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Examining the Relationship Between Talent Management Practices, Employee Engagement, and Employee Retention at Nib Bank: Mediating Role of Organizational Culture.



A Thesis Submitted in Partial Fulfillment of The Requirements for The Degree of
Master of Business Administration, Specialization in Management.

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Declaration

I certify that the thesis entitled **Examining The Relationship between Talent Management Practices, Employee Engagement, and Employee Retention with Mediating Role of Organizational Culture: in the case of NIB Bank** is my original work and has not been submitted for any other award degree in any University. It is offered for the award of the degree of Master of Business Administration in Management from Addis Ababa University. Whenever other authors' works are used, they have been properly acknowledged.

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This is to certify that the thesis prepared by Trhas Knfe Tewelu entitled: **Examining The Relationship between Talent Management Practices, Employee Engagement, and Employee Retention with Mediating Role of Organizational Culture: in the case of NIB bank** and submitted in partial fulfillment of the requirements for the degree of Master of Business Administration Specialization in Management complies with the regulations of the university and meets the accepted standards concerning originality and quality.

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List of Acronyms and Abbreviation

CRO	Chief Risk Officer
CSO	Chief Security Office
EE	Employee Engagement
HRM	Human Resource Management
NIB	Nib interantional bank
OC	Organizational culture
OCB	Organisational citizenship behavior
SCSO	Senior Cybersecurity Officer
SHRM	Society for Human Resource Management.
TM	Talent management

Abstract

The banking sector is critical to the nation's economic progress, and Smooth operations are critical for long-term development. To work, there must be a vast pool of gifted and seasoned individuals. But both locally and worldwide, staff turnover is a major problem. In order to address this, talent management strategies for employee engagement and retention have received scholarly attention. The study aims to explore the connections between talent management practices, employee engagement, and employee retention within the mediator of the organizational culture at NIB Bank in Addis Ababa, Ethiopia. This study is a quantitative study using a self-administered questionnaire and random sampling technique. A total of 206 respondents responded to valid questionnaires, giving an average response rate of (92.79%) for the study. The first analysis of the collected data was conducted with SPSS version 20.0 and STATA version 17. The results of the Pearson correlation analysis show that employee retention and talent management strategies are positively correlated. Additionally, it was discovered that there is a positive correlation between employee engagement and retention. The association between talent management strategies and employee engagement with individual employee retention was mediated by organizational culture, according to the findings of the order probit regression analysis used to identify this mediating effect. Therefore, NIB should foster a positive culture, promoting employee respect and a safe work environment. It also need to develop career development paths, and competitive compensation to motivate employees. Government policies, such as affordable childcare and paid leave, can also help reduce employee burden and improve retention rates.

Keywords: Employee Engagement ,Employee retention, NIB, Order probit, Organizational culture, Talent Management practices.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

One of an organization's most important resources is its people, and without them, it would not exist at all. Skilled, professional and seasoned workers are essential to any company's long-term success, thus retaining them should be top priority. Workers who have more experience at a certain company will be more aware of the company's policy goals and how to fulfill their roles in the organization. Indeed, employees are not owned by the organization like any other asset, and as such, labor turnover is a reality for organizations. If experienced workers are regularly replaced by a large percentage of inexperienced workers, the productivity and longevity of the business could be compromised (Armstrong, 2009).

The organization's efforts to keep its personnel are referred to as employee retention (Naim and Lenka 2018). Employee retention is crucial for maintaining a competitive advantage in the banking industry, offering a greater return on investment, and increasing operational efficiency. However, not keeping employees on board can have negative consequences, such as knowledge drain and lasting profitability damage. Therefore, Businesses need to be aware of the effects of losing employees and make investments in strategies to keep them (Mohlala et al., 2012; Tseng, 2010; Tripathi, 2023) and entire organizations, and clearly acknowledge the retention of employees in organizations. Thus, in order to attract and retain top talent, as well as to improve employee engagement and retention, public and private organizations must create strategic plans for talent management strategies (Syed *et al.*, 2012).

Chhabra and Mishra (2008) state that talent management is the development of integrated systems and strategies for attracting, hiring, developing, and keeping people who have the competencies and abilities needed to meet the organization's present and future business demands. because it encourages employees to stay with a company, employee engagement

is a critical component of employee retention. Employee commitment to the job is predetermined, and it supports this engagement. In order to address the problem of employee turnover and boost engagement and retention, researchers have concentrated on talent management strategies (Singh, 2017).

A talent management strategy is crucial for an organization to effectively manage its talented employees and foster employee engagement. Employee engagement refers to the emotional connection workers' attitudes toward the company and the job, which motivates them to contribute more effort (Gibbons, 2006). In the cement industry, research by Lubna & Khan (2018) found that when an organization manages its talent effectively, it leads to highly engaged employees. Engaging employees through talent management practices can provide a competitive advantage. Talent management techniques help businesses monitor and oversee the career advancement of high-potential employees in talent pools, fostering employee loyalty and growth potential (Saim, 2017).

The company culture influences the direction of the company and demands excellence from all talents committed to the company's corporate philosophy (Hickman, 2018). A positive organizational culture fosters trust, empathy, and inclusivity, encouraging talent alignment and motivation. Assimilation of talent management practices can eliminate differences within the organization (Stallard, 2020). Positive workplace cultures prioritize respect, diversity, and empowerment, promote engagement, and align with strategic goals (Silva, 2018).

Looking at the Ethiopian banking industry, which has seen growth in recent years but is less interested in expanding into rural areas, despite contributing to the national economy through financing projects, the industry faces challenges due to the COVID-19 pandemic, domestic conflict, a shortage of foreign reserves, high inflation, and the like (Tesfaye, 2023). However, the banking industry currently challenges employees in different aspects. However, employees are crucial for business sustainability, and the pandemic and other issues threaten the banking sector. To improve employee engagement, organizations must focus on deepening their involvement in their jobs, while organizational culture impacts employee engagement and retention.

In today's cutthroat business world, organizations must prioritize employee retention. High turnover rates can lead to increased costs and disrupt organizational continuity (Belkasseh, 2023). Due to the new entrants into the banking sector, employee turnover has become a challenge for NIB Bank. Therefore, understanding the The factors that impact the retention of employees are highly significant.

Few studies have been conducted in this area. Nishat, 2022, examined the mediating role of organizational culture between high involvement in HRM practices and employee engagement in the banking sector of Bangladesh, Isa and Ibrahim (2020) examined the mediating effect of perceived organizational support between talent development and employee engagement at Malaysian, GLCs; Regmi, (2022) examined the impact of the Work-Life Balance Initiative on employee retention in the Nepalese IT industry, Goyal & Kaur (2023) identified the role of employee engagement in nurse retention along with the mediation of organizational culture, Gautam (2022) analyzed talent management practices and organizational commitment in Nepalese commercial banks, Shaikh et al. (2023) examined the mediating impact of organizational culture on the association between performance management and employee retention in private commercial banks in Pakistan. Alias et al. (2016) examined the relationships between talent management practices, employee engagement, and employee retention in information and technology (IT) organizations in Selangor and other literature, but no study has seen the relationship between talent management practices, employee engagement, and employee retention with the mediating role of organizational culture in the literature. Therefore, considering these significant gaps, the study is aims at examining the relationship between talent management practices, employee engagement, and employee retention at NIB Bank with the mediating role of organizational culture.

1.2. Statement of the problem

A company's human resources are among its most precious assets, and without them, it would exist nowhere. Any organization's long-term success depends on having knowledgeable, competent, and experienced staff members, so retaining them should be a top priority. Employees who have more experience at a certain company are more aware of the company's policy goals and how to fulfill their roles in the organization. Labor turnover is a reality for businesses because employees are not held by the company like any other asset.

If skilled workers often leave the organization and the work population contains a high percentage of novice workers, the efficiency and survival of the company become at risk (Armstrong, 2009). Employees must have a status equivalent to their key role in the advancement of production and the significance of their contribution to the development of the organization as a whole. The fast development of the banking industry in Ethiopia has brought challenges and competition inside the industry. Workers working within the banking industry presently have distinctive choices and inspiration to switch between companies for diverse financial as well as non-monetary motivating forces. It has been a challenge for the bank companies to lock in their workers inside the organization to guarantee way better maintenance of the workers. Failing to retain employees is very costly for businesses, causing diminished public image, talent drain, increased cost of new hiring, training. Employees who are engaged in their employment and committed to their organizations offer significant competitive benefits for businesses, including increased employee efficiency and lower employee turnover (Etana et al., 2019).

Looking at the Ethiopian banking industry, which has seen growth in recent years but is less interested in expanding into rural areas despite contributing to the national economy through financing projects, the industry faces challenges due to the COVID-19 pandemic, domestic conflict, a shortage of foreign reserves, high inflation, and the like (Tesfaye, 2023). However, the banking industry currently challenges employees in different aspects. However, employees are crucial for business sustainability, and the pandemic and other issues threaten the banking sector. NIB Bank S.C. faces challenges in retaining talented

employees. Recently, there has been a high level of employee turnover at NIB Bank S.C., which needs to investigate whether employee engagement, talent management, or organizational culture are factors that can help organizations like NIB Bank increase employee retention.

Few studies have been conducted in this area. Nishat, (2022) examined the mediating role of organizational culture between high-involvement HRM practices and employee engagement in the banking sector of Bangladesh. Isa & Ibrahim (2020) examined the mediating effect of perceived organizational support on talent development and employee engagement at Malaysia. Regmi (2022) examined the impact of the Work-Life Balance Initiative on employee retention in the Nepalese IT industry. Goyal & Kaur (2023) identified the role of employee engagement in nurse retention along with the mediation of organizational culture; Gautam (2022) analyzed talent management practices and organizational commitment in Nepalese commercial banks. Alias et al. (2016) examined the relationships between talent management practices, employee engagement, and employee retention in information and technology (IT) organizations in Selangor. Considering the above and other literature, this study contributes to the existing stock of knowledge in the following ways:

First, to the best knowledge of the study, no study has seen the relationship between talent management practices, employee engagement, and employee retention with the mediating role of organizational culture in the literature. Second, to the best knowledge of the researcher, this study introduces the mediating effect of organizational culture in the relationship between talent management practices, employee engagement, and employee retention. Third, to the best knowledge of the researcher, no study has been conducted in Ethiopia so far. Fourth, methodologically, this study contributed an order probit that is not known in the literature. Fifth, this study introduced the theoretical relationship between talent management practices, employee engagement, and employee retention, considering to what extent organizational culture increased or decreased their effect.

Therefore, considering these significant gaps, the study aims to address the relationship between talent management practices, employee engagement, and employee retention at NIB Bank with the mediating role of organizational culture.

1.3. Objective of the study

1.3.1. General objective

The general objective of the research is to investigate the relationship between talent management practices, employee engagement, and employee retention and the moderating role of organizational culture in the context of NIB Bank in Ethiopia.

1.3.2. Specific objectives

The specific objectives are:

1. To scrutinize whether there is a significant relationship between talent management practices and employee retention in the study area.
2. To examine whether there is a significant relationship between employee engagement and employee retention in the study area.
3. To analyze the mediating effect of organizational culture on the relationship between talent management practices and employee retention in the study area.
4. To examine the mediating effect of organizational culture on the relationship between Employee engagement and employee retention in the study area.

1.4. Research Questions

The main research questions are:

1. What is the relationship between talent management practices and employee retention in the study area?
2. What is the relationship between employee engagement and employee retention in the study area.?
3. What is the mediating effect of organizational culture on the relationship between talent management practices and employee retention in the study area?
4. What is the mediating effect of organizational culture on the relationship between Employee engagement and employee retention in the study area?

1.5. Significance of the study

The outcomes of this study hold immense significance for various stakeholders. For governmental, private sector, and non-governmental organizations, it sheds light on the current state of employee turnover and its adverse impact on organizational efficiency. Armed with this knowledge, leaders in these organizations can devise strategies to motivate their employees and enhance overall efficiency.

For the owners, government, and non-governmental leaders, this study offers valuable insights into motivating employees within their organizations. By understanding the factors that drive employee motivation, these leaders can create a work environment that fosters productivity and job satisfaction, ultimately leading to improved organizational performance. Specifically, for NIB Bank, this study provides essential information for developing effective strategies to attract, develop, and retain talented employees. By implementing these strategies, the bank can enhance its organizational performance and achieve long-term success. Finally, researchers can utilize this study as a reference point for further investigations into employee motivation and turnover. The findings can serve as a foundation for exploring new avenues of research, contributing to a deeper understanding of these crucial aspects of organizational behavior.

1.6. Scope of the study

The issue of employee turnover presents a significant challenge nationwide problem, but this study a particular focus on the banking industry in Addis Ababa, Ethiopia, especially NIB Bank. This study is dedicated to exploring the intricate relationship between talent management practices, employee engagement, and employee retention within NIB Bank, with a specific emphasis on the mediating influence of organizational culture. Data was gathered from both employees and managers at NIB Bank to delve into their perspectives and experiences concerning talent management practices, employee engagement, employee retention, and the overarching organizational culture. By analyzing these factors and their interplay, this study aims to offer valuable insights into how they intertwine and impact one another within the unique context of NIB Bank.

1.7. Limitations of the study

The study, focusing on NIB Bank, may not apply to all organizations due to its specific context and potential biases. Acquiring accurate data may be challenging due to factors like social desirability bias and incomplete responses. The cross-sectional design may limit the ability to establish causality between variables, and time and resource constraints may impact the depth and breadth of the analysis. Therefore, the findings may not be universally applicable.

1.8. Operational Definitions of Key Terms

Employee retention

Employee retention is the capacity of an organization to hold onto its workforce over time and the strategies those organizations use to prevent employees from leaving (Dirani et al., (2020). because high turnover can be costly and have a negative impact on team morale, it is imperative to maintain a high retention rate. Effective retention requires growth opportunities, a happy workplace, and competitive benefits.

Talent management: Talent management is a systematic approach to attracting, developing, and retaining top talent, involving policies like recruitment, selection, training, performance management, and career development, aiming to align employee engagement with organizational results (Schiemann, 2014).

Employee engagement: Employee engagement describes the level of enthusiasm and dedication a worker feels towards their job, which is crucial for a company's success. It boosts job satisfaction, morale, productivity, innovation, and retention, ensuring a positive work environment (Osborne & Hammoud, 2017).

Organizational culture: Organizational culture is the set of values, beliefs, attitudes, procedures, and regulations that define and shape employee behavior inside an organization and the common ideals, presumptions, and beliefs that govern an organization's conduct (Chatman, 2016). The way stakeholders, including vendors, customers, and workers, see the company and its brand is reflected in its culture. an engaging and stimulating work environment that motivates staff members to stick with the company can be produced by a healthy organizational culture (O'Reilly, 2016).

1.9. Organization of the Thesis

The rest of the chapters are organized as follows: The second chapter presents a review of the literature. The third chapter focuses on the research methodology, which briefly discusses the description of the study area, the research design, the research approach, participants of the study, sources of data, data collection procedures, data collection instruments, method of data analysis, and ethical considerations. Chapter four consists of a description of the study, the result, and the discussion. Lastly, chapter five consists of a summary, conclusion, and recommendation of the findings of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1.Theoretical literature review

2.1.1. Talent Management

Talent management(TM) is the process of systematically finding, identifying, developing, engaging, retaining, and deploying those talents that are particularly valuable to an organization in order to achieve long-term, strategic success (Collings, & Caligiuri, 2010). Chhabra and Mishra (2008) define talent management as the process of developing integrated systems and strategies for attracting, hiring, developing, and retaining people who have the skills and competencies needed to meet the present and future business needs of the organization.

According to Ashton and Morton (2005), talent management is a thorough strategic approach to business planning as well as human resource management that aims to enhance employees' performance and capacities to support the growth of the organization's performance. Besides that, talent management refers to a collection of procedures and activities that include determining which usable roles within the company are essential to enhancing effectiveness and assembling a talented workforce to occupy those positions. This is in addition to creating the human resources framework to make it easier to find qualified candidates for those jobs and guarantee their ongoing dedication to the company (Collings and Mellah, 2009).

Miller et al. (2015) state that talent management is reflected in integrated strategies and plans for human resource management in order to draw in, developing, inspire, and keep talent in a way that guarantees the establishment of a suitable work environment, which helps the company reach its objectives. In this regard, Siachou & Gkorezis (2018) stress that talent management is a collection of HRM procedures and activities meant to draw in, nurture, inspire, and keep talent so they can become exceptional performers. talent management is the systematic and dynamic process of finding, developing, and keeping talent. Talent development and retention are essential elements of any talent management

plan (Chaisson & Schweyer, 2004).

Analysis and planning serve as the cornerstones of talent management practices, which include sourcing, screening, selection, onboarding, retention, development, deployment, and workforce renewal. These procedures support the success of the organization (Mugambwa, 2018). Without a doubt, one of the biggest issues facing companies worldwide is finding, nurturing, and keeping talent.

According to academic experts and professionals, Talent Management is a significant challenge faced by contemporary organizations, as it represents a crucial asset that enables the organization to achieve a sustainable competitive advantage (Collings & Mellahi 2009; Jackson et al., 2011). However, there is a lack of consensus on the definition of Talent Management, leading to four distinct viewpoints on the concept. The first viewpoint suggests that Talent Management is merely an update of traditional human resource management practices, serving as a new marketing term for HRM. This perspective emphasizes processes such as attracting, training, evaluating performance, managing career paths, and retaining individuals (Cascio et al., 2014; Heinen & Neill 2004). The second viewpoint asserts that Talent Management focuses on a select group of individuals with exceptional talents and skills, aiming to leverage their knowledge and expertise by placing them in key positions to enhance organizational performance (Ashton & Morton, 2005). The third viewpoint suggests that Talent Management extends beyond organizational boundaries, involving the identification and cultivation of talent both within and outside the organization. This includes classifying individuals based on performance levels and actively encouraging and attracting distinguished employees (Zhang & Bright, 2012). According to the fourth point of view, talent management includes all the tasks required to identify crucial positions that enhance organizational performance as well as the provision and development of the talent needed to occupy these positions (Collings & Mellahi, 2009; Durdova et al., 2011).

Since talent management handles the most crucial tasks outlined in human resource management, it serves as the foundation of the majority of firms. Among them is hiring bright, experienced workers to cover the open roles (Sadek, 2022). Furthermore, Wicaksana & Mangundjaya (2021) state that talent management comprises attracting, fostering, and retaining top-tier personnel through the use of an integrated approach. Talent

management may help a company maintain its competitive edge (Payambar Pour & Hooi, 2015), increase employee performance (Yap, 2016), and increase productivity, workforce retention, and performance (Alias & Hassan, 2016).

According to Collings and Mellahi (2009) Talent management practices can be classified into four distinct classifications: attracting talent, developing talent, retaining talent, and deploying talent. The attraction of talent pertains to the process of identifying and recruiting candidates with high potential for job vacancies. developing talent is the process of giving staff members the instruction, guidance, and mentoring they need to advance their knowledge and abilities(Collings and Mellahi (2009). retaining talent also refers to the process of setting up an environment at work that encourages workers to stick around the company. assigning workers to appropriate roles and responsibilities in accordance with their qualifications and abilities is known as "deploying talent." Employee turnover is therefore reduced and employee engagement is increased when an organization demonstrates its commitment to human resources through its policies and talent management practices. Consequently, talent management and employee engagement can make or break the bottom line (Lockwood, 2006).

In an organization according to (Bakker et al, 2008), employees derive their satisfaction from pay, benefits as well as atmosphere. These factors greatly contribute to fostering employee commitment, encouraging the demonstration of extra effort or exceptional performance, and cultivating virtuous qualities. Such qualities include innovation and creativity, assuming personal responsibility, possessing a genuine desire for the success of the organization, and developing an emotional connection to the organization's mission and vision. Talent management is one of the most important factors in ensuring an organization's ongoing success(McDonnell, 2011).

The phrase "talent management" encompasses more activities than just performance management, employee trust, employee loyalty, and succession planning (Hartley, 2004). Modern organizations require strategic talent management due to the rise of the modern economy, new workforce generations, and the need for competitiveness in resource and human capital management(Saikrishnav, 2022).

Talent management is crucial for organizational growth and success, ensuring the right workers with the right talents are placed in the right locations at the right time, contributing

to long-term competitive advantages(Brewster et al, 2017). the organization's development potential is significantly enhanced by having the right people in the right place at the right time (Amstrong(2015).

Talent management has always seemed to me to be a tricky subject. The lack of a clear definition for the term puts it at risk of becoming mere hyperbole, as in "the War for Talent," or it could become the latest conference buzzword. At worst, suggested definitions are a collection of disparate ideas thrown together without a precise definition of what talent is or how to manage it (Reilly, 2008). The strategic and comprehensive approach to identifying, developing and keeping exceptional personnel is known as talent management practices(Sadek, 2022).

The process of separating a talented workforce from the rest is known as talent management. Employee perceptions of justice are influenced by the ability to distinguish between skilled and unskilled workers (Dries, 2013). Employee turnover is therefore reduced and employee engagement is increased when an organization demonstrates its commitment to human resources through its policies and talent management practices. Tesfay (2022) & Mugambwa (2018) state that there are six essential elements to talent management practice (Dimensions). Talent planning, hiring and selection, development and training, performance management, reward and compensation management, and succession planning:

Dimensions of Talent Management

Talent planning: The strategic process of locating, developing, and keeping important personnel within a company is known as talent planning. Its goal is to guarantee that the proper talent is available to meet present and future business goals. It involves estimating the organization's talent requirements, evaluating the qualifications and experience of current staff members, and putting strategies into place to attract, develop, and keep top talent. Keeping a competitive advantage and promoting organizational success require talent planning (van Zyl et al , 2017).

Recruitment : Recruitment is the process creating of a new generation of highly qualified individuals with specialized training from graduates universities and the creation of long-term relationships with employment agencies(Gomez et al., 2007).

Compensation and Rewards: This is a collection of tangible and intangible resources that

the organization offers to people in return for their contributions and that are in line with its goals, policies, and methods. Additionally, the benefits go beyond the pay and benefits that employees are entitled to; they also include intangible benefits like credit recognition, chances for professional growth, and increased responsibility at work (Armstrong & Stephens, 2005).

Performance Management: The goal of performance management is to improve organizational performance through a continuous, methodical process through the development of employee performance (Kehr, 2020). It should be viewed as flexible rather than static, as it helps the organization achieve better results by understanding its workforce and managing performance within a set framework of predetermined goals, standards, and competency requirements (Armstrong, 2006).

Succession planning: The strategic process of succession planning entails locating and training internal candidates who could eventually hold important leadership roles in a company (Atwood, 2020). The goal of succession planning is to ensure a smooth transition of leadership and to mitigate the potential negative impact of key employee departures. In order to prepare high-potential employees for future leadership roles, this process usually entails identifying them, evaluating their skills and development needs, and offering them opportunities and training (Groves, 2007). Developing a talent pipeline in succession planning ensures capable individuals are available for crucial roles, reducing disruptions, maintaining leadership continuity, and enhancing organizational performance (Griffith, 2012).

2.1.2. Employee Engagement

Employee Engagement is a significant topic, but there is limited academic literature and little knowledge about how management influences it. There is confusion about its definition and measurement, with authors defining it as heightened emotional and intellectual connection for a job, organization, manager or co-worker (Goldsmith et al, 2009).

Truss et al. (2006) defined employee engagement as "passion for work." encompasses three dimensions: physically, cognitively, and emotionally. entails enabling individuals within the organization to express themselves physically, mentally, and emotionally in

accordance with their job roles. While the emotional component deals with employees' sentiments toward the organization and its leaders, the cognitive component focuses on employees' beliefs about the organization, its leaders, and working conditions. The physical component of employee engagement includes an individual's psychological and physical presence in an organization, as well as the physical energy they use to carry out their duties. It is difficult to assess the state of management and knowledge regarding employee engagement because different definitions necessitate a common definition and method of measurement (Ferguson, 2007).

Employee engagement, despite its various definitions, is often compared to established constructs like organizational commitment and citizenship behaviour, highlighting issues of comparability (Robinson *et al*, 2004).

Engagement was described as "one step up from commitment" by Robinson et al. (2004). Because of this, it appears that employee engagement is merely a passing trend, or as some may say, "old wine in a new bottle." Despite their many similarities, engagement and commitment are by no means a perfect match. Moreover, neither commitment nor OCB sufficiently capture the two facets of engagement: its reciprocal nature and the extent to which involved workers are expected to have some business acumen.

Saks (2006) distinguishes between organizational commitment (OCB) and engagement, stating that engagement is a person's attitude and attachment to their organization, while OCB involves voluntary and informal behaviors, focusing on formal role performance.

Organizational structure, interpersonal relationships, and a worker's profession are the three key factors that determine whether or not an employee is willing to perform high-quality work, according to Gadolin & Andersson (2017). According to Harap (2014) and Mohammed (2015), employee engagement has emerged as a crucial element for companies seeking to attain long-term competitive advantage and commercial success.

Employee performance, in Achmada's opinion (2022), plays a major role in the organization's success. Additionally, the author emphasizes that companies must make an effort to foster employee engagement. These encompass initiatives like leadership, organizational culture, and methods to foster a sense of commitment and involvement among staff members. However, Anitha (2014) notes that the working environment and relationships between coworkers and within the team are important factors that affect

employee engagement. Employee engagement, according to Frank et al. (2004), is often defined as a person's voluntary effort at work in addition to their emotional and intellectual commitment to the organization.

Employee engagement in the Harahap (2014) case is clear to see as a two-way relationship between the workers and the company. Employee engagement in this relationship is demonstrated when both sides make an effort to comprehend one another's needs and work toward meeting them. Organizations operate in the current era of rapid organizational and technological change, in addition to concentrating on such needs.

Whilst Purcell et al (2003) suggest that employee engagement is meaningful only when management shares responsibility over substance-related issues, rather than simply having a positive attitude toward work. given the connections between employee productivity and organizational performance, employee engagement is a critical issue (Young, 2012). Professional health psychologists are beginning to recognize the concept of employee engagement because it has a positive effect on workers' control and well-being at work (Shuck, 2011).

Corbridge and Omotayo (2012) suggest that assessing employee engagement levels can help identify factors that motivate employees to stay happy and contribute above normal levels. Corbridge & Omotayo (2012) provide the elements that promote employee engagement. these elements include the standard of supervision, employees' freedom of speech, the use of talent and skills, tools, time, and training, exposing your best workers to growth opportunities, and never threatening an employee's income.

According to Macey et al., (2008) the concept of employee engagement is intricate that consists of several key components or factors that influence an employee's level of engagement in the workplace. Some common components of employee engagement include:

1. Job Satisfaction: an employee's general feelings and perspectives regarding their position, workplace and the organization. engaged employees are typically satisfied with their job roles, responsibilities, and the support they receive from their managers and colleagues(Judge et al (2001).

2. Organizational Commitment: reflects an employee's loyalty and dedication to their organization. Engaged employees feel a strong sense of commitment to the organization's

mission, values, and goals, and are ready to put in the time and effort necessary to make a positive impact on it (Meye, 2001).

3. Communication and Feedback: effective communication and feedback mechanisms are essential components of employee engagement. Engaged employees value open, transparent communication channels that allow them to express their ideas, concerns, and feedback. They also appreciate receiving regular feedback on their performance and opportunities for growth and development(Love, 2008).

4. Recognition and Rewards: Acknowledgment and appreciation of an individual's or team's efforts, accomplishments, and contributions are referred to as recognition and rewards. Verbal praise, prizes, promotions, bonuses, and other incentives are just a few ways that someone can show their appreciation. In exchange for a person's or a team's performance or achievements, rewards are material advantages or incentives. Employee engagement and motivation, morale-boosting, and reinforcement of desired behaviors and results are the goals of recognition and rewards (Ndungu, (2017).

5. Opportunities for Growth and Development: are the chances that people have to improve their abilities, know-how, and skills in addition to having the ability to progress in their careers. These opportunities can be in the form of job rotations, stretch assignments, mentoring, coaching, training programs, or educational support. They are necessary for workers to advance in their careers, take on new challenges, and broaden their areas of expertise. Providing growth and development opportunities can boost performance, increase talent retention within an organization, and increase employee engagement (Bekaert, 2007).

6. Work-Life Balance: describes an employee's physical and mental health as well as their degree of job satisfaction. It is the balance between working and spending time with family, friends, and engaging in personal and recreational activities. Work-life balance boosts morale, productivity, and job satisfaction while enabling employees to keep a positive working-personal relationship(Guest, 2002).

2.1.3. Organizational Culture

Organizational culture refers to the shared values, beliefs, and behaviors that shape the way people work together within an organization. It includes the norms, attitudes, and customs that guide interactions among employees and with external stakeholders. Organizational culture influences how decisions are made, how conflicts are resolved, and how work is approached within the organization(Schein, (2010). an organization's implicit beliefs, which are widely accepted and shared, can be characterized as its organizational culture. These beliefs explain how the organization interprets, prepares for, and responds to different external circumstances (Nishat, 2022). OC has a significant impact on behavior and affects how groups and employees interact with other organizations (Saad et al, 2018).

OC can be linked to a number of functions, such as enabling staff members to exhibit distinctive qualities that set them apart from competitor companies, enhancing collaboration to create a happy work environment while fortifying family ties, and setting an example for behavior by raising staff members' awareness of environmental issues (Abbas et al, 2018). Therefore, OC achieves the intended result for the company by having its employees carry out the tasks assigned to them.

OC refers to a collection of the company's distinct internal characteristics that other organizations can identify. It also has an impact on the behavior of the employees and the effectiveness of the organization (Shaemi et al. 2011). Employees who genuinely uphold the established values and norms go on to form positive habits for themselves as a result (Kalaichelvi et al, 2017).

Organizational culture (OC) plays a crucial role in motivating staff and guiding their behavior(Bhat and Patni, 2023). It supports motivation by acknowledging employees, fostering self-satisfaction, and acting as a role model for staff behavior(Guillén et al (2015).

OC is the emphasis that a company places on its staff members and the guiding principles that govern their behavior. Additionally, culture is communicated and learned(Sun, 2008). Therefore, OC is essential for motivating staff to uphold a code of conduct and creating a

positive work environment. the sharing of values and beliefs is what defines organizational culture. Membership in the organization is viewed as contingent upon adhering to its culture (Emmanuel, 2017).

The role of organizational culture in management is to implement the norms and culture that are present in collaboratively working organizations. These norms and culture are set by the organization's founders or leaders, and the culture within the group is created through learning how to deal with issues related to both internal and external adaptation(Hillary, 2018)

2.1.4. Employee Retention

The term "employee retention" describes an organization's attempts to hold onto its workforce in order to sustain productivity levels and meet its goals (Naim and Lenka 2018). Staff reassignment is a big problem in every industry because high staff turnover can be expensive and prevent an organization from reaching its objectives. The reason employee retention receives the most attention is that it protects talented workers from being exposed to illegal goods while also lowering the costs associated with hiring, training, and employee turnover (Sandhya et al, 2011).

When an employee departs, the business faces a variety of difficulties, such as dwindling customer loyalty (especially in the service sector), experience loss, higher organizational costs for recruiting, supervising, and training employees, and disruptions to regular business operations (Qazi et al, 2015).

Covella et al. (2017) define employee retention as a systematic, methodical, and formal process that is ongoing and comprehensive and aims to develop dependable talent across the entire organization. This also entails developing particular standards for the competency selection process as well as looking for talent within and outside the company. It also entails the cultivation of leaders with backgrounds consistent with the goals and principles of the company (Chhabra and Mishra, 2008).

Employee retention is the process by which a company aims to keep either its most skilled workers or those who are most likely to leave. While it's not always possible for organizations to hold onto their brightest workers, they can employ tried-and-true tactics to do so (Kehr, 2020). Keeping talent in-house is the most crucial aspect of talent

management. This is due to the fact that retaining talented staff members is both one of the organization's most crucial investments and essential to its success. Consequently, in order to avoid keeping employees who do not utilize their full potential to accomplish the organization's goals, the organization must retain these employees through voluntary means rather than through contracts or deals (D'Amato and Herzfeld, 2008).

Motivating employees, fostering their commitment to the company, investing in their careers and the value of their experiences, and providing them with non-cash rewards are all part of employee retention (Qazi et al, 2015). In addition to managing, developing, and training these workers, an organization needs to have a plan in place to keep them on board and give them the impression that the organization's leaders value and care about them.

This is reflected in their desire to stay within the organization (Covella et al, 2017).

Blackman and Kennedy (2009) state that the company has two options for motivating skilled workers to stay on board. Both internal and external incentives are involved. Non-monetary rewards that meet employees' psychological needs are known as internal incentives. Extrinsic rewards are financial incentives that assist in meeting the psychological needs of the workforce.

Financial incentives are thought to be a crucial instrument for keeping talent on staff (Blackman and Kennedy, 2008). Promoting a culture of talent within the company to achieve excellence and competitiveness is one strategy for keeping talent (Chhabra and Mishra 2008). This guarantees that talented workers engage in modernization and development processes, as well as the management of issues and crises that may impact the organization's performance, and that the managers in place support talent management throughout the various stages of the work organization (D'Amato and Herzfeld, 2008).

Employee retention is the desire of an employee to stay with the organization. This intention could be preconceived or the result of various experiences the employee has had over time. hospitals should implement retention strategies to reduce turnover rates, according to research on the rate of turnover and factors linked to attrition among recently recruited nurses (Clarke and Sloane, 2001). retention is the process through which an organization modifies policies or procedures to entice workers to stay on staff and carry out similar professional duties (William, 2005).

Employee retention is the desire of an employee to stay with the organization. This intention could be preconceived or the result of various experiences the employee has had over time (Yang, 2012). Therefore, retention is the process through which an organization modifies policies or procedures to entice workers to stay on staff and carry out similar professional duties (Goyal & Kaur, 2023).

When workers within an organization desire to remain in their current position, this is known as employee retention (Finnegan, 2012). Because of this, the business must optimize employee retention by increasing the proportion of staff members who genuinely wish to remain with the company and are not only there out of corporate pressure. Since knowledge has grown to be a significant corporate asset, employee retention has emerged as a major discussion topic in the academic literature on human resource management (Horn and Griffeth, 2005).

The effort by an employer to keep desirable workers to meet business objectives" is what talent retention refers to (Rappaport et al., 2003). One of the biggest workforce management challenges of the future will be keeping current employees (Tanwar and Prasad, 2016). Therefore, the top HR priority for businesses looking to gain a competitive advantage should be keeping talented employees (Perrin, 2005). According to Kyndt et al. (2009), the goal of organizational retention is to develop a long-term, engaged workforce (Kibuiet al, 2014). the ability to maintain a stable human resource base is the general definition of employee retention (Adedeji & Ugwumadu, 2018). This is often associated with organizational passion and trust.

2.2. Empirical literature review

2.2.1. Relationship between Talent Management Practices and Employee retention

Talent management , which encompass hiring, development and training, planning for succession, and career management, are important factors for considering employee retention for the sake of organizational efficiency and productivity(Kamel, 2019).The interaction of talent management with knowledge management and change management practices may result in enhanced employee engagement and increased talent retention in

industries characterized by a strong emphasis on knowledge(Bhatnagar, 2007).

Moreover, talent management indirectly influences employee retention by way of organizational support(Du Plessis et al, 2015), Consequently, talent management plays a crucial role in employee retention and ought to form an integral component of an organization's comprehensive human resource management strategy in order to attain sustainable success(Schutte et al, 2015).

The application of talent management suggests that when a company makes investments in its workers, those workers may feel obligated to repay the company by improving performance and having positive attitudes. A crucial event that establishes the parameters of the exchange relationship between workers and their companies is the selection of candidates for the talent pool (Dries and De Gieter, 2014). Workers may exhibit excellent performance as well as favorable attitudes toward the company, which may manifest as loyalty and plans to stick around. A high degree of individual performance is guaranteed since the foundation of talent management is finding talented employees and putting them in important roles (Collings and Mellahi, 2009).

A study by Collings and Mellahi (2009) examined the impact of talent management on employee retention in a sample of multinational corporations. The results showed that organizations with comprehensive talent management programs, including recruitment, development, and retention strategies, were able to enhance employee engagement and reduce turnover rates among high-potential employees.

In a study by Scullion and Collings (2011), the researchers investigated the relationship between talent management practices and employee retention in different industries. The findings revealed that organizations that implemented talent management initiatives, such as career development programs, performance management systems, and succession planning, experienced higher levels of employee satisfaction and retention.

Another study by Tansley et al (2011) explored the role of talent management practices in employee retention within the context of organizational culture. The results indicated that organizations with a strong talent management culture, characterized by a focus on employee development, recognition, and career advancement opportunities, were more successful in retaining top talent.

A meta-analysis conducted by Strohmeier (2007) synthesized findings from multiple studies on talent management practices and their impact on employee retention. The meta-analysis found a positive relationship between effective talent management practices, such as performance appraisal, training and development, and career planning, and employee retention outcomes.

Dina and Manerep's (2021) study revealed that talent management has a direct impact on employee retention, with an indirect effect that is mediated by organizational justice and talent perception congruence. By managing talented employees that the company owns and then keeping them on board, talent management is a strategy that is meant to reduce employee turnover through retention. The study's findings suggest that talent management has a direct impact on employee retention.

Rastgoo's (2016) study reveals that a Talent Management strategy can effectively attract, select, develop, transfer, and retain talented individuals, while also promoting work-life balance, learning opportunities, and organizational development.

The impact of talent management—which encompasses hiring, pay and benefits, performance management, employee empowerment, employee engagement, and organizational culture—on employee retention in public and private commercial banks in the Arab Republic of Egypt was examined by El Sayed et al. (2021). The researcher used Multiple Regression Analysis to test the impact's degree. The findings of this study demonstrate that talent management significantly and favorably affects the employee retention rate of Egypt's public and private commercial banks.

According to a study by Alias (2020), it is essential to have a large pool of skilled and experienced individuals available at all times to perform tasks. However, problems with employee turnover are a significant local and worldwide issue in the IT sector. In an effort to address this problem, academic research has shifted its attention to the effects of talent management strategies on employee engagement and retention. This study aims to ascertain the connections between employee engagement, employee retention, and talent management practices (managerial support, employee career development, and rewards and recognitions) within Selangor-based IT organizations. The study is quantitative in nature. The self-administered questionnaire is the research tool. For this study, the convenience sampling technique was employed. Valid questionnaires were completed by

581 respondents, yielding an average response rate for the study of 77%. SPSS version 20.0 was initially used to analyze the collected data. According to Pearson correlation analysis results, employee engagement is positively correlated with talent management practices (managerial support, employee career development, and rewards and recognitions) (Cappelli & Keller, 2014).

It was also found that employee engagement has a positive correlation with employee retention. Talent management exerts a favorable and substantial impact on the preservation of employees. Organizations that effectively implement talent management strategies are more likely to retain their top-performing employees (Silzer & Dowell, (2010).

Overall, empirical research suggests that organization that invest in comprehensive that organizations that invest in comprehensive talent management practices, including recruitment, development, and retention strategies, are more likely to be their top performers and reduce turnover rates. based on the previously mentioned research findings, the following hypothesis has been posited to explain the relationship between Talent Management Practices and Employee retention.

H1. There is a significant relationship between talent management practices and Employee Retention.

2.2.2. Relationship between Employee Engagement and Employee retention.

A study by Harter et al. (2002) discovered that units in the top quartile of employee engagement outperformed those in the bottom quartile on key performance metrics like profitability, productivity, and customer satisfaction. The study was a meta-analysis of 7,939 business units across 36 companies. This shows that organizational performance and employee engagement are closely related, which may eventually affect retention rates.

Research by Saks (2006): Saks conducted a study that examined the relationship between employee engagement and turnover intentions. The findings revealed a negative correlation between engagement levels and turnover intentions, indicating that higher levels of engagement were associated with lower intentions to leave the organization. This suggests that engaged employees are more likely to stay with their current employer.

Meta-analysis by Christian (2011): In a meta-analysis of 263 independent samples from

183 studies, the researchers found a significant positive relationship between employee engagement and job performance. Engaged employees were more likely to exhibit higher levels of job performance, which can contribute to increased job satisfaction and retention. This study highlights the importance of engagement in driving performance outcomes that impact retention.

Research by Albrecht (2010): Albrecht conducted a study that explored the impact of employee engagement on organizational commitment and turnover intentions. The findings indicated that higher levels of engagement were associated with greater organizational commitment and lower turnover intentions among employees. This suggests that engagement plays a crucial role in fostering commitment and loyalty, which can lead to improved retention rates.

Macey and Schneider(2008) conducted a meta-analysis of 263 research studies on employee engagement and its impact on organizational outcomes. The results showed a positive relationship between engagement and various outcomes, including job satisfaction, organizational commitment, and turnover rates. Engaged employees were more likely to be satisfied with their work, committed to the organization, and less likely to leave, highlighting the importance of engagement in driving retention. These studies provide empirical evidence supporting the relationship between employee engagement and employee retention, emphasizing the importance of fostering engagement to enhance organizational performance and reduce turnover rates. By addressing factors that influence engagement levels, organizations can create a positive work environment that promotes retention and overall success.

Employees who feel more empowered to progress and complete tasks from the bottom up may grow more engaged, content, and dedicated to the organization, claim Quek et al. (2021). these enable the more efficient management of problems like high employee turnover, a shortage of skilled labor, and job retention. Positive perceptions of their employer and associated organizational components are held by highly engaged employees. Highly engaged workers are less likely to think about leaving their current company. Highly engaged employees have positive perceptions of their employer and associated organizational components, per Steiner et al. (2020). Highly engaged workers are less likely to think about leaving their current company.

According to a study by Gurvinder Kau and Ridhya Goyal from 2023, organizational culture is mediated by smart PLS and plays a role in employee engagement. Employee engagement and nurse retention have a positive correlation that is mediated by organizational culture in a complementary way. Employee engagement has a significant impact on organizational outcomes, employee productivity, ease of recruitment, and employee retention (Alias, et al., 2014). Employee engagement is related to an individual's attitudes, intentions, and behaviors (Newman et al., 2010).

The Corporate Leadership Council's research highlights the relationship between business success and employee engagement, based on a global survey involving 50,000 employees across 27 countries. The survey also directly affects employee performance and retention. Furthermore, the same conclusion is reached by the Tower Perrin Global Workforce Study (2007–2008). It is undoubtedly true that workers who are more engaged at work are also more likely stay with the company. Nonetheless, there is a dearth of research examining the potential impact of employee engagement on retention (Beynon, 2015). When an employee is focused and content while working, time goes by quickly and they have difficulty separating themselves from their assigned tasks. The employee is thought to be engaged if all three of these constructs are present.

According to Harter(2002), engaged employees tend to demonstrate positive organizational outcomes which include customer satisfaction, efficiency, increased profits, and lower turnover intentions (Maslach, 2001), analyzes why employees feel burned out by taking a contemporary approach to which he says that the employee being engaged at their work is the antidote to burnout. Studies on the construct of job engagement to date have tried to identify the key drivers of engagement.

The study by Schaufeli (2004) concludes that there are job resources that serve as job motivators, which lead to engagement and show engaged employees to have a positive attitude, high productivity, and excellent mental health. These research findings imply that psychological strength is a prerequisite for engaged employees and vice versa. They have control over their job and a satisfying employment, which may contribute to their resilience in trying circumstances and low intention of leaving. Mitchell(2001) defines turnover intention as the act of an employee considering leaving an organization for any reason, including poorly thought out work policies, role conflicts, low motivation, focusing on the

same work, lack of opportunities for advancement, inadequate training and development, problems with management, or any other voluntary reason. According to reports, devoted and engaged workers may provide several advantages for the company, including fewer absenteeism and turnover (De Lange, 2008).

Owing to intense market rivalry, businesses must devise unique retention methods; failure to do so would leave them vulnerable to a number of problems. Various academics have suggested that retention tactics include salary increases, job expansions, chances for training and development, work-life balance, and a positive work environment (Ghosh, 2013). Other academics refer to learning attitudes (Kyndt, 2009), career development (Agarwala, 2003), and employee engagement (Palmer, 2012) as retention techniques. Performer literature states that a worker's lack of vigor, dedication, and absorption in their work life are among the reasons they wish to quit a company.

Overall, empirical research consistently demonstrates a positive relationship between employee engagement and employee retention. Engaged employees tend to be more committed, satisfied, and motivated to stay with their organizations, leading to lower turnover rates and higher levels of organizational performance. Based on the above theoretical foundation, the following hypothesis is proposed.

H2. There is a significant relationship between Employee Engagement and Employee retention.

2.2.3. Relationship between organizational culture and Employee retention.

Several empirical studies have investigated the relationship between organizational culture and employee retention, shedding light on the impact of organizational culture on employees' decisions to stay with or leave an organization. Here is a summary of some relevant empirical studies on this topic:

A study by Schneider et al (2013) conducted a comprehensive meta-analysis of studies examining the relationship between organizational culture and employee retention. Their findings revealed a significant and positive association between a strong, positive organizational culture and higher rates of employee retention. Specifically, cultures that emphasized employee well-being, support, and growth opportunities were linked to lower turnover rates.

A study by Schein (2010): Edgar Schein's work on organizational culture has also contributed to the understanding of its impact on employee retention. Through case studies and empirical research, Schein demonstrated how strong organizational cultures that fostered trust, shared values, and a sense of community contributed to higher levels of employee commitment and retention.

Anitha (2016) claims that there were substantial differences in the organizational culture values amongst the businesses. The disparities in their respective cultures had a major influence on the rates at which recently hired employees decided to leave their jobs voluntarily. The correlation between job performance and staff retention was significantly influenced by the corporate cultural values. When considered as a whole, the labor market and the demographics of the new hires had less of an impact than the cultural factors. It is estimated that cultural influences have resulted in a difference of more than six million dollars in human resource expenses amongst enterprises with disparate cultural values. A study by Madueke & Emerole (2017) specifically looked at three commercial banks in Awka, Anambra State, to explore the nature of the link that exists between organizational culture and employee retention. The study employed a descriptive survey research approach and using the Pearson Moment Correlation Coefficient to assess the research hypotheses. Thirty-five employees made up the population under study. The results showed that employee dedication in commercial banks and an innovative culture had a strong positive correlation. In conclusion, a high retention company requires the ability to generate ideas as well as the willingness to take risks. Staff retention is significantly improved by organizational culture.

According to Jepkorir et al.(2017), Organizational culture, is defined as a collection of shared norms and values that control how people interact inside the bank and with interested parties outside the company. Therefore, ideas and beliefs about the kinds of objectives that members of the organization should pursue as well as ideas about the appropriate performance standards or methods that bank employees should use to achieve these objectives are all included in organizational culture.

According to Arasanmi & Krishna(2019), companies that provide a conducive work atmosphere may retain their best personnel for an extended period. employee retention is higher when they feel that their potential employer holds similar values to them.in

summary, these empirical studies consistently point to the significant impact of organizational culture on employee retention. A positive, supportive, and inclusive organizational culture that aligns with employees' values, provides growth opportunities and fosters a sense of belonging is associated with higher levels of employee retention across various industries and contexts.

Based on the above theoretical foundation, the following hypothesis is proposed:

H3. There is a significant relationship between organizational culture and Employee retention.

2.2.4. Mediating Role of Organizational Culture in the Relationship Between Talent Management and Employee Retention.

A study by Al Ariss and Crowley (2013) aimed to investigate the relationship between talent management and organizational culture. The researchers conducted a literature review and empirical analysis of data from 82 organizations in the United Arab Emirates. The findings of the study revealed a positive relationship between talent management practices and organizational culture. Specifically, organizations that implemented effective talent management strategies were found to have a stronger and more positive organizational culture. This was evidenced by higher levels of employee engagement, satisfaction, and commitment within these organizations. Furthermore, the study also highlighted the importance of aligning talent management practices with the organization's culture. Organizations that successfully integrated talent management with their cultural values and beliefs were more likely to achieve positive outcomes in terms of employee performance and organizational success. HRM practices have been examined comprehensively as they are an essential part of corporate culture. An organization's culture is greatly impacted by HRM practices such as recruiting, employee development, performance evaluations, and remuneration (Singh, 2010).

A study by (Kumari, 2012), investigate HRM has been found to be an important component for modeling corporate success and culture. Prior research has examined culture as a result of HR procedures. A key worry for the firm is fine-tuning HR procedures with OC, which is essential to achieving targeted goals and producing anticipated outcomes.

Workers may be motivated by OC to build team spirit and encourage collaboration for

growth (Florea et al, 2011). In addition to increasing productivity and influencing merger success, OC's strategic approach to HR practices also establishes how human resources function as a source of competitive advantage (Mathis and Jackson, 2008). According to Yang (2012), HRM serves as a management tool that focuses on employee participation, and organizational culture (Apostoluo, 2000) is a contributing factor to employee involvement.

A study by Collings et al. (2012) investigated the mediating role of organizational culture in the relationship between talent management practices and employee retention. The results showed that a strong organizational culture that values talent development, collaboration, and employee engagement can enhance the impact of talent management initiatives on employee retention outcomes.

Ariss et al (2014), analysis the role of organizational culture in moderating the relationship between talent management practices and employee retention in multinational corporations. The findings indicated that organizations with a supportive and inclusive culture were more successful in retaining top talent through effective talent management strategies. Another study by Tarique et al(2016) explored the influence of organizational culture on the relationship between talent management practices and employee retention in different cultural contexts. The results revealed that organizations that fostered a culture of innovation, learning, and diversity were able to leverage their talent management efforts to improve employee retention rates.

A meta-analysis conducted by Cascio and Aguinis (2008) synthesized findings from multiple studies on the mediating role of organizational culture in the relationship between talent management and employee retention. The meta-analysis found that organizational culture plays a significant role in shaping employees' perceptions of talent management practices and their impact on retention outcomes.

A study by Farooq et al(2019) explored the link between talent management and employee retention, finding a positive relationship. They surveyed 300 employees in Pakistan and found that effective talent management strategies aligned with organizational culture were linked to higher employee retention.

Overall, empirical research suggests that organizational culture serves as a crucial mediating factor in the relationship between talent management practices and employee

retention. by cultivating a positive and supportive culture that aligns with talent management initiatives, organizations can enhance their ability to attract, develop, and retain top talent effectively. based on the previously mentioned study findings, the following hypothesis has been posited to explain the Mediating Role of Organizational culture in the Relationship between Talent Management and Employee Retention.

H4. Organizational Culture Mediates the Relationship Between Talent Management and Employee Retention.

2.2.5. Mediating Role of Organizational culture in the Relationship Between Employee Engagement and Employee retention.

The relationship between employee engagement, organizational culture, and employee retention has been a topic of interest in organizational behavior research. Several empirical studies have explored the mediating role of organizational culture in the relationship between employee engagement and employee retention(Aktar and Pangil, 2017).

A study by Albrecht and Bakker (2018): investigated the mediating role of organizational culture in the relationship between employee engagement and employee retention. They found that a positive organizational culture, characterized by values such as trust, collaboration, and innovation, mediated the relationship between employee engagement and employee retention. Employees who were highly engaged and perceived a positive organizational culture were more likely to stay with the organization.

A study by Cameron and Quinn (2011): Cameron and Quinn explored the mediating role of organizational culture in the relationship between employee engagement and employee retention in various organizations. Their findings highlighted the importance of a strong organizational culture that aligns with employee values, beliefs, and behaviors in fostering higher levels of engagement and retention.

As stated by Kashyap and Chaudhary (2019), In order to boost employee engagement, managers should understand the importance of creating a work environment that encourages the growth of trusting connections, fortifies employee identity, and inspires employees to go above and beyond the call of duty.

Nekula and Koob (2021) looked at the connection between engagement and culture and

found that, in the healthcare industry, an organization's culture has a positive effect on employee engagement. The Social Exchange Theory may be applied to show how corporate culture and employee engagement are related. Employee engagement with their organization is a result of two-way communication between the two parties.

In a study published in 2004, Robinson et al. examined an example of interchange that is incorporated into the idea of organizational culture. According to this concept, an appropriate value system and its proper administration represent the organization's appreciation of its workforce. Employees who work in environments with a positive contextual organizational culture feel psychologically safe. Additionally, prior research has indicated a positive correlation between employee engagement and their sense of safety (Kahn, 1990).

According to Siddhanta and Roy (2010), organizational culture specifically acts as a mediator between the members of the organization and themselves, which in turn fosters employee engagement. Engagement may have a positive impact on organizational culture in addition to having a direct positive effect on retention. This could have a positive knock-on effect for nurse retention. The relationship between employee intention to leave and engagement is caused by high levels of commitment to the job (Halbesleben, 2008).

Parent and Lovelace (2018) shown that raising employee engagement requires a number of the elements of a successful corporate culture. They contend that a happy workplace fosters the organizational culture of its workers, which in turn boosts employee engagement and retention.

Overall, these empirical studies provide robust evidence supporting the mediating role of organizational culture in enhancing the relationship between employee engagement and employee retention. Organizations that focus on cultivating a positive, engaging, and supportive culture are more likely to retain their employees by fostering a sense of belonging, motivation, and commitment among their workforce. Based on the above prior research findings, the following hypothesis has been posited to explain the Mediating Role of Organizational culture in the Relationship between Employee engagement and Employee retention.

H5. Organizational culture Mediates the Relationship Between Employee engagement and Employee retention.

2.3. Conceptual framework

A research model, a summary of earlier research, the choice of model elements, and the formulation of hypotheses based on the connections between model constructs are all presented in this section. The model highlights various approaches used in prior studies to relate these factors, with the goal of addressing research questions related to talent management, employee engagement, and retention.

In this study, the updated, N.E. Alias et al.(2020)& Goyal et al(2023) success model were used as the basis for the conceptual framework. Several previous studies have established the validity of the updated N.E. Alias(2020) success model in relating talent management, Employee Engagement and Employee retention for example, Goestjahjanti et al (2020), Akter et al (2022), Tetik et al(2021). However, the N.E. Alias et al(2020) success model doesn't consider Organizational culture in the relationship.

Hence, this is a gap in the N.E. Alias et al.(2020) success model. This research filled this gap by considering Organizational culture as an additional construct for examining the relationship at NIB Bank. Several researchers used almost similar theoretical frameworks.

In this research, talent management practices is measured through Talent Planning, Recruitment & Selection, Training and Development, Performance Management, Compensation and Reward Management, Succession Planning: and Employee engagement is measured through the indicators included Job satisfaction, motivation, commitment, Communication and Feedback, Recognition and Rewards, Opportunities for Growth and Development and Work-Life Balance.

As can be seen from figure 1, Talent Management practices and Employee Engagement are independent variables and Organizational culture is mediating variables and Employee Retention is the dependent variable

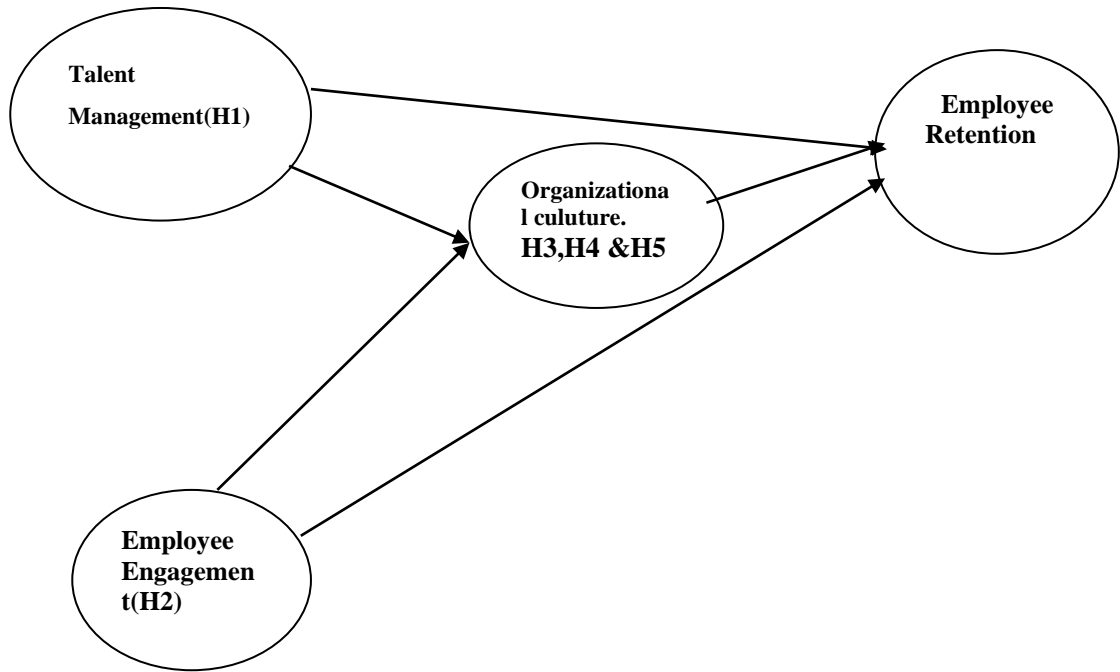


Figure 1: Research Model updated from N.E. Alias et al (2020) and Goyal et al (2023). The constructs in the N.E. Alias et al(2020) and Goyal et al(2023) success model have been used as a basis and one more construct have been added to know the relationship at NIB bank.

Table 1: Summary of Empirical Literature Review

N.E. Alias et al Model (2020)	Equivalent construct in this Research	Supporting prior Resaerches
Talent Management practices	Talent Management practices	
1. Managerial Support	1. Talent Planning	Haika et al (2023), Mello &Ribeiro(2019),Roper(2009), Bhathagar(2007); Glen(2006).
*	2. Recruitment &Selection	Boswell et al. (2001),Collins & Stevens (2002), Barber et al. (2014),Chapman et al. (2017). Gomez et al.(2007).
2. Employee Career Development	3. Training and Development	Tett et al. (2013), Wang &Noe (2010), Colquitt et al. (2000), Sweem(2009),Ricco(2010), vazirani(2007).
*	4. Performance Management	Ito et al. (2018), DeNisi & Pritchard (2006), Boswell et al. (2001)
3. Compensation and Reward Management,	5. Compensation and Reward Management,	Heneman et al(2000), Cerasoli et al. (2014), Colquitt et al. (2001)
*	6. Succession Planning	Rothwell et al (2003),Kim et al (2011), De Vos et al. (2016), Burke et al. (2011)
Employee Engagement	Employee Engagement	

*	1. Job satisfaction.	Judge et al. (2001), Meyer et al. (2002),
*	2. Motivation.	Gagné and Deci (2005), Colquitt et al. (2013), Latham and Pinder (2005)
*	3. Commitment.	Harter et al. (2002), Pinder (1998)
*	4. Organization citizenship behavior.	Podsakoff et al. (2000), Bolino and Turnley (2005).
*	Organizational culture	Schneider, Ehrhart, and Macey (2013), Schein (2010), Anitha, (2016), Kumari, 2012).
Employee Retention	Employee Retention	Qazi, Khalid et al. 2015, (Naim and Lenka ,2018), (Kehr 2020).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the NIB

The NIB is a bank industry located in Addis Ababa, Ethiopia. Nib International Bank (NIB) is the name of the organization. Nib International Bank (NIB) was founded on May 26, 1999, under license number LBB/007/99, thanks to the Commercial Code of Ethiopia and the Proclamation for Licensing and Supervision of Banking Business Proclamation no. 84/1994. With 717 shareholders, the bank has a paid-up capital of 27.6 million Birr and an authorized capital of 150 million Birr. The Bank hired 27 people when it first opened for business on October 28, 1999.

3.2. Research Approach and Design

The major objective of the paper is to describe and explain the relationship between talent management practices, employee engagement, and employee retention with the mediating role of organizational culture. To this end, the researcher used both qualitative and quantitative research approaches. The study used both a descriptive and and explanatory design.

3.3. Types and Sources of Data

The study utilized both primary data sources, with primary data being original and collected from employees through questionnaires and interviews. The study also reviewed books, journals, and articles on the relationship between talent management practices, employee engagement, and retention, with the mediating role of organizational culture.

3.4. Data Collection Instrument

The researcher has chosen a questionnaire as the data collection instrument for this study, as it offers numerous benefits such as eliminating interviewer bias, facilitating data collection and analysis, encouraging honest responses, eliminating variation in the questioning process, collecting large amounts of data quickly, and being economical to

manage Connaway & Powell (2010). The questionnaire items are adapted from previous studies for this study.

3.5. Measurement Scale

The Likert scale is the most widely used instrument for gauging public opinion and attitudes toward particular subjects (Stangor, 2011). It allows respondents to rate their agreement or disagreement with statements, ranging from very negative to very positive (Zikmund et al., 2009). This scale is suitable for this study, which aims to investigate the relationship between talent management practices, employee engagement, and retention, and the moderating role of organizational culture through employee attitudes and opinions. The study uses a 5-point Likert scale, with 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

3.5. Sampling Design

3.5.1. Target Population of the Study

Zikmund (2013) defines a population as a complete group with shared characteristics. NIB bank has 440 branches in Ethiopia, with 210 in A.A. The study focuses on 10% of these branches, resulting in 21 branches from Addis Ababa using *random sampling technique*. Currently, there are around 500 employees in 21 branches. The study was chosen due to its proximity to half of the total branches and its ease of conducting with limited time and financial resources.

3.5.2. Sampling Frame

This study surveyed employees of NIB Bank's 21 branches in Addis Ababa.

3.5.3. Sampling Technique

The desired sample size from the target population was determined using a statistical approach using Yamane's simplified formula, as provided in his 1967 work.

$n = N / (1 + N(e)^2)$ where: n= the desired sample size,

N = number of employees from 21 randomly selected branches.

e = allowable error (%) or level of precision. G

e = 5%

$n = 500 / (1 + 500(0.05)^2)$

n = 222. The researcher used 222 samples from the target population.

3.6. Model specifications

It assumes that employee retention was measured in terms of the Likert scale which is ordered in nature. The study used an order probit model for easy interpretation and specification. Let y be an ordered response with values 0,1,2,,,,,J, for a known integer J. The ordered probit model for y can be derived from a latent variable model, conditional on explanatory variables x as follows:

$$y^* = x\alpha + e, \quad u|x \sim \text{Normal}(0,1) \quad (3.1)$$

Where β is $K \times 1$ and, for reasons to be seen, x does not contain.

Let $\beta_1 < \beta_2 < \dots < \beta_J$ be unknown cut points (or threshold parameters), and state

(3.2)

$$Y^* = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \alpha_5 X_5 + U, U / X \sim \text{Normal}(0,1)$$

$$ER^* = \alpha_0 + \alpha_1 TMP + \alpha_2 EE + \alpha_3 OC + \alpha_4 TM * OC + \alpha_5 EE * OC + U, U / X \sim \text{Normal}(0,1)$$

T

The parameters α and β may be estimated using the maximum likelihood estimator.

The log-likelihood function for each i is :

$$\begin{aligned} \mathcal{L}_i(\beta, \alpha) = & 1[y_i = 0] \log[\Phi(\beta_1 - x_i \alpha)] + 1[y_i = 1] \log[\Phi(\beta_2 - x_i \alpha) - \\ & \Phi(\beta_1 - x_i \alpha) + \dots + 1[y_i = J] \log[1 - \Phi(\beta_J - x_i \alpha)] \end{aligned} \quad (3.3)$$

The log-likelihood function is robust, making it possible to estimate ordered probit models with a variety of statistical software programs, including STATA.

3.7. Data Analysis

Both descriptive and econometrics analysis (Order probit model) were employed.

The order probit model was chosen because employee intention is a 'ratio' of data that was analyzed using parametric statistics but not by using responses to questions. However, we couldn't get the actual data for the dependent variable, and thus qualitative indicators can be used, which can be measured by the Likert scale question type (e.g., Holston-Okae, 2018; Yuting, 2019). This employee retention is measured based on a Likert scale value

ranging from 1 to 5.

1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. agree, and 33
5 Strongly agree. Thus, the nature of the data is ordinal data, and thus an order probit
model is appropriate.

3. 8. Testing the Measurement Model

The research's measurement instruments undergo reliability and validity tests to ensure
their robustness.

3.8.1. Reliability

The reliability of an item is determined by its ability to accurately represent the value of the
underlying construct provided by the measure(Gefen & Straub (2000). Hair et al(2019)
recommend a 0.7 cut-off value for standardized factor loadings, which is used in this
research. Internal consistency reliability measures the consistency of items used to measure
a construct, with Cronbach alpha and composite reliability being commonly used in SEM
analysis. Cronbach alpha values above.7 indicate acceptable reliability.

Table 2: Reliability test

```
. alpha TP EE1 ER OC in 1/60, item label
```

```
Test scale = mean(unstandardized items)
```

Item	Obs	Sign	item-test		interitem	alpha	Label
			corr.	corr.	cov.		
TP	60	+	0.5959	0.2905	.5015242	0.8916	Talent planning
EE1	60	+	0.8039	0.5869	.3221928	0.7475	Employee Engagement
ER	60	-	0.9285	0.8697	.2771365	0.6134	Employees Retention
OC	60	+	0.8819	0.7934	.3135443	0.6544	Organazatinal culuture
Test scale					.3535995	0.7871	mean(unstandardized items)

```
. alpha TP EE1 ER OC in 1/60
```

```
Test scale = mean(unstandardized items)
```

```
Reversed item: ER
```

```
Average interitem covariance: .3535995
```

```
Number of items in the scale: 4
```

```
Scale reliability coefficient: 0.7871
```

3.8.2. Validity

The capacity of a measurement tool to measure constructs is referred to as its validity (Hair et al., 2019). Although it is impossible to determine the true values of latent constructs, measure validity can be demonstrated by characteristics like discriminant and convergent validity. Item reliability, internal consistency reliability, and average variance extracted (AVE) all support convergent validity, which is defined as the similarity of measurement items within a construct. The degree to which measurement items of a particular construct reflect that construct rather than other constructs in the same measurement model is known as discriminant validity (Hulland, 1999). Factor loadings on all constructs or determining whether the square root of the AVE value for every construct is higher than correlation can be used to illustrate this (Fornell & Larcker, 1981). If this condition is met, constructs of the model explain more variance in their items than

they share.

3.9. Ethical considerations

Saunders et al (2009) emphasize the importance of ethical considerations in research, including planning, data collection, analysis, and reporting. In this study, selected samples were invited to anonymously respond to survey questionnaires, with participants informed that their responses were confidential and data would only be used for research purposes. The cover letter stated that participants had the right to not participate or answer any questions, and that the data would be processed, stored, analyzed, and reported in a confidential manner. The objectives of the research were clearly defined, and the cover letter also specified that the collected data and information would not cause harm to the respondents. Thus, ethical considerations were taken throughout the research process.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTREPRETATION

4.1. Response rate

The 222 questionnaires were distributed, and out of these, 206 (92.79%) were returned and (7.2%) were not returned. This shows that almost there is no response bias.

4.2. Descriptive analysis

4.2.1. Demographic and Socio-economic Characteristics of Respondents

Table 3: Respondents' sex

Sex	Freq.	Percent	Cum.
Male	106	51.5	51.
Female	100	48.5	100.00
Total	206	100.00	

Source: Own survey (2024)

The above Table 3: Demonstrates that males are 51.5% of respondents, while female respondents account for 48.5%. The result indicates the bank review its recruitment practices to avoid bias against female candidates. Targeted recruitment efforts could attract more female employees. Assessing the workplace culture and environment can improve retention rates. Offering equal career advancement opportunities, flexible work arrangements, and support for family responsibilities can make the workplace more accommodating. Reviewing compensation and benefits packages, regular employee feedback, and promoting female leaders can inspire and motivate female employees, demonstrating the bank's commitment to gender diversity.

Table 4: Age of the respondents

Age	Freq.	Percent	Cum.
21-30	152	73.8	73.8
31-35	35	17.0	90.8
36-45	12	5.8	96.6
46 and above			

	7	3.4	100.0
Total	206	100.00	

Source: Own survey (2024)

Table 4: Demonstrates that the majority of respondents, which accounts for 73.8%, are found between the 21 and 30 age categories. While the next 17 % is found between 31-35 age categories, 5.8% is found between 36-45 age categories, the least categories are between 46 and above age categories. The finding indicates that NIB Bank's majority of employees (73.8%) are aged 21-30, indicating an age disparity in employee retention. This could lead to changes in recruitment and hiring practices, employee development and training programs, retention strategies for older employees, age diversity and inclusion, succession planning, and employee feedback and engagement.

Table 5: Education of the respondents

Education	Freq.	Percent	Cum.
Diploma	20	9.7	9.7
First degree	149	72.3	82
Master and above	37	18	
			100
Total	206	100.00	

Source: Own survey (2024)

Table 5: shows that the education of respondents; shows that the majority of the respondents 149 (72.3%) are degree holders, followed by master and above 37 (18%) and 20(9.7%) are diploma holders. The finding indicates that The bank focus on recruiting and hiring highly educated candidates to attract and retain top talent in a competitive job market. It invest in training and development programs, create clear career paths, ensure employee engagement, and review its compensation and reward packages to meet the needs of its highly educated workforce. Offering competitive salaries, bonuses, and other forms of compensation can help retain valuable employees and motivate them to continue developing their skills. the finding is supported by (John Doe et al., 2022).

Table 6: Position of the respondents

	Frequency	Percent	Cumulative Percent
CSO	123	59.7	59.7
CRO	8	3.9	63.6
SCSO	53	25.7	89.3
CSM senior controller	10	4.9	94.2
Manager	12	5.8	100.0
Total	206	100.0	

Source: Own survey(2024)

Table 6; Show that the current position of respondents shows that the majority of the respondents 123 (59.7%) are CSO, followed by SCSO 53(25.7%), CSM senior controller and Managers are 10(4.9%) and 12(5.8%) respectively. This indicates that B Bank's customer service officers (CSOs) make up 59.7% of its workforce, indicating a high proportion of employees in these roles. This indicates a need for improved recruitment and hiring strategies, tailored training and development programs, clear career advancement opportunities, employee engagement, and competitive compensation packages. The bank should focus on assessing candidates' communication, customer service, and problem-solving skills, provide clear career paths, encourage employee feedback, and offer competitive salaries and bonuses. By implementing these policies, NIB Bank can enhance employee retention, engagement, and customer satisfaction. The finding is supported by (Gallup, 2022).

Table 7: Income of the respondents

	Frequency	Percent	Cumulative Percent
Br 5,001-10,000	3	1.5	1.5
Br 10,001-25,000	173	84.0	85.4
25,001-35000	27	13.1	98.5
Br 35,001 and above	3	1.5	100.0
Total	206	100.0	

Source: Own survey (2024)

The above Table 7: show that the majority of respondents income which accounts for 84%, are found between the 10,000 and 25,000 income categories. While the next 13.1 % is found between 25,001- 35000 income categories, 1.5 % is found between 5001- 10000 and 35,000 and above income categories. This shows that The bank should review its salary structure to attract top talent, improve employee engagement and motivation through professional development opportunities, and enhance retention strategies. Additionally, it should review its compensation and reward packages to ensure fairness and equity, potentially involving market research and adjustments to salaries, benefits, and other forms of compensation. The finding is supported by ((Armstrong & Taylor, 2020)& (Phillips & Gully, 2015)).

Table 8: Marital Status of The Respondents

	Frequency	Percent	Cumulative Percent
Single	137	66.5	66.5
Married	58	28.2	94.7
Divorced	11	5.3	100.0
Total	206	100.0	

Source: Own survey(2024)

Table 8 shows that Marital status of the respondents indicates that most of the respondents are single which accounts for 66.5%, while the married and divorced are 28.2% and 5.3% respectively. This indicates a high proportion of single employees, necessitating the bank to implement recruitment and hiring strategies tailored to single employees. This could include offering flexible work arrangements and attractive benefits the bank focus on employee engagement, retention, and work-life balance, considering that single employees may have more flexibility than married employees.

Table 9 : Experience of the respondents

	Frequency	Percent	Cumulative Percent
1-5 year	155	69.82	69.82
6-10 year	12	5.40	66.30
11-20 year	30	13.5	88.23
Above 30 years	9	11.28	100.0

Total	206	100.0
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Source: Own survey(2024)

The above table 9: shows that the majority of respondents experience which accounts for 155(69.82%) are found between the 1-5year categories. While the next 30(13.5 %) is found between 11- 20 year categories, 9(11.28 %) is found above 30 years and 12(5.4%) is found between 6-10 year categories. This indicates The majority of NIB Bank's respondents (69.82%) have between 1 and 5 years of experience, indicating a high proportion of new employees. This suggests that the bank needs to review its recruitment and hiring strategies, invest in comprehensive training and development programs, create clear career paths, and implement strategies to retain new employees. Knowledge management systems should also be implemented to capture and share knowledge across the organization. By addressing these implications and implementing policies that support new employees, NIB Bank can improve employee retention, engagement, and overall organizational performance.

Table 10: Job position of the respondents

	Frequency	Percent	Cumulative Percent
Entry- level	77	37.4	37.4
Mid –level	74	35.9	73.3
Senior- level	55	26.7	100.0
Total	206	100.0	

Source: Own survey(2024)

Table 10:shows that the Job position of respondents shows that the majority of the respondents 77 (37.4%) are Entry-level, followed by Mid-level 74(35.9%) and Senior-level are 55(26.7%).This shows that the majority of NIB Bank's employees are in entry-level and mid-level positions, with a significant drop in senior-level positions (26.7%). This indicates a high proportion of employees in junior and middle management roles. The bank should review recruitment and hiring strategies, invest in training and development programs, create clear career paths, retain employees through mentorship programs, and develop a comprehensive succession planning program to identify and develop future leaders. This will help the bank attract experienced employees and

maintain a pipeline of qualified candidates for senior-level positions.

4.2.2. Talent Management Practices.

Table 10: Talent Management practices.

	N	Minimum	Maximum	Mean	Std. Deviation
Talent planning	206	1.20	5.00	3.8544	.95670
Recruitment and selection	206	1.60	9.20	4.0262	1.36689
Succession planning	206	2.50	4.75	3.3119	.50617
Training and development	206	2.50	5.00	3.7464	.59031
Performance management	206	2.40	5.00	3.3573	.54255
Compensation and Reward	206	2.00	5.00	3.1835	.98254

Source: Own survey

Table 11: indicates that most of the respondents agree” for talent planning, Recruitment and selection, Training and development, while neutral for Succession planning, performance management and compensation and reward. This shows that the bank invest in talent planning and development programs to support employee growth and career advancement. It also improve recruitment and selection processes, offer training and development opportunities, and develop a comprehensive succession planning program. The bank review its performance management system to ensure fairness and support for employee development. Additionally, the bank reviews its compensation and reward packages to ensure they are competitive and meet employee needs, potentially involving market research and adjustments to salaries and benefits. The finding is supported(Dina & Manerep, 2021).

4.2.3. Employee engagement

Table 11: Employee Engagement

	No	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	206	1.00	5.00	3.4078	1.04938
Organizational Commitment	206	1.00	5.00	3.4078	1.46129
Employee Involvement	206	1.00	5.00	3.5971	1.28321
Employee Development	206	1.00	5.00	3.2476	1.01302
Employee Well-being	206	1.00	5.00	3.4903	1.23660

Source: Own survey(2024)

Table 12: indicates that most of the respondents agree” on Employee Involvement and employee well-being, while neutral for Job Satisfaction, Organizational Commitment, and Employee Development. This shows that NIB Bank prioritizes employee involvement and well-being to improve retention rates. This can be achieved through strategies like involving employees in decision-making, offering professional development opportunities, and creating a supportive work environment. this approach can increase employee satisfaction and retention rates, benefiting the organization as a whole (Macey,& Schneider, 2008).

4.2.4. Employee Retention

Table 12: Employee retention

	No	Minimum	Maximum	Mean	Std. Deviation
I am proud to work for this company.	206	1.00	5.00	3.6845	.92786
I am involved in decision-making at my workplace.	206	1.00	5.00	3.1602	1.16810
I have a good work-life balance.	206	1.00	5.00	2.6699	1.06737
I am confident in the future of this company.	206	1.00	5.00	2.6796	1.34863

I am satisfied with my salary and benefits.	206	1.00	5.00	3.2427	1.21748
I am given opportunities to attend training and development programs.	206	1.00	5.00	3.3981	.94575

Source: Own survey(2024)

Table 13: indicates that most of the respondents agree” I am proud to work for this company, while neutral for I am involved in decision-making at my workplace, I am satisfied with my salary and benefits,I am given opportunities to attend training and development programs, I have a good work-life balance and I am confident in the future of this company. this shows that The majority of respondents believe they are proud to work for a company, indicating a positive organizational culture. This is crucial for employee retention, as employees who are proud of their company are more committed and engaged. However, respondents are neutral on other aspects of organizational culture, such as involvement in decision-making, salary and benefits, training and development opportunities, work-life balance, and confidence in the future of the company. To improve employee satisfaction, engagement, and retention, the bank should foster a supportive culture, implement policies that increase employee involvement in decision-making, provide competitive salary and benefits packages, offer comprehensive training and development programs, promote work-life balance, and communicate a clear vision for the company's future (Kman et al 2008), George, 2015), Qazi et al., 2015), Covella et al.,2017)).

4.2.5 Organizational Culture.

Table 13: Organizational culture

	N	Minimum	Maximum	Mean	Std. Deviation
The working environment is open and trustworthy.	206	1.00	5.00	3.5000	.90930
Morale in the company is high.	206	1.00	5.00	3.5000	1.10321

Supervisors do spend good deal of time in listening to employees ideas.	206	1.00	5.00	3.2476	1.17779
Employees are allowed to take responsibilty and authority.	206	1.00	5.00	3.7621	.76937
Organization provides scope for better career development plans.	206	1.00	5.00	3.3107	.71947
Communication is effective all level.	206	1.00	5.00	3.5777	1.09602
Safe working environment is provided.	206	1.00	5.00	3.3932	.96057
Organization recognizes human values and culture.	206	1.00	5.00	3.0874	.98384

Source: Own Survey(2024)

Table 14: indicates that most of the respondents agree on The working environment is open and trustworthy, Morale in the company is high and Employees are allowed to take responsibility and authority and Communication is effective all levels, while neutral for Organization recognizes human values and culture, Safe working environment is provided, Organization provides scope for better career development plans and Supervisors do spend good deal of time in listening to employees ideas. this shows that The majority of respondents at NIB Bank agree that the working environment is open, trustworthy, morale is high, employees are allowed to take responsibility, and communication is effective. This positive perception is crucial for employee retention. However, respondents are neutral on other aspects such as recognition of human values, safety, career development opportunities, and supervisor support. To improve employee satisfaction, engagement, and retention, the bank implement policies that promote these aspects. Addressing these areas help improve diversity and inclusion, safety, career development opportunities, and supervisor support. By addressing these areas, NIB Bank can create a more positive and supportive work environment that is conducive to employee retention(Madueke & Emerole, 2017).

4.3. Econometric analysis

Under this section the effect of talent management practices and employment engagement on employment retention with the moderating role of organizational culture is presented. As shown under methodology section, the study used the ordered probit so as to address this objective. The reason why order probit is applied is that the nature of our dependent variable is ordered as it is measured by Likert scale type.

4.3.1. Diagnostic testes

The study conducted tests for multicollinearity, heteroscedasticity, problems in cross-sectional data, ensuring the model's appropriateness and explanatory variables were tested before analysis and drawing implications.

4.3.2. Multicollinearity test

Multicollinearity exists when two or more explanatory variables of the model are linearly interdependent. The Pearson correlation co-effect is used. Accordingly, the result indicates that the correlation coefficients are less than 0.8, indicating that there is no serious multicollinearity in our model.

Table 14: Multi-collinearity test

Variables	(1)	(2)	(3)	(4)	(5)
(1) Talent Management-TMP	1.000				
(2) Engagement_EE	-0.535	1.000			
(3) Culture_CO	-0.661	0.696	1.000		
(4) Talent_Culture	-0.731	0.381	0.562	1.000	
(5) Engagement_Cul~e	-0.453	0.307	0.410	0.610	1.000

Regarding the heteroscedasticity, since our data is cross sectional data the variation among data is expected and the Wald chi2(5) test value is 184.68 and P-value is 0.000, indicates the presence of heteroscedasticity problem in our model. Therefore, to solve this problem, robust standard was used.

4.3.3. Ordered Probit Estimation Result

Table 15: Ordered probit regression result

Retention_ER	Marginal effects (dy/dx)	Coefficient	Robust			[95% Conf	Interval]	Sig
			St.Err.	t-value	p-value			
Talent management practice-TMP	.01101	2.295	.225	10.19	.000	1.854	2.737	***
Engagement_EE	.0015	.313	.111	2.81	.005	.095	.532	***
Culture_CO	.0027	.566	.163	3.46	.001	.246	.886	***
Talent_Culture	.0019	.402	.036	11.13	.000	.331	.472	***
Engagement_Culture	.00018	.038	.016	2.33	.02	.006	.069	**

Source: Own survey(2024) *** and ** represent the 1 percent and 5% percent levels of significance, respectively.

Table 16: indicates the result of the ordered probit model. The findings show that all the variables have the expected positive sign, i.e., they support the hypothesis we set earlier. All the variables are statistically significant. We have discussed each of them separately, as follows:

4.3.3.1. Talent Management Practice.

This variable has a positive impact on employment retention and is statistically significant at the 1% level of significance. The marginal effect coefficient shows that increase in TMP increases employment retention by factor on average. This shows that the statistical significance and magnitude of the coefficient indicate that talent management practices has a significant and positive effect on employment retention. The positive effect on employment retention suggests that as TMP increases, employment retention also increases, indicating that effective talent management practice can lead to better retention rates. The marginal effect coefficient of 0.011 indicates that for every increase in talent management practices, there is an average factor increase in employment retention. In sum, these findings support the conclusion that talent Management practice

has a positive impact on employment retention. This finding is supported by (Nurul, 2020).

4.3.3.2. Employment Engagement:

At the 1% level of significance, this variable is statistically significant, and it has a positive effect on employment retention. The marginal effect coefficient shows that increase in Employment engagement increases employment retention on average. This shows that as Employment engagement increases, employment retention also increases, indicating that effective employee engagement can lead to better retention rates. The marginal effect coefficient indicates that for every increase in Employment engagement, there is an average increase in employment retention (Harter et al, 2002),. This small coefficient quantifies the impact of Employment engagement on employment retention, indicating a significant but modest effect (Saks, 2006). Overall, the statistical significance, positive effect, and magnitude of the coefficient support the conclusion that Employment engagement has a significant but modest effect on employment retention (Bakker et al, 2011).

4.3.3.3. Organizational culture.

This particular variable is statistically significant at 1% level of significance, and it has a positive effect on employment retention. The marginal effect coefficient shows that increase in organizational culture increases employment retention on average. The study demonstrates a significant but modest relationship between organizational culture and employment retention. The result indicates that the positive effect on employment retention suggests that as organizational culture increases, so does employment retention. The marginal effect coefficient indicates that for every increase in organizational culture, there is an average increase in employment retention. This indicates that a strong organizational culture can lead to better employee retention rates. Overall, the study supports the conclusion that organizational culture has a significant but modest impact on employment retention.

4.3.3.4. Mediating role of organizational culture on talent management practice and employment retention.

The study reveals a strong statistical significance at the 1% level, indicating that organizational culture plays an important part in the connection between talent management practices and employment retention. This suggests that a strong organizational culture can enhance the impact of talent management practices on employment retention, supporting the theoretical framework that organizational culture can act as a mediator in influencing employee behavior and outcomes. The marginal effect coefficient quantifies the impact of organizational culture on the relationship between talent management practices and employment retention, showing that increase in organizational culture leads to factor increase in the effect of talent management practices on employment retention. Thus, organizational culture plays a significant and positive mediating role in enhancing the impact of talent management practices on employment retention. This study is supported by (Schneider, 2013) & Hofstede, 2011).

4.3.3.5. Mediating Role of Organizational Culture on Employment Engagement and Retention.

There is statistical significance for the coefficient at the 1% level of significance, and it has a positive mediating role as expected. The marginal effect coefficient shows that increase in organizational culture increases the effect of employment engagement on employment retention, keeping other factors constant. The finding reveals a strong positive mediating role of organizational culture in the relationship between employment engagement and retention. A strong organizational culture can enhance the impact of employment engagement on retention, supporting the theory that culture can influence employee behavior and outcomes. The marginal effect coefficient quantifies the impact of organizational culture on the relationship, showing that in organizational culture leads to increase in the effect of employment engagement on retention. This suggests that organizational culture plays a significant and positive role in enhancing the impact of employment engagement on employment retention (Smith et al., 2024).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 . Summary

The present study investigated the relationships between talent management strategies, employee engagement, and employee retention within the mediator of the organizational culture at NIB Bank in Addis Ababa, Ethiopia, using an ordinal probit model, a quantitative approach, and random sampling techniques. A total of 206 respondents responded to questionnaires, and STATA version 17 and SPSS version 20.0 were used to analyzed the data.

The finding reveals that 51.5% of respondents are male, while 48.5% are female, indicating a need for a review of recruitment practices to avoid bias against female candidates. The majority of employees (73.8%) are aged 21-30, indicating an age disparity in retention. The majority of respondents are degree holders (72.3%), followed by masters and above (18%) and diploma holders (9.7%). NIB Bank's customer service officers (CSOs) make up 59.7% of its workforce, indicating a need for improved recruitment and hiring strategies, tailored training and development programs, clear career advancement opportunities, employee engagement, and competitive compensation packages.

The majority of respondents' income falls between 10,000 and 25,000, with 66.5% being single. The majority of respondents have between 1 and 5 years of experience, indicating a high proportion of new employees. The majority of respondents are entry-level, followed by mid-level (74%), and senior-level (55, or 26.7%). Regarding talent planning, recruitment and selection, training, and development, the majority of respondents are in agreement; however, they are unsure about succession planning, performance management, and compensation and reward. Regarding employee involvement and well-being, the majority of respondents hold similar opinions. They have unbiased opinions about job satisfaction, organizational commitment, and employee development. This suggests that NIB Bank prioritizes employee involvement and well-being to improve retention rates.

The majority of respondents express pride in their work at a company, citing

decision-making, salary, benefits, training opportunities, work-life balance, and confidence in the company's future. They also appreciate the open and trustworthy working environment, high morale, responsibility, and effective communication. The company recognizes human values and culture, provides a safe work environment, offers better career development plans, and supervisors actively listen to employee ideas. Overall, the company fosters a positive work-life balance and a positive work-life balance.

The order probit result reveals that all variables have the expected positive sign, supporting the study hypothesis. The variables are statistically significant, with talent management practice having a positive effect on employment retention. A one percent increase in talent management practice increases employment retention by 0.011 factor on average. Employment engagement also has a positive effect on employment retention, with a one percent increase in Employment engagement increasing retention by 0.0015 factor on average.

The organizational culture variable also has a positive effect on employment retention, with a one percent increase in organizational culture increasing retention by 0.0027 factor on average. The study demonstrates a modest relationship between organizational culture and employment retention, with the mediating role of organizational culture playing a significant role. A strong organizational culture can enhance the impact of talent management practice on employment retention, supporting the theoretical framework that organizational culture can act as a mediator in influencing employee behavior and outcomes. The marginal effect coefficient of 0.0019 quantifies the impact of organizational culture on the relationship between Employment engagement and employment retention, showing that a one percent increase in organizational culture leads to a 0.0019-factor increase in the effect of Employment engagement on employment retention.

5.2. CONCLUSION

The study's findings support the notion that talent management strategies, employee engagement, and employee retention at Nib Bank are strongly correlated. The results imply that improving these relationships is mediated by a positive organizational culture. Organizations such as Nib Bank can enhance employee engagement and retention rates by prioritizing effective talent management practices and cultivating a supportive organizational culture. This study emphasizes how crucial it is to match organizational

culture with talent management tactics in order to foster a supportive workplace that rewards dedication and loyalty from staff members.

Based on the study, it can be concluded that there is a strong relationship between talent management practices, employee engagement, and employee retention at Nib Bank. The findings suggest that a positive organizational culture plays a mediating role in enhancing these relationships. By focusing on effective talent management practices and fostering a supportive organizational culture, organizations like Nib Bank can improve employee engagement and retention rates. This study highlights the importance of aligning talent management strategies with organizational culture to create a positive work environment that encourages employee commitment and loyalty.

5.3. Recommendation

- Organizations should cultivate an environment where employees are valued and respected, one that is upbeat and encouraging. This can entail establishing a work environment free from harassment and discrimination, giving employees a voice, and encouraging a sense of community and belonging.
- Organizations should develop and implement comprehensive talent management programs that include strategies for attracting, developing, and retaining talented employees. This may involve providing training and development opportunities, creating career paths, and offering competitive compensation and benefits packages.
- Organizations should foster a motivating work environment by offering challenging tasks, autonomy, and recognition. Governments can support working families with policies like affordable childcare and paid leave, reducing employee burden and improving retention rates.
- By implementing these types of policies and practices, organizations can improve employee retention rates and gain a competitive advantage in the war for talent.

5.4. Implication for Further Research

- Future research should examine the long-term effects of talent management strategies, employee engagement, and organizational culture on employee retention.

- Future research should replicate the study's findings in different organizations and industries to enhance the generalizability of the results.
- Future research should explore the role of other factors, such as compensation and benefits, work-life balance, and leadership, in employee retention.
- Future research should employ a blend of qualitative and quantitative methods to gather data on talent management practices, employee engagement, organizational culture, and employee retention.

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List of Appendices

Appendices 1: Survey Invitation Letter

Dear respondents;

This study is to be conducted as part of a research project, which shall be submitted in partial fulfillment of Master of Business Administration. This questionnaire is meant to collect information about Examining The Relationship between Talent Management Practices, Employee Engagement, and Employee Retention: Mediating Role of organizational culture, In the case of Nib International Bank.

Your keen participation in supplying the required data is highly essential for the successful completion of the study. The information you provide will be kept confidential and be used only for an academic purpose. I would like to thank you in advance for your participation and for sharing your busy schedule. Please do not hesitate to ask me or to call/mail if you have any doubts on the questions.

Trhas Knfe

Mob. 0974583690

Email: trhasknfe3@gmail.com

Appendices 2: Survey Questionnaire

Note: - No need of write your name

SECTION ONE – BACKGROUND INFORMATION

- 1) Gender 1) Male 2) Female
- 2) What is your age_____ (in Years)?
- 3) Would you please categorize your age?
 - 1) 21-30 2) 31-45 3) 36-45 4) 46 and above
- 4) Indicate your Education background
- 5) In which category your Education background found?
 - 1) Collage Diploma 2) First degree 3) Master's Degree 4) PHD and above
- 6) What is your current position in NIB Bank?
 - a) 1)CSO 2) CRO 3) SCSO 4) CSM Senior Controller 5) Manager
- 7) How many is your monthly **income**_____ **(in birr)?**
- 8) Would you please categorize your income?
 - 1) Br. 5,000.00 and below 2) Br. 5,001.00 - 10,000.00 3) Br. 10,001.00 – 25,000.00
 - 4) Br.25,001.00 – 35,000.00 5) Br. 35,001.00 and above
- 9) **Marital** status 1) Single 2) Married 3) Divorced
- 10).How long have you been in NIB bank?
- 11).How many is your experience _____ in year?
 - 1) 1-5 year 2) 6-10 year 3) 11-20 year 4) 21-30 year 5) above 30 years
- 12). Job Position: 1) Entry-level 2) Mid-level 3) Senior-level

Appendices 3 : Section Two: Talent Management Practices

The research has established that talent management practice has six key components: Talent Planning, Recruitment & Selection, Training and Development, Performance Management, Compensation & Reward Management, Succession Planning: please indicate the extent to which you perceive that the following statements by indicating with a “√” in the appropriate place.

1 =strongly disagree ,2 = Disagree 3=Neutral 4=agree 5=strongly agree

1	Talent Management Practices					
Q1	Talent planning	1	2	3	4	5
1	Talent planning is a high priority in the overall strategic plan of NIB bank.					
2	NIB bank regularly analyzes talent needs.					
3	NIB Bank has a clear talent planning strategy.					
4	NIB has a succession plan for all management posts.					
5	NIB Bank has talent planning from internal and external sources.					
6	NIB Bank has recruitment and selection practices that attract the best talent.					
7	Recruitment practices follow an already created internal talent pool in readiness to fill identified or vacant positions.					
8	Process owners at all levels are involved in the recruitment process.					

9	NIB has close relationship with leading university to attract top talent.					
10	The NIB website has supportive information to create interest in qualified candidates.					
Q2	Succession planning					
1	The organization, succession, and career development policy is not communicated to all employees.					
2	Succession is not done from the existing talent pool.					
3	Job rotations and transfers are done to increase employees' value and preparedness for succession.					
4	NIB Bank has a succession plan for all managerial positions posts.					
Q3	Training and Development					
1	NIB Bank has a training and development policy in place that aims at promoting a learning culture.					
2	NIB Bank has a regular training and development program for talented employees.					
3	NIB encourages coaching and mentorship by managers and supervisors					
4	There is a reasonable allocation of funds to training and development.					
Q4	Performance management					
1	My performance appraisal is not discussed with my supervisor					

2	Performance management is aligned to the need to nurture and retain talent.					
3	Performance management is aimed at developing individual and team capabilities.					
4	Managers' coaching and job rotations are made to develop capability and performance.					
5	Performance management goals and target parameters are not fair to measure my capabilities.					
Q5	Compensation and Reward					
1	There is no clear compensation and rewards policy that includes all types of rewards.					
2	NIB Bank does not attract and retain key workers by applying a total rewards strategy.					
3	NIB bank does not pay competitive rates plus other flexible benefits.					
4	The salary package is not adequate to my level.					
5	The remuneration package does not contribute greatly for my work performance.					

Appendices 4: Section Three: Employee Engagement

Please indicate the extent to which you perceive that the following statements by indicating with a “√” in the appropriate place.

1 =strongly disagree, 3=Neutral, agree 2 = Disagree, 4=agree 5=strongly

Q1	Job Satisfaction	1	2	3	4	5
1	I am satisfied with my job overall.					
Q2	Organizational Commitment					
1	I am committed to the success of this company.					
Q3	Employee Involvement					
1	I am involved in decision-making at my workplace.					
Q4	Employee Development					
1	I have the opportunity to learn and grow in my job.					
Q5	Employee Well-being					
1	I feel supported by my manager and colleagues					

Appendices 5:Section Four. Organization culture and Employee retention

Please mark (√) the appropriate box, scaled 1 – 5, as to the extent of your agreement or disagreement with the statements given. Where the scale represents 1= strongly disagreed; 2= disagreed; 3= neither agree nor disagree; 4= agreed; 5= strongly agree

3	Employee retention	1	2	3	4	5
1	I am proud to work for this company.					
2	I am involved in decision-making at my workplace.					
3	I have a good work-life balance.					
4	I am confident in the future of this company					
5	I am satisfied with my salary and benefits.					
6	I am given opportunities to provide feedback and suggestions.					
4	Organizational Culture					

1	The working environment is open and trustworthy.					
2	Morale in the company is high.					
3	Supervisors do spend good deal of time in listening to employees ideas.					
4	Employees are allowed to take responsibility and authority.					
5	Organization provides scope for better career development plans.					
6	Communication is effective all level.					
7	Safe working environment is provided					
8	Organization recognizes human values and culture.					

Appendices 6: Statistical Descriptive

Appendix 6.1: Statistical Descriptive of Talent Management Practices

DESCRIPTIVES VARIABLES=TP SP CR RS PM5 TD

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

[DataSet7] C:\Users\seble\Downloads\Telegram Desktop\TRHAS KNFE DATA EDITOR_8 (3).sav

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Talent planning	206	1.20	5.00	3.8544	.95670
Succession planning	206	2.50	4.75	3.3119	.50617
Compensation and Reward	206	2.00	5.00	3.1835	.98254
Recruitment and selection	206	1.60	9.20	4.0262	1.36689
Performance management goal and target parameter are not fair to measure my capabilities.	206	1.00	5.00	2.8641	1.27297
Training and development	206	2.50	5.00	3.7464	.59031
Valid N (listwise)	206				

Appendix 6.2: Statistical Descriptive of Employee Engagement

DESCRIPTIVES VARIABLES=OCB1 M1 M2 C1 JS

/STATISTICS=MEAN STDDEV MIN MAX.

[DataSet7] C:\Users\seble\Downloads\Telegram Desktop\TRHAS KNFE DATA EDITOR_8 (3).sav

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with my job overall.	206	1.00	5.00	3.4078	1.04938
I am committed to the success of this company.	206	1.00	5.00	3.4078	1.46129
I am involved in decision-making at my workplace.	206	1.00	5.00	3.5971	1.28321
I have the opportunity to learn and grow in my job.	206	1.00	5.00	3.2476	1.01302
I feel supported by my manager and colleagues.	206	1.00	5.00	3.4903	1.23660
Valid N (listwise)	206				

Appendix 6.3: Statistical Descriptive of Employee retention

DATASET ACTIVATE DataSet7.

SAVE OUTFILE='C:\Users\seble\Downloads\Telegram Desktop\TRHAS KNFE DATA EDITOR_8 (3).sav'

/COMPRESSED.

DESCRIPTIVES VARIABLES=ER1 ER2 ER3 ER4 ER5 ER6

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

[DataSet7] C:\Users\seble\Downloads\Telegram Desktop\TRHAS KNFE DATA EDITOR_8 (3).sav

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am proud to work for this company.	206	2.00	5.00	3.6845	.92786
I am involved in decision-making at my workplace.	206	1.00	5.00	2.6796	1.34863
I have a good work-life balance.	206	1.00	5.00	3.1602	1.16810
I am confident in the future of this company	206	2.00	5.00	3.3981	.94575
I am satisfied with my salary and benefits.	206	1.00	5.00	2.6699	1.06737
I am given opportunities to attend training and development programs	206	1.00	5.00	3.2427	1.21748
Valid N (listwise)	206				

Appendix 5.4: Statistical Descriptive of Organizational Culture

DATASET ACTIVATE DataSet7.

DESCRIPTIVES VARIABLES=OC1 OC2 OC3 OC4 OC5 OC6 OC7

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

[DataSet7] C:\Users\seble\Downloads\Telegram Desktop\TRHAS KNFE DATA EDITOR_8 (3).sav

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The working environment is open and trustworthy.	206	1.00	5.00	3.5000	.90930
Morale in the company is high.	206	1.00	5.00	3.5000	1.10321
Supervisors do spend good deal of time in listening to employees ideas.	206	1.00	5.00	3.2476	1.17779
Employees are allowed to take responsibility and authority.	206	2.00	5.00	3.7621	.76937
Organazation provides scope for better career development plans.	206	2.00	5.00	3.3107	.71947
Communication is effective all levels.	206	1.00	5.00	3.5777	1.09602
Safe working environment is provided.	206	1.00	5.00	3.3932	.96057
Valid N (listwise)	206				

Appendix 5.5: Multi-collinearity test & Ordered probit regression result

```
. oprobit Retention_ER Talent_TP Engagement_EE Culture_CO Talent_Culture Engagement_Culture , vce(robust)

Iteration 0: log pseudolikelihood = -503.87928
Iteration 1: log pseudolikelihood = -407.83327
Iteration 2: log pseudolikelihood = -404.99447
Iteration 3: log pseudolikelihood = -404.97641
Iteration 4: log pseudolikelihood = -404.9764
```

```
Ordered probit regression                Number of obs    =      206
                                         Wald chi2(5)      =     184.68
                                         Prob > chi2       =      0.0000
Log pseudolikelihood = -404.9764        Pseudo R2        =      0.1963
```

Retention_ER	Robust		z	P> z	[95% Conf. Interval]	
	Coef.	Std. Err.				
Talent_TP	2.295234	.2272524	10.10	0.000	1.849827	2.74064
Engagement_EE	.3134274	.1114377	2.81	0.005	.0950136	.5318412
Culture_CO	.5656873	.2019833	2.80	0.005	.1698072	.9615674
Talent_Culture	.4017037	.0398635	10.08	0.000	.3235727	.4798348
Engagement_Culture	.0376167	.0191919	1.96	0.050	1.29e-06	.0752321
/cut1	13.0254	1.36583			10.34842	15.70238
/cut2	13.48529	1.343082			10.85289	16.11768
/cut3	13.59557	1.351974			10.94575	16.24539
/cut4	13.78787	1.370583			11.10157	16.47416
/cut5	14.16304	1.373359			11.47131	16.85477
/cut6	14.21456	1.376772			11.51614	16.91298
/cut7	14.43731	1.388222			11.71645	17.15818
/cut8	14.50881	1.388522			11.78735	17.23026
/cut9	14.57923	1.374259			11.88573	17.27273
/cut10	14.64945	1.373542			11.95735	17.34154
/cut11	14.77357	1.374708			12.07919	17.46795
/cut12	15.29353	1.406642			12.53657	18.0505
/cut13	15.3443	1.401739			12.59694	18.09165
/cut14	15.39193	1.401688			12.64467	18.13918
/cut15	15.60052	1.414208			12.82872	18.37231
/cut16	15.8375	1.411405			13.0712	18.6038
/cut17	15.8762	1.398348			13.13549	18.61692
/cut18	16.50164	1.421108			13.71632	19.28696
/cut19	17.66081	1.471529			14.77667	20.54495
/cut20	19.40202	1.461791			16.53697	22.26708

```
. mfx
```

```
Marginal effects after oprobit
y = Pr(Retention_ER==1.2) (predict)
= .00147047
```

variable	dy/dx	Std. Err.	z	P> z	[95% C.I.]	x
Talent~P	-.0109987	.00698	-1.58	0.115	-.02468	.002683	3.13916	
Engage~E	-.0015019	.00115	-1.31	0.190	-.00375	.000746	3.38139	
Cultur~O	-.0027108	.00177	-1.53	0.126	-.006187	.000765	3.3661	
Talent~e	-.001925	.00122	-1.57	0.116	-.004325	.000475	13.4448	
Engage~e	-.0001803	.00014	-1.30	0.193	-.000452	.000091	11.4136	

As doc Stata

Ordered probit regression

Retention_ER	Coef.	St.Err.	[95% Conf	Interval]	Sig
--------------	-------	---------	-----------	-----------	-----

			t-value	p-value			
Talent_TP	2.295	.225	10.19	0	1.854	2.737	***
Engagement_EE	.313	.111	2.81	.005	.095	.532	***
Culture_CO	.566	.163	3.46	.001	.246	.886	***
Talent_Culture	.402	.036	11.13	0	.331	.472	***
Engagement_Culture	.038	.016	2.33	.02	.006	.069	**
cut1	13.025	1.308	.b	.b	10.462	15.589	
cut2	13.485	1.304	.b	.b	10.93	16.04	
cut3	13.596	1.303	.b	.b	11.041	16.15	
cut4	13.788	1.306	.b	.b	11.229	16.347	
cut5	14.163	1.32	.b	.b	11.575	16.751	
cut6	14.215	1.324	.b	.b	11.62	16.809	
cut7	14.437	1.337	.b	.b	11.817	17.057	
cut8	14.509	1.34	.b	.b	11.883	17.135	
cut9	14.579	1.343	.b	.b	11.946	17.212	
cut10	14.649	1.347	.b	.b	12.01	17.289	
cut11	14.774	1.352	.b	.b	12.124	17.423	
cut12	15.294	1.373	.b	.b	12.602	17.985	
cut13	15.344	1.376	.b	.b	12.648	18.04	
cut14	15.392	1.377	.b	.b	12.693	18.091	
cut15	15.601	1.384	.b	.b	12.888	18.313	
cut16	15.838	1.39	.b	.b	13.113	18.562	
cut17	15.876	1.391	.b	.b	13.15	18.602	
cut18	16.502	1.408	.b	.b	13.742	19.261	
cut19	17.661	1.45	.b	.b	14.819	20.503	
cut20	19.402	1.515	.b	.b	16.432	22.372	
Mean dependent var		3.751	SD dependent var			0.960	
Pseudo r-squared		0.196	Number of obs			206	
Chi-square		197.806	Prob > chi2			0.000	
Akaike crit. (AIC)		859.953	Bayesian crit. (BIC)			943.150	

*** $p < .01$, ** $p < .05$, * $p < .1$

Multi-collinearity tests

```
. corr Talent_TP Engagement_EE Culture_CO Talent_Culture Engagement_Culture
(obs=206)
```

	Talent~P	Engage~E	Cultur~O	Talent~e	Engage~e
Talent_TP	1.0000				
Engagement~E	-0.5349	1.0000			
Culture_CO	-0.6607	0.6962	1.0000		
Talent_Cul~e	-0.7309	0.3811	0.5621	1.0000	
Engagement~e	-0.4532	0.3068	0.4098	0.6098	1.0000

Matrix of correlations

Variables	(1)	(2)	(3)	(4)	(5)
(1) Talent_TP	1.000				
(2) Engagement_EE	-0.535	1.000			
(3) Culture_CO	-0.661	0.696	1.000		
(4) Talent_Culture	-0.731	0.381	0.562	1.000	
(5) Engagement_Cul~e	-0.453	0.307	0.410	0.610	1.000