



**THE EFFECT OF TALENT MANAGEMENT ON EMPLOYEE PRODUCTIVITY IN
THE CASE OF HEINEKEN BREWERIES S.C**

BY

ELDA MOGES

(GSE/8489/15)

**A THESIS SUBMITTED TO THE GRADUATE SCHOOL OF ADDIS ABABA
UNIVERSITY, SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE
MANAGEMENT**

ADVISOR: Professor Fesseha

ADDIS ABABA, ETHIOPIA

JUNE 2025

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

THE EFFECT OF TALENT MANAGEMENT ON EMPLOYEE PRODUCTIVITY IN THE
CASE OF HEINEKEN BREWERIES SC

ELDA MOGES

(ID: GSE/8489/15)

Approved by Board of Examiners and Advisor

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

Declaration

I, the undersigned, affirm that this thesis, titled "**The Effect of Talent Management on Employee Productivity in the Case of Heineken Breweries SC**" is my original work. To the best of my knowledge, it has not been submitted for a degree by any other individual, and I have properly acknowledged all sources of material utilized in this thesis.

Declared by: Elda Moges

Signature: _____

Date: _____

This is to certify that the above declaration made by the candidate is correct to the best of my knowledge.

Confirmed by: Professor Fesseha

Signature: _____

Date: _____

Acknowledgments

I would like to give the first gratitude to my God almighty, for giving me the courage throughout the preparation of this study and in my life journey.

I would like to thank my advisor, Professor Fesseha, for the exceptional guidance through this challenging time in making this thesis. The insights and comments he provided during this journey were very invaluable.

I also would like to recognize and thank my family and friends for their unconditional support. They believed in my abilities, which motivated me to push for excellence.

Finally, I want to take time to express my heart felt appreciation to Heineken Breweries SC for allowing me to do my research on their company. And I would like to thank the employees that supported me in filling in the survey in the data gathering stage.

Contents

Chapter One.....	1
1. Introduction.....	1
1.1. Background of study	1
1.2. Background of the Organization.....	2
1.3. Statement of the problem	3
1.4. Objective of the study	3
1.5. Research Questions	4
1.6. Significance of the study	4
1.7. Scope of the study.....	4
1.8. Organization of the Paper	4
1.9. Definition of Terms.....	5
Chapter Two.....	7
2. Literature review.....	7
2.1. Theoretical Review.....	7
2.2. Empirical Review	8
2.3. Conceptual Framework.....	10
Chapter Three	13
3. Research Design and Methodology	13
3.1. Research Paradigm	13
3.2. Research Approach	13
3.3. Research design	13
3.4. Sampling Design	14
3.5. Target Population	14
3.6. Sampling Technic and Sample Size.....	14
3.7. Source of data	15
3.8. Data Collection Methodology and Instrument	15
3.9. Data analysis methods.....	15
3.10. Validity and Reliability Analysis	15
3.11. Ethical Considerations.....	16
Chapter Four	18

4. Results and Discussion	18
4.1. Introduction	18
4.2. Descriptive Analysis	18
4.3. Correlation Analysis	27
4.4. Regression Analysis	30
4.5. Result of Regression Analysis	33
Chapter 5.....	36
5. Summary of Findings, Conclusion, Recommendations	36
5.1. Summary of Findings	36
5.2. Conclusion	37
5.3. Recommendations	38
References.....	40
Appendix.....	43

Abstract

This study examines the effect of talent management practices on employee productivity within Heineken Breweries S.C., a leading organization in Ethiopia's brewing industry. In particular, this study investigates the effect of performance management, training and development, succession planning, and career planning on key productivity elements, namely quality of work, employee engagement, and organizational commitment. The study uses quantitative research design with structured questionnaires. Stratified random sampling technique was used which gave the sample size of 262 employees all based in Addis Ababa due to time and budget constraint. In order to analyze the data, the study uses descriptive statistics, correlation analysis, and regression techniques. Based on that the results are as follows, succession planning ($B = 0.756$, $p < 0.001$), career planning ($B = 0.354$, $p = 0.006$), and training & development ($B = 0.331$, $p = 0.010$) have a statistically significant and positive influence on employee productivity. Based on this, succession management had the strongest standardized effect ($\beta = 0.284$), showing its important role in influencing productivity. However, Performance management even though moderately correlated, ($B = 0.098$, $p = 0.470$), did not show statistically significant impact on the regression model. These findings show the importance of aligning talent management strategies with employee development need to boost employee productivity. And suggest a need to reevaluate the performance management system in place to support growth and engagement of employees. This will give a useful guideline for practitioners seeking to improve workforce performance by applying strategic HR practices.

Key Words: Talent Management, Performance Management, Training and Development, Succession Planning, Career Planning, Employee Productivity, Quality of Work, Employee Engagement, Organizational Commitment

Chapter One

1. Introduction

1.1. Background of study

In today's changing business world, companies are placing more importance on talent management as a key approach to improving how employees perform. Talent management refers to a set of connected strategies aimed at attracting capable individuals, helping them grow, keeping them engaged, and ensuring their long-term contribution to the organization. To build a successful organization has a clear understanding of how these talent management practices impact employee's performance is very important.

Hiring and staffing was the focus of talent management during traditional periods. However now it has grown into a broader concept. In the modern era talent management is more than hiring it has become more about what comes after hiring. It now involves training, performance tracking, leadership development, career growth opportunities and the like. This shift came across because organizations started to understand employees are a key part of achieving organizational success, that directly influences the competitive advantage of the organization (Collings & Mellahi, 2009; Becker & Huselid, 2006).

Studies imply that when talent strategies are well defined and planned, they have a positive impact on employee engagement. Companies that focus on this strategy's usually see higher employee involvement and dedication. And engaged employees tend to be more motivated, take the initiative, and work towards shared goals, all of which led to improved productivity and business outcomes (Tansley, 2011).

The Ethiopian work force is categorized as young work force (World Bank, 2022). When the work market is dominated by young individuals there is a string potential for innovation, creativity, and productivity given that there is the right and structured human resource system in place. Therefor organizations need to implement talent management practices that not only focus on performance but also on skill development, career development, and involvement of their workforce.

However, many businesses in Ethiopia encounter obstacles in implementing effective talent management systems. These may include financial limitations, a lack of alignment between HR efforts and business priorities, and insufficient investment in people development. Additionally, traditional management styles and cultural practices may slow the shift towards more strategic and modern HR approaches, creating a disconnect between employee expectations and organizational practices (Becker & Huselid, 2006).

Even though challenges exist in the world of organizations, the impact of focusing on talent management practices is very significant. Putting in place the right talent strategies will foster engagement, employee growth, individual performance, and healthy organizational culture. Additionally, by developing internal talent pool, increasing retention, and lowering turnover rate companies can enhance their chances of sustaining long-term stability and growth, particularly in Ethiopia's growing competitive market (Becker & Huselid, 2006).

1.2. Background of the Organization

Heineken Breweries S.C. operates in the FMCG market as an international brewing group known for its alcoholic and nonalcoholic beverages across different countries. Heineken is a global brand that scaled up from Europe through years of expansion.

Heineken officially started operating in Ethiopia in 2011 by acquiring two local breweries in Harar and Bedele. At the time there was an increasing demand for beverage goods, so this was a strategic move to further expand their brand through different African regions. Following this, the company opened a new brewing facility in Kilinto, located in Addis Ababa. This modern plant significantly improved its production capacity and enabled it to create products that suit local consumer tastes.

Heineken Breweries S.C. aims to be a leader in the Ethiopian market not only in terms of sales and business growth, but also in making a positive difference in society. Its main purpose focuses on building strong connections among people and contributing to a better future.

1.3. Statement of the problem

Employee productivity is very crucial to drive operational success in the highly competitive FMCG market. Talent management practices such as performance management, training and development, succession planning, and career planning are designed and used at Heineken Breweries S.C with the aim of improving employee efficiency and performance. Despite the structured framework, early observations and informal consultations with HR professionals and employees, it has shown that the company faces some challenges fully utilizing employee productivity, retaining high potential talents and creating a strong leadership pool.

One of the major concerns identified was whether the existing talent management systems were well aligned with organizational objectives to drive sustained productivity. Among the challenges such as failure to develop employees effectively, inadequate career development opportunities, and inconsistency in applying performance management practice were discovered to slow down employee's engagement and output. These, if left unaddressed, have the potential to adversely affect operational performance, employee morale, and the business' competitiveness in the long run in an evolving market environment.

Therefore, this study explores how talent management practices impact employee productivity at Heineken Breweries S.C. Based on the findings the researcher will try to uncover what is working, what needs to be improved and what actionable recommendations could be put in place to better improve HR strategies that will potentially enhance organizational effectiveness.

1.4. Objective of the study

This section outlined the general and specific objectives of the research.

1.4.1. General Objective

The general objective of this research was to examine the effect of talent management practices on employee productivity. As well as to assess the effect of talent management practices on employee productivity at Heineken Breweries SC.

1.4.2. Specific Objective

- To examine the effect of performance management on employee productivity
- To examine the effect of training and development on employee productivity
- To examine the effect of succession planning on employee productivity

- To examine the effect of career planning on employee productivity

1.5. Research Questions

- How does performance management affect employee productivity?
- How does training and development impact employee productivity?
- How does succession planning influence employee productivity?
- How does career planning affect employee productivity?

1.6. Significance of the study

This study helps readers understand how talent management practices affect employee productivity. The results will be used by Heineken as a guide to enhance their talent management strategy and increase employee productivity.

For academic purposes It will contribute fresh perspectives to the body of knowledge already available on employee productivity and talent management.

Additionally, the study will provide managers and HR professionals with useful advice. The results may eventually be used as a starting point for more studies in this area.

1.7. Scope of the study

This research examines the effect of talent management practices on employee productivity at Heineken Breweries S.C. Due to constraint of time and budget the research was limited to Heineken's operation in Addis Ababa, which has the highest number of employees.

The study was conducted in 2025. The first half of the year was mainly focused on preparing and gaining approval on research proposals while the second half of the year was focused on gathering data, analyzing results, interpreting the findings, and developing the final research document.

Quantitative research methodology was used with structured questionnaires distributed to the sample size selected. This study used descriptive and exploratory research designs.

1.8. Organization of the Paper

This research has five chapters. Chapter one is all about the introduction to the study that includes background of the study, background of the organization, statement of the problem,

research objective and question, scop definition, significance of the study, and definition of main terms. Chapter Two dives deep into relevant literature review (Theoretical and empirical) related to the topic of research and developing a conceptual framework. Chapter Three takes us through the research methodology and design used when conducting the research. Chapter Four then deals with data analysis, outlining results with discussion and interpretation. And finally, chapter Five provides an overview of findings, conclusions, and recommendations.

1.9. Definition of Terms

- **Talent Management:** It is a process that attracts, develops and retains skilled employees to fulfill present and future organizational human resources needs. It combines different practices like training, performance management, and succession planning to fully utilize employee capabilities (Collings & Mellahi, 2009)
- **Training and Development:** It is a process that provides development programs that helps build capabilities of employees so they can perform better at their job and more. Training aims to build job related skills while development is focused on career growth and long-term professional growth (Noe, 2017).
- **Succession Planning:** It is a process where organizations identify critical roles and prepare potential successors proactively. It included assessing successors and providing the needed development program to support their readiness level and ensure business continuity (Rothwell, 2010).
- **Career Planning:** It is a process where individuals design their career road map that aligns with their ambition and organizational opportunity. It is all about personal growth, so it supports retention efforts specifically towards motivated and goal-oriented employees (Greenhaus, Callanan, & Godshalk, 2010).
- **Employee Productivity:** It is the extent to which employees convert input into valuable output. It is influenced by skill set, motivation, and working conditions. It is also closely linked with organizational performance (Huselid, 1995).
- **Quality of Work:** Based on given objectives and assigned tasks, it is how an employee performs effectively within a given period of time. It includes both accuracy, quality and completion rate of output (Robbins & Judge, 2019).

- **Employee Engagement:** It is the emotional and psychological connection employees feel with the work and work environment. Enthusiasm, commitment and exceeding expectation are the main behaviors of highly engaged employees (Macey & Schneider, 2008).
- **Organizational Commitment:** Is the extent to which employee feel connected with the organization and intent to stay. It includes things like attachment towards the organization values, sense of belonging, and recognizing cost of leaving the organization (Meyer & Allen, 1991).

Chapter Two

2. Literature review

2.1. Theoretical Review

Talent management is aimed at attracting, developing, retaining, and using individuals who have the necessary skill sets to meet present and future organizational needs (Collings & Mellahi, 2009). Many theoretical frameworks show the impact of talent management on employee productivity in turn impacting organizational performance.

According to the Resource-Based View (RBV) Human resources are important source of competitive advantage. By properly managing employees and investing on employees' capabilities organizations can maintain success within their industry Barney (1991).

Adding to the RBV, Social Exchange Theory (SET) emphasizes on the relationships between employees and organizations. Blau (1964) suggests that to gain employees loyalty and high-performance investing on employee development is important. When employees see that the organization is supporting them, they are more likely to be committed and perform highly.

Job Characteristics Model (JCM) suggests that when job roles are diversified, and the organization has effective performance management and succession planning processes in place it will positively impact employee satisfaction and productivity. This shows that job design has a direct relationship with motivation to perform. Similarly, when employees feel like they are being rewarded for the efforts they put in place they show high productivity levels as per Vroom's Expectancy Theory (1964).

In addition, Maslow's Hierarchy of Needs (1943) and Herzberg's Two-Factor Theory (1959), say that answering intrinsic and extrinsic factors is important for increasing employee satisfaction and productivity. This theory shows that employee motivation and performance are really impacted by talent management practices that give opportunity for developing skills, career advancements and recognition.

Finally, organizations can see a high level of productivity by linking employee competencies with strategic goals (Spencer & Spencer, 1993). And Competency-Based Management Theory concludes that identifying and developing the skills required for effective performance will increase employee productivity, hence increasing organizational effectiveness.

2.2. Empirical Review

A number of empirical research studies have demonstrated a strong relationship between talent management practices and employees' productivity across most industries, including brewing. For example, Aguinis (2009) noted the important role played by performance management systems in enhancing productivity. Similarly, DeNisi and Smith (2014) found that definite establishment of performance goals, ongoing feedback, and appraisal help in aligning personal efforts with organizational objectives, and this raises the engagement and productivity of employees.

Managing performance on its own cannot sustain employee motivation to do more. It needs to be backed up with the right training and development platform. Training and development are very essential in improving employee performance. Research conducted by Blume et al. (2010) found that continuous training improves job performance, especially in technical roles. This shows that positive increase in productivity and operational efficiency is seen on organizations that provide the proper employee development programs Salas et al. (2012). These findings suggest that the right training provided at the right time not only improves employee skills but also contributes to overall organizational success helping organizations stay up to speed with industry trends.

In addition, organizations that want to safeguard their pipeline of leaders and show employees they can advance into higher and complex roles need to invest in their succession planning that will affect motivation and productivity. Effective succession planning sustains organizational productivity by building a capable employee pipeline, while this proactive planning increases employee engagement and retention which brings long term productivity.

To support the above point career planning is crucial. It influences employee satisfaction and productivity by showing employees that there are more opportunities for them than what they are currently doing. Showing employees, a clear career path increases employee engagement and

retention which impacts performance positively on Hall (2002). When employees see there are opportunities for career growth within their organization their motivation, commitment, and productivity improve Greenhaus et al. (2000).

Quality of work is the main element that shows employee productivity. It is influenced by clarity of roles, employee skill set level, and manager habits like continuous feedback and recognition (Campbell et al., 1993). Employees that get consistent feedback tend to be great in completing tasks and demonstrating the right behavior that creates a positive organizational climate Aguinis (2009). In addition to that creating an environment that allows innovation, creativity and problem-solving skills is essential for organizational success (Janssen, 2000).

When seeing employee productivity, it is not only about the quality of work, but also about how engaged the employee is within the organization. Employees who are engaged tend to be more productive, satisfied with the work they do, and more loyal to the organization (AON Hewitt, 2020). When organizations have supportive leadership, growth opportunities, and the right recognition platform the engagement level of employees increase affecting their productivity level. That is why organizations with collaborative culture and effective performance management systems in place have higher engagement level which corresponds to better individuals and organizational results Saks (2006). Because of all the above outlined findings employee engagement appears to be a key contributor to productivity

Finally, the one overarching element that helps organizations have high performing employees and low turnover rate is the emotional bonds that employees have with the company known as organizational commitment rates (Meyer & Allen, 1991). When employees feel committed to their organization, all their effort and motivation will come from a sense of belonging enhancing their performance and overall productivity. Employees that perceive the organization they are working for are on their side supporting them, helping them grow, they will be motivated to do more (Shalley, 1995).

In conclusion, the above-mentioned empirical evidence shows that talent management practices like performance management, training and development, succession planning, and career planning are important in influencing employee productivity that is described by quality of work,

employee engagement, and organizational commitment. When all of these elements are done the right way organizations can see employee productivity improving positively affecting organizational success.

2.3. Conceptual Framework

The conceptual framework tries to identify the dependent and independent variables of this study. It shows the relationship between our variables, which are talent management practices and employee productivity. The independent variable talent management practices are comprised of performance management, training and development, succession planning, and career planning while the dependent variable employee productivity is described by quality of work, employee engagement, and organizational commitment. This model is designed to show how managing talent can directly influence productivity by linking individual efforts with overall organizational goals.

1. **Performance Management** is the backbone of talent management. performance management is a practice that creates clear expectations from employees with measurable objectives supported by continuous and regular feedback. When employees know what is expected from them and they receive consistent guidance they become equipped and motivated to fully meet or exceed expectations set for them. This ensures that employees contribute and drive organizational success (Aguinis, 2009; DeNisi & Smith, 2014).
2. **Training and Development** is the process of equipping employees with the knowledge and skills needed to do their job effectively and to evolve more than their job. Providing regular and UpToDate training programs for employees will enhance their capabilities and encourage innovation and creativity that will contribute to productivity and operational successes. Therefore, organizations that focus more on continuous learning will see motivated and effective employees within their organization (Blume et al., 2010; Salas et al., 2012).
3. **Succession Planning** identifies critical roles and ensures that there are proper and capable successors for the roles identified. It is a proactive approach that decreases vacant roles during time of transition and has a ready pipeline of employees that could potentially hold that position. When employees know that they are potential successors for roles above them it creates employee engagement as they recognize room for growth

which in turn affects their productivity and organizational productivity (Rothwell, 2005; 2010).

4. **Career Planning** shows employees a clear roadmap to potential positions they might hold within the organization. By helping them understand their path and what is required to get there it will create motivation and long-term commitment from the employee. This supports retention and productivity efforts because employees are more likely to perform at their best when they see a clear future at hand (Hall, 2002; Greenhaus et al., 2000).

These talent management practices influence employee productivity through three main ways:

1. **Quality of Work:** Productivity is significantly impacted by how well employees carry out their tasks, which is shaped by performance expectations and training. When employees have the skills and clarity they need, their output quality and consistency improve (Campbell et al., 1993; Aguinis, 2009).
2. **Employee Engagement:** Is the emotional and psychological feeling that employees have towards their work and work environment. When employees feel engaged and have a sense of belonging within an organization, they will be more proactive, enthusiastic, and dedicated to what they do. Engagement is driven by clear expectations, skill development, regular feedback, creativity on career advancement and the like which are mainly related to talent management practices (Saks, 2006; AON Hewitt, 2020).
3. **Organizational Commitment:** Is the loyalty one employee having to the organization. This is the main driver of retention and performance. When employees feel valued and supported throughout their career, they are more likely to stay within the organization long term by being committed to and contributing their best (Meyer & Allen, 1991; Shalley, 1995).

In summary, the conceptual framework shows how talent management strategies can bring performance driven culture. By doing the above-mentioned elements organizations can improve engagement, motivation, and commitment which are key factors for improved productivity that gives the organization a competitive advantage (Barney, 1991; Cascio, 2014; Kahn, 1990).

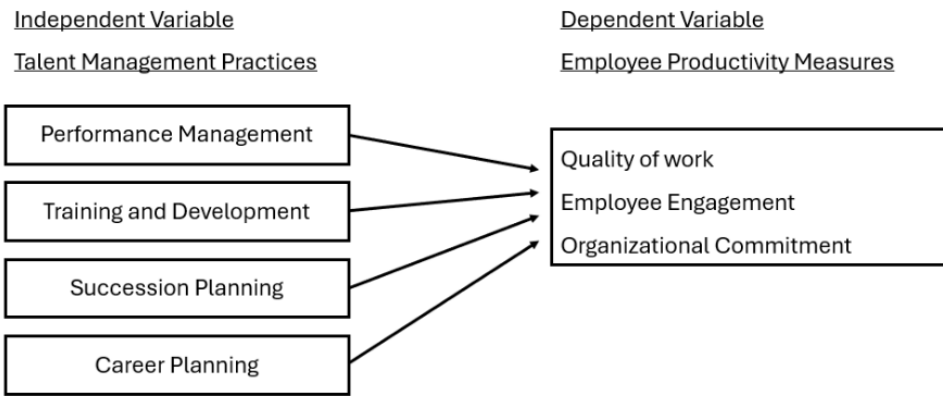


Diagram 1: Relationship between independent and dependent variable

Source: Adapted from Collings & Mellahi (2009)

Chapter Three

3. Research Design and Methodology

3.1. Research Paradigm

The paradigm under which this study was conducted was built in a quantitative framework, one that focuses on data gathering and analysis of quantifiable data to explore variable relationships. This paradigm was appropriate for analysis of the correlation between talent management practice and employee productivity because it allows for objective measurement and statistical investigation of the impact of these practices.

The quantitative method employs systematic data gathering methods, such as questionnaires, to gather responses from the subjects. By the use of close-ended questions and Likert scales, the study attempted to quantify perceptions and experiences connected to talent management and productivity.

3.2. Research Approach

The study employed a quantitative research method to examine the relationship between talent management practices and the productivity of employees. In this technique, data was collected in numerical form and analyzed through questionnaires to evaluate how talent management affects productivity levels.

3.3. Research design

The strategy for achieving research goals and answering research questions is what is known as research design. The purpose of this research was to investigate the effect of talent management on employees' productivity. This study uses descriptive and inferential research designs to respond to the research questions. The inferential component uses correlation and regression analysis to see the relationship and strength between variables while the descriptive component uses questionnaires to offer an in-depth explanation of employee levels of productivity and talent management techniques.

3.4. Sampling Design

Sampling design is a component of research design that indicates the process by which a sample of people is selected from a study population. The sampling design applied is as follows:

3.5. Target Population

The whole population of 1,013 employees in Heineken Breweries S.C. is included in the target population of this study.

3.6. Sampling Technic and Sample Size

Stratified Random Sampling was utilized to calculate the sample size. Stratified Random Sampling ensures various demographic subgroups in the above scenario; managerial and non-managerial employees are properly represented. It made the results more reliable and accurate by ensuring the two groups are equally represented.

There were 761 Addis Ababa employees, 264 of them management and 497 non-manager staff. The following formula was used to determine the sample size of this study:

$$n = N/1+N*(e^2)$$

$$n = 761/1+761*(0.05^2)$$

$$n \approx 262$$

The sample was also further stratified by the proportion of the management and non-manager workers after determining the 262-employee total sample size:

1. Non-managerial employees:

$$262 = 497/761$$

$$n \approx 171$$

2. Managerial employees:

$$262 = 264/761$$

$$n \approx 91$$

Therefore, the sample included 171 non-managerial personnel and 91 managerial personnel, aggregating to a sample of 262 personnel.

3.7. Source of data

Data was gathered by employing primary data. Primary data were gathered through a close-end questionnaire with five-point Likert scales to gain feedback from the members of the sample.

3.8. Data Collection Methodology and Instrument

The target population was given a survey questionnaire to examine the effect of talent management practices on employee productivity. The survey utilized a combination of different types of questions in an attempt to secure considerate information. Among its features are closed-ended questions and rating scale questions that enable respondents to express how they feel or believe. With this methodology, the researcher was in a position to gather helpful data.

3.9. Data analysis methods

This study's data analysis has used descriptive statistics, inferential statistics, and data visualization. Inferential statistics have enabled the researcher to be able to see the strength and direction of relationships between variables by finding key predictors of employees' productivity. In order to be able to communicate the findings to stakeholders effectively and facilitate informed decision-making, data visualization techniques were used to present the results in a captivating yet simple-to-grasp format.

3.10. Validity and Reliability Analysis

3.10.1. Validity

The degree to which a research study is measuring what it is supposed to measure is termed validity. Content validity, required to ensure the survey fully measures the constructs of interest, maintaining validity in this study. The questionnaire for the survey was made from a tested standard questionnaire. Expert reviews were also done to double-check the validity of the instrument. These experts examined whether the questionnaire items could capture the most essential points of talent management practices and how they affect employee productivity.

3.10.2. Reliability

After administering the pilot test questionnaires, the researcher performed reliability analysis to validate the instrument for data gathering and ensuring consistency in the findings. The researcher chose a 10% pilot test sample of the total sample size. The researcher measured the internal consistency of the measuring scales through Cronbach's Alpha Coefficient (α). This

coefficient is a good approximation of the internal consistency of the scale items and is a highly used technique for establishing the reliability of a survey instrument.

Cronbach's Alpha was conducted using SPSS software to test the reliability of the items in terms of a five-point Likert scale. For all the items' Cronbach's Alpha was above 0.7 as indicated by the pilot test results. Hence, pilot test results indicate that the measurement instrument is reliable enough for the study needs.

Table 1: Reliability of the measurement scales

Reliability Statistics		
Constructs	Cronbach's Alpha	N of Items
Performance Management	.759	7
Training & Development	.942	6
Succession Planning	.993	7
Career Planning	.925	6
Individual Performance	.891	7
Employee Engagement	.893	6
Organizational Commitment	.879	6

3.11. Ethical Considerations

Gaining informed consent from everyone participating was crucial in maintaining the integrity of the study and ethical requirements. The participants were given a comprehensive consent form. They were also told that they would not be penalized if they withdrew at any time. This procedure helps ensure that the participants offer their consent after full knowledge of what participation entails.

The privacy of the participants should be maintained as a basic ethical requirement. All the data was gathered in protection of people's identities, and there was no identifying individual data. Participants were guaranteed that their answers would not be revealed and would be utilized only for this study, which protected their personal data.

Standardized approaches to data collection were utilized in an effort to improve the objectivity and dependability of the data. To avoid any individual biases being in the data, there was uniform application of methods and instruments. This method is compliant with the moral imperative to produce accurate and objective results as well as ensure the validity of research results.

The right review board was consulted for ethical clearance before the commencement of research, and authorization for permission was granted by Heineken breweries SC management. This step ensures that research is compliant with institutional ethical guidelines and policies.

Chapter Four

4. Results and Discussion

4.1. Introduction

This chapter provides a critical examination of data gathered. It applies descriptive as well as inferential statistical methods to examine the characteristics of the sample as well as to analyze the relationship between the independent variable and the dependent variable.

262 questionnaires were distributed to the target population, and a total of 262 were returned, thereby providing a response rate of 100%.

As per Baruch and Holtom (2008), response rates of 52.7% on average are typical for scholarly research based on data obtained from respondents, and response rates of 70% and higher are considered excellent. A response rate of 100% attained in this study is therefore exceptional, indicating high participation by the participants and presenting a solid foundation for analysis of data.

4.2. Descriptive Analysis

4.2.1. Respondents' demographic profile

The purpose of the population analysis here is to provide a clear-understandable description of the composition of the respondents and outline their demographic attributes. These include gender distribution, age group, department (function), job grade, and years of experience. Presenting these variables ensures that the sample is representative of the diversity of the organization and maintains the reliability of the findings of the research. The population results appear in the following tables.

Table 2: Respondents' Demographic Profile

Category	Subcategory	Frequency	Percent (%)	Cumulative Percent (%)
Gender	Male	135	51.5	51.5
	Female	127	48.5	100.0

Age Group	18–25	112	42.7	42.7
	26–35	82	31.3	74.0
	36–45	53	20.2	94.3
	Above 45	15	5.7	100.0
Department	Supply Chain	85	32.4	32.4
	Sales	68	26.0	58.4
	Finance	61	23.3	87.0
	Human Resource	18	6.9	93.9
	Marketing	14	5.3	99.2
	Digital & Technology	9	3.4	99.6
	Legal	4	1.5	99.2
	Corporate Affairs	3	1.1	100.0
Years of Experience	Less than 1 year	50	19.1	19.1
	1–5 years	83	31.7	50.8
	6–10 years	85	32.4	83.2
	More than 11 years	44	16.8	100.0
Job Grade	Grades 1–9	171	65.3	65.3
	Grades 10–20	50	19.1	84.4
	Grades 25–30	34	13.0	97.3
	Grade 30+	7	2.7	100.0
Total	-	262	100.0	-

As per Table 2, gender distribution among the respondents is significantly balanced. Out of 262 respondents, 135 (51.5%) were male, and 127 (48.5%) were female. This close division indicates proper gender representation in the organization and helps to minimize gender bias in the study findings. It is found that a vast majority of the respondents (42.7%) fall in the 21–25 years age group, and then 26–35 years (31.3%). This reflects that most of the participants are quite young workers, which might influence their attitudes toward talent management and productivity.

Furthermore, it also demonstrates that the sample population represented a wide range of departments but that the most representative department was Supply Chain at 32.4%, followed

by Sales at 26.0% and Finance at 23.3%. Lower percentages were provided from support functions such as HR, D&T, Legal, and Corporate Affairs. The broad departmental representation facilitates a greater general understanding of the organizational environment and practices.

As indicated in the table above, 50 respondents (19.1%) possess less than one year of experience, 83 (31.7%) have served between one and five years, and 85 (32.4%) possess six to ten years of experience. Also, 44 respondents (16.8%) have more than eleven years of experience. This blend of junior and senior staff means the survey captured views from both more recent and seasoned employees, thus adding to the reliability of the feedback.

The final characteristic observed is that the majority of the respondents (65.3%) fall in the lower grades of jobs (1–9), while 34 respondents (13.0%) fall in the mid-rank grades (grades 25–30), and only 7 respondents (2.7%) fall in the higher-grade ranges (above 30). This reflects the typical organizational structure where the pyramid of the workforce is broadest at the operational level and narrows towards the top management.

4.2.2. Descriptive Statistics of Variables

Table 3. Descriptive Statistics on Performance Management

No.	Questions	N	Mean	Std. Deviation
1	The criteria for evaluating my performance are well-defined.	262	4.44	0.504
2	KPIs are relevant to my role.	262	4.55	0.498
3	Feedback from peers/stakeholders is included.	262	4.38	0.637
4	Regular check-ins with manager.	262	4.28	0.697
5	Feedback from evaluations is helpful.	262	4.27	0.660

6	I feel supported after evaluations.	262	4.29	0.718
7	Performance management improves quality of work.	262	4.02	0.986

Descriptive statistics of Performance Management at Heineken Breweries SC show that the employees have a generally positive attitude towards the system since all the items rated above a mean of 4.00. The highest rated item "The KPIs used to measure my performance are relevant to my role" had a score of 4.55, which indicates very good alignment between performance measures and job duties. The least rated item, with an average of 4.02, was whether the system enhances the quality of work, which meant that its performance enhancement effect may not be so apparent.

Overall, staff are supportive of the use of KPIs and openness of evaluation, indicating good and appropriately focused performance evaluation process. Positive feedback on regular evaluations also indicates good communication between management and staff. A moderate low score in quality improvement at work, however, indicates the possibility that there is a misalignment between evaluation and actual improvement in work quality.

These findings are in line with the literature that has emphasized effective performance management, specifically through simple goals, relevant measures, and continuous feedback enhances productivity (Aguinis, 2009; DeNisi & Smith, 2014). The high role-KPI alignment also showcases the theory of Resource-Based View (RBV), which emphasizes the strategic value of role-specific human capital (Barney, 1991).

Table 4. Descriptive Statistics on Training and Development

No.	Questions	N	Mean	Std. Deviation
1	Training improves job-related skills.	262	3.94	0.949
2	Confident in applying new skills.	262	4.01	0.979

3	Knowledge has expanded.	262	3.91	0.938
4	Training links to company goals.	262	3.93	0.960
5	Feedback during training is helpful.	262	3.94	0.949
6	Productivity improved via training.	262	3.93	0.954

Descriptive statistics of Training and Development in Heineken Breweries SC show that employees have a positive attitude towards the programs, with all items rated above 3.9 on a scale of 5. The item rated most highly, "Confident in applying new skills," had a mean value of 4.01, showing that employees are confident in applying new skills learned in their work environment. The item rated least, "Knowledge has expanded," had a rating of 3.91, which, though positive, indicates the necessity to enhance the depth of content.

These results suggest that employees see training as being effective for building confidence and enabling the implementation of skills. However, the slightly lower mark on knowledge enhancement may suggest the need for more comprehensive or profound learning experiences.

This aligns with existing literature showing training to increase employees' performance and use of skills (Blume et al., 2010; Salas et al., 2012). It also aligns with theoretical models like the Job Characteristics Model and Social Exchange Theory, both of which highlight training as being a key mechanism for driving engagement and productivity (Hackman & Oldham, 1976; Blau, 1964).

Table 5. Descriptive Statistics on Succession Management

No.	Questions	N	Mean	Std. Deviation
1	Clear internal career paths exist.	262	3.81	0.999
2	Leadership identifies high-potential employees.	262	4.01	0.915

3	Grooming for future roles is part of strategy.	262	4.02	0.946
4	Future talent needs are planned in advance.	262	3.91	0.966
5	Employees are considered for leadership roles.	262	3.90	0.974
6	Clear guidelines for succession.	262	3.78	1.005

Descriptive statistics of Succession Planning in Heineken Breweries SC depict that, in general, there is a positive attitude. Leadership's ability to identify high-potential talent and prepare them for future roles had mean values above 4.0, reflecting strong agreement. However, the others, such as career path clarity and clear succession guidelines, varied from 3.78 to 3.91, reflecting the necessity to enhance the structure and communication of the process.

Standard deviations varied from 0.915 to 1.005, reflecting moderate variability in response. This would imply that while succession planning initiatives are recognized by many employees, others might not see it as well established or relevant to their career growth.

Literature supports that formal and open succession planning enhances employee engagement and productivity (Rothwell, 2005; Rothwell, 2010). The difference in perceptions may mirror the absence of visibility or consistency of application, which may influence motivation and long-term commitment to the organization.

Table 6. Descriptive Statistics on Career Planning

No.	Questions	N	Mean	Std. Deviation
1	My career goals align with company goals.	262	3.89	1.008
2	I have opportunities for internal advancement.	262	3.90	0.960
3	My manager supports my career development.	262	3.99	0.964

4	I have a clear career development plan.	262	3.91	0.999
5	I am encouraged to grow and develop.	262	3.96	0.935
6	I believe I can grow my career within the company.	262	3.94	0.975

Descriptive statistics of Career Planning at Heineken Breweries SC indicate a general positive employee attitude, with all statements higher than a mean of 3.9. "My manager supports my career development" had the highest score of 3.99, showing high managerial support. "My career goals align with company goals" had the lowest score of 3.89, showing uncertainty about alignment with organizational goals. Standard deviations were between 0.935 to 1.008, showing moderate variability in responses.

Overall, employees feel adequately supported in their career advancement and sense a connection between their career progression and the company's direction. However, the slightly lower goal alignment score may indicate that there are some employees who believe that their personal aspirations are not as aligned with company goals.

Literature shows that alignment of organizational and individual goals, coupled with managerial support, enhances employee commitment and performance (Greenhaus et al., 2009; Noe et al., 2014). The evidence corroborates the significance of clear development paths and supportive leadership in generating commitment and productivity.

Table 7. Descriptive Statistics on Quality of work

No.	Questions	N	Mean	Std. Deviation
1	I complete my work with minimal errors.	262	4.12	0.875
2	I meet quality standards required by the organization.	262	4.21	0.823

3	I strive for excellence in my work.	262	4.24	0.837
4	My work contributes to achieving company goals.	262	4.15	0.892
5	I take responsibility for the quality of my output.	262	4.22	0.865

Descriptive statistics for Quality of Work at Heineken Breweries SC show that employees have generally good attitudes towards their work, with mean ratings between 4.12 and 4.24. The most favorably rated item, "I strive for excellence in my work," earned 4.24, reflecting high morale and pride in delivering high-quality results. The most poorly rated item, "I complete my work with few mistakes," received a rating of 4.12, indicating a positive attitude towards the accuracy of work. Standard deviations of 0.823 to 0.892 indicate uniform responses and shared understanding of quality standards.

These results show that employees believe they can meet quality standards and are committed to excellence. This illustrates Heineken Breweries SC achievement in establishing a high-performance culture.

Evidence supports clear performance expectations and adequate training significantly enhances work quality (Campbell et al., 1993)

Table 8. Descriptive Statistics on Employee Engagement

No.	Questions	N	Mean	Std. Deviation
1	I feel emotionally connected to my work.	262	4.01	0.943
2	I am enthusiastic about my job responsibilities.	262	4.03	0.920

3	I willingly put in extra effort when needed.	262	4.14	0.882
4	I feel proud to work for this company.	262	4.08	0.914
5	I am motivated to do my best every day.	262	4.11	0.897

Descriptive statistics of Employee Engagement in Heineken Breweries SC reveal high levels of engagement with mean scores ranging from 4.01 to 4.14. The highest rated item, "I willingly put in extra effort when needed," had a mean of 4.14, reflecting high commitment and proactive work ethic. The lowest rated item, "I feel emotionally connected to my work," had a mean of 4.01, which reflects comparatively lower emotional engagement. Standard deviations ranging from 0.882 to 0.943 show relatively consistent responses, although emotional connection was less consistent.

Overall, employees are engaged and motivated, with many willing to go the extra mile in their work. Emotional connection, although positive, is an area of opportunity to increase engagement by making work more personally relevant.

Literature supports the role of motivation, pride, and discretionary effort in driving employee engagement (Kahn, 1990; Saks, 2006). Evidence supports that Heineken's talent management programs are effectively improving employee engagement.

Table 9. Descriptive Statistics on Organizational Commitment

No.	Questions	N	Mean	Std. Deviation
1	I feel loyal to this organization.	262	3.98	0.945
2	I would recommend this company as a great place to work.	262	3.97	0.951
3	I intend to stay with the organization for a long time.	262	3.85	1.002

4	I feel a sense of belonging at work.	262	3.91	0.972
5	I am committed to the goals of this organization.	262	4.00	0.933

Descriptive statistics on Organizational Commitment at Heineken Breweries SC reflect moderate to high commitment with mean scores ranging from 3.85 to 4.00. The highest-rated item, "I am committed to the goals of this organization," was rated 4.00, showing high commitment to the firm's mission. The lowest-rated item, "I intend to stay with the organization for a long time," was rated 3.85, showing some uncertainty about long-term tenure. Standard deviations ranged from 0.933 to 1.002, showing variability, particularly in the matter of long-term retention.

Overall, the employees have average loyalty, with the majority committed to the firm's goals. The fact that a relatively lower rating for long-term stay, however, signals potential problems concerning future tenure. The change suggests different levels of commitment, with some employees uncertain about their future with the company.

The results align with Meyer and Allen's (1991) three-component model of organizational commitment, which emphasizes the role of effective, continuance, and normative commitment in predicting employee attachment and long-term retention. The slightly weaker score for long-term tenure suggests that there is some room for Heineken to enhance commitment by devoting more attention to career development and retention programs designed to reduce employees' fears about their future at the company.

4.3. Correlation Analysis

To measure the strength of the relationships between variables in the model, Pearson correlation analysis was employed. The method examines the linear relationships between independent (explanatory) and dependent (predicted) variables, or even among independent variables only. Correlation analysis is utilized to examine the strength and direction of relationship between pairs of variables (Cohen, 2002). It is particularly useful with quantitative data, where the values are significant amounts or measurements, but not for purely categorical information such as gender or job title.

The results, shown in Table 13, were as follows:

- Career Planning and Training & Development registered a very high positive correlation of 0.903 ($p < 0.001$) showing that there is a strong positive relationship between career planning and training & development. As the activities of career planning become better, so do the related training and development practices.
- Career Planning and Performance Management showed a moderate positive correlation of 0.379 ($p < 0.001$), which suggests that there exists a moderate relationship between career planning and performance management.
- Career Planning and Succession Management also had a moderate positive correlation of 0.249 ($p < 0.001$), which showed that there is a moderate relationship between succession management and career planning.
- Career Planning and Employee Productivity (quality of work, employee engagement, and organizational commitment) showed a strong positive correlation of 0.634 ($p < 0.001$), which shows that good career planning has a good influence on employee productivity.
- Training & Development and Performance Management correlated weak positively at 0.386 ($p < 0.001$), which indicates higher training and development are associated with higher performance management.
- Training & Development and Succession Management correlated weakly positively at 0.154 ($p = 0.013$), with a weaker relationship, but still significant.
- Training & Development and Employee Productivity had a moderate positive correlation of 0.605 ($p < 0.001$), which shows that improved training and development practices are correlated with improved employee productivity.
- Performance Management and Succession Management had a moderate positive correlation of 0.267 ($p < 0.001$), which shows that improved performance management has a propensity to be correlated with improved succession management.
- Employee Productivity and Performance Management showed a moderate positive correlation of 0.332 ($p < 0.001$), reflecting the positive effect of performance management on employee productivity.
- Employee Productivity and Succession Management displayed a moderate positive correlation of 0.410 ($p < 0.001$), suggesting that succession management has a strong correlation with employee productivity.

Along the main diagonal of the correlation matrix, all are 1 as a variable is by definition perfectly correlated with itself. Correlations noted with ** ($p < 0.01$) are significant at the 0.01 level, and those noted with * ($p < 0.05$) are significant at the 0.05 level. All the correlations between Career Planning, Training & Development, Performance Management, Succession Management, and Employee Productivity are significant at 0.01 level, which indicates a strong correlation of their positive relationships. However, the correlation between Training & Development and Succession Management (0.154, $p = 0.013$) is significant at 0.05 level, which means a relatively weaker relationship compared to the other relationships.

Lastly, it was found that there was strong positive correlation between employee productivity, career planning, training & development, performance management, and succession management. Implications of the study are that employee productivity is enhanced through talent management practices. The most relevant correlation was observed between training & development and career planning, and then between employee productivity and career planning. The lowest but significant statistic was that between training & development and succession management. Overall, these findings indicate the critical role played by career planning and training & development in improving employee productivity.

Table 10: Pearson Correlation Analysis

Pearson Correlations						
		1	2	3	4	5
1- Career Planning	Pearson Correlation	1	.903**	.379**	.249**	.634**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	262	262	262	262	262
2 – Training & Development	Pearson Correlation	.903**	1	.386**	.154*	.605**
	Sig. (2-tailed)	.000		.000	.013	.000
	N	262	262	262	262	262
3 – Performance	Pearson Correlation	.379**	.386**	1	.267**	.332**

Management	Sig. (2-tailed)	.000	.000		.000	.000
	N	262	262	262	262	262
4 – Succession Management	Pearson Correlation	.249**	.154*	.267**	1	.410**
	Sig. (2-tailed)	.000	.013	.000		.000
	N	262	262	262	262	262
5 - Employee Productivity	Pearson Correlation	.634**	.605**	.332**	.410**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	262	262	262	262	262
** . Correlation is significant at the 0.01 level (2-tailed).						
* . Correlation is significant at the 0.05 level (2-tailed).						

4.4. Regression Analysis

4.4.1. Normality Test

The researcher employed a multiple regression model to regress the independent variables (Career Planning, Training and Development, Performance Management, Succession Management) dependent variables (Employee Productivity Factors (Quality of work, Employee Engagement, and Organizational Commitment)). The normality assumption was verified by graphical tests, e.g., a histogram and a normal probability plot (P-P plot) of the standardized residuals. Histogram showed a bell-shaped curve, and the normal P-P plot showed that the standardized residuals followed the diagonal line closely, which means that the residuals are normally distributed. Skewness test was verified and found to be negligible (Between -0.5 and +0.5), which means that the distribution is almost symmetrical. Therefore, the high value is less prone to be caused by non-randomness or skewness of the data.

This confirms that the normality assumption is fulfilled.

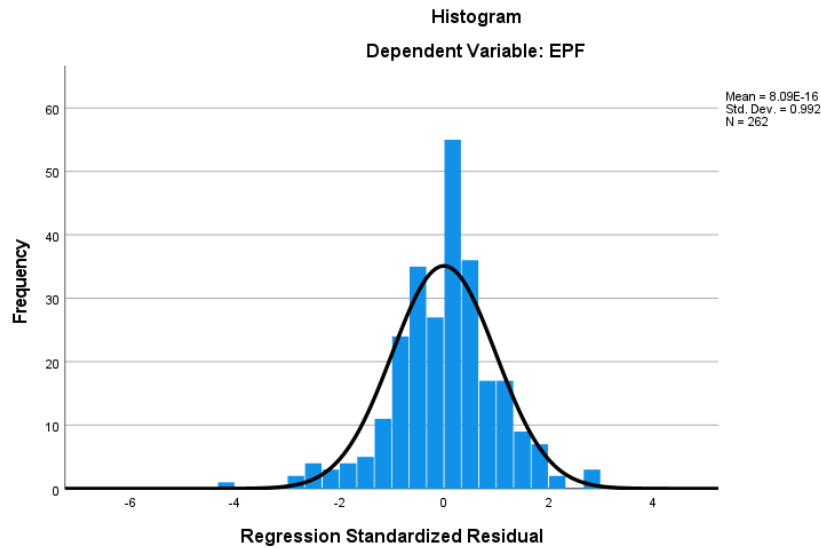


Figure 4. Regression Analysis, Normality Test

4.4.2. Linearity and Homoscedasticity Test

Multiple linear regression assumes the presence of a linear relationship between independent and dependent variables and homoscedasticity (homogeneous variance of residuals).

To confirm this, a scatterplot of the standardized residuals (ZRESID) versus standardized predicted values (ZPRED) was used. The points were scattered at random around zero without any discernible pattern. This indicates that the linearity and homoscedasticity assumptions are fulfilled.

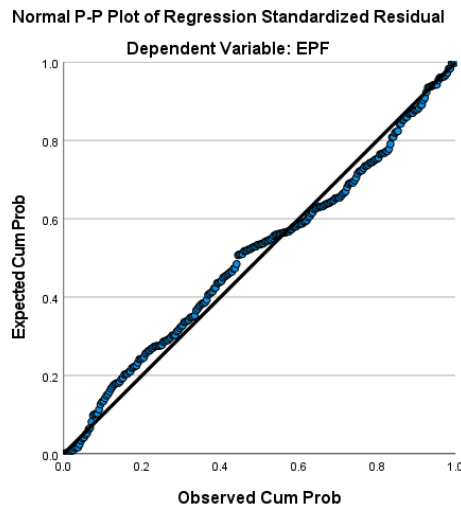


Figure 5. Regression Analysis, Linearity Test

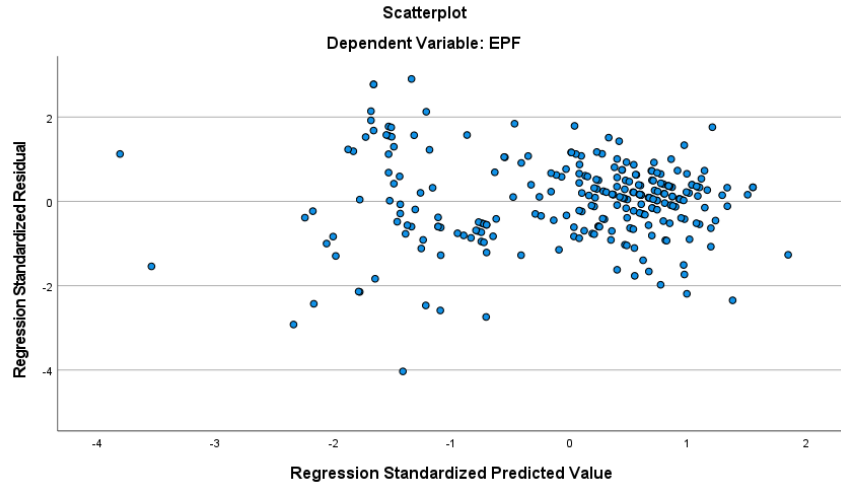


Figure 6. Regression Analysis, Homoscedasticity Test

4.4.3. Multi-collinearity Test

For verifying multicollinearity among independent variables, Variance Inflation Factor (VIF) and Tolerance values were taken into account. If the VIF is greater than 10 or the tolerance is less than 0.1, normally that indicates problematic multicollinearity.

Table 11: Multi-collinearity Test

Variable	Tolerance	VIF
Career Planning	0.172	5.814
Training & Development	0.175	5.707
Performance Management	0.807	1.239

Succession Management	0.868	1.152
-----------------------	-------	-------

The VIF measures for Training and Development and Career Planning are nearly 6, which suggests a moderate level of multicollinearity but not high enough to violate the assumption. Each of the tolerance values is larger than 0.1, which indicates multicollinearity at reasonable levels. Thus, the data meets the assumption of non-severe multicollinearity.

4.5. Result of Regression Analysis

To analyze the effect of talent management practices Career Planning, Training and Development, Performance Management, and Succession Planning on Employee Productivity, multiple linear regression analysis was conducted. The results are observed in the subsequent tables and discussed accordingly.

4.5.1. Model Summary

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.697	0.486	0.478	4.56726

The regression model had a multiple correlation coefficient (R) of 0.697, indicating a positive high correlation between the composite independent variables (Career Planning, Training & Development, Performance Management, and Succession Management) and employee productivity.

The R Square of 0.486 means that approximately 48.6% of the variance in worker productivity is explained by these four predictors. The Adjusted R Square of 0.478 adjusts for the number of predictors in the model and reveals a very slightly more conservative estimate, still indicative of a large model fit.

The Standard Error of the Estimate is 4.56726 and shows the mean deviation of predicted from actual values.

4.5.2. ANOVA Test

Table 13: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5069.829	4	1267.457	60.760	0.000
Residual	5360.995	257	20.860		
Total	10430.824	261			

4.5.3. Regression Coefficients

The regression coefficients provide insight into the individual contributions of each talent management practice:

Table 14: Coefficient Table

Predictor	Unstandardized B	Std. Error	Beta (Standardized)	t-value	Sig. (p)
(Constant)	39.717	4.663	—	8.518	0.000
Career Planning	0.354	0.128	0.299	2.771	0.006
Training & Development	0.331	0.127	0.278	2.602	0.010
Performance Management	0.098	0.136	0.036	0.723	0.470
Succession Management	0.756	0.128	0.284	5.908	0.000

4.5.4. Interpretation of results

- The constant ($B = 39.717$, $p < 0.001$) is the expected value of employee productivity when all the predictors (Career Planning, Training & Development, Performance Management, and Succession Management) are zero.
- Career Planning (CPF) has a significant positive impact on employee productivity ($B = 0.354$, $p = 0.006$), hence an increase of one unit in career planning is associated with an increase in employee productivity by 0.354 units.
- Training and Development (TDF) is also highly positive ($B = 0.331$, $p = 0.010$), indicating that it also has an important function in driving employee productivity.
- Succession Management (SMF) not only possesses the largest standardized beta value ($\beta = 0.284$) and greatest impact ($B = 0.756$, $p < 0.001$), implying that it is the strongest predictor of employee productivity among the four variables.
- Performance Management (PMF), however, is not statistically significant ($B = 0.098$, $p = 0.470$) and hence, in this model, its contribution to employee productivity is limited or random despite being theoretically significant.

4.5.5. Implications of result

According to the regression study, employee productivity is highly impacted by each of the four talent management strategies. Out of the four predictors, succession planning was found to have the biggest impact. Career planning, training, and development came next, while performance management had no discernible effect on this model.

These findings are aligned with existing research, which emphasizes that well-designed talent management practices lead to higher employee commitment, engagement, and work quality. The employees are likely to work at a higher level, and also stay committed to the organization, if they perceive opportunities for career growth and succession planning and are given programs of continuous development.

The unexpected absence of priority given to performance management can result in the process being there but perhaps not necessarily connected to development goals or best implemented. This would mean the organization needs to rethink its performance management process, so it becomes developmental and expansive and less administrative in scope.

Chapter 5

5. Summary of Findings, Conclusion, Recommendations

5.1. Summary of Findings

The study was focused on analyzing the effect of talent management practices i.e., Career Planning, Training & Development, Succession Management, and Performance Management on Employee Productivity in Heineken Breweries SC. Based on quantitative data analysis with descriptive statistics and inferential statistics, the below are the key findings:

Demographic Findings:

- There were 262 participants who participated in the study, with a balanced gender mix (51.5% male, 48.5% female), with minimal gender bias.
- Most of the participants were in the 21–25 (42.7%) and 26–35 (31.3%) age groups, which corresponds to a predominantly young working population.
- Most of the participants belonged to the Supply Chain (32.4%), Sales (26.0%), and Finance (23.3%) functions, which correspond to a wide functional split.
- Work experience-wise, 31.7% of the respondents had 1–5 years and 32.4% had 6–10 years of experience, corresponding to a balanced split of junior and mid-level professionals.
- Most of the respondents (65.3%) came from job grades 1–9, which is a typical organizational structure dominated by operating jobs.

Regression Analysis Findings:

- The regression analysis indicated that Career Planning ($\beta = 0.354$, $p = 0.006$), Training & Development ($\beta = 0.331$, $p = 0.010$), and Succession Management ($B = 0.756$, $p < 0.001$) all have significant and positive effects on employee productivity.
- Succession Management registered the largest standardized effect ($\beta = 0.284$), reflecting its crucial contribution towards enhancing productivity.
- On the assumption of theoretical and empirical support for the contribution of performance management towards improved productivity, in this model, it did not have a statistically significant influence on the productivity of employees. ($\beta = 0.098$, $p = 0.470$)

Correlation Analysis Findings:

- Career Planning had a highest positive correlation with Training & Development ($r = 0.903$, $p < 0.001$), and a very strong correlation with Employee Productivity ($r = 0.634$, $p < 0.001$).
- Training & Development also showed a moderate positive correlation with Employee Productivity ($r = 0.605$, $p < 0.001$).
- Succession Management had a moderate correlation with Employee Productivity ($r = 0.410$, $p < 0.001$).
- Performance Management and Employee Productivity had a moderate relationship ($r = 0.332$, $p < 0.001$), although it was insignificant in the regression model.
- All variable correlations were significant at the 0.01 level, excluding the relationship between Training & Development and Succession Management ($r = 0.154$, $p = 0.013$).

These findings are largely in agreement with previous research. As advanced by Rothwell (2005) and Shalley (1995), properly implemented succession planning greatly improves productivity through the development of internal leadership skills. Likewise, Hall (2002) and Greenhaus et al. (2010) highlighted that career planning immediately enhances engagement and performance. The positive contribution of training concurs with Blume et al. (2010), which concluded that ongoing learning enhances job performance. However, performance management did not statistically significantly affect productivity in this study. This might be interpreted to mean that even though performance reviews are done, they may not be developmental enough or used regularly to make a difference. This conclusion is consistent with DeNisi and Smith (2014), who suggest that performance management only affects productivity if connected to employee development and complemented with effective feedback.

5.2. Conclusion

The purpose of this study was to examine the extent to which talent management practices such as succession planning, performance management, training and development, and career planning affect the productivity of employees in Heineken Breweries SC. The findings confirm that while most of these practices affect productivity positively, there are some gaps that need to be addressed.

Most importantly, career planning and succession planning were both significant in having strong positive influences on productivity, showing that they are key to retaining talents and keeping leadership continuity. Training and development were also significantly positively influenced employee productivity, further showing its value in the improvement of performance and the improvement of skills. Performance management, although theoretically significant, did not explain much of the productivity in the regression model. This can suggest a misalignment in how performance is managed and what employees or business objectives need.

These results are particularly address two of the core problems identified: despite the existence of structured talent management, issues persist in delivering optimized employee performance and retaining high-potential employees. These issues, left unaddressed, would affect organizational performance, employee engagement, and long-term competitiveness.

In addition, the findings also provide significant insight into which talent practices are influencing employee productivity positively and where organizational initiatives need to be improved to increase performance as well as retention. These findings respond to the four research questions by unveiling the impact of each talent management practice on employees' productivity.

5.3. Recommendations

The following strategic actions are advised to successfully address the research findings and conclusions:

- 1. Redesign the Performance Management System:** The reality that performance management has a minimal direct influence on productivity suggests that current systems could be perceived as administrative, rather than developmental. Put more frequent coaching, transparent goal setting, and performance feedback linked with employee development and business outcomes.
- 2. Improve Career Path Clarity and Advancement:** To combat stagnation and retention challenges, create open career paths with advancement criteria. Clearly communicate these to all levels of employees, especially the young group, who make up the majority of employees.

3. **Invest in Targeted Training:** Match training programs to identified skill gaps and future competency needs. Regularly update training content to reflect industry trends and technology shifts and track results to ensure effectiveness.
4. **Focus on Succession Planning for Leadership Roles:** As succession planning identified the highest impact on productivity, successfully implement a process to find and develop high-potential candidates to replace leadership roles as well as track succession conversion rate.
5. **Engage Employees in Co-Creating Talent Solutions:** Engage employees in co-creating their own development plans and in providing feedback to validate current talent practices. This will improve ownership and ensure the initiatives address real employee needs.
6. **Institutionalize Talent Reviews and Follow-Up:** Ensure annual talent reviews are followed up by concrete actions such as individualized development plans, job rotation, or mentorship to ensure commitment to employee development.

References

1. Aguinis, H. (2009). *Performance management*. Pearson Prentice Hall.
2. Aon Hewitt. (2020). 2019 trends in global employee engagement report. Aon. Retrieved from [Aon Global Employee Engagement](#)
3. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, *17*(1), 99–120.
4. Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human Relations*, *61*(8), 1139–1160.
5. Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management*, *32*(6), 898–925. <https://doi.org/10.1177/0149206306293668>
6. Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
7. Blume, B. D., Ford, J. K., Baldwin, T. T., & Huang, J. L. (2010). Transfer of training: A meta-analytic review. *Journal of Management*, *36*(4), 1065–1105. <https://doi.org/10.1177/0149206310365901>
8. Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 35–70). Jossey-Bass.
9. Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, *19*(4), 304–313. <https://doi.org/10.1016/j.hrmr.2009.01.002>
10. DeNisi, A., & Smith, C. (2014). Performance appraisal: State of the art in practice. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*, 107–140. <https://doi.org/10.1146/annurev-orgpsych-031413-091326>
11. Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2000). *Career management*. Harcourt College Publishers.

12. Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2010). *Career management* (4th ed.). Cengage Learning.
13. Gratton, L., & Ghoshal, S. (2005). Managing personal human capital: The key to competitiveness. *MIT Sloan Management Review*, 46(1), 37–44.
14. Hall, D. T. (2002). *Careers in and out of organizations*. Sage Publications.
15. Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635–672. <https://doi.org/10.5465/256741>
16. Janssen, O. (2000). Job demands, perceptions of effort-reward fairness, and innovative work behavior. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302. <https://doi.org/10.1348/096317900167031>
17. Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 70(1), 71–79.
18. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
19. Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
20. Noe, R. A. (2017). *Employee training and development* (7th ed.). McGraw-Hill Education.
21. Nunnally, J. C. (1978). *Psychometric theory*. McGraw-Hill.
22. Robinson, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
23. Rothwell, W. J. (2005). Creating a learning culture: The role of succession planning. In *Effective succession planning* (pp. 139–158). AMACOM.
24. Rothwell, W. J. (2010). Talent management: A focus on succession planning. In *Talent management handbook* (pp. 311–324). McGraw-Hill.
25. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
26. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74–101. <https://doi.org/10.1177/1529100612436661>

27. Schmidt, F. L., & Hunter, J. E. (1998). The effect of job experience on job performance: A contingency approach. *Psychological Bulletin*, 124(3), 266–275. <https://doi.org/10.1037/0033-2909.124.3.266>
28. Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley & Sons.
29. Shalley, C. E. (1995). Effects of coercion expected evaluation, and goal setting on creativity and productivity. *Academy of Management Journal*, 38(2), 483–503. <https://doi.org/10.5465/256687>
30. Tansley, C. (2011). What do we mean by the term ‘talent’? In *Talent management: A new approach to managing people* (pp. 3–16). Routledge.
31. Vroom, V. H. (1964). *Work and motivation*. John Wiley & Sons.
32. World Bank. (2022). *Ethiopia’s youth and economic growth: Opportunities and challenges*. Retrieved from <https://www.worldbank.org>

Appendix

Addis Ababa University
School of Commerce
Department of Human Resource Management
Questioners for employees of Heineken Breweries S.C

Dear Sir/Madam

My name is Elda Moges. I am currently doing my master's degree in human resource management at Addis Ababa University, School of Commerce; I am doing my research entitled: "Effect of talent management on employee productivity." The questionnaire is intended to be answered by the employees of Heineken Breweries S.C.

I believe your idea and response will greatly contribute to the success of my pilot research. So, it's with great respect that I ask you to fill this questionnaire. I guarantee you that your response will be kept confidential and the information you provide only be used for academic purposes.

Thank you in advance for taking your precious time to fill this questionnaire. Please try to answer all the questions based on the instruction given in each section, as your answers will have an influence on the outcome of the pilot research.

If you have any questions or comments, please don't hesitate to contact me. You can reach me by:

- Email: eldatasew@gmail.com

Instruction

- There is no need to write your name
- Put (x) mark in the box provided for the answer that you chose
- You cannot have more than one answer for the same question

Section 1: Personal Information

Gender:

(1) Male		(2) Female	
----------	--	------------	--

Age:

(1) 21 - 31		(3) 42 - 51	
(2) 32 - 41		(4) 52+	

Department:

(1) Supply Chain		(5) Digital & Technology	
(2) Sales		(6) Human Resource	
(3) Marketing		(7) Legal	
(4) Finance		(8) Corporate Affaires	

Years of Service at Heineken Breweries SC:

(1) < 1		(3) 6 - 10	
(2) 1-5		(4) > 10	

Job Grade

(1) 1-9		(3) 20 - 30	
(2) 10 - 20		(4) 30+	

Section 2: Talent Management Practices

Please indicate how much you agree with the following statements using a 5-point Likert scale:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Section 2.1. Performance Management

No.	Questions	1	2	3	4	5
1	The criteria for evaluating my performance are well-defined.					
2	The key performance indicators (KPIs) used to measure my performance are relevant to my role.					
3	Feedback from my peers and stakeholders is included in my performance evaluation process.					
4	I have regular check-ins regarding my performance with my manager.					
5	The feedback I receive from performance evaluations is helpful for my development.					
6	After receiving performance evaluations, I feel supported in improving my performance.					
7	The performance management process in my organization helps me improve the quality of my work.					

Section 2.2. Training and Development

No.	Questions	1	2	3	4	5
1	The training and development opportunities provided by the company improve my job-related skills.					
2	I feel more confident in applying the skills acquired through learning and development programs in my daily tasks.					
3	The training and development programs have significantly expanded my knowledge in my area of expertise.					
4	The company's efforts to enhance my knowledge positively influence my understanding of its goals and strategies.					

5	The feedback received during and after training sessions has been valuable in improving my learning experience.					
6	I have noticed improvements in my productivity because of training and development programs I have been part of.					

Section 2.3. Succession Planning

No.	Questions	1	2	3	4	5
1	I am aware of a succession planning process within the company.					
2	The succession planning process effectively identifies and develops high-potential employees.					
3	Succession management is conducted regularly within the organization.					
4	The criteria for succession nominations are clear and transparent.					
5	Skills and contributions are recognized when considering someone for succession nomination.					
6	I have been involved in discussions about my career progression or succession planning in the last year.					
7	I feel that succession planning initiatives within the organization positively impact my motivation to perform at a high level.					

Section 2.4. Career Planning

No.	Questions	1	2	3	4	5
1	There are clear pathways for career advancement in the organization					
2	There is a platform for discussing career aspirations					

	and how to achieve them.					
3	I discuss my career aspirations and how to achieve them with my manager regularly.					
4	I receive adequate support following discussions about my career development.					
5	I am satisfied with the support I receive for my career development.					
6	The clarity of my career planning process contributes to my overall individual performance.					

Section 3 Employee Productivity

Please indicate how much you agree with the following statements using a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Section 3.1. Individual Performance

No.	Questions	1	2	3	4	5
1	I believe that the quality of my work meets or exceeds expectations set by my organization.					
2	I consistently produce high-quality output in my projects and tasks.					
3	My performance aligns with the organization's quality standards and goals.					
4	I believe my contributions are valued and recognized by my team and management.					
5	I feel motivated to perform at my best in my current role.					
6	I regularly set personal performance goals to improve my performance.					
7	Talent management practices have a positive impact on my individual performance.					

Section 3.2. Employee engagement

No.	Questions	1	2	3	4	5
1	I feel motivated to contribute to my team's success.					
2	I am enthusiastic about my job and the work I do.					
3	I receive recognition for my contributions at work.					
4	I actively seek opportunities to improve my skills and knowledge.					
5	I feel a sense of belonging within my organization.					
6	I am willing to go above and beyond my job responsibilities to achieve organizational goals.					

Section 3.3. Organizational Commitment

No.	Questions	1	2	3	4	5
1	I am proud to be a member of this organization.					
2	I would recommend this organization as a great place to work.					
3	I feel a strong sense of loyalty to my organization.					
4	I am committed to the values and mission of this organization.					
5	I see myself working for this organization for the long term.					
6	I would be willing to put in extra effort to help my organization succeed.					

THANK YOU, FOR YOUR CORPORATION!

