefficient of 0.745. Furthermore, during pilot test, the instrument to measure talent management practices was also found reliable with Cronbach's alpha coefficient of 0.857.

3.11. Analysis and Interpretation of Data

Analysis of data was guided by the objectives of the study presented. To facilitate analysis of data, the collected data from the field were systematically organized. Analysis of data is the computation of certain indices along with searching for patterns of relationship that exist among the groups of data (Kothari, 2004). In survey design, analysis of data involves estimating the values in the population for unknown parameters and testing of hypotheses for drawing inferences. Analysis may, therefore, be categorized as descriptive and inferential analysis.

In this regard, to describe the respondent's characteristics, frequency distribution (Percent), central tendency (Mean) and dispersion (Standard Deviation) were used. Furthermore, to describe the levels of sub items of talent management practices and organizational growth within the organization based on participants' perception, the summary were presented in a table.

Since this study was needed to investigate the influence of the independent variables on the dependent variable, measuring the relationship of variables and testing the hypotheses in the study were done by employing Pearson's Product Moment Correlation Coefficient.

To determine whether a group of variables together predict a given dependent variable, multiple linear regressions were attempted. The study was used multiple linear regression analysis to test the statistical significance influence of the independent variables (talent acquisition, talent engagement, talent retention, talent deployment and talent development) on the dependent variable (organizational growth). And also to test for the significance of the combined influence of the variables, ANOVA was carried out. Multiple linear regression is used in situations where the number of independent variables are more than one (Kothari, 2004).

The multiple linear regression model for the study was:

$$y = \delta_0 + \delta_1x_1 + \delta_2x_2 + \delta_3x_3 + \delta_4x_4 + \delta_5x_5 + e$$

Where; x_1 = is Talent Acquisition (TA) x_4 = is Talent Deployment (TDP)
 x_2 = is Talent Engagement (TE) x_5 = is Talent Retention (TR)
 x_3 = is Talent Development (TDV) y = is Organizational Growth (OG)

δ_0 is constant and the value of dependent variable when all the independent variables are 0.

δ_i are the regression coefficients ($i = 1, 2, 3, 4, 5$).

e is the error term

3.12. Ethical Consideration

The entire research was conducted with following the general direction of the Addis Ababa University Senate Legislation (2013), sub article 177.2 about academic exercises, unauthorized information, plagiarism, negligence and falsification to maintain the standards of ethics in the study. Moreover, the privacy of participants were maintained, voluntary nature of participation and the right to withdraw partially or completely from the study process was granted and communicated, maintenance of the confidentiality of data provided by individuals and their anonymity was secured.

3.13. Conclusion

As a suitable research method the quantitative research method and a survey research design as a best research design were adopted for this study. To determine the reliability and validity of the questionnaire a pilot test was conducted in two branch offices of Ethio Telecom in Addis Ababa with 30 participants. For the study, a simple random sampling technique was adopted as a suitable sampling technique. The target population was all managers in head office of Ethio Telecom which accounts 276. The questionnaires were administered to all 200 sample participants in head office of Ethio Telecom personally by the researcher.

Chapter Four

Analysis and Interpretation of Data

4.1. Introduction

This chapter deals with analysis and interpretation of the data on findings aimed at achieving the research objectives. In this regard, the chapter discusses the process in data cleaning; the scores of the reliability analysis of the instrument employed; tests of assumptions results; descriptive statistics on the demographic information of the respondents including the means and standard deviations on both dependent and independent variables; inferential analysis; and summary for the test of hypotheses proposed.

4.2. Data Cleaning

In head office of Ethio Telecom 200 questionnaires were distributed and 193 were returned for analysis. Meanwhile, when the data was checked for its completeness, only 188 questionnaires were workable. Therefore, 5 responses were rejected and cancelled from this study, all of them are incomplete responses. Then, for data analysis those 188 workable responses obtained from respondents were used for both descriptive statistics and inferential analysis.

Table 2: Questionnaires return rate

No.	Managers	Distributed ques.	Collected ques.	Valid ques.	Percent of valid ques.
1.	Chief Officers	18	18	16	88.9%
2.	Directors	49	47	45	91.8%
3.	Middle Level Managers	133	128	127	95.5%
Total		200	193	188	94.0%

4.3. Analysis of Reliability

Test of reliability is important for sound measurement (Kothari, 2004). Reliability analysis was conducted on all instruments employed in this study to maintain reliability of them and to make sure that the data collection tool provides consistent results.

4.3.1. Analysis of Reliability for Talent Management Instrument

Table 3: Statistics of reliability for talent management instrument

Cronbach's Alpha	Number of Items
.762	25

Source: Own survey, 2020

The 25 item talent management practice tool, which is employed in this study was tested for its reliability in head office of Ethio Telecom, and found with Cronbach's alpha score of 0.762 (table 3). Then in this study, the talent management practices assessment tool was consistent to measure these practices at Ethio Telecom.

4.3.2. Analysis of Reliability for Components of TM Practices

To make sure the selected five sub items of talent management practices are reliable measures and to maintain internal consistency of the scale, reliability analysis was conducted for talent management components after full scale data collection was completed.

Table 4: Statistics of reliability for each components of TM

Components	Cronbach's Alpha	Number of Items
Talent Acquisition (TA)	.729	5
Talent Engagement (TE)	.766	5
Talent Development (TDV)	.807	5
Talent Deployment (TDP)	.815	5
Talent Retention (TR)	.798	5

Source: Own survey, 2020

The individual talent management components were tested for their reliability in measuring talent management practices in head office of Ethio Telecom (table 4). And they are found reliable with Cronbach's alpha score for talent acquisition 0.729, for talent engagement 0.766, for talent development 0.807, for talent deployment 0.815 and for talent retention 0.798. Scales with a coefficient Alpha between 0.70 and 0.80 are considered to have 'good' reliability and scales with a coefficient Alpha between 0.80 and 0.95 are considered to have 'very good' reliability (Zikmund, et al. 2009). Therefore, subscales of TM scored an acceptable Cronbach's coefficient alpha and the instrument is found reliable.

4.3.3. Analysis of Reliability for Organizational Growth

Table 5: Statistics of reliability for organizational growth

Cronbach's Alpha	Number of Items
.807	7

Source: Own survey, 2020

The seven items organizational growth scale was tested for its reliability in measuring OG in head office of Ethio Telecom, and it was found reliable with Cronbach's alpha score of 0.807. Similarly, this instrument was scored Cronbach's alpha 0.898 in the study of Ibrahim A. (2019) and the instrument was found reliable for measuring the dependent variable organizational growth.

4.4. Descriptive Statistics

4.4.1. Demographic Information

The demographic information of the managers which include sex, age, educational qualification, experience and management level that the respondents currently working were presented in the following table.

Table 6: Demographic Information of Respondents

Variable	Categories	Freq.	Per.	Valid Per.	Cum. Per.
Sex	Male	146	77.7%	77.7%	77.7%
	Female	42	22.3%	22.3%	100.0%
	Total	188	100.0%	100.0%	
Age	25 years and below	19	10.1%	10.1%	10.1%
	26 – 35 years	33	17.6%	17.6%	27.7%
	36 – 45 years	87	46.2%	46.2%	73.9%
	Above 46 years	49	26.1%	26.1%	100.0%
	Total	188	100.0%	100.0%	
Educational Qualification	Below Diploma	-	0.0%	0.0%	0.0%
	Diploma	-	0.0%	0.0%	0.0%
	1 st Degree	109	58.0%	58.0%	58.0%
	2 nd Degree and Above	79	42.0%	42.0%	100.0%
	Total	188	100.0%	100.0%	
Experience	From 1 to 5 years	12	6.4%	6.4%	6.4%
	From 6 to 10 years	52	27.7%	27.7%	34.1%

	From 11 to 15 years	85	45.2%	45.2%	79.3%
	Above 15 years	39	20.7%	20.7%	100.0%
	Total	188	100.0%	100.0%	
Management Levels	Chief Officer	16	8.5%	8.5%	8.5%
	Director	45	23.9%	23.9%	32.4%
	Middle Level Manager	127	67.6%	67.6%	100.0%
	Total	188	100.0%	100.0%	

Source: Own survey, 2020

In head office of Ethio Telecom, the majority of the respondents were male which account 146 (77.7%) and 42 (22.3%) were female. The highest number of respondents fall under the age group of 36 to 45 years, which accounts 87 (46.2%) of the total sample, and 49 (26.1%) of the respondents were in the age of 46 and above years. Then, it can be observed that more than half of the population in the sample of the managers (72.3%) in the organization were above 35 years of age and from this result we can conclude that the majority of managers in the head office of Ethio Telecom were at the medium age group.

In the educational qualification of respondents in head office of Ethio Telecom, the highest number of the sampled managers, 109 (58.0%) had first degree followed by 79 (42.0%) with second degree and above. Then, academically all of sampled managers, which accounts 188 (100.0%) hold first degree and above. Accordingly, as shown in table 6, majority of the sampled managers, 85 (45.2%), were worked in the organization from 11 to 15 years and 52 (27.7%) of them were experienced from 6 to 10 years. Then more than half of the managers in the sample (65.9%) were experienced in the organization for more than 11 years.

At the end in head office of Ethio Telecom, 127 (67.6%) managers from the sample were middle level managers, the managers which accounts 45 (23.9%) were directors and 16 (8.5%) were chief officers in the organization.

4.4.2. Current Level of Talent Management Practices

To assess the existing level of talent management practice in head office of Ethio Telecom, five components of talent management practices were used and respondents were asked to rate their level of agreement for five statements for each components of talent management and the descriptive statistics for them were discussed.

According to Kothari (2004), mean score of less than 2.69 is described as low, mean score of between 2.70 and 3.49 is described as an average and mean score of greater than 3.50 is described as high in five point scale.

4.4.2.1. Current Implementation Level of Talent Acquisition

Table 7: Descriptive Statistics for TA

Code	Item	N	Mean	SD
TA1	The employment brand of my organization is strong and compelling among prospective employees	188	2.6383	1.11241
TA2	My organization can attract top talent	188	2.7979	1.07056
TA3	In my organization newly hired employees get off to a fast and productive start	188	3.2181	1.08480
TA4	In my organization internal employee referral programs are widely used to bring in new employees	188	3.1436	1.08742
TA5	The hiring process in my organization is efficient, effective and focusses on 'quality of hire'	188	2.6064	1.15826
	Overall TA	188	2.8809	0.76435

Source: Own survey, 2020

The overall talent acquisition practice was scored $M = 2.88$ and $SD = 0.76$ in head office of Ethio Telecom, and it was around the midpoint (table 7). From the individual items, 'In the organization newly hired employees get off to a fast and productive start' scored relatively high mean value ($M = 3.22$ and $SD = 1.08$). And 'In the organization internal employee referral programs are widely used to bring in new employees' also scored relatively high mean value ($M = 3.14$ and $SD = 1.09$). But the items 'The employment brand is strong and compelling among prospective employees' with $M = 2.64$ and $SD = 1.11$; and the item 'The hiring process in the organization is efficient, effective and focusses on 'quality of hire'' with $M = 2.61$ and $SD = 1.16$ scored in low mean value in the head office of Ethio Telecom. Therefore, talent acquisition practice in head office of Ethio Telecom was good in its implementation.

4.4.2.2. Current Implementation Level of Talent Engagement

Table 8: Descriptive Statistics for TE

Code	Item	N	Mean	SD
TE1	In my organization the majority of employees are fully engaged and committed to the organization	188	3.4362	0.97628
TE2	In my organization engagement levels are tracked across different talent levels, jobs, departments and locations	188	3.6011	0.97859
TE3	My organization is featured on 'Best Places to Work' lists that are highly respected	188	3.6702	0.95221
TE4	In my organization innovative products and services are being developed	188	3.6117	0.97743
TE5	My organization participates in activities that are vital to the community and the well-being of others	188	3.6011	1.04211
	Overall TE	188	3.5840	0.64515

Source: Own survey, 2020

The overall talent engagement practice in head office of Ethio Telecom was scored $M = 3.58$ and $SD = 0.65$ and it is highly above the midpoint. From the individual items, which fall highly above the average in head office of Ethio Telecom, were 'the organization is featured on 'Best Places to Work' lists that are highly respected' with $M = 3.67$ and $SD = 0.95$; and 'In the organization innovative products and services are being developed' with $M = 3.61$ and $SD = 0.98$. The item 'In the organization the majority of employees are fully engaged and committed to the organization' with $M = 3.44$ and $SD = 0.98$ was the only item that score in the average. Then, table 8 shows that, in head office of Ethio Telecom, all the items in talent engagement score high level of mean values. Therefore, the implementation of talent engagement practice in the organization was excellent.

4.4.2.3. Current Implementation Level of Talent Development

Table 9: Descriptive Statistics for TDV

Code	Item	N	Mean	SD
TDV1	In my organization, top performers are challenged to improve their skills and take the next steps in their careers	188	3.3989	1.10681
TDV2	In my organization, coaching, mentoring and challenging assignments are given primary development approaches	188	3.5160	1.10166
TDV3	Communication to employees in my organization is frequent, meaningful and two way	188	3.5585	1.13372
TDV4	In my organization, individual development plans are in place for all employees	188	3.6011	1.01613
TDV5	My organization managers are accountable for the development of their employees	188	3.4787	1.10641
	Overall TDV	188	3.5106	0.82195

Source: Own survey, 2020

The overall talent development practice in head office of Ethio Telecom score $M = 3.51$ and $SD = 0.82$. And from the individual items, the item ‘In the organization, individual development plans are in place for all employees’ was scored the highest mean values with $M = 3.60$ and $SD = 1.02$ followed by the item ‘Communication to employees in the organization is frequent, meaningful and two way’ with $M = 3.56$ and $SD = 1.13$. All items of talent development in the head office of Ethio Telecom scored a mean value more than an average. Then based on these results, talent development practices are fully implemented in the organization.

4.4.2.4. Current Implementation Level of Talent Deployment

Table 10: Descriptive Statistics for TDP

Code	Item	N	Mean	SD
TDP1	In my organization, there is a strong match between an employee's competencies and job requirements	188	3.6117	1.15313
TDP2	In my organization, the best people are focused on the most important jobs	188	3.5638	1.12396
TDP3	In my organization, employees are given the opportunity to do what they do best	188	3.3883	1.07139
TDP4	In my organization, technology is used to assist in the effective deployment of talent	188	3.4149	1.10332
TDP5	In my organization, the transitions from job to job within the organization go smoothly	188	3.3670	1.15086
	Overall TDP	188	3.4691	0.84960

Source: Own survey, 2020

The overall talent deployment practice in head office of Ethio Telecom was scored $M = 3.47$ and $SD = 0.85$. As we see in table 10, all talent deployment items were fall above an average in head office of Ethio Telecom. From the individual items, the item 'In the organization, there is a strong match between an employee's competencies and job requirements' scored the highest mean score with $M = 3.61$ and $SD = 1.15$. 'In the organization, the best people are focused on the most important jobs' also get the second highest mean score with $M = 3.56$ and $SD = 1.12$. Then from the result, in head office of Ethio Telecom deploying talent and making talented workforce productive was not a challenge.

4.4.2.5. Current Implementation Level of Talent Retention

Table 11: Descriptive Statistics for TR

Code	Item	N	Mean	SD
TR1	My organization can retain its best performers	188	2.8245	1.14043
TR2	Turnover in my organization is tracked across divisions, locations, talent levels and managers	188	2.9255	1.03665
TR3	In my organization, the reasons people leave, especially top performers, are recorded and addressed	188	2.9043	1.10970
TR4	My organization managers hold retention conversations with employees frequently	188	2.6543	.83547
TR5	My organization managers are held accountable for losing top performers	188	2.4096	.83205
	Overall TR	188	2.7436	0.74346

Source: Own survey, 2020

From table 11, the overall talent retention practice, in head office of Ethio Telecom was scored lower average value mean ($M = 2.74$ and $SD = 0.74$). From the individual items of talent retention, the items ‘Turnover in the organization is tracked across divisions, locations, talent levels and managers’ with $M = 2.93$ and $SD = 1.04$; ‘In the organization, the reasons people leave, especially top performers, are recorded and addressed’ with $M = 2.90$ and $SD = 1.11$ and ‘The organization can retain its best performers’ with $M = 2.83$ and $SD = 1.14$ were in the average. Therefore, the retention of talented employees in the head office of Ethio Telecom is slightly lower than the average.

4.4.3. Overall Talent Management Practices

Table 12: Descriptive Statistics for Overall TM

Item	N	Mean	SD
Talent Acquisition	188	2.8809	0.76435
Talent Engagement	188	3.5840	0.64515
Talent Development	188	3.5106	0.82195

Talent Deployment	188	3.4691	0.84960
Talent Retention	188	2.7436	0.74346
Overall TM	188	3.2377	0.41016

Source: Own survey, 2020

From table 12, in head office of Ethio Telecom, talent engagement with $M = 3.58$ and $SD = 0.65$; and talent development with $M = 3.51$ and $SD = 0.82$ were scored above the average. And talent deployment with $M = 3.47$ and $SD = 0.85$; talent acquisition with $M = 2.88$ and $SD = 0.74$; and talent retention with $M = 2.74$ and $SD = 0.74$ were scored around the average. In addition, the overall talent management practice in head office of Ethio Telecom was in an average with $M = 3.24$ and $SD = 0.41$.

4.4.4. Current Level of Organizational Growth

Table 13: Descriptive Statistics for OG

Code	Item	N	Mean	SD
OG1	Our organization believes that talent management increases its growth	188	3.1489	0.83323
OG2	Our organization works on talent management strategy to led to increase its sales	188	3.2500	0.94572
OG3	Our organization works on talent management to led to increase employee productivity	188	3.1170	0.91168
OG4	Our organization works on talent management to increase its return of investment	188	3.0745	0.84321
OG5	Our organization works on talent management to led to increase its profitability	188	3.1543	0.99336
OG6	Our organization has talent management strategy to led to enlargement of the organization	188	3.2234	0.99361
OG7	Our organization works on talent management to increase of clients	188	3.2394	0.98173
	Overall OG	188	3.1725	0.63381

Source: Own survey, 2020

The overall level of organizational growth related to talent management practices in head office of Ethio Telecom scored $M = 3.17$ and $SD = 0.63$ which was around the midpoint. In table 13, the items from organizational growth scale relatively with highest score in head office of Ethio Telecom were ‘Our organization works on talent management strategy to led to increase its sales’ with $M = 3.25$ and $SD = 0.95$; ‘Our organization works on talent management to increase of clients’ with $M = 3.24$ and $SD = 0.98$; and ‘Our organization has talent management strategy to led to enlargement of the organization’ with $M = 3.22$ and $SD = 0.99$. Then, the level of organizational growth related to talent management practices in head office of Ethio Telecom is in the average and it is good.

4.5. Inferential Analysis

In this section the relationship between talent management practice and organizational growth in head office of Ethio Telecom was presented and discussed. The direction and magnitude of the relationship between the independent and dependent variables as well as the components of talent management practice and organizational growth in this organization were presented. Furthermore, the influence of talent management practice and its components on organizational growth was also examined. Accordingly, inferential statistics were used to examine the relationship of those variables under study; and strength of correlation were interpreted through suggestion of Evans et al. (2002).

0.00 – 0.19 “Very Weak” 0.40 – 0.59 “Moderate” 0.80 – 1.00 “Very Strong”
 0.20 – 0.39 “Weak” 0.60 – 0.79 “Strong”

4.5.1. Pearson’s Product Moment Correlation Coefficient

4.5.1.1. The Relation between Overall TM Practices and OG

Table 14: The Relation between Overall TM Practices and OG

		TM	OG
TM	Pearson Correlation	1	-.179*
	Sig. (2-tailed)		.014
OG	Pearson Correlation	-.179*	1
	Sig. (2-tailed)	.014	

*. Correlation is significant at the 0.05 level (2-tailed), $N = 188$.

Source: Own survey, 2020

Table 14 indicates the relationship between the overall talent management practice and organizational growth in head office of Ethio Telecom. Based on these correlations, there exist a statistically significant relation between overall talent management practice and organizational growth (very weak and negative) in head office of Ethio Telecom ($r = -0.179$, $p < 0.05$).

4.5.1.2. The Relation between Components of TM Practices and OG

Table 15: The Relation between components of TM practices and OG

		TA	TE	TDV	TDP	TR	OG
TA	Pearson Correlation	1	.147*	.111	-.020	.102	-.032
	Sig. (2-tailed)		.044	.129	.787	.163	.665
TE	Pearson Correlation		1	.051	.101	.123	-.184*
	Sig. (2-tailed)			.484	.167	.091	.011
TDV	Pearson Correlation			1	.106	.187*	-.127
	Sig. (2-tailed)				.147	.010	.081
TDP	Pearson Correlation				1	.174*	-.105
	Sig. (2-tailed)					.017	.152
TR	Pearson Correlation					1	-.041
	Sig. (2-tailed)						.581
OG	Pearson Correlation						1
	Sig. (2-tailed)						

*. Correlation is significant at the 0.05 level (2-tailed), $N = 188$.

Source: Own survey, 2020

The correlation coefficient was weak and represents statistically significant negative relationship between talent engagement and organizational growth in head office of Ethio Telecom ($r = -0.184$, $p < 0.05$). Then, the effort of head office of Ethio Telecom in making use of talented employees towards managing them focusing on the human capital has statistically significant but very weak and negative relation with organizational growth.

And there was no statistically significant relation between talent acquisition and organizational growth ($r = -0.032$, $p = 0.665$), between talent development and organizational growth ($r = -0.127$, $p = 0.081$), between talent deployment and organizational growth ($r = -0.105$, $p = 0.152$), and between talent retention and organizational growth ($r = -0.041$, $p = 0.581$) in head office of Ethio Telecom. These shows that, the practice of head office of Ethio Telecom in talented

employee acquisition to the organization; development program; deploying best employees with most important jobs; and the effort to retain talented employees were not significantly related with the organizational growth.

4.5.2. Analysis of Regression

4.5.2.1. Analysis of Simple Linear Regression

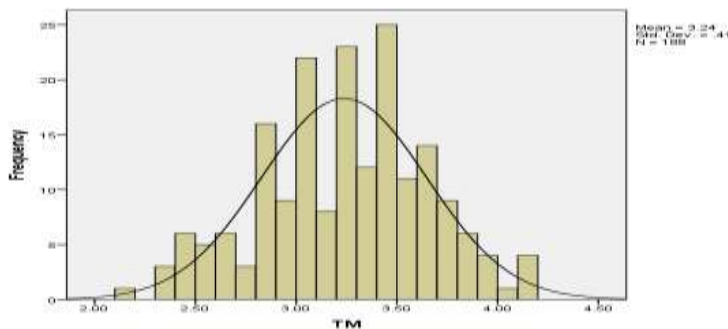
Assumptions on Analysis of Simple Linear Regression

To run a simple linear regression, checking assumptions are essential and it help to draw conclusion about the population under study (Field, 2009). Then, in this section the normality of all variables and the linear relationship between the independent and dependent variables were checked and presented.

Normality of Variables

Assumptions of normality of variables for simple linear regression analysis is advisable see if a distribution is normal through histogram and a probability–probability plot (P-P plot) (Field, 2009). Then, to see and check the validity of these assumptions, the researcher describe the histogram and P-P plot of head office of Ethio Telecom as follows.

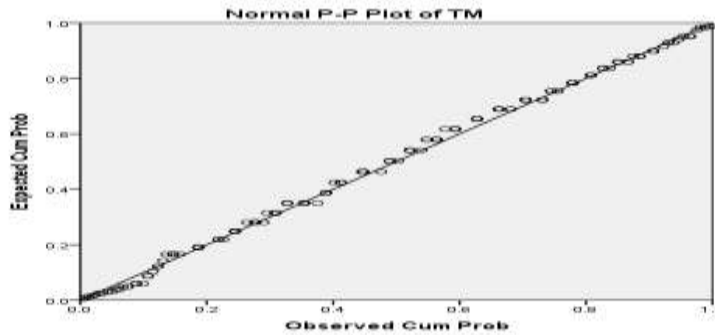
Figure 2: Histogram for TM practice in head office of Ethio Telecom



Source: Own survey, 2020

Normal distribution take the form of a symmetric bell shaped curve (Garson, 2012 and Field, 2009). As we see from figure 2, the histogram for talent management practice look like a normal distribution and then it was roughly normal. And also, the histogram was roughly symmetrical to the normal in head office of Ethio Telecom. Then, we have good model for the data; and possibly, we can infer to the population in head office of Ethio Telecom.

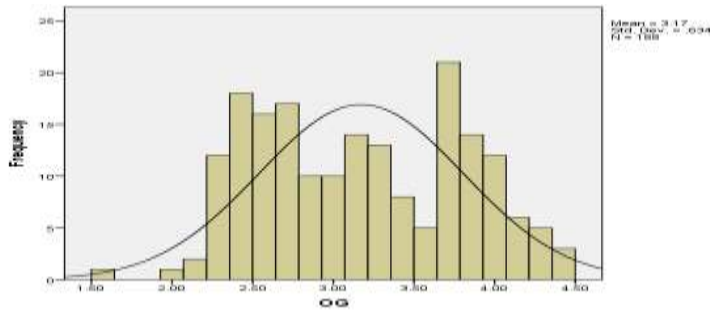
Figure 3: Normality distributed error for TM practice in head office of Ethio Telecom



Source: Own survey, 2020

Figure 3 shows that in independent variable there is small deviations from normality in head office of Ethio Telecom. The points represent the observed residuals in the organization. And all points in a perfectly normally distributed data set will lie on the line (Field, 2009). As we see, in head office of Ethio Telecom, the dots are closely plotted to the straight line and this indicate there are no extreme cases observed. Therefore, the assumptions of simple linear regression have been met and we can probably generalize to the population in the organization.

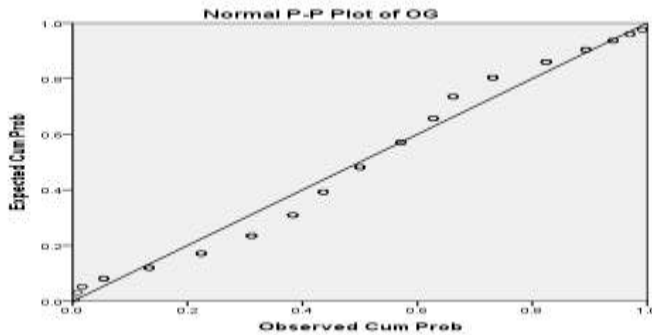
Figure 4: Histogram for organizational growth in head office of Ethio Telecom



Source: Own survey, 2020

As we observe from figure 4, the histogram (for organizational growth) look like a normal distribution and the distribution was roughly normal. Moreover, it was roughly skewed in head office of Ethio Telecom and then we have good model for the data and we can infer to the population in head office of Ethio Telecom.

Figure 5: Normality distributed error for organizational growth in head office of Ethio Telecom



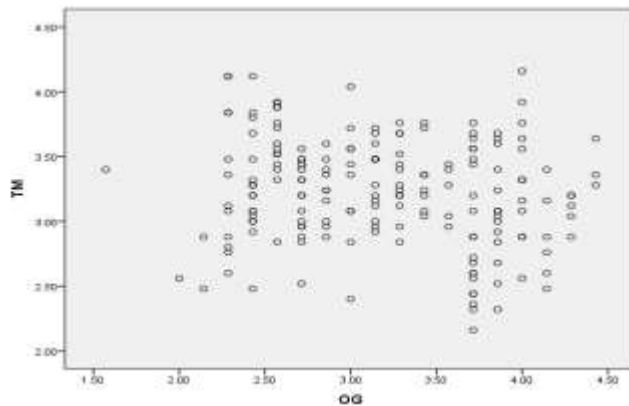
Source: Own survey, 2020

For the dependent variable (organizational growth), the normal probability plot shows that there is small deviations from normality in head office of Ethio Telecom. As we see in figure 5, in head office of Ethio Telecom, the dots are closely plotted to the straight line and therefore there are no extreme cases observed. Then, the assumptions have been met and we can probably generalize to the population in the organization.

Linearity of Variables

Simple inspection of scatterplots is a common method for determining if non-linearity exists in a relationship (Garson, 2012). Then, to see if there is a linear relationship exists between the variables in the organization, the researcher run simple scatterplot.

Figure 6: Linearity of TM practice and organizational growth in head office of Ethio Telecom



Source: Own survey, 2020

The assumptions of linearity assumes that mean values of the outcome variable for each increment of the predictor lie along a straight line (Field, 2009). In this regard, as we observed from figure 6, the dots have a shape of straight line in head office of Ethio Telecom. It is also observed that, the dots are scattered at the center (neither positive nor negative slope) which means, there is a linear relationship exists between talent management practice and organizational growth in head office of Ethio Telecom. Then, through our linear model for organizational growth, we can generalize the finding towards the population in head office of Ethio Telecom.

4.5.2.1.1. Analysis of Regression for Overall TM Practice and OG

Table 16: Overall TM practice as predictor to organizational growth (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.179 ^a	.032	.027	.62525

a. Predictors: (Constant), TM

b. Dependent Variable: OG

Source: Own survey, 2020

From table 16, R is 0.179 and R square is 0.032. This indicates that only 3.2% of the variance in organizational growth (dependent variable) can be explained by talent management practice of head office of Ethio Telecom (independent variable). The remaining 96.8% of the variance is explained by other variables that are not included in this study.

Table 17: Overall TM practice as predictor to organizational growth (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.407	1	2.407	6.156	.014 ^b
	Residual	72.714	186	.391		
	Total	75.121	187			

a. Dependent Variable: OG

b. Predictors: (Constant), TM

Source: Own survey, 2020

The F-test result and the p-value in table 17, tests whether the overall regression model is a good predictor and the probability of this result is occurred by chance or not. The F-test result in head office of Ethio Telecom is 6.156 with a significance of less than 0.05. This implies that, the

probability of these results occurring by chance is less than 0.05. Then, a significant amount of organizational growth is influenced by the head office of Ethio Telecom’s talent management practice, which means talent management practice statistically and significantly predict the organizational growth, and then the overall regression model is significant, $F(1, 186) = 6.156$, $p < 0.05$, $R^2 = 0.032$ in head office of Ethio Telecom.

Then, it may be concluded as; in head office of Ethio Telecom the influence of talent management practice over organizational growth is significant, where, $p < 0.05$.

Table 18: Overall TM practice as predictor to organizational growth (Coefficients)

Model	Unstandardized Coe.		Standardized Coe.	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.068	.364		11.182	.000
	TM	-.277	.111	-.179	-2.481	.014

a. Dependent Variable: OG

Source: Own survey, 2020

Based on table 18, Beta-value of -0.179 indicates that there is an inverse influence exists between talent management practices and organizational growth which is statistically significant at 95% confidence level in head office of Ethio Telecom. Moreover, the B value (-0.277) in the unstandardized coefficient column, represent that, considering all other factors constant at zero, for every one unit increase on talent management practice, we expect 0.277 unit decrease in organizational growth in head office of Ethio Telecom. Thus the regression equation, in this condition, will be:-

$$OG = 4.068 - 0.277TM + 0.62525$$

This implies that, as effective talent management practice is in place at head office of Ethio Telecom, organizational growth diminishes significantly. Then, from this discussion, in describing the influence of talent management practice over organizational growth in head office of Ethio Telecom, the organizational growth is influenced by several factors other than the perception of talent management practice in head office of Ethio Telecom; and it is confirmed in the regression result as 96.8% of the variance in organizational growth is explained by other factors.

4.5.2.2. Analysis of Multiple Linear Regression

The above section discussed and presented the influence of overall talent management practice over organizational growth and it is found that there is an influence relationship between these variables in head office of Ethio Telecom. Moreover, it was also evidenced that overall talent management practice predicts organizational growth significantly in the organization.

The following sections examine the influence of individual talent management practices over organizational growth in head office of Ethio Telecom; and help us to identify which talent management practice have significant influence over organizational growth than the others in head office of Ethio Telecom.

Assumptions in Analysis of Multiple Linear Regression

In conducting multiple regression analysis using regression equation key assumptions should be met (Saunders, et al., 2009). To perform the regression analysis involving multiple independent variables, the researcher must check for the variables have linear relationship, homogeneity of variances, the data were normally distributed, and there is no collinearity between independent variables (to determine the separate influence of individual talent management practices).

In the previous sections, the assumptions of linearity and normality have been met. The assumption of multicollinearity and homogeneity of variances, were presented as follows.

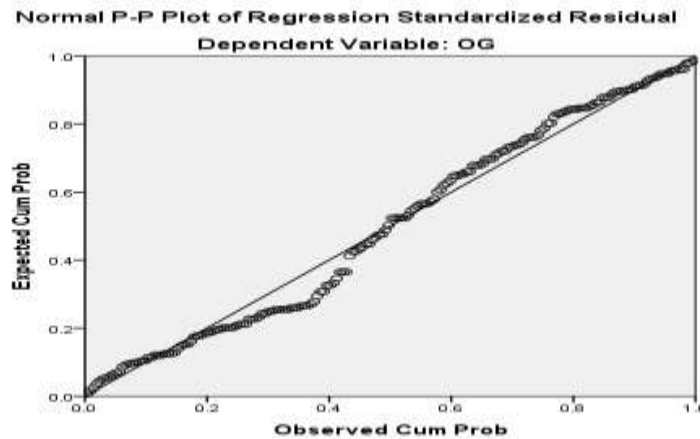
Multicollinearity

In multiple regression analysis, as Kothari (2004) says, if there is a high degree of correlation between independent variables, we have a problem of what is commonly described as the problem of multicollinearity.

Based on the correlation matrix (table 15), the correlation between components of talent management practices ranges from 0.020 to 0.187 and there is a very weak significant relationship between talent acquisition and talent engagement ($r = 0.147$, $p < 0.05$), between talent development and talent retention ($r = 0.187$, $p < 0.05$), and between talent deployment and talent retention ($r = 0.174$, $p < 0.05$) in head office of Ethio Telecom. There is no significant relationship in other components of talent management practices in head office of Ethio

Telecom. Then, we have no the problem of multicollinearity to determine the separate influence of individual talent management practices on organizational growth in this organization.

Figure 7: Normality distributed errors components of TM and organizational growth



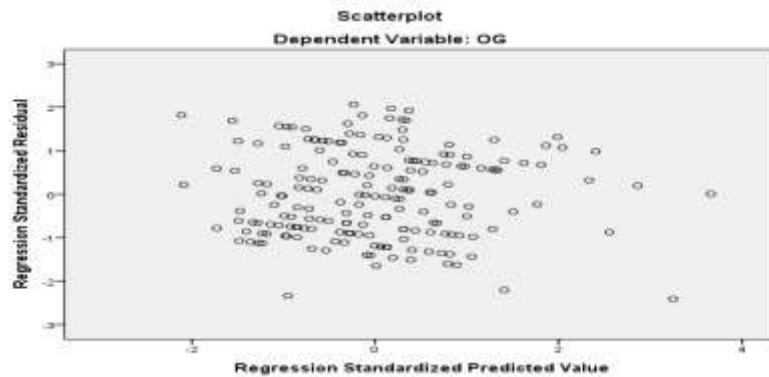
Source: Own survey, 2020

The normal probability plot in figure 7 shows that there is a small deviations from normality in head office of Ethio Telecom in the dependent variable (organizational growth). As we see in the organization, the dots are closely plotted to the straight line, which indicate a small deviation from normality and there are no extreme cases observed. Then, the assumption of multiple linear regression have been met and we can probably generalize to the population in head office of Ethio Telecom.

Homoscedasticity

The extent to which the data values for the dependent and independent variables have equal variances is called homoscedasticity (Saunders, et al., 2009). At each level of the predictor variables, the variance of the residual terms should be constant. This means that the residuals at each level of the predictors should have the same variance, and therefore checking for this assumption is helpful for the goodness of the regression model (Field, 2009). To see the homoscedasticity analysis, the researcher plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented as follows.

Figure 8: Homoscedasticity for components of TM practice and organizational growth



Source: Own survey, 2020

Homoscedasticity help as to check for the relationship is the same for the entire range of the dependent variables and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatterplot (Garson, 2012).

In this regard, the graph of *ZRESID and *ZPRED should look like a random array of dots evenly dispersed around zero, if the assumption of homoscedasticity has to be met. Then, as shown in figure 8, the points are randomly and evenly dispersed around zero in head office of Ethio Telecom (for dependent variable organizational growth). Therefore, we can conclude that the assumption of random errors and homoscedasticity have been met in head office of Ethio Telecom.

4.5.2.2.1. Analysis of Regression for Components of TM and Organizational Growth

Table 19: Components of TM as predictors to organizational growth (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.232 ^a	.054	.028	.62496

a. Predictors: (Constant), TR, TA, TDP, TE, TDV

b. Dependent Variable: OG

Source: Own survey, 2020

As indicated in table 19, considering the influence of all predictors (talent acquisition, talent engagement, talent development, talent deployment and talent retention), the overall model accounts only 5.4% of the variance in organizational growth in head office of Ethio Telecom. This means, 94.6% of the variance on organizational growth is explained by other factors. That

means, whether there is organizational growth or not, managers experienced 5.4% of the variance explained by the five talent management practice of the organization. In other words, components of talent management practices altogether account 5.4% of the variance in the organizational growth in head office of Ethio Telecom.

Table 20: Components of TM as predictors to organizational growth (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.037	5	.807	2.067	.071 ^b
	Residual	71.084	182	.391		
	Total	75.121	187			

a. Dependent Variable: OG

b. Predictors: (Constant), TR, TA, TDP, TE, TDV

Source: Own survey, 2020

Table 20 help us to make sure that the above model summary (table 19) is evidenced that the model is not statistically predictor of organizational growth in head office of Ethio Telecom because the p value is greater than 0.05. Therefore, a significant amount of organizational growth is not influenced by the Ethio Telecom’s individual talent management practice which constitutes talent acquisition, talent engagement, talent development, talent deployment and talent retention. Thus, components of talent management practices are found statistically and significantly not predict organizational growth and it can be concluded as, the overall regression model is not significant, $F(5, 182) = 2.067, p > 0.05, R^2 = 0.054$.

Table 21: Components of TM as predictors to organizational growth (Coefficients)

Model	Unstandardized Coe.		Standardized Coe.	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.247	.377		11.267	.000
	TA	.003	.061	.003	.043	.966
	TE	-.170	.072	-.173	-2.347	.020
	TDV	-.088	.057	-.113	-1.534	.127
	TDP	-.058	.055	-.078	-1.055	.293
	TR	.013	.064	.015	.203	.839

a. Dependent Variable: OG

Source: Own survey, 2020

Based on table 19, both components of talent management practices together explain only 5.4% variance in organizational growth in head office of Ethio Telecom and the regression equation is:-

$$OG = 4.247 + 0.003(TA) - 0.170(TE) - 0.088(TDV) - 0.058(TDP) + 0.013(TR) + 0.62496$$

From this influence exerted on organizational growth in head office of Ethio Telecom, talent engagement has statistically better contribution with Beta value of -0.170 ($p = 0.020$). With this statistical data, and the standardized beta value, (which has been converted to the same scale), we can conclude as, talent engagement has better contribution than the other components of talent management practices to explain the change in organizational growth, since -0.170 is larger than the other beta values, regardless of the negative value.

Moreover, given the other variables constant, one unit increase in talent engagement will decrease 0.170 units of organizational growth in head office of Ethio Telecom. Then, engaging an employee based on his or her talent influence organizational growth in head office of Ethio Telecom significantly.

4.6. Testing of Hypotheses

In this study six hypotheses were formulated and the statistical tests for these hypotheses were briefly discussed below.

H₁: Overall TM practice has no significance influence on organizational growth in head office of Ethio Telecom.

Based on the correlation and regression model summary, ANOVA and coefficients results (table 14, 16, 17 and 18) and arguments, overall talent management practice has a significant influence on organizational growth (weak and negative, $r = -0.179$, $p = 0.014$ and $\beta = -0.277$) in head office of Ethio Telecom. This means that, “Overall TM practice has a significant influence on organizational growth in head office of Ethio Telecom”. **Therefore, H₁ is rejected.**

H₂: TA has no significance influence on organizational growth in head office of Ethio Telecom.

Based on table 15, 19, 20 and 21, from the components of talent management practices, talent acquisition has no significant influence on organizational growth ($r = -0.032$, $p = 0.665$ and $\beta =$

0.003) in head office of Ethio Telecom. This means that, “TA has no significant influence on organizational growth in head office of Ethio Telecom”. **Therefore, H₂ is accepted.**

H₃: TE has no significance influence on organizational growth in head office of Ethio Telecom.

Based on table 15, 19, 20 and 21, from the components of talent management practices, talent engagement has a significant influence on organizational growth (a very weak and negative, $r = -0.184$, $p = 0.011$ and $\beta = -0.170$) in head office of Ethio Telecom. This means that, “TE has a significant influence on organizational growth in head office of Ethio Telecom”. **Therefore, H₃ is not rejected.**

H₄: TDV has no significance influence on organizational growth in head office of Ethio Telecom.

Based on table 15, 19, 20 and 21, from the components of talent management practices, talent development has no significant influence on organizational growth ($r = -0.127$, $p = 0.081$ and $\beta = -0.088$) in head office of Ethio Telecom. This means that, “TDV has no significant influence on organizational growth in head office of Ethio Telecom”. **Therefore, H₄ is accepted.**

H₅: TDP has no significance influence on organizational growth in head office of Ethio Telecom.

Based on table 15, 19, 20 and 21, from the components of talent management practices, talent deployment has no significant influence on organizational growth ($r = -0.105$, $p = 0.152$ and $\beta = -0.058$) in head office of Ethio Telecom. This means that, “TDP has no significant influence on organizational growth in head office of Ethio Telecom”. **Therefore, H₅ is accepted.**

H₆: TR has no significance influence on organizational growth in head office of Ethio Telecom.

Finally, based on table 15, 19, 20 and 21, from the components of talent management practices, talent retention has no significant influence on organizational growth ($r = -0.041$, $p = 0.581$ and $\beta = 0.013$) in head office of Ethio Telecom. This means that, “TR has no significant influence on organizational growth in head office of Ethio Telecom”. **Therefore, H₆ is accepted.**

4.7. Summary of the Hypotheses Test

Table 22: Summary of the Overall Outcome

Hypotheses	Result	Reason
H₁ : Overall TM practice has no significant influence on organizational growth in head office of Ethio Telecom.	Rejected	r = -0.179 p = 0.014 β = -0.277
H₂ : TA has no significant influence on organizational growth in head office of Ethio Telecom.	Fail to Reject	r = -0.032 p = 0.665 β = 0.003
H₃ : TE has no significant influence on organizational growth in head office of Ethio Telecom.	Rejected	r = 0.248 p = 0.011 β = 0.310
H₄ : TDV has no significant influence on organizational growth in head office of Ethio Telecom.	Fail to Reject	r = -0.127 p = 0.081 β = -0.088
H₅ : TDP has no significance influence on organizational growth in head office of Ethio Telecom.	Fail to Reject	r = -0.105 p = 0.152 β = -0.058
H₆ : TR has no significance influence on organizational growth in head office of Ethio Telecom.	Fail to Reject	r = -0.041 p = 0.581 β = 0.013

Source: Own survey, 2020

Chapter Five

Summary, Conclusions and Recommendations

5.1. Introduction

This chapter presents a summary of major findings, conclusions, recommendations and suggestions for further studies. From the major findings and review of the literature, the conclusions are drawn. Implication and recommendations for further studies are stated.

5.2. Summary of Major Findings

The purpose of this study, was assessing the current talent management practices and investigating its influence on organizational growth at head office of Ethio Telecom. To meet the research objectives, the data were collected from sampled managers and analyzed through descriptive and inferential statistics. Then, the following major findings were obtained.

The demographic information indicate that, majority of the managers (77.7%) were male and the remaining 22.3% were female in head office of Ethio Telecom. And the highest share of the sampled managers, (46.2%), were in the age group of 36 to 45 years in the organization. Moreover, 26.1% of the respondents are 46 and above years, which means more than half of the sampled managers (72.3%) in the organization were at the medium age group. Academically, all of the sampled managers, (100.0%), hold first degree and above in head office of Ethio Telecom. Moreover, around half of the respondents (65.9%) have work experience of greater than 11 years in the organization.

From the descriptive statistics, mean score for components of talent management practices were in the range of 2.74 and 3.58 in head office of Ethio Telecom, which are around the moderate mean. Accordingly, talent engagement scored the highest mean score ($M = 3.58$ and $SD = 0.65$) and talent retention scored the lowest mean score ($M = 2.74$ and $SD = 0.74$). Then, from the five components of talent management practices, ‘Talent Engagement’ practiced better and ‘Talent Retention’ practiced at the least in head office of Ethio Telecom.

The current level of organizational growth in head office of Ethio Telecom also scored $M = 3.17$ and $SD = 0.63$ which is around the average. It is also found that from the items of organizational

growth, the item ‘Our organization works on talent management strategy to led to increase its sales’ scored the highest mean score ($M = 3.25$ and $SD = 0.95$).

In investigating the relationship between overall talent management practices and organizational growth, the correlation coefficient result evidenced that, a negative and statistically significant relationship was found in head office of Ethio Telecom ($r = -0.179$, $p < 0.05$) between overall talent management practices and organizational growth. This means that, overall talent management practice has statistically significant inverse relationship with organizational growth in head office of Ethio Telecom.

From the relation between components of talent management practices and organizational growth in head office of Ethio Telecom, a negative and statistically significant relation was found between talent engagement and organizational growth ($r = -0.184$, $p < 0.05$). And also there was no statistically significant relation between talent acquisition and organizational growth ($r = -0.032$, $p = 0.665$), between talent development and organizational growth ($r = -0.127$, $p = 0.081$), between talent deployment and organizational growth ($r = -0.105$, $p = 0.152$), and between talent retention and organizational growth ($r = -0.041$, $p = 0.581$) in head office of Ethio Telecom. And also it is found that, talent engagement is relatively the highest correlated item from components of talent management practices with organizational growth in the organization. This means that, the use of talented employees is weakly related to organizational growth in head office of Ethio Telecom.

In assessing the influence of overall talent management practice over organizational growth, the simple linear regression analysis evidenced that, only 5.4% the variation in organizational growth in head office of Ethio Telecom is explained by its talent management practice, at $\beta = -0.179$ ($p < 0.05$). And overall talent management practice has a statistically significant influence on organizational growth in the organization. Furthermore, the multiple linear regressions also revealed that, among the five components of talent management practice, talent engagement has statistically significant influence on the variation in organizational growth in head office of Ethio Telecom. In the same way; talent acquisition, talent development, talent deployment and talent retention have no statistically significant influence on the variation in organizational growth in head office of Ethio Telecom.

5.3. Conclusions

The aim of this study was assessing the current practice of talent management and investigating its influence on organizational growth in head office of Ethio Telecom. In the mean-time, the study raised and addressed research questions: - ‘What is the influence of overall TM practice on organizational growth in head office of Ethio Telecom?’, and ‘What are the influences of individual TM practices (TA, TE, TDV, TDP and TR) on organizational growth in head office of Ethio Telecom?’ Thus, based on the analysis, the following conclusions were drawn.

From the five components of talent management practices, talent engagement is ranked first in head office of Ethio Telecom. On this component of talent management the study also draws conclusion that, even though the organization is featured on ‘Best Places to Work’ lists that are highly respected, majority of employees are moderately engaged and committed in the organization.

And also, from the five components of talent management practices, talent development is ranked next to talent engagement in the organization. On this component of talent management the study also draws conclusion that, even though, individual development plans are in place for all employees, top performers are not challenged to improve their skills and take the next steps in their careers in head office of Ethio Telecom.

Furthermore, talent deployment is ranked next to talent engagement and talent development in head office of Ethio Telecom. The study also draws conclusion that, even though, there is a strong match between job requirements and an employee’s competencies, the transitions from job to job within the organization is not go smoothly in the organization.

Acquisition and retaining of talented employees are not yet fully practiced in head office of Ethio Telecom. Then the weakness of Ethio Telecom with regard to talent acquisition and talent retention is highly related to the employment brand which was not strong and compelling among prospective employees, the hiring process in the organization is not efficient, effective and focusses on ‘quality of hire’, the organization managers are not held accountable for losing top performers and they hold retention conversations with employees not frequently. Then, there was a limitation in talent management practices in head office of Ethio Telecom.

From the current level of organizational growth related to talent management practices in head office of Ethio Telecom, it was found that it is slightly below the expected level. And even though the majority of managers quite confident in their organization to always try to work on talent management strategy to led to increase its sales, it does not work on talent management to increase its return of investment. Generally, the more practice of talent management decreases the level of organizational growth in head office of Ethio Telecom.

This study also evidenced through correlation analysis that, head office of Ethio Telecom make effort to manage talent and talented employees very weakly in relation with the organizational growth. There is also a statically significant influence of talent management practices on organizational growth in head office of Ethio Telecom. Hence, the expected level of organizational growth, in head office of Ethio Telecom, is not influenced by its talent management practice. Then this implies that, the level of organizational growth in head office of Ethio Telecom is due to another factors other than talent management practice.

Finally, from the correlation analysis, the influence exerted on organizational growth in head office of Ethio Telecom by talent engagement was statistically better. That means talent engagement has a statistically significance influence on organizational growth in head office of Ethio Telecom. Moreover, the other components of talent management practices have no statistical significance influence on organizational growth in this organization. This implies that, organizational growth in head office of Ethio Telecom is not influenced by other components of talent management practices under this study.

5.4. Recommendations

Based on the conclusions drawn from the study, the study required to forward applicable recommendations. Depending on this, the following recommendations were suggested.

- ❖ The management of head office of Ethio Telecom should implement effective talent management practices by incorporating them with the growth of the organization.
- ❖ The organization should merely depend on the man power engagement to engage employees and make committed to the organization. Because, organizational growth is fully depends on the engagement of employees by achieving the goal of the organization.

- ❖ The management of Ethio Telecom should avoid the limitations in developing employees to improve their skills and take the next steps in their careers in the organization by participating them in the growth strategy of the organization.
- ❖ The management of the organization should work on the deployment of talented employees by smoothly transit employees from job to job within the organization to bring the expected growth in the organization.
- ❖ The management of the organization should work on the employment brand to make it strong and compelling among prospective employees and the hiring process in the organization should be efficient, effective and focusses on ‘quality of hire’. In this competitive time, these thing are important to develop any organization in the perspective of acquiring talented employees to the organization.
- ❖ The organization managers should held accountable for losing top performers and they should hold retention conversations with employees frequently. The retention of talented employees in the organization will increase the whole performance which lead to the growth of the organization.
- ❖ The management of the organization should make effort on managing talented employees to relate it with the growth of the organization. Then the growth of the organization is improved if the practice of talent management is properly implemented in the organization.
- ❖ The management of the organization should give attention to other factors other than talent management practice to improve the level in the growth of the organization in Ethio Telecom.

5.5. Suggestions for Further Studies

The study was addressed the research objectives, draw conclusions and forward practical recommendations. In addition to these, since it is a new phenomenon, there are issues remain uncovered in this study due to the scope limitation and need to be addressed in future studies to add broad insight in to the subject. Then, the following points are stated as suggestions for further studies and future research directions.

- This study considers only five components of talent management practices, which are widely used in the literature and in actual practice. But to make full picture of talent

management, future researchers may include talent management strategy, talent review process, talent audit, talent planning, management commitment, and talent communication and performance management in their researches.

- The study also limited on the practice of talent management in Ethio Telecom and the conclusions and recommendations remain within the organization. In this regard, future studies may conduct the research in two or more organizations or nationwide by increasing the sample size, to make the conclusions and recommendation more wide and applicable.
- Future studies may employ both qualitative and quantitative approaches in their data type; because this study employed only quantitative research method and considers only managers.
- Finally, as indicated in the literature, there is lack of theoretical grounds and models in conceptualizing talent management and its relationship with other variables. In this regard, further studies should be conducted aiming at model specification and theory development.

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Appendices

Questionnaire

Addis Ababa University

College of Business and Economics

Department of Masters of Business Administration (MBA)

Survey Questionnaire for a Master's Thesis conducted on the Influence of Talent Management Practices on Organizational Growth.

Dear respondents,

My name is Rediet Negussie and I am one of the students of Master of Business Administration in Management (MBA) in Addis Ababa University College of Business and Economics. This research is part of my study and conducted for purely academic purpose. All the information collected through the questionnaire will be used only for contribution to knowledge and will be kept secret or confidential.

To this end, I kindly request you to respond for all the given statements otherwise incomplete responses will not fulfill my requirements and your response is paramount important to me. Therefore, your genuine, honest and prompt response is a valuable input for the quality and successful completion of the research paper.

General Instruction

- ❖ There is no need of writing your name;
- ❖ Please put the mark (√) in the appropriate box; that indicate your response to the question.

In case of any inquiry about this questionnaire, you can call me through my cell phone or contact me through the following e-mail address.

E-mail: - redexaau@gmail.com

Phone: - +251911-919027

Thank you.

Part One

General Information

Please tick (√) the boxes which are more applicable for your biographical information.

- 1) **Sex** Male Female
- 2) **Age**
 - 25 and Below From 26 to 35 years
 - From 36 to 45 years Above 46 years
- 3) **Educational Qualification**
 - Below Diploma Diploma
 - First Degree Second Degree and above

3.5	My organization managers are accountable for the development of their employees					
4.	Talent Deployment (TDP)					
4.1	In my organization, there is a strong match between an employee's competencies and job requirements					
4.2	In my organization, the best people are focused on the most important jobs					
4.3	In my organization, employees are given the opportunity to do what they do best					
4.4	In my organization, technology is used to assist in the effective deployment of talent					
4.5	In my organization, the transitions from job to job within the organization go smoothly					
5.	Talent Retention (TR)					
5.1	My organization can retain its best performers					
5.2	Turnover in my organization is tracked across divisions, locations, talent levels and managers					
5.3	In my organization, the reasons people leave, especially top performers, are recorded and addressed					
5.4	My organization managers hold retention conversations with employees frequently					
5.5	My organization managers are held accountable for losing top performers					

Part Three

Assessment of Organizational Growth

Please indicate your response to each statement by putting (√) to the correspondent number.

Key: 1 (**SD**) – Strongly Disagree; 2 (**D**) – Disagree; 3 (**N**) – Neutral; 4 (**A**) – Agree; and 5 (**SA**) – Strongly Agree

No.	Item	SD (1)	D (2)	N (3)	AO (4)	SA (5)
	Our Company ...					
1.1	believes that talent management increases its growth					
1.2	works on talent management strategy to led to increase its sales					
1.3	works on talent management to led to increase employee productivity					
1.4	works on talent management to increase its return of investment					
1.5	works on talent management to led to increase its profitability					
1.6	has talent management strategy to led to enlargement of the organization					
1.7	Works on talent management to increase of clients					

Thank You!!!