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PROGRAM**



**"Talents Management Practices and its effect on organizational
development in the case of TotalEnergies Marketing Ethiopia
S.C."**

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**TALENTS MANAGEMENT PRACTICES AND ITS EFFECT
ON ORGANIZATIONAL DEVELOPMENT IN THE CASE OF
TOTALENERGIES MARKETING ETHIOPIA S.C.**

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This is to certify that the thesis prepared by Tewedage Taddese Tessema, entitled: *Talent Management Practices and its effect on organizational development in the case of TotalEnergies Marketing Ethiopia S.C* and submitted in fulfilment of the requirements for the award of the degree of Master of Human Resource Management (HRM) in Management, with the regulation of the university and the accepted standards with respect to originality and quality.

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Declaration

I, Tewedage Taddese Tessema , announce this research paper entitled “*Talent Management Practices and its effect on organizational development in the case of TotalEnergies Marketing Ethiopia S.C*” is my own and I have the courage to say, it is original research work that has not been produced by others in any other institutions or universities for any other requirements in any form. To this end, I acknowledge all sources of information that I used to produce the study appropriately and I would say perfectly.

Tewedage Taddese Tessema

Letter of certification

This is to certify that Tewedage Taddese has carried out her thesis work on the topic entitled “Talent management practices and its effect on organizational development in the case of Totalenergies Marketing Ethiopia S.C” under my guidance and supervision .Accordingly, I here assure that her work is appropriate and standard enough to be submitted for the award of Master of Human Resource Management (HRM) in Management .

Adane Atrar (PhD)

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I truly believe that organizational development could only be achieved with the engagement of everyone within the organization . Happy employee always results in happy customers in return became back bone to the organization . The design and strategy for development of organization is changing yet never succeeds without happy employees .I hope this would be research that could contribute to the development of organizations through practice of talent management .

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Acronyms

- ✓ TA – Talent Acquisition
- ✓ TE – Talent Engagement
- ✓ TD – Talent Development
- ✓ TR – Talent Retention
- ✓ OD – Organizational Development
- ✓ TEME – TotalEnergies Marketing Ethiopia S.C.

Abstract

Organizational development is affected by different operational factors that enhance competitive capability in this fast-growing business world. This study was to investigate the talent management practices and its effect on organizational development in the case of TotalEnergies Marketing Ethiopia S.C. To achieve the research objective of this study Quantitative research method with survey design was employed . At the chosen organization for this study 100 sample respondents form head office TotalEnergies Marketing Ethiopia S.C . were taken making sure that all the employees were involved as the number of employees at the organization is small. Accordingly, to collect data from sample respondents, closed-ended questionnaire was used. By using descriptive statistics, these data were analyzed. The effect of the overall talent management practice and the four components of talent management practices (talent acquisition, talent engagement, talent development and talent retention) on organizational development was identified in the study. The finding of descriptive analysis revealed that the mean score for overall talent management practice is average in the organization. From the four components of talent management practices, talent engagement and talent development are fall within the average, whereas talent acquisition has an above average practice and talent retention has the lowest practice at TotalEnergies Marketing Ethiopia S.C. The current level of organizational development was in an average in the organization. The correlation analysis result showed that there is a positive influence of overall talent management practices on organizational growth in the organization. Moreover, the regression analysis evidenced that overall talent management practice is predictor of organizational development in head office of TotalEnergies Marketing Ethiopia S.C. It is also found that only talent retentions have a significant negative influence on organizational development, whereas all other talent management practice components have positive significant influence on organizational growth in the organization. In general, 62% of the organization development according to the inferential statistics result influenced by talent management practice Based on the research findings, appropriate conclusions, and recommendations along with implications for further studies were forwarded.

Key Terms : Talent, Talent Management , Talent Acquisition ,Talent Engagement , Talent Development ,Talent Retention and Organizational Development

Chapter one

Introduction

1.1 Background of the study

Organizations strive to develop in all areas they are subjected to by overcoming the competitive market .Development of an organization is mandatory for an organization to transform from good to great by utilizing different key aspects of development strategies that could relate with sector invested .

As "talent management" seen extensively in firms' latter part of the 20th century centered around internal talent development. In this period training and evaluation were mandatory for managers to sense the value of talent for their subordinates. In the 1970s businesses were Unsuccessful due to no-layoff policies at the time and economic downturn and for white-collar workers. In 1980s there was large increases in unemployment as firms restructured, placing less importance on internal development. In Consequence, the hiring of outside talent largely replaced the internal development schemes as has been seen in businesses earlier in the century and by the late 1990s had reached to desired climax. Organizations found they were both attracting and losing experienced employees at the same rate and needed to explore new ways of retaining and nurturing incumbent employees (Peter,2008).

In 1997 "talent management" was used as a term by Mckinsey and company, 1998 was the year were "talent management" was written in a paper. However, the connection between human resource development and organizational effectiveness has been established since the 1970s (Edgar,1977).

Talent management requires practices including succession planning, assessment, development, and high potential management. Performance management and talent acquisition (recruiting) were less frequently included in the remit of corporate talent management practitioners. Talent management was not associated with compensation. Lastly, the strategy of using talent management help organizations with workforce during WWII (Edgar,1977).

In this research focus on the value of talent management in organization development through human resource under the research title of "Talents Management Practices and its effect on organizational development in the case of TotalEnergies Marketing Ethiopia S.C." Many organizations are utilizing different methodologies and strategies to enhance performance of their employees that could directly help development of an organization. An international organization would be analyzed in this study on how development is achieved through human talent development by applying talent management.

1.2 Background of the organization

Organizations develop their development through experience of other transformed companies that change made them role model to all surviving or growing companies of the time. Today, technology has overcome majority of the human challenge towards achievement of difficult tasks that use to take more time for production and selling. However, retaining talented human resource is mandatory for continuous development of an organization. Development could be put into consideration within growing organization is by the organizational structure and talented human resource in each department with high motivation to work for high level achievement of the organization.

Research would be made on TotalEnergies 1924 was the year founded in France to enable France to play a key role in oil and gas industry, TotalEnergies has always been driven by an authentic pioneering. Broadly sophisticated products were produced by huge refineries and its extensive distribution network has rolled out an ever-expanding range of services. The culture of the company was forged to the ground, underpinned by an unwavering commitment to safety and performance. In the company's history, TotalEnergies was to frequently cross paths with two other oil companies, one French – Elf Aquitaine – and the other Belgian–Petrofina. Partners, and competitors, they gradually learned to work together. The only way to overcome challenge that comes from competitors is by building talent in combination with the employee strength and efficiency. The challenge behind the mergers of 1999. Emerging as the fourth oil major, a group built on a wealth of expertise and experience. Later in 20 years, Total became TotalEnergies, driven by a powerful

ambition: to be a world-class player in the energy transition and to achieve, together with society, carbon neutrality in all its global activities by 2050 (Totalenergies,2021).

TotalEnergies has been active in Ethiopia since the 1950s operating under the name TotalEnergies Marketing Ethiopia S.C .Marketing products ,services and participate in distributed rural electrification programs are major activities of the company in Ethiopia (Totalenergies,2021).

International and local companies of today engage unlimited effort into promoting employees about them, with minimal time for utilizing talent management for retaining and developing talent. Companies are required to implement talent management integrated with business strategy and implement in their daily activities towards growth. All level of the organization needs to focus on talent management practices for growth and develop that should not be only focus of the human resources department to retain talented employees.

At TotalEnergies Marketing Ethiopia S.C business strategy includes responsibilities for line managers to develop the skills of their immediate subordinates. Information is flowing with in departments for employees to gain knowledge of the overall organizational objectives in addition to developing talent management practices . This company provides major practices of talent management by development opportunities offered to all based on their carrier path plan within the company .

1.3 Statement of the problem

Development are a continuous process that could be sourced form country regulation ,technology , talent development (performance improvement plan, mentoring ,skill development programs, team bonding, reward and recognition ,behavioral training, and appraisal) ,current market, and environment .

Development of an organization mainly defined by the well-developed human resource in place then external factors proceed afterwards. It is very important to have the right people at the right time for the future strategic development of an organization .Currently ,organizations are aware of the importance of talent in its development to win the competitive market consumed in various ways. Acknowledging that talented human resource is the right solution for the problem. However, talent development is only in theory with low sense

of practicality .Many organizations utilize talent developer for employee's growth and organization development, yet practicality is in question .This indicates that organizations are not convinced about importance of talent in organization development by investing minimal amount and lacking the focus it required from top managers .This is embedded on placing the structure and never bother to see its functionality . On the other hand, no awareness of talent for organization growth and develop yet run their organization in unfunctional manner yet survive .

These are: “Talent development of employees from humanistic section - organizational design is mandatory if uniquely designed by emphasizing that they care for their employees in the eyes of the competitors. These are employee-friendly organizations that support work-life balance through reasonable working hours and flexible work activities. These companies don't breed loyalty among talent, but rather emphasize the strong culture of inclusiveness. On the other side: Capturing the talented few – These organizations assume that they are looking for the same talents as their competitors. Attaining a strong employer brand is seen as a major concern. Strategizing of future and current career, exclusive talent programs and personalized development help organizations and employees to forecast the future of their career and company growth as well. These two are also seen as essential for building loyalty among talents. Mainly, talent is source of or state of being valued and being seen , while personalized development plans assure that they will be able to advance quickly. In the future Talented employees will turn elsewhere if they don't feel that the organization has plans for them.” , “The elitist type: recruiting the most talented among talents and the entrepreneurial type: giving talents opportunities themselves -These organizations differentiate themselves by emphasizing that they give all employees opportunities to be confident by their talent in serving the organization. A formalized career practices and talent programs is not seen as a disadvantage; instead, the open labor market is highlighted. Talents in the future will be challenged in this kind of organizations and are expected to challenge others. Employee talents if recognized timely will creates areas of responsibility seen as the most effective method

for breeding loyalty. They say that talents crave autonomy and mastery and put a great deal of effort into organizing work accordingly (Bolander , Warr and Asplund,2017).

Correspondingly studies sought to establish the combined effect of practices like talent , talent retention, learning and development, and career management. Above mentioned practices had contributed positively to organization performance. Applying these practices had improved sales and profitability of studied firms. Management of talent practices had contributed positively to organization performance. Effective talent management practices experienced superior organizational performance (Lyria, Namusonge and Karanja,2017).Moreover most organizations recognize the importance of implementing talent management strategies and practices, to improve their ability and to create a sustainable competitive advantage that will permit them to stand out in the world market. Both learning and development and career management practices had significant and positive impacts on the sustainable organizational performance of companies, stressing the impact of career management and emphasizing the significance of improving qualifications, career coaching, identifying career goals, and identifying the deficiencies that hinder the reaching of career objectives. The role of the learning and development practices are not limited to the size of the organization, where managers should concentrate on coaching and training programs, as well as job rotation experience, to leverage the performance of the organization regardless of the company size (Al Aina and Atan,2020). Organizations should develop values and goals that will encourage an emotional commitment to and personal identification within the organization to recruit and retain employees that are best performing.

Traditional talent management assumes that high-flying employees want to get to the top of the pile and will do whatever their organizations require to get there. However, a new generation of talent workers may not be willing or motivated to rest with one employer for long, whatever the financial rewards and career opportunities on offer. This makes long-term career planning much more difficult for organizations. The challenge for the best staff has broadened beyond senior leadership talent .Intense competition among employers for highly skilled people for a wide variety of managerial and specialist positions , increase in

talented people who are internationally mobile can pick and choose where they work and are now in demand by organizations operating in emerging markets, American and European firms are experiencing serious skills shortages, despite continued high unemployment in numerous industries. The main obstacle is the lack of people with the right degree of experience ,skill or knowledge to fill these positions, implying a widespread failure of countries to produce enough people with the level of education and skills that employers need to remain competitive ,as business and job have become more complex, firms increasingly look for individuals with a range of abilities and experience that might include technology or other specialist skills, broader functional skill, industry expertise and knowledge of specific geographical markets and the established approach to talent management is beginning to look outmoded and ineffective in the face of the demand for talent and the demands and desires of talented individuals, Talent management need to become more flexible and to involve a more diverse range of people both within and outside the organization if it is to enable a business to change directions as circumstances demand (Devine and Syrett,2014).

Overseeing and analyzing much relatable research that thoroughly explain and show implementation of talent management in organizational development in different base conceptuality .However , this research provides talent management practices in local concept at TotalEnergies Marketing Ethiopia S.C how certain practices like standard talent acquisition ,engagement ,development and retention influence on organizational development .

1.4 Research questions

- How does talent management practices play major role in organization development ?
- What are the talent management practices being considered in organization for development ?

1.5 Research objectives

The general and specific objective of the study were stated as follows .

1.5.1 General objective

The general objective of this study is to examine Talents Management practices and its effect on development in the case of TotalEnergies Marketing Ethiopia S.C.

1.5.2 Specific objective

- To examine the effect of overall talent management practice on organizational development in TotalEnergies Marketing Ethiopia S.C.
- To examine talent management practices of TotalEnergies Marketing Ethiopia S.C.

1.6 Significancy of the study

This proposed research focus on understanding effect of talent management practices on development of TotalEnergies Marketing Ethiopia S.C . In line with understanding how the organization developed form practices of talent management , it will be sample study for local organizations to utilize talent management practice for their organizational enhancement in all sectors. Organizational development strategic plan should be in line with talent management practice of the organization that is also in line with the business strategy.

This study will also open eyes of managers and employees towards talent management practices for development .Human resource is major back bone for organization to go forward by developing talent required to transform or stay in the business sector .Practical examination of talent management in selected organization will create awareness on both managers and employees. Awareness will play major role in this study as organizations focus and attention held major part towards it. In general , Practicality ,awareness ,growth ,investment and improvement areas will be covered in this study for enhancing development in an organization.

This study will help local managers and employees to know their talent and in which important management practices the organization should focus for development.

This study will have an important role in creating insightful knowledge towards influence of talent management on organizational development by providing detailed analysis on how talent management can influence organizational development .

1.7 Scope of the study

This study will focus on selected international organization that has been utilizing talent management practices for development with various methodologies and experienced talent developers. This study would evaluate development of an organization by creating awareness , analyzing practicality , focus on employee motivation , standard talent review process ,tracking and measuring performance ,development of career development pan and cultural compatibility. This will be based on employee's satisfaction ,and managers expectation ,or vice versa through organizations talent development practices .

1.8 Limitation of the study

- This study only focuses on effect of talent management practice at TotalEnergies Marketing Ethiopia S.C which is a single international organization out of the many organizations in Ethiopia .
- The organizational structure of local and international organizations is different and choosing an international organization will not be able to show the actual scenario regarding talent management practice in local organizations
- As the study use questionnaires to assess the influence of talent management practice in organizational development the selected employees might be biased by workload , lack of interest , and lack of awareness to the effect of talent management for development .
- Practicality of talent management practice in this organization is very low to the point employees and managers give minimal attention to the role for development . This might result in lack of interest for the samples to respond the questionnaires with no or poor interest to the authentic influence of talent management in the development of organizations business .
- Limited time to work on the research and gather information .

- Current political situation of the country that influence low foreign exchange and restricted movement and organization low interest to invest affects performance of the organization that also affects performance of employees in developing their talent for the better development of the organization that will affect the state of mind of the employees to respond without being influenced by external factors .

1.9 Definition of terms

Organization Design : It is arranging how to carry out a business’s purpose and strategy to achieve its aims .There for there are choices and decisions made around “arranging ” that keep the organization adaptable to the operating context.(Stanford,2015)

Organizational Growth : It is not spontaneous. It is a consequence of decisions: decisions to hire or to not fire, organizational growth can take place only if increased size relates positively to achievement of the organization's goals or goals of individual members of the organization (McGuire, 1963).

Organizational Development : is any process or activity, based upon the behavioral sciences that either in the short-term period or the long-term period have the potential to develop in an organizational setting (Kapur,2018).

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

Organizational culture : Organizational culture consists of some aspects that are relatively more visible, as well as aspects that may lie below one’s conscious awareness. Organizational culture can be thought of as consisting of three interrelated levels like assumptions ,values and artifacts (Schein, 1992).

Employee Engagement : is personified by the passion and energy employee have to give of their best to the organization to serve the customer. It is all about the willingness and ability of the employees to give sustained discretionary effort to help their organization succeed (Cook ,2008).

Leadership development : A joint Bersin-Center for Creative Leadership (CCL) study reported that 86% of companies with strategic leadership development programs were able to respond to changing business environments rapidly compared with 52% of companies with less mature programs (Martineau, Hoole et Patterson, 2009).

Career development : Career development is an imperative area for every individual, and it is a lifelong process; an individual begins his career with education, after attainment of good education and literacy skills, he looks for employment opportunities or jobs in order to make his career a success (Kapur,2018).

Professional Ethics : Professional ethics are referred to the principles, which the individuals need to consider on a regular basis. In higher educational institutions, the members include, heads, professors, research scholars, administrative, technical, and clerical staff members and students. They are different from each other in terms of various aspects, these include, caste, creed, race, religion, ethnicity, gender, age, personality traits, educational qualifications, and socio-economic background (Kapur,2018).

Talent Acquisition: It is the process of hunting the right people as per the criteria of the job required. (Ahmed ,2020).

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

Talent Development: It is a process of ensuring that employees acquire or enhance the skills and competencies they need; it encompasses most suitable initiatives for improving the competencies that the employees lack for his / her career ahead (Armstrong, 2012).

Talent Retention: It is the process of retaining the talented employees with the organization for a longer period to be more effective (Armstrong, 2012).

1.10 Organization of the study

This study will be segmented in to five chapters each containing different titles .These are followed by Chapter 1 has content of background of the study , statement of the problem ,research questions, objective of the study ,scope of study ,limitation of study , definition of terms. Chapter 2 of this proposal review is related literature that different scholars studied effect of talent management in organizational growth and development in consideration of Talent Acquisition , Talent Engagement , Talent Development ,and Talent Retention. Chapter 3 of this proposal content methodology and research design ,data source ,sample design and population, procedures of data collection and methods of data analysis used type of data and tools/instruments of data collection ,pilot test , the data collection instruments reliability and validity , analysis and interpretation procedures of data collected and ethics .Chapter 4 consist of statistical analysis of data that will be collected from research participants using SPSS. Biographical information of the respondents ,statical analysis of the variables involved in the study ,and result obtained from analysis of the statistical data based on the objective of the study . Chapter 5 consist of summary of findings ,conclusions, recommendations, and direction for further research . These will provide in-depth effect of talent management practices in the success of the selected organization within the competitive oil company that it engaged .

Chapter Two

Literature Review

2.1 Introduction

The effect of talent management in organizational development studied by different scholars are reviewed here for this research to capture arguments underlining talent management practices in relation to development for organizational development . The main concept of this study is “Talent management practices and its effect on development for organizations ” which requires empirical review of variable that is included in this chapter to clarify the relation of the variables.

2.2 Talent Management

The process of identifying, developing, attracting, retaining, and deploying talent in an organization is referred to as talent management. General definition, talent management is an integrated set of activities that ensure the organization benefits from by attracting, retaining, motivating, and developing the talented employees it needs now and, in the future, (Baron and Armstrong,2007). The term talent management may simply refer to succession planning and leadership development, although this does not really add anything new to these familiar processes, other than a new (but admittedly quite meaningful)naming. It is better to think of talent management as a more comprehensive and integrated set of activities whose goal is to ensure the flow of talent throughout an organization, keeping in mind that talent is an important practical resource that is properly managed.

Traditional talent management assumes that highly talented employees want to get to the top and will do whatever their company requires to get there. However, the new generation of talented workers may not be willing or motivated to commit to one employer for long, regardless of the financial rewards and career goal achievements. This makes long-term career planning much more difficult for companies. These new relationships and working arrangements will help companies anticipate and respond quickly to changes in the marketplace (Devine and Syreet, 2014).

The talent plan should be effective enough to be closely linked to the company's strategic goals and priorities. Talent managers undertake a rigorous assessment of the organization's short- and medium-term talent needs. Probably the most important factor contributing to an effective talent plan, however, is the intense involvement and support of top management, operational leaders, and other senior executives. Few companies believe they have formulated agile talent strategies. Part of the problem is that HR managers need more expertise in strategic workforce planning and other processes such as scenario planning. However, a major barrier to HR planning is taking on a more strategic role is that talent management activities require a lot of time and effort. HR talent management requirements often leave little room for employees to think about broader issues. The greatest risk-and also the greatest irony-is that in their efforts to implement more rigorous, systematic talent management, organizations may be building systems that are too rigid for today's turbulent conditions (Devine and Syreet, 2014). Organizations that face stiff competition are rethinking their approach to talent management. They do not necessarily have to do away with their systems, but they are asking themselves how they can build in more flexibility. They are rethinking their talent requirements considering their strategic priorities and moving to a broader view of talent. Broadening their focus beyond executive succession to include technical and functional specialists and anyone who has a "disproportionate" impact on the business. Increasingly, these employees are required to have a complex set of skills and attributes to enable them to work in different business models and with different business content. International companies, especially those with growth ambitions, require high mobility of their talented workforce. To ensure that talent has both sufficient depth and breadth of experience, companies are turning to longer-term careers. This is a major challenge for talent planning and assumes that talented employees are willing to be developed and deployed at the whim of the company, which may not necessarily be the case. Companies are unable to afford the assumption that they have talented employees. They cannot treat talent like a commodity or lump their most valuable employees into an amorphous "pool" of talent. Instead, they must take a tailored approach and work with talent to agree a career path that benefits both parties (Devine and Syreet, 2014).

2.2.1 Talent Management in 21st -century

What do Generation Y people really want? What do employers need to do to retain this generation and make the most of their talents? Are their needs different or do they share some characteristics with older talented employees or women who represent another untapped source of talent in the workplace? There are four dimensions of work that, while important to every worker, appear to be critical to motivating and retaining Generation Y people and other talent in the workplace: rapid career advancement, money and challenging work, work-life balance, and freedom and autonomy (Devine and Syreet,2014). More and more workers, not just women and people from Generation Y, are taking an individualistic approach to their careers and may not be willing to sacrifice everything to get to the top. Talented people seem to be much less loyal to their companies. They are strongly committed to developing their own talents and pursue their personal goals before those of the company. Companies need to adapt to this new reality and provide the right development talent management practices with pure organizational objective culture ,otherwise talented employees will leave (Devine and Syreet,2014). Flexible career planning can help satisfy talented employees, but it may not be enough to gain their trust and loyalty. Despite best practices, some talented employees continue to join companies, learn what they can, and then move on, upsetting succession plans (Devine and Syreet, 2014).

2.2.2 Talent Management Practices

Talent management starts with business strategy and what it means in terms of the talent the organization needs. Ultimately, the goal is to develop and maintain a pool of talent. The corporate strategy forms the basis for the strategy HR, which generally addresses every aspect of talent management and talent relationship management(Armstong,2011). The elements of talent management practices are described below.

2.2.3 Significance of Talent Management Practices

Most organizations have recognized the importance of implementing talent management strategies and practices to improve their performance and create a sustainable competitive advantage that enables them to stand out in the marketplace. Talent management practices mainly focus on talent acquisition, talent retention,

learning and development, and career management. The objective of this study was to investigate the impact of talent management practices (i.e., recruitment, retention, learning and development, and career management) on the sustainable business performance of real estate companies in the UAE. Our results showed that both talent attraction and retention practices did not have an impact on the dependent variable, as the surveyed companies were classified as small to medium-sized companies with little awareness of talent attraction and retention in terms of improving and sustaining business growth. In contrast, the research showed that both learning, and development and career management practices had significant and positive impacts on the sustained organizational performance of real estate companies, highlighting the impact of career management - which is considered a silent predictor - and emphasizing the importance of skills enhancement, career coaching, identification of career future achievements , and identification of deficits that hinder the achievements. Furthermore, the importance of learning and development practices is not limited to the size of the organization. Managers should focus on coaching and training programs as well as job rotation experiences to enhance organizational performance regardless of organizational size (Al Aina and Atan, 2020).

2.2.3.1 Talent Acquisition

Talent acquisition is the trickiest of all acquisitions and it isn't sudden as it's miles all approximately individuals who also can be tricky (Mey, 2012). Talent Acquisition contain attracting and deciding on expertise that the enterprise desires to reap its goals. The expertise desires to be obtained on the proper time, withinside the proper area for the proper price (Detuncq and Schmidt, 2013). War for expertise starts off evolved with the corporation having a legitimate and complete Talent Acquisition method that takes gain of all of the gear and channels. It is an crucial detail for an corporation to make high-quality expertise picks is having plenty of expertise to pick out from (Dowel and Silzer, 2010).Improvement of an corporation the general effectiveness of its Talent Acquisition system is to benefit senior stage government alignment at the intention of its recruiting declaration . It might be highly priced for an corporation to hire a brand new personnel candidate simplest to have them go away after closely making an investment on them. The corporation must expand

motivation techniques and incentive packages to assist in keeping those (O'Meara and Petzal, 2013). On factor organizational method drives key selection approximately the want for expertise, attracting the proficient humans is one of the maximum crucial procedures withinside the Talent Management formation. Talent Management is geared toward making sure availability of ready and quite proficient body of workers who likely contributes to the corporation goal and figuring out maximum vital jobs withinside the corporation and staffing them with the proper stage is vital (Plessis et al. 2015). Accordingly, primarily based totally at the paintings of (Slizer and Dowell ,2010), the undertaking for employers is to make their companies each regarded and appealing to be able to create a stage of familiarity to offset the concern of the masked . In the case of TA, to draw pinnacle expertise, (Esmaeili ,2016), (Rabbi, et al. 2015), (Armstrong ,2012) and (Iyria, 2013) agreed that organizational logo and introducing the specific capabilities of the corporation to the possible crucial personnel. The different detail which must now no longer be not noted withinside the Talent Acquisition exercise is the idea of expertise pool, that's referred to, in line with Collings and (Mellahi ,2010), the pool of excessive capacity and excessive acting incumbents that the corporation can draw upon to fill crucial expertise positions. Noted, the introduction of expertise pool may be achieved in forms, one is inner and 2d one is outside. Talent pool can be used for inner recruitment from the already present personnel of the corporation. The inner recruitment can be capable of provide gain because the personnel already realize the way of life and manner of line of labor withinside the corporation and it additionally would possibly uplift the morale of the personnel if their role is uplifted. However, outside supply of expertise can be the fine manner of accumulating a expertise while corporation desires to carry the cultural alternate and wishes innovation. It is likewise crucial to observe that a quick and effective begin of newly employed personnel, in handiest term "a success on boarding", is a key a part of any Talent Management exercise method. With the excessive fee of recruiting, leaders ought to apprehend that successfully integrating new hires into the corporation is an crucial step to make sure their success (Rabbi, et al.2015).

2.2.3.2 Talent Engagement

Modern corporation is powered via way of means of skills of the personnel, and engagement is the thriller factor that may rework the engine's output. Having the nice skills is well worth little if they may be now no longer stimulated or aligned with organizations' commercial enterprise goals, and but there may be lots proof to signify that massive segment of workforces are disengaged, and the mission is developing with attitudinal shifts throughout the generational future. Consequently, the effects of terrible engagement are visible, in excessive stages of absenteeism, valued personnel quitting their jobs, and those harming customer support and different key commercial enterprise goals. Engagement may want to best be deployed first with thoughts and coronary heart because the relaxation is the attempt of the managers to preserve this conduct to the fulfillment of the corporation . At the excessive end, engagement represents the diploma to which they may be aligned, assured, and dedicated to reaching better performance, and stimulated to use extra discretionary attempt to their paintings; and on the low end, it manifests itself in low stages of responsiveness and energy, and excessive enforcement. A significant and intently associated idea to engagement is alignment: the diploma to which personnel apprehend and become aware of via way of means of their corporation's goals, the linkage to their personal goals and abilities, and the way they direct their energies to reaching them. Therefore, those days' researchers provide such a lot of approaches to outline and degree engagement, and its miles crucial to degree engagement degree of personnel and must attempt to be nice area to paintings (Cheese, et al., 2008). Securing organizational personnel-selves to their painting's roles"(Hatsum ,2010) .Employee bond is characterized via way of means of energy, involvement, and efficacy, the direct contrary of the 3 burnout dimensions of exhaustion, cynicism, and inefficacy. Employee bond includes giving your staff a feel of participation, freedom, and trust. It is one-of-a-kind from motivation and process involvement and is something this is felt at 3 stages: the emotional, the cognitive and the physical. If a worker feels pinned on all those stages, this is to mention they sense they've significant relationships with friends and co-people and are aware about their precise task and position; they may be much more likely to provide appropriate paintings and live with the

company (Maslach, et al. 2001). Developed a holistic matrix of 9 worker engagement predictors which remember each apparent and much less apparent reasserts of motivation or demotivation, if controlled withinside the proper combinations, offer a effective framework for coping with worker motivation, group bonding , and key abilities retention throughout maximum organizations, albeit that every corporation might also additionally have very one-of-a-kind profiles at one-of-a-kind stages. These media consist of organizational process; position mission; values; paintings-lifestyles balance; information; stake, leverage, reward, recognition; management; paintings environment; product and service (Gara ,2010). Affianced human beings appoint and explicit themselves physically, cognitively, and emotionally as they carry out their roles. The predictors via way of means of (Gara ,2010) are in relation with (Hatun's ,2010) in phrases of definition of dedication wherein personnel sense obliged to carry themselves extra deeply into their position performances. This is due to , worker expect it because the compensation for the assets they obtain from their corporation. When the corporation fails to offer those assets, people are much more likely to withdraw and disengage themselves from their roles (Paul, 2013).

2.2.3.3 Talent Development

Talent maturity is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, to achieve and maintain a competitive advantage for the organization (Iyria, 2013). As career continually apply new technologies, new business growth models, and new market strategies, the workforce's up-skilling becomes constant and continuous. Understanding strategies to talent retention and talent development will be able to help companies to be successful in operating in the marketplace hence lead to good organization performance. Firms which practice effective learning and development begin with their employees. They identify the employees who need learning and development, the level of learning and development they need and the duration during which learning takes place (Strydom, et al., 2014).Firms with first class learning and development initiatives are excellent in listening on employee improvement needs and can express those needs back to the employee in clear and enlightening terms. (Cheese,

et al.2008) noted that the recruitment and development of talented staff is of paramount importance to the success of the business objectives. According to (Auranzeb and Bhutto ,2016), organizations should create opportunities for employees to further their knowledge for work-related functions as well as career-related training. This act will improve employees' performance in the organization and will guarantee employability in the future. A study by Noe, et al. (2014) showed that, employees do not actually get into organizations for job security, but for developmental opportunities-in other words, to remain marketable. In today's business world, very few careers involve repetitive tasks. More reckon on an expanding base of knowledge. Since jobs are not likely to last a lifetime, employees must prepare for newly created opportunities.

2.2.3.4 Talent Retention

Talent retention is critical for increase of an business enterprise (Bidisha and Mukulesh ,2013) additionally said that skills retention is the largest task in companies these days and that securing and preserving excessive acting worker might play a totally extensive function because the capabilities and capabilities of those personnel are principal to the business enterprise's financial competitiveness. As suggested withinside the White paper (United States of America 2012), skills retention in companies produces a full-size drain on company resources. In different phrases changing an worker who left the business enterprise may be very costly. Many companies placed greater attempt into attracting personnel however placed little or no attempt into preserving them. Talent Management must consequently be carried out into business enterprise as this may assist to construct and keep certified personnel, (Ndungu, 2015). This will keep on recruitment price and time to arrange schooling for brand spanking new personnel, there could be growth of worker overall performance and productiveness so that it will later growth income withinside the business enterprise. Reservation of pinnacle skills has emerge as a number one challenge for companies these days. Edwards and Philips (2009) view the retention of current personnel and the capacity to draw a circulate of latest personnel as a need for organizational development and achievement and contend that a understanding and revel in hole might be created if an worker leaves an business enterprise.(Iyria ,2013) mentioned that retention is greater

critical than hiring despite the fact that many employers have under-envisioned the price related to turnover. (Bardisha and Mukulesh ,2013) said that an business enterprise's capacity to keep the excellent personnel will cause consumer delight and organizational overall performance; improved sales; succession planning; and happy personnel. On the contrary, (Narayanan ,2016) consider that non-coins incentives are greater powerful. However, gratifying personnel on a non-stop foundation is a tough nut to crack for maximum employers as maximum employers are stricken by the worldwide financial crisis. skills reservation turned into valued through whether the enterprise has bendy operating hours, schooling convinces , profession increase, powerful overall performance assessment, happy and influenced worker, aggressive reimbursement, appealing non-economic rewards. skills retention can also be measured through lifestyles of true enterprise image, recruitment coverage of the enterprise and the fashion of the leadership. Talent departure is dangerous to a enterprise's productiveness due to the fact expenses of enchantment are excessive. Organizational fee refers to turnover expenses, alternative expenses and transitions expenses, and oblique expenses relate to the lack of production, decreased overall performance levels, pointless overtime, and occasional morale (Garg and Rani, 2014). (Mendez and Stander ,2011) similarly emphasizes that a enterprise desires to spend money on worker retention that allows you to be successful. For example, an excellent reimbursement package deal is critical in preserving personnel, providing an appealing, aggressive; blessings package deal with necessities like lifestyles coverage, incapacity coverage and bendy hours motivates personnel to devote themselves to an business enterprise (Lockwood, 2008).

2.2.3.5 Organizational Development

Presently ability of an administration may be a basic and challenging assignment of each organization . ability of an administration plays a critical part in organization improvement .The advancement of the organization completely depends upon their employee's competencies ,representatives sharing information completely depends on the fulfillment of the representatives approximately the working environment . In the event that the companies need their employee's knowledge sharing ,they must give co-operative environment to urge

more efficiency and tall resolve which makes a difference to hold the skilled workforce .Hence, impact of ability administration plays exceptionally prevailing part in organizational improvement enlistment and maintenance of information is as it were comes genuine through the advancement of inviting environment .Consequently, each organization is requiring putting more exertion to create neighborly environment to be kept information with themselves for organizational advancement .(Smith,2019)

Organizational development improves the well-being of an organization individuals. Well-being alludes to the seen generally fulfillment of each organization par feels toward his or her work and work environment. Organization development could be a handle utilized to upgrade the viability of an organization and the well-being of its individuals through arranged mediations. Organizational development hypothesis can be separated into alter prepare hypothesis and execution hypothesis.(Smith,2019)

To survey the common meaning of Organization Development (OD) is an exertion that centers on moving forward an organization's capability through the arrangement of methodology ,structure, individuals ,rewards, measurements, and administration forms. It may be a science-backed, intrigue field established in brain research ,culture ,advancement ,social sciences, grown-up instruction, human asset administration ,alter administration, organization behavior, and inquire about examination and plan ,among others. Organization includes a continuous ,precise, long-range prepare of driving organizational viability ,solving problems, and moving forward with organizational execution .It is additionally one of the capabilities recognized within the ability to improve capability of an organization .(Smith,2019)

2.2.4 Talent Management achievement indicators in an organization

2.2.4.1 Organizational culture

First, organizational culture is not in demand among non-academics because they do not believe it has a tremendous impact on organizational performance. In depth research by curious researchers in universities and consultants such as Harvard, Stanford, MIT, McKinsey and MAC, people began to recognize the importance of what they call corporate culture or organizational culture. Their premise through the results of three studies,

including research on Japanese companies that continuously outperform competitors from the United States, American companies that still perform well during intensifying business competition heated up since the 1970s, and the company struggling to develop and implement a strategy to meet the business requirement of the time. Corporate culture can have a significant impact, especially if the corporate culture is strong, it can affect the performance of employees, which can ultimately improve the performance of the company and increase the competitiveness of the company (Srihandayani and Kusnendi,2018).

If organizations want to recruit and retain the highest-performing employees, they must commit to cultural values and goals that go beyond simply attracting these individuals, i.e., there must be a more fundamental emotional connection where talented individuals personally identify with the organization and believe they can make a difference through their consistent achievements. Leaders play an important role in retaining talent by taking the time to get to know these individuals and showing them how much the company values their contributions. This culturally based engagement can help a company through good times and bad. It can be key to retaining key employees during periods of slow growth, with all the bottlenecks to promotion and unreliable expectations that come with such circumstances. Failure to meet the high standards of probity and integrity that a company has set for itself, and which are major contributors to employee talent development, can also have a detrimental effect on its talent management practice to obtain best talent within their organization. However, a culture-focused approach also poses some dangers. Companies can become so obsessed with the idea of achieving a close cultural "fit" between the company and the individual that they become risk-averse in their hiring and selection decisions. The company is adverse in its hiring and selection decisions. The company misses out on individuals who are motivated differently but still have the skills to offer, such as creative people or entrepreneurs (Devine and syreet,2014).

2.2.4.2 Employee engagement

Employee retention strategies are critical to a company's profitability. Dissatisfied employees lead to lower workplace productivity and customer service skills. Based on the findings, four practical actions are

recommended. The first recommendation is that companies would benefit by placing greater emphasis on (a) rewards and recognition, (b) employee empowerment, and (c) building a bond between managers and employees as strategy .Increasing levels of dissatisfied employees can have a significant impact on a company's bottom line, ability to retain qualified employees, and employee retention (Berens,2013). The second recommendation is to utilize management's ability to utilize employee retention strategies in an organization. Using effective employee engagement strategies can help business leaders successfully engage employees and maintain profitability. Improving employee engagement will positively impact employee job performance and organizational profitability (Mann & Darby, 2014). All participants agreed that it is imperative that leaders focus on and support the improvement of employee engagement. The third recommendation is that communication leaders could benefit from considering the study's findings that contribute to improved business practices and positive social engagements in their organizations. The fourth and final recommendation is that business leaders could use the findings to develop leadership strategies that increase employee engagement and job performance. Business leaders can conduct quarterly employee surveys to develop a better understanding of employee expectation trends over time. Monitoring and tracking employee engagement strategies of a company and its competitors can be helpful in planning the implementation of effective employee engagement strategy .To achieve maximum results for the company, most business leaders plan to increase productivity. To increase overall profitability, improving employee engagement should be a corporate goal. Due to the method and design chosen, this study had limitations that can be addressed through additional current research. For example, one limitation of this study was the lack of other organizational members. The employee engagement strategies identified in this study deserve to be examined from the perspective of other organizational members. Further studies may be needed to understand the relationships between other members and employee engagement in the communications industry. It is recommended that further research be conducted on employee engagement strategies used by organizational

leaders in other geographic locations and industries, as this study focused on the communications industry in Jackson (Osborne and Hammoud, 2017).

2.2.4.3 Leadership development

Local governments should consider developing mechanisms to incorporate citizen voice into their workforce planning. Local authorities have the opportunity through the establishment of Public Service Boards (PSBs)² and Local Wellbeing Plans³ to ensure that the views and long-term aspirations of citizens are incorporated into the development of a future workforce that has the skills and behaviors to meet the needs of the local community. The leadership development offer should be formulated based on an understanding of the skills, profile and aspirations of the current workforce, taking into account the needs, preferences and requirements of the local community. A needs assessment, conducted in the context of understanding likely future trends in public service delivery, can help local authorities consider the demand and supply of skills across the workforce and in specific service areas, which 2 Public Service Boards (PSBs) are statutory bodies established under the Wellbeing of Future Generations Act and operate in every local authority. Their aim is to improve the economic, social, environmental, and cultural wellbeing of their area by strengthening the joint working of all public services. Local Wellbeing Plan should be produced by PSBs setting out its objectives and the steps it will take to achieve them. The PSB is required to undertake an annual review of its plan and its progress. 89 the potential impact of skills shortages and lack of diversity on future service delivery. Local agencies should consider a combination of general and targeted leadership interventions to develop a consistent approach to leadership development at all levels of the management. Evidence suggests that a universal internal leadership offering that provides coaching to staff at all levels of management can support staff to take ownership of their development, challenge existing working practices and adopt new ways of working that can be effective in other service areas. A selection criterion can be applied to targeted leadership interventions aimed at improving staff leadership skills and behaviors in line with workforce planning .Local agencies can incorporate leadership expectations and commitments that are underpinned by a consistent management

competency framework that enables employees to seek and expect leadership . Employees and supervisors should be involved in developing the goals and content and evaluating progress toward these commitments. Evaluation data can be used to promote the development of a positive learning culture and equitable participation across directorates that face different pressures and have different resources to take on leadership management. Academi Wales should explore how it can support local authorities to monitor, measure and evaluate the collective impact of leadership development. The results of this research can be used to develop a Theory of Change and accompanying outcome measures to monitor the medium- and long-term impact of leadership development and strengthen the evidence base for the link between leadership development, performance, and culture. A consistent framework for measuring the collective contribution of local government to the development of future public service leaders in Wales could be guided by the seven well-being goals set out in the Wellbeing of Future Generations Act and support the five ways of working that target leadership behaviors, some of which research participants attributed to leadership. Academi Wales should consider the role that mainstreaming the Welsh language needs to play in the development of future leaders in the Welsh Civil Service. Some evidence suggests that local authorities could benefit from guidance on the role of Welsh language in leadership, particularly in the context of the cultural and social wellbeing of local citizens and the implementation of the Welsh Language Strategy, and independently of their commitments to the Welsh Language Standards. Academi Wales may wish to work with local authorities to streamline its provision of external accreditation and leadership development and to develop clear pathways for individuals wishing to build on internal leadership development in the local authority. Staff and supervisors wanted clearer direction from HR and external stakeholders to take ownership of their professional development and make informed decisions about the scope, relevance, and likely direction of their leadership activities. Academi Wales and local authorities should conduct further research to develop a more comprehensive understanding of approaches to identifying and managing talent (Prosser,Coates,Owens et Nickson,2019).

2.2.4.4 Career development

Innovation of technology and globalization, with prevailing competitions among corporate organizations have made the world of work excessively active, requiring up-to-date attitudes, knowledge, and skills. To survive in the world of work, the organization and the employee must not leave career development to chance. Career development is a joint activity between the individual employee and the organization, as already noted. Both parties should do what is expected to ensure successful work climate that will bring about maximum productivity (Gyanash, Guantai, 2018).

Career development has become attractive to organizations that seek to improve performance and productivity. There is so much competition among firms that they are looking for ways to gain competitive advantage as the global business environment becomes increasingly complex. To succeed, organizations must put measures in place to make such they become employer of choice. This can be achieved by adopting best practices that facilitates the growth and development of employees, which in turn reduces turnover as employees would become increasingly attached, engaged, and satisfied. The ensuing paragraphs cover the best practices that should be adopted to facilitate the development of employee and their eventual retention to achieve organizational objective. Firms must ensure that their recruitment policy should be based on getting the best people with the right skills and abilities to match the tasks. This helps in the development of talents to take over future roles within the organization and serve as a way of preventing shortages of competent people in the organization. Organizations should also have a structured career development plan. Employees will be allowed to have a better long-term vision of their evolving role inside the company. By allowing the company to show its commitment to developing its talent, which benefits both the company and the employee. Organizations should also make such that their performance evaluation system procedures is done objectively and fairly. Organization and the employee benefit 47 from knowing exactly where they stand in relation to each other's expectations. Results are being monitored and shared, it becomes clear which employees are meeting (or not meeting) performance expectations. Organization should also recognize and reward good

performance, to help motivate and enhance employee engagement. Best performing employee would feel that his or her effort is appreciated and recognized, as a result would remain committed and engaged. Furthermore, organization should also develop a strong succession plan. As employees are recruited, trained and developed, they must also see that there is possibility for them to navigate their career path within the organization. This practice also enables the organization to make plans for unforeseen circumstances, like sudden retirement, death, illness restructuring or downsizing, etc. The plan ensures that there are available people ready to step up and take responsibility when called upon. This help creates job satisfaction and serve as a perfect way to retain employees. Finally, organization should have an effective coaching and mentoring program aimed at supporting employees as they undertake their duties and responsibilities. This system helps management to develop good relationship with employees and help identify talents that need to be developed (Foday,2014).

2.2.4.5 Professional ethics

Professional Ethics is a branch of ethics Knowledge that pays to study the ethical duties in professional and ethical issues. Professional tradition ethics is people-oriented, and motivation service to others, they have evolved throughout history. whenever professional ethics required in a society, that society will progress at different levels, ethics outside the organization, which has a significant role in the intensification of positive functions within the organization. (Ameli, 2009). Some of the factors that are very effective, conservation organizations, and is always concerned officials, and leaders of the organization, is the staffing. The study of the history of the development of industrial societies shows that skilled and trained manpower, has an undeniable impact on the evolution of traditional society to an industrial society, in a way that has been described manpower, most important factor in the development of societies and organizations. (Heydari, 2012). Professional ethics is one of the areas of knowledge management that regard issues of ethics and values, and the basic concept is meaningless. In recent years, staffing agencies, has a central position, and from there, Human resources, is most valuable factor of production, the main source of generating competitive advantage, and create a key feature of any organization, and human factor, is a strategic resource (Beheshtifar,2015).

This research will emphasize on filling the research gap by the above researchers . Focus of all the research is not in relation to talent management practices but individual contribution to talent management in various countries .In the case of local research talent management practice at TotalEnergies Marketing Ethiopia isn't analyzed stating its effect on development of the organization .This research will respond the ambiguities on effect of talent practices like Talent Acquisition , Talent Engagement , Talent Development ,and Talent Retention.

2.3 Conceptual framework

The conceptual framework for this examines illustrates the perceived hyperlink among the unbiased variables (Talent Acquisition , Talent Engagement , Talent Development ,and Talent Retention.) and the based variable (organizational increase).

An corporation increase can be prompted with the aid of using practices which might be noted on this studies due to extraordinary carried out research with the aid of using extraordinary employees across the international. For instance ,

Talent acquisition is the besieged acquisition of excessive appearing organizations. Firms wanting outside recruitment or head-stalking organizations are using "skills acquisition" professionals the ones task it's far to discover technique and recruit excessive appearing organizations from competitors. This position is a pretty precise position like that of a conventional recruiter/headhunter expert then sporting extra prominence and strategic importance to a enterprise. Your corporation must develop combined skills acquisition techniques to attraction and rent pinnacle applicants, growing sourcing plans that carries social media and organization branding. You additionally must pick out recruitment generation now no longer best to attain applicants however additionally to assess and specify analytics on the one's applicants. Select the proper folks that will alternate the agency and construct substantial skills recruitment plans that be a part of enterprise dreams and skills objectives. Organizations face brief modifications and unknown converting components in gift tough recruiting market. They achieve large numbers of packages for a few positions and a scarcity of professional

applicants for others. The impact of using the wrong candidate can't be overstated. At the identical time, groups are beneath growing strain to reduce prices and growth productivity. At this comparable point, it is able to be treasured to decide how skills acquisition is watched as extraordinary from recruitment. Recruitment is basically filling an to be had role whilst someone leaves or is vaunted to every other feature. Craft pursuit ends whilst you discover a candidate who's professional for the task in query and worried withinside the task. Talent acquisition is but a greater tough process. It is worried as a greater realistic technique and a entire manner to look for skills so one can offer to the complete enterprise achievement of your corporation. Talent acquisition compels desirable networking cap potential to exit after the proper skills, which might have beaten 'pinnacle performers' who aren't dynamically seeking out a alternate of task. Therefore, skills acquisition is the company using chant for excessive stage hires today (Shaikh and Dahad,2019).

Talent engagement withinside the fullest feel enables the corporation to hold skills. The pride and development of personnel' capabilities make certain excessive engagement that results in the corporation in the direction of extra achievement (Kumar and Mathimaran, 2017). Talent engagement is at once related to the personnel' perceptions of the applicable elements withinside the corporation (Veloso et al., 2014). The corporation can higher interact their personnel once they justify with the time of preserving the ones proficient personnel to reap organizational dreams (Baloch & Ansar, 2018). Employees are pretty engaged of their task-associated assignments due to the organization's mindset and additionally for his or her high-quality mindset (Kular et al., 2008). Higher engagement maximizes organizational income with the aid of using enhancing the performance and self-efficacy of skills that in the end lessen turnover intention (Oehler & Adair, 2019; Islamet al., 2020).

Talent retention on this age of globalization and personnel mobility, skills retention has emerged as a hard task for lots of groups. Specially, skills have greater possibilities for outside publicity than before (Ott et al., 2018). Organizations can't simply lease and area certified personnel whilst needed. Because of the skills shortage, it has emerged as tough to draw and hold proficient personnel (Festing & Schäfer, 2014). That is why personnel

with expertise, capabilities and abilities (KSAs) have emerge as a important supply of aggressive advantage (Ali et al., 2020; Matongolo et al., 2018; Zhang et al., 2015). Talented human resources, if retained properly, make certain organizational sustainability and financial increase (Ali, 2020). Furthermore, contribution in skills improvement will become fruitful if skills are retained (Tlaiss et al., 2017). In skills retention process, growing certified personnel is an crucial factor (Pandita & Ray, 2018).

Talent improvement, part of skills control has emerged as an more and more more mentioned subject matter of strategic human useful resource control (Ali et al., 2020; Collings et al., 2011). It refers back to the improvement of an elite emblem of people (Ali et al., 2020; Barlow, 2006). As skills acquisition from the outside reasserts has established as a susceptible approach for the groups that specializes in long time goal (Garavan et al., 2012). That is why groups of the contemporary-day international are giving huge significance to the inner skills improvement technique which in flip presents them aggressive advantages (Lepak & Snell, 1999). In addition, groups are assignment skills improvement sports to make certain succession planning, 0 outages which in flip growth the recognition of the corporation as a skills magnet (Gandz, 2006). Developing skills is a long- time period funding that calls for the improvement of a a hit device for any corporation (Ali et al., 2020; Martindale et al., 2010).

According to the above research for groups increase and improvement the involvement of personnel with their managers should feature in keeping with the corporation strategic increase and improvement enterprise plan .The achievement of the corporation can be sourced from extraordinary skills control practices said with on this examine .Such as Talent Retention ,Engagement ,Development and Acquisition. These practices will adjust and stabilize HR device associated with skills and expertise control to help common techniques of the corporation .

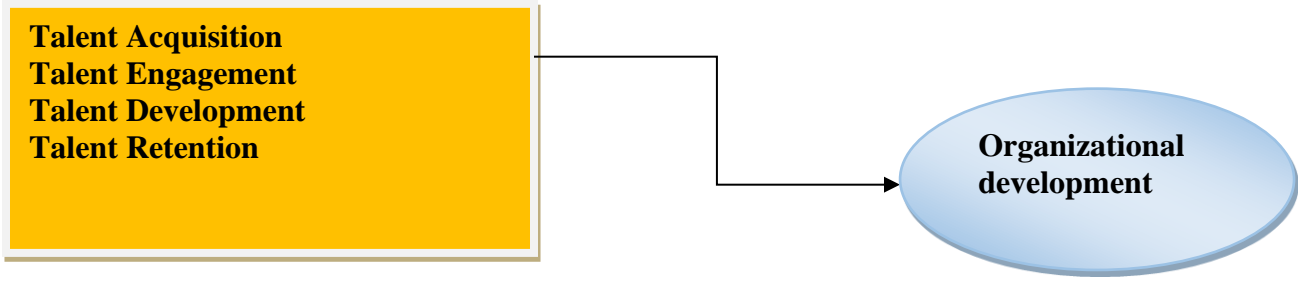


Figure 1: The conceptual framework of the study

Chapter 3

Research design and Methodology

3.1 Introduction

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

3.2 Research design and approach

The research was designed to investigate the effect of talent management practice in the organizational development of TotalEnergeriges Marketing Ethiopia S.C. The relationship between dependent and independent variable is very essential to be the focus of the research design . The survey research design was chosen for this research in order to gather quantitative data for analysis of who, what, where ,how much and how many questions.

Quantitative research involves the collection of data so that information can be quantified and subjected to statistical treatment to support or refute alternative knowledge claims .Furthermore ,quantitative research starts with a statement of a problem, generating of hypothesis or research question, reviewing related literature, and a quantitative analysis of data (Williams,2011) .

Similarly, quantitative research employs strategies of inquiry such as experiments and surveys and collect data on predetermined instruments that yield statistical data (Creswell 2003; Williams, 2011). This research is subjected to quantitative method of research to gather the important information required to analyses the study and provide solution to the gaps encountered .

Research that are examined to some outcome at a certain moment in time ,a cross-sectional study is deployed . It is a type of research design in which data were collected from many different individuals at a single point in time. In cross-sectional research, variables were observed without influencing them.

Researchers in economics, psychology, medicine, epidemiology, and the other social sciences all make use of cross-sectional studies in their work (Thomas ,2021).

Based on the research design chosen , survey data collection and one time data collection for this study cross-sectional study was implemented to analyses the effect of talent management practices in the development of TotalEnergies Marketing Ethiopia S.C.

3.3 Population and sampling in the study

3.3.1 Population of the study

This is a study that assess the effect of talent management in the development of TotalEnergies Marketing Ethiopia S.C .The total population in this organization is 100 permanent employees and 40 contracted employees . Based on the data required for this study 100 participants has been chosen to fill the questionnaire .

3.3.2 Sample frame and location

Sampling is part of statistical practice involved with the selection of character observations meant to yield some knowledge about a population of concern, for the functions of statistical inference. The sampling body can be defined as set of supply materials from which the sample is selected. In a pattern determination procedure, human beings who have a hazard of being covered among those being selected constitute in the pattern frame, and that is viewed to be main step toward evaluating the first-rate of a sample (Issac and Michael, 2005).The motive of sampling frames is to supply a potential for choosing the unique participants of the target populace that are to be blanketed in the survey (Perry, 2003). The sampling body for this research is all employees of TotalEnergies Marketing Ethiopia S.C head office that is located at Addis Ababa ,Ethiopia.

3.4 Sample size

Sample size should neither be excessively large, nor too small; rather, it should be optimum; and optimum sample is one which fulfills the requirements of efficiency, representativeness, and reliability (Kothari,

2004).Accordingly ,formula below used to calculate sample size. This formula is used for the finite population which can be listed the entire population and enable to have maximum number of samples of the participants. In the case of this study the whole population were under study as the total population number is small and as data collection is simple to achieve .

The Formula for sample size:

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

Where: **n** – is the sample size
 P – is reliability of the population, equal to 0.5
 N – is population size
 Q = 1 - P
 α - is margin of error considered, 5% for this study

Thus, for this study 100 were used for the total population of TotalEnergies Marketing Ethiopia S.C.

Table 1 : Target Population and Sample Size

Job Level	Population	Sample Size	Percent
Chief Officer	1	1	100%
Director	32	32	100%
Line Manager	23	23	100%
Non-Manager	44	44	100%
Total	100	100	100

Source : Data collected

3.5 Sampling technique

TotalEnergies Marketing Ethiopia S.C has total employee of 100 that this study used as a respondent for the questionnaire .

The questionnaire was distributed without random sampling to access the respondents .Subsequently, out of the 100 questionnaires distributed, were collected, and used for data analysis. Population of different age, sex, educational qualification ,work experience and job levels are considered for this study.

Generally, according to this study all the populations are represented to assess the effect of talent management practice in the organizational development of TotalEnergies Marketing Ethiopia S.C.

3.6 Source of data and type

Our dependent variable (organizational development) and independent variables (talent management practices), and to meet research objective and answer the research questions developed under study, there are two types of data; which are primary and secondary data (Kothari, 2004). The primary data are those which are collected from employees of the organization and secondary data are those which have already been collected by someone used in this research as guidance and support the study .

The data collected for this study are primary and secondary data. These were sourced from TotalEnergies Marketing Ethiopia S.C. Primary data were obtained from chief officer, director ,line manager and non-manager that have shown their development in this competitive market . Secondary data were obtained from published literature ,journals, books, websites, magazines, case studies and other relevant sources .In this study both the dependent and independent variable data were collected from questionnaire distributed to all employees of the organization .

3.6.1 Instruments in data collection

Questionnaires provide a relatively cheap, quick, and efficient way of obtaining large amounts of information from a large sample of people (McLeod,2018). Questionnaires were utilized to collect the required primary data for this study from 100 employees of TotalEnergies Marketing Ethiopia S.C head office.

3.6.2 Instrument for organizational development

Closed-ended questionnaire were used for analyzing organizational development (dependent variable) adapted by (Ibrahim A. ,2019) were used. The questionnaire has 7 items in five point Likert scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree). Respondents were requested to evaluate the organizational growth in TotalEnergies Marketing Ethiopia S.C. This instrument was previously used in investigating the organizational growth in Small and medium Enterprise in Kenya

with founded reliability score of 0.742 .(Ibrahim A. 2019).

3.6.3 Instrument for talent management practices

Closed-ended questionnaires were used to analyze talent management practices (independent variables) adapted by Du Plessis, (2015), were used. The questionnaire have 23 items in five point Likert scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree). Respondents were requested to evaluate the current practice of talent management in head office TotalEnergies Marketing Ethiopia S.C. In these studies, acceptable reliabilities were found, and the instrument was validated in several studies (Barkhuizen, et al., 2014).

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

3.7 Pilot test

Pilot testing was conducted by lottery methodology to randomly select the 10-population sample for the research .For understanding in terms of clarity , validity, readability and completeness testing the data collection instruments has high level of importance .(Kothari, 2004). It enables to check the sample understand the meaning of each question and the instruction in the instruments and to make changes or modifications if respondents found difficulty .

The pilot test was done at TotalEnergies Marketing Ethiopia S.C for sample of 10 employees to check validity and reliability of questionnaires. The pilot sample questionnaires were returned on the same day of the distribution and good understanding and valuable response were gathered form the respondents .

3.8 Procedure in data collection

Data collection for the process of gathering and measuring information on variables of interest, in an established systematic manner that enables the samples to response to questionnaires and evaluate outcomes.

The following were put in consideration like communicating respondents and asking for their consent to participate in the study; after confirmation of participation ,then, inform anonymity, confidentiality and ethical principles are preserved during the study ;Questionnaires were distributed individually to all sample respondents and made sure that all the sample questionnaires are properly collected form the respondents on same day of distribution.

3.9 Reliability and validity of instrument

Studies all instruments to measure talent management practices and organizational growth were found reliable and valid. To make sure the data collection instruments employed in this study were free from errors, consistent and to check for stability in measurement, questionnaires were tested for their validity and reliability. To ensure the validity of the questionnaires, one strategic consulting firm and research advisor were used, and requested to comment on the representativeness and suitability of the questions in each subscale of talent management practices. They were asked to comment on the wording of each item and the content validity and face validity ensured. Moreover, literatures, books and journal articles were reviewed to ensure construct validity .

As stated on the pilot test , 10 questionnaires distributed for pilot test that were used for reliability analysis; and the organizational development instrument scored Cronbach's coefficient of 0.813 on the other hand talent management practices was also found reliable by the score of 0.922. These results are found reliable as they are found to be with in the acceptable range of Cronbach's coefficient .

3.10 Analysis and interpretation of data

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

it was categorized as descriptive statics . In this regard, to describe the respondent’s characteristics, frequency distribution (Percent), central tendency (Mean) and dispersion (Standard Deviation) were used. Furthermore, to describe the levels of sub items of talent management practices and organizational growth within the organization based on participants’ perception, the summary are presented in a table. Since this study was needed to investigate the influence of the independent variables on the dependent variable and measuring the relationship of variables in the study was done by employing Pearson’s Product Moment Correlation Coefficient. To determine whether a group of variables together predict a given dependent variable, multiple linear regressions were attempted. The study used multiple linear regression analysis to test the statistical significance influence of the independent variables (talent acquisition, talent engagement, talent retention, and talent development) on the dependent variable (organizational growth). And also to test for the significance of the combined influence of the variables, ANOVA was carried out. Multiple linear regression is used in situations where the number of independent variables are more than one (Kothari, 2004).

The multiple linear regression model for the study will be :

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

Where, **X1** = is Talent Acquisition **X2** = is Talent Engagement **X3** = is Talent Retention **X5** = is Talent Development **y** = is Organizational Growth

δ0 is constant and the value of dependent variable when all the independent variables are 0.

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

e is the error term

According to the above formula : **X1** = Talent Acquisition (TA)

X2 = Talent Engagement (TE)

X3 = Talent Development (TD)

$X_4 = \text{Talent Retentions (TR)}$

$Y = \text{Organizational growth (OG)}$

3.11 Ethical consideration

Ethical consideration was in place before the data collection process all the necessary information about the study like who is conducting the study, and for what purpose was the study conducted , their liberty to respond to the questions, and other information that respondents like to know was provided to all respondent so that it can help them decide whether to participate or not in this study. This also include guarantee for the anonymity and confidentiality of their response.

The entire process of data gathering, and research study was conducted according to Addis Ababa University Senate Legislation (2013), sub article 177.2 under the tile prohibited acts states the list of prohibited and constitute grounds for disciplinary actions like cheating or attempting to use unauthorized materials, falsification of information ,plagiarism and negligence are put into consideration to maintain under the standard ethics of the institution .

3.12 Conclusion

This research believes to pass valuable lesson in the organizational design of Ethiopia as the organization under study is an international company located in Ethiopia . Quantitative research method and survey research design was utilized to gather the data of this study .Pilot test conducted to check the reliability and validity of the research instrument at TotalEnergies Marketing Ethiopia S.C by random selection of 10 sample population .The target population were all 100 employees of TotalEnergies Marketing Ethiopia S.C employees at different job level. To achieve the research objective of this study 100 questionnaires were distributed for all employees of TotalEnergies Marketing Ethiopia S.C personally by the researcher .

Chapter Four

Analysis and interpretation of data

4.1 Introduction

This is part of the research paper where collected data are analyzed and interpreted to achieve the research objective . Data cleaning ,research instrument reliability and validity employed, descriptive statistics on demographic information of the respondents , linear regression, and correlation of respondent's data are summarized and interpreted .

4.2 Data Cleaning

TotalEnergies Marketing Ethiopia has total employee of 100 that were used for this research analysis . All 100 employees were considered on this study as the target population is small and data collection was not difficult . Data analysis of 100 responses utilized for descriptive analysis of this research .

Table 2: Data cleaning outcome

Job Level	Distributed questionnaire	Collected questionnaire	Percent of valid questionnaire
Chief Officer	1	1	100%
Director	32	32	100%
Line Manager	23	23	100%
Non-Manager	44	44	100%
Total	100	100	100

Source : Data collected ,2022

4.3 Analysis of Reliability

Reliability analysis was conducted on all instruments that were used for the study to attain the internal consistency results. Reliability of a data should be checked to obtain sound measurement of the data .(Kothari, 2004).

4.3.1 Analysis of reliability for Talent Management Instrument

Table 3 : Reliability test result of Talent Management Instrument

Cronbach's Alpha	Number of items
0.866	40

Source : Data Collected ,2022

Talent management practice instrument Cronbach's Alpha was 0.866 with a significance of $P < 0.005$ this indicates that the internal consistency was excellent but for the value of alpha that rests in this interval $0.7 < \alpha \leq 0.9$ is good . (Zikmund,et al.2009) .In general, our instrument was consistent to study talent management practice at TotalEnergies Marketing Ethiopia S.C.

4.3.2 Analysis of reliability for components of Talent Management practices

Following the complete data collection of the study . Reliability test was conducted for all the components of Talent Management practice items within the questionnaire .

Table 4 : Reliability test result of Talent Management practices

Components	Cronbach's Alpha	Number of Items
Talent Acquisition (TA)	0.803	4
Talent Engagement (TE)	0.901	21
Talent Development (TD)	0.950	2
Talent Retention (TR)	0.767	7

Source : Data Collected ,2022

As we can see from the table above ; all the components are found in the Cronbach's alpha score interval that made the instruments components reliable. TA has a result of 0.803 , TE has a result of 0.901 , TD has a result of 0.956 ,and TR has a result of 0.767 . Cronbach's alpha score is found to be $0.7 < \alpha \leq 0.9$ that makes it good and for only TD as the value is > 0.9 it falls under excellent reliability .

4.3.3 Analysis of reliability for Organizational Development

Table 5 : Reliability test result of Organizational Development

Cronbach's Alpha	Number of Items
0.802	5

Source : Data Collected ,2022

Organizational Growth (OG) 5 components were tested for its reliability in measuring TotalEnergies Marketing Ethiopia S.C organizational growth . The result was found to be 0.802 according to this analysis .

4.4 Descriptive Statistics

4.4.1 Demographic Information

TotalEnergies Marketing Ethiopia demographic information is provided as per their actual position within the organization .

Table 6 : Participants démographique information

Variables	Categories	Frequency	%	Valid %	Cumulative%
Sex	Male	80	80%	80%	80%
	Female	20	20%	20%	100%
Total		100	100%	100%	
Age	26 to 35 years	50	50%	50%	50%
	36 to 45 years	20	20%	20%	70%
	Above 46 years	30	30%	30%	100%
Total		100	100%	100%	
EQ	Diploma	10	10	10	10%
	First Degree	90	90	90	100%
Total		100	100%	100%	
WE	1 to 5 years	9	9%	9%	9%
	6 to 10 years	44	44%	44%	53%
	11 to 15 years	9	9%	9%	62%
	Above 15 years	38	38%	38%	100%
Total		100	100%	100%	
JL	Chief Officer	1	1%	1%	1%
	Director	32	32%	32%	33%
	Line Manager	23	23%	23%	56%
	Non-Manager	44	44%	44%	100%
Total		100	100%	100%	

Source : Data Collected 2022

As can be seen from the data, TotalEnergies Marketing Ethiopia S.C employees are categorized under different sex, age, educational qualification, and work experience. Majority of the population is dominated by male accounting for 80% of the population and the rest of 20% represents females. According to the descriptive result, majority of the employees are aged from 26 to 25 years 50%, from 36 to 45 years consist of 20% of the population and the rest are above 46 years of 30% the total population.

Following the educational qualification (EQ) at this organization, 90% of the population has first degree and only 10% obtain diploma. TotalEnergies Marketing Ethiopia S.C has high employee retention in global sense, yet this study will prove the retention percentage is a fact or myth. According to our work experience (WE) data collected from 1 to 5 years 9% of the total population, from 6 to 10 years 44% of the total population that is the highest frequency in our table, from 11 to 15 years 9% of the total population and last 38% of the total population worked for the organization for over 15 years.

Development of an organization could be achieved total engagement of employees. Job level at this company changes every 4 years that enables employees to strive for better position after 4 years. However, the current job level (JL) of the participants was Chief Officer 1% of the population, non-managers consist of 44% of the population, Director follows with percentage of 32%, and at last line manager consist of 23% of the total population.

Talent Management practices at TotalEnergies Marketing Ethiopia S.C

Mean score of value 2.69 is described as “low”, means score of between 2.70 and 3.49 is described “average” and mean score of greater than 3.50 is described as “high” in five-point scale. (Kothari, 2004).

Table 7 : Implementation level of TM

Category	N	Sum	Mean	Std. Deviation
TA	100	319	3.19	0.755
Valid Number	100			
TE	100	272	2.72	0.745
Valid Number	100			
TD	100	279	2.79	0.891
Valid Number	100			
TR	100	226	2.26	0.508
Valid Number	100			
Overall scale	100	1096/100	10.96/4 = 2.74	1.803

Source ; Data collection ,2022

As per the set score value of it has been identified that TA has a M= 3.19 and SD = 0.755, TE has a M = 2.72 and SD = 0.745 , TD has a M = 2.79 and SD = 0.891, TR has a M = 2.26 and SD = 0.508 . These values indicate that TA has above average practice within the organization , TE and TD are with in the average with final value of TR has the lowest core . The overall talent management practice at TotalEnergies Marketing Ethiopia S.C is M = 2.74 with SD = 1.803, this indicates that average level of practice exists within the organization on the current status .

Organizational Development at TotalEnergies Marketing Ethiopia S.C

Table 8 : OD level of relation to TM

	N	Sum	Mean	Std. Deviation
OD	100	296	2.96	0.905
Valid Number	100			

Source ; Data collection ,2022

As per the set score value of it has been identified that OD has a $M = 2.96$ and $SD = 0.905$, These values indicate that OD falls within the average score. The overall OD at TotalEnergies Marketing Ethiopia S.C is $M = 2.96$ with $SD = 0.905$, this indicates that average level of effect of talent management practice on the development of the organization .

4.5 Inferential analysis

Inferential statistics takes data from a sample and makes inferences about the larger population from which the sample was drawn. Because the goal of inferential statistics is to draw conclusions from a sample and generalize them to a population, we need to have confidence that our sample accurately reflects the population. Inferential statistics were used to examine the relationship of those variables under study; and strength of correlation were interpreted .(Evans et al. 2002).

0.00 – 0.19 “Very Weak” 0.40 – 0.59 “Moderate” 0.80 – 1.00 “Very Strong”

0.20 – 0.39 “Weak” 0.60 – 0.79 “Strong”

Under the inferential analysis overall organizational Development and talent management practices relationship has been presented and analyzed .

Pearson’s Product Moment Correlation Coefficient

Relation of overall TM practices and OD

Table 9 : Relation of overall TM practices and OD

		TM	OD
TM	Pearson Correlation	1	.786**
	Sig. (2-tailed)		0
	N	100	100
OD	Pearson Correlation	.786**	1
	Sig. (2-tailed)	0	
	N	100	100

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

Source : Data collected ,2022

As per the result of the correlation , there is strong relation between Talent management practice and Organizational development at TotalEnergies Marketing Ethiopia with the result of ($r = 0.786$, $p = 0$) which indicates strong .

Relation of components of TM practices and OD

Table 10 : Relation of overall TM practices and OD

		TA	TE	TD	TR	OD
TA	Pearson Correlation	1	0.031	.348**	-0.126	.354**
	Sig. (2-tailed)		0.757	0	0.212	0
	N		100	100	100	100
TE	Pearson Correlation		1	.288**	0.081	.198*
	Sig. (2-tailed)			0.004	0.422	0.048
	N			100	100	100
TD	Pearson Correlation			1	.246*	.758**
	Sig. (2-tailed)				0.014	0
	N				100	100
TR	Pearson Correlation				1	.644**
	Sig. (2-tailed)					0
	N					100
OD	Pearson Correlation					1
	Sig. (2-tailed)					
	N					

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source : Data collected ,2022

The correlation coefficient was moderate relationship among TA with OD ($r = 0.354$, $p = 0$) on the other

hand TD and OD has strong value of correlation ($r = 0.758, p = 0$), TR and OD strong value ($r = 0.644, p = 0$) and TE with OD shows the weakest value within the organization with value of ($r = 0.198, p = 0$). This indicates that TotalEnergies Marketing Ethiopia S.C has poor Talent Engagement relation with Organizational Development and strong relation between Talent Development and Organizational Development.

4.5.1 Analysis of regression

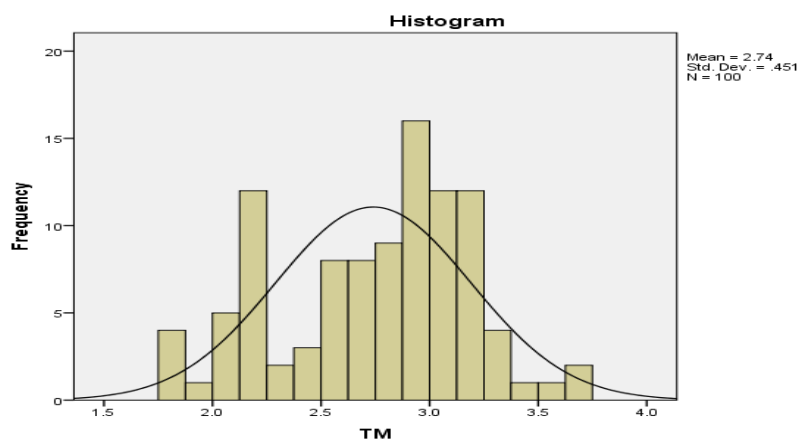
Analysis of simple liner regression

Checking assumptions are essential and it help to draw conclusion about the population under study (Field, 2009). Here presented the normality of all variables and linear relationship between the independent and dependent variables.

Normality of Variables

Presented the histogram TM practice and P-P plot of TotalEnergies Marketing Ethiopia S.C

Figure 2 : Histogram of TM practice

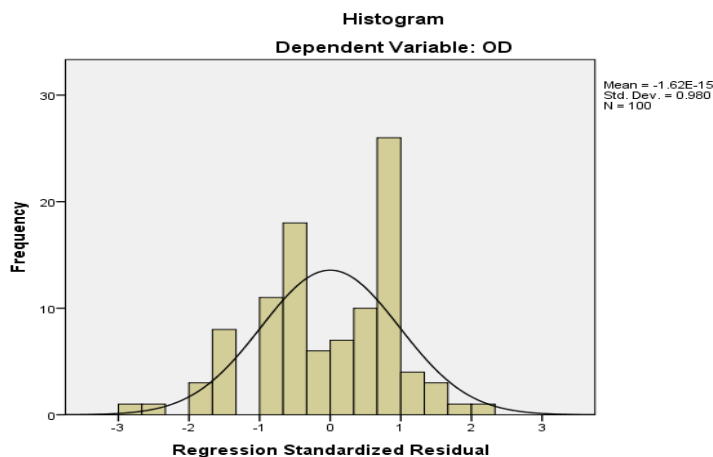


Source : Data collected ,2022

Normality of variables for simple linear regression analysis a distribution of normal that was depicted on probability-probability plot (P-P plot) and histogram .(Field,2009) . For normal data distribution curve the

result of TM practice tool at TotalEnergies Marketing Ethiopia S.C the is symmetrical this indicates that our model data is normally distributed which indicates that population at ToatlEnergies Marketing Ethiopia S.C

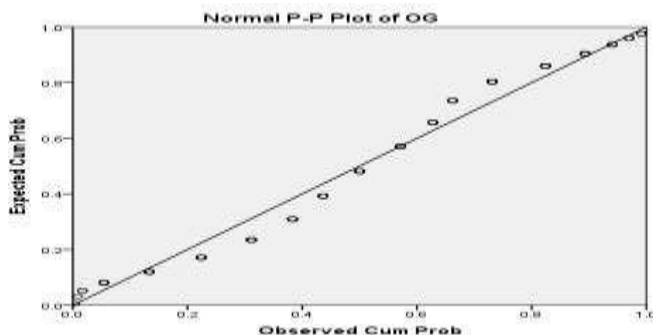
Figure 3 : Histogram of OD practice



Source : Data collected ,2022

For normal data distribution curve, the result of OD tool at TotalEnergies Marketing Ethiopia S.C the is symmetrical this indicates that our model data is normally distributed which indicates that population at ToatlEnergies Marketing Ethiopia S.C .

Figure 4 : Normality distribution for OD



Source : Data collected ,2022

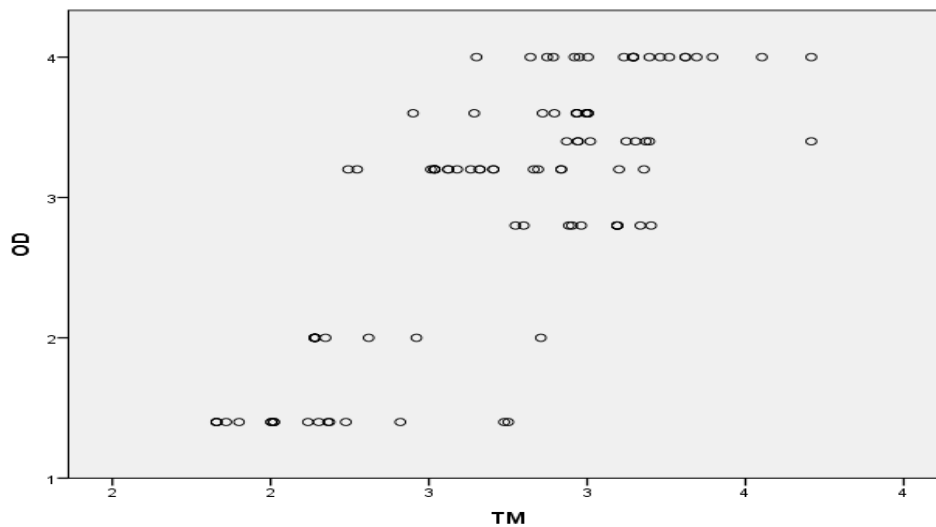
OD normality probability plot shows that small deviation from the straight line and the dots are closely

scattered to the straight line that indicates no extreme cases observed on our population . We have a high probability to generalize based on the research population data gathered .

Linearity of variables

It is mandatory to check the linear relationship of the two dependent and independent variables that exists within the organization , below shown a simple scatterplot to depict the relationship .

Figure 5 : Linearity of TM practice and OD



Source : Data collected ,2022

As it can be seen form the figure that the dots are scattered at the center (neither positive nor negative) showing linear relationship among the two variables . This will provide us generalization in our findings of TotalEnergies Marketing Ehtiopia S.C population .

Analysis of regression for overall TM Practices and OD

Table 11 : Overall TM practice as predictor to OD (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	0.618	0.614	0.562

a. Predictors: (Constant), TM

Source : Data collected ,2022

R is 0.786 and R square is 0.618 . This indicates that 62 % of the variance in OD (dependent variable) account by TM practice of TotalEnergies Marketing Ethiopia S.C.

Table 12 : Overall TM practice as predictor to OD (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.104	1	50.104	159	.000 ^b
	Residual	30.936	98	0.316		
	Total	81.04	99			

a. Dependent Variable: OD

b. Predictors: (Constant), TM

Source : Data collected ,2022

The table depicts that there is significancy is 0.000 that is less than 0.05 . This is an indication of the probability of these results occurring by chance is less than 0.05 . Talent management practice statistically and significantly predict Organizational Development , the overall regression model is significant .

Table 13 : Overall TM practice as predictor to OD (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.366	0.348		-3.925	0
1 TM	1.579	0.125	0.786	12.598	0

a. Dependent Variable: OD

Source : Data collected ,2022

Here , Beta – value of +0.786 that there is a positive relationship between OD and TM practice at TotalEnergies Marketing Ethiopia S.C. Moreover, considering all factors constant at zero, for every one unit increase on talent management practice , we expect B- value of 1.579 unit increase in organizational growth at TotalEnergies Marketing Ethiopia S.C.

$$OD = -1.366 + 1.579TM + 0.562$$

There is an effective talent management practice at TotalEnergies Marketing Ethiopia S.C indicating that organizational growth is highly affected by talent management practice of the organization. TotalEnergies Marketing Ethiopia development is influenced 62% by Talent Management practices following the rest of the variance are other OD factors .

Analysis of Multiple linear regression

Organizational Development and Talent Management practice at TotalEnergies Marketing Ethiopia S.C. are positively related that dependent variable is strongly influenced by the independent variables . Analysis continues to prove the strong relationship of OD and TM practice at TotalEnergies Marketing Ethiopia S.C.

Assumptions in analysis of multiple linear regression

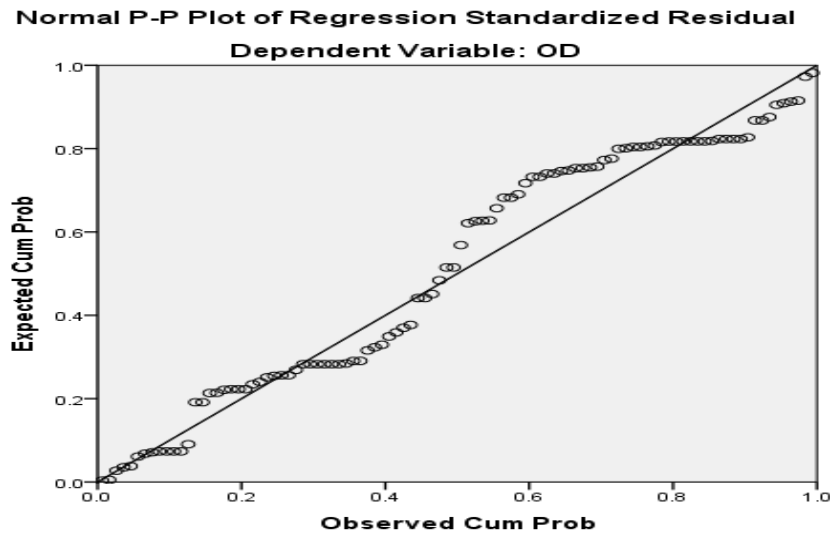
The regression analysis includes multiple independent variables, the researcher must check for the variables with linear relationship, homogeneity of variances, the data were normally distributed, and there is no collinearity between independent variables. In conducting overall multiple regression analysis using regression equation key assumptions should be met (Saunders, et al., 2009).

The assumption of multicollinearity and homogeneity of variances were presented as follows.

Multicollinearity

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

Figure 6 : TM and OD normality distribution errors



Source : Data collected ,2022

Figure shows that there is a small deviation from normality at TotalEnergies Marketing Ethiopia S.C .of in the dependent variable (organizational development). The dots are closely plotted somehow to the straight line, which indicate a small deviation from normality and there are no extreme cases

observed. Then, the assumption of multiple linear regression has been met and we can probably generalize to the population in TotalEnergies Marketing Ethiopia S.C.

Homoscedasticity

Homoscedasticity is a way to check for the entire range of the dependent variables and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatterplot (Garson, 2012). The extent to which the data values for the dependent and independent variables have equal variances is called homoscedasticity (Saunders, et al., 2009). This means that the residuals at each level of the predictors should have the same variance, and therefore checking for this assumption is helpful for the goodness of the regression model (Field, 2009). To see the homoscedasticity analysis, the researcher plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented as follows.

Figure 7 : OD and TM practice homoscedasticity



Source : Data collected ,2022

By computing the *ZRESID and *ZPRED must look like random array of dots evenly dispersed around zero, evenly dispersed around zero is shown on the figure as well the actual case for TotalEnergies Marketing Ethiopia S.C. Our regression model is good by checking our variable homoscedasticity for our entire range of data gathered form TotalEnergies Marketing Ethiopia S.C.

Chapter Five

Summary ,Conclusion and Recommendations

5.1 Introduction

This chapter presents summary ,conclusion and recommendations for future studies .The summary is based on the research objective , literature review and gathered data are the source for drawn conclusion . In addition , suggestions are also included with in this chapter .

5.2 Summary

This research was conducted to obtain the effect of Talent Management practice over Organizational Development .To achieve the research objectives , pilot test conducted , reliability ,validity test conducted, and complete data collected to conduct further infernal and descriptive analysis to the total population of Totalenergies Marketing Ethiopia S.C.

The demographic information indicates that, majority of the population was Non-managers (44%) with large number of male (80%) highest work experience of form 6 to 10 years and target population had first degree (90 %) at TotalEnergies Marketing Ethiopia S.C. All employees of the organization were under this study to deeply analyze the effect of Talent management practices with in organizational Development .

From the descriptive statistics, overall mean score for components of talent management practices was $M = 2.74$ with $SD = 1.803$, indicating average level of practice exists within the organization on the current status . Overall mean score for components of organizational development was $M = 2.96$ with $SD = 0.905$, this indicates that average level of effect of talent management practice on the development of the organization .

From the inferential statistics , relationship between overall talent management practices and organizational development based on correlation result showed that both are strongly related with score of ($r = 0.786$, $p = 0$).Also , Normality of variables indicate normal distribution of data for both organizational development and talent management practices .Based on the research regression analysis 62 % of variance in OD(dependent variable) is accountable by TM practices (independent variable) in the case of TotalEnergies Marketing Ethiopia S.C.

All the multiple linear regression analysis shows overall data that talent management practice positively effect on organizational development . To avoid high level of correlation between independent variables multicollinearity and homoscedasticity analysis conducted providing good results of the variables .

5.3 Conclusion

This research paper was based up on the research question ; “How does talent management practices play major role in organization development ?” and “What are the talent management practices being considered in organization for development ” form here the below conclusion was drawn .

There are many talents management practices that are influential to the development of an organization .However , here for this research only Four were selected with different level of practicality at TotalEnergies Marketing Ethiopia S.C . Talent Acquisition has the highest score and lowest score of practicality was Talent Retention with an average value of Talent Engagement and Talent development . The organization has a high chance of attracting employees that enables it to obtain talented employees yet training plans and creation of conducive environment are in place to enhance employee engagement within the organization .Talent developer is in place to increase pool of talent within the organization and retain high performing and talented employees for the

development of the organization .

Talent Management practices in TotalEnergies Marketing Ethiopia is improving form year to year as the general objective of the organization is employee development for organizational development . The organization should focus on talent engagement practices as employee engagement is best opportunity to create positive culture within an organization that is striving for sdevelopment in this competitive market .

This study also evidenced through correlation analysis that, TotalEnergies Marketing Ethiopia has a strong focus on the development in relation to talent management practices as the result shows positive significancy . Moreover , overall development of the organization is based on the talent management practices that enables the organization to move faster acknowledging gaps and strength of current practice of talent management practices .

The study concluded that organizational development is positively influenced by talent management practices . The focus of the organization is on the right direction as enabling employee is creating reliable environment for development .

5.4 Recommendation

Following the result of the research and conclusion the below recommendations were provide.

- ✓ The organization is recommended to proceed making talent management as major tool for development .
- ✓ Employee engagement could be taken into consideration by the managements of the organization to enhance committed employees and belongingness culture .
- ✓ Talent development of employees recommended to be supported with higher education and outside exposure to increase working environment new perspectives.

- ✓ Talent acquisition is recommended to be supported as it is the one way to attract talented employees that much organization culture and values . As an international organization attracting top talent can be a priority for efficient ,effective and successful hiring result
- ✓ Top level manager is advised to focus on tracking employee’s engagement level at different talent levels, jobs departments and location . This way the organization could analyze the gaps of the lack of engagement, or the source of engagement could be identified to improve employee engagement within the organization .
- ✓ The management of the organization could make effort on managing talented employees to relate it with the development of the organization.
- ✓ The organization is recommended to focus on investing for the development of the organization on talent management practices as the development of the organization is highly depends on the factors of talent .

5.6 Suggestions for further study

The research had addressed reach objectives , draw conclusion that could be utilized for current practice of the organization .

The research had limited scope that requires further study to be conducted so as the below suggestions are being provided for use ;

- ✓ Consider other talent management practices that could enhance the development of an organization as here only four were under study .
- ✓ This study only considered one international organization that is located and operating in Ethiopia . However, all the producers , rules and regulations are constructed according to foreign country not practicable for Ethiopia . Future studies would obtain practical result for Ethiopian organizations ,if local organizations are under study .

- ✓ Finally, Talent management practices are the future of organizational development as other future studies should analyze additional components of the practice to see secret of successful local organizations to foresee the practicality of the practice for development .

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Questionnaire for effect of talent management practice in the development of an organization .

Questionnaire

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE EXTENTION PROGRAM

Department of Human Resource Management (HRM)

Survey Questionnaire for a Master's Thesis conducted on the effect of Talent Management Practices of an organizational development .

Dear respondents,

My name is Tewedage Taddese and I am a student of Addis Ababa University College of Business and Economics school of commerce . This research is part of my study and conducted for purely academic purpose. All the information collected through the questionnaire will be used only for contribution to knowledge and will be kept confidential.

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

General Instruction

- Please do not write your name.
- Please put the mark (√) in the appropriate box; that indicate your response to the question.

In case of any inquiry about this questionnaire, you can contact me via

E-mail : - Tewedagetaddese@gmail.com

Phone : - +251 911 48 49 34

Thank you.

Part One

General Information

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

- 1) **Sex** Male Female
- 2) **Age** 25 and Below From 26 to 35 years
 From 36 to 45 years Above 46 years
- 3) **Educational Qualification** Below Diploma Diploma
 First Degree Second Degree and above
- 4) **Work Experience** From 1 to 5 years From 6 to 10 years
 From 11 to 15 years Above 15 years
- 5) **Job Levels** Chief Officer Director Middle Level Manager

Part Two

Assessment of Talent Management Practices

Please indicate the extent to which you agree or disagree with each statement by putting (✓) to the correspondent number. Higher number indicates higher level of agreement.

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

No.	Item					
		SD	D	N	A	SA
		(1)	(2)	(3)	(4)	(5)
1	Talent Acquisition					

1.1	The employment brand of my organization is strong and compelling among prospective employees					
1.2	My organization can attract top talent					
1.3	In my organization newly hired employees get off to a fast and productive start					
1.4	In my organization internal employee referral programs are widely used to bring in new employees					
1.5	The hiring process in my organization is efficient, effective and focusses on 'Quality of hire'					
1.6	My organization consider the reference check as an integral part of recruitment					
1.7	My organization possess a good overall knowledge of HR recruitment process and policies					
1.8	My organization believe that transfer, demotion, suspension, and dismissal are based on performance appraisals					
2	Talent Engagement					
2.1	At my work, I feel bursting with energy					
2.2	At my job, I feel strong and vigorous					
2.3	When I get up in the morning, I feel like going to work					
2.4	I can continue working for very long periods at a time					
2.5	At my job, I am very resilient, mentally					
2.6	At my work I always persevere, even when things do not go well					
2.7	I find the work that I do full of meaning and purpose					
2.8	I am enthusiastic about my job					

2.9	My job inspires me						
2.10	I am proud on the work that I do						
2.12	To me, my job is challenging						
2.13	Time flies when I'm working						
2.14	When I am working, I forget everything else around me						
2.15	I feel happy when I am working intensely						
2.16	I am immersed in my work						
2.17	I get carried away when I'm working						
2.18	It is difficult to detach myself from my job						
2.19	In my organization most employees are fully engaged and committed to the organization						
2.20	In my organization engagement levels are tracked across different talent levels, jobs, departments, and locations						
2.21	My organization is featured on 'Best Places to Work' lists that are highly respected						
2.22	In my organization innovative products and services are being developed						
2.23	My organization participates in activities that are vital to the community and the well-being of others						
3	Talent Development						
3.1	In my organization, top performers are challenged to improve their skills and take the next steps in their careers						

3.2	In my organization, coaching, mentoring, and challenging assignments are given primary development approaches					
3.3	Communication to employees in my organization is frequent, meaningful and two ways					
3.4	In my organization, individual development plans are in place for all employees					
3.5	My organization managers are accountable for the development of their employees					
4	Talent Retention					
4.1	My organization can retain its best performers					
4.2	Turnover in my organization is tracked across divisions, locations, talent levels and managers					
4.3	In my organization, the reasons people leave, especially top performers, are recorded and addressed					
4.4	My organization managers hold retention conversations with employees frequently					
4.5	My organization managers are held accountable for losing top performers					
4.6	Is your company lacking ,fairness in supervision and inconsistency in employment opportunities ,having an impact on employee retention?					
4.7	My organization believe that cash incentives have more of the contribution in employee retention activity?					
5	Organizational Growth					
5.1	My organization can retain its best performers					

5.2	Turnover in my organization is tracked across divisions, locations, talent levels and managers					
5.3	In my organization, the reasons people leave, especially top performers, are recorded and addressed					
5.4	My organization managers hold retention conversations with employees frequently					
5.5	My organization managers are held accountable for losing top performers					

Thank you for your time !!!

