



School of Commerce

**Effect of Talent Management Practices on Employee Performance
In Case Of Commercial Bank of Ethiopia**

**A Thesis submitted to Addis Ababa University, School of Commerce in Partial Fulfillment
of the Requirements for the Award of Masters of Arts Degree in Human Resource
Management**

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Student's Declaration

I, Hailu Mengistu Dagne, hereby declare that the thesis entitled “*effect of talent management practices on employee performance in case commercial bank of Ethiopia*” is submitted to department of business administration and information systems at Addis Ababa university school of commerce; for partial fulfillment of the degree of master of arts in human resources management is my original work and all the materials I used in this study have been duly acknowledged.

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Signature


Date

Letter of Certification

This is to certify the thesis entitled “*effect of talent management practices on employee performance in commercial bank of Ethiopia*” is bona fide thesis work has carried out by Hailu Mengistu, student of Master of Arts Degree in Human Resource Management under my guidance and supervision. Finally this research paper has been presented for examination with my approval as university appointed me as advice and supervision.

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We, the undersigned, members of the Advisor and Examiners of the final defense by Hailu Mengistu Dagne, entitled “*effect of talent management practice on employee performance in case commercial bank of Ethiopia*” have read and evaluated, his thesis is the bona fide research work and the thesis has not formed the basis for the award previously of any diploma, degree, master, associate ship, fellowship or any other similar title. This is therefore to certify that the thesis has been accepted in partial fulfillment for the award of the degree of Master of Art in Human Resource Management.

Approved by Board of Examiners

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ACRONYMS

CBE	- Commercial Bank of Ethiopia
CIPD	- Chartered Institute of Personnel and Development
GTM	- Global Talent Management
HR	- Human Resource
HRD	- Human Resource Development
HRM	- Human Resource Management
ICT	- Information Communication Technology
SPSS	- Statistical Package for Social Sciences
TA	- Talent Attraction
TD	- Talent Development
TDP	- Talent Deployment
TM	- Talent Management
TR	- Talent Retention
EP	- Employee performance
USOPM	-United States Office of Personnel Management

Abstract

Today the concept of talent management has attracted most business companies around the world; because human capital is critical element of competitive advantage. Talent management is a science uses to improve business value, employee performance, attract, retain, deploy, develop talent and help organizations to achieve their purposes. The purpose of this study was to examine effect of talent management practices on employee performance in commercial bank of Ethiopia. In this study an explanatory research design and quantitative research method were used to meet specific objective of study and to answer research questions. The target populations of this study were employees of commercial bank of Ethiopia, Addis Ababa area, specifically whose work in ICT center; to meet the objective of study, based on census method, 88 respondents were employed for this study. However after data were collected, through questionnaire, out of 88 respondents workable data were obtained from 80 respondents. Accordingly, those 80 valid responses obtained from respondents were used for data analysis with Statistical Package for Social Science (SPSS) Version 20.0 for both descriptive and inferential analysis. The finding of descriptive analysis portray that, the mean score for overall talent management practice is slightly below the average. From the four components of talent management practices, talent attraction and talent retention are the only items that fall slightly above the averages, whereas, the remaining facets fall slightly below the average. Talent deployment is the least rated component of talent management, which is followed by talent development. The correlation analysis result showed that there is a significant positive strong relationship exists between talent management practices and employee performance. Further, the regression analysis evidenced that talent management practice is predictor of employee performance. The study suggested that an emphasis should be given by institute on all components talent management practices (talent attraction, talent deployment, talent development and talent retention) to enhance employee performance. Finally, based on the research findings, conclusion, appropriate recommendations, limitations, and suggestion for future research directions were presents in the study.

Key Words: *Talent, Talent Management, Talent Attraction, Talent deployment, Talent development, Talent retention, Performance and Employee performance*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Talent management is a hot topic that has just attracted everyone's attention; on the other hand, the universities outflow fails to fulfill talent demand worldwide (Pruis, 2011). Talent management has been a major part amongst most debates and arguments in human resource management (Thunnisen, Boselie and Fruytier, 2013). Talent management is premised on the fact that employees are now every organization's most expensive and valuable assets, given that contemporary organizations are expected to do more with less resource. Talent management is a systematic process and an organization's commitment to attract, engage, develop, and retain top performers in an organization. It comprises all of the work processes, activities, strategies, practices and systems that are geared toward developing and retaining a superior workforce. Talent management is about having the right people matched to the right jobs at the right time, and doing the right things and in the right place (Devine & Powell, 2008).

The competitiveness can only be derived from positive and growth oriented employee performance. Performance is associated with quantity of output, quality of output, timeliness of output presence/ attendance on the job, efficiency of the work completed and effectiveness of work completed" (Mathis & Jackson 2009). Talent management that gives competitive employee outcomes is the process of building effective relationships with people in their roles, creating a great place to work and treating individual employees fairly, recognizing their value, giving them a voice and opportunities for growth (Thompson, 2005).

Aguinis (2009) described that "the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work". Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as "declarative knowledge", "procedural knowledge" and

“motivation” (McCloy et al., 1994). HR practices have positive impact on performance of individuals. One of these realities is the relevance of talent management in an organization. David Watkin, (1998) coined the term talent management and continues to be adopted; as more organizations have realized that their employees' talents and skills drive employee outcomes leading to success or failure of an organization. To be successful an organization needs to align talent management strategies with the organizations strategy. According to Gardener, (2002), this is usually an unmet need in many organizations leading to negative employee performance.

When these talents are brought into the organization, they are deployed and positioned on the right jobs which increase productivity. For developing countries like Ethiopia, the talent gap is driven generally by the development of organizations and the expanding needs of these organizations for skilled employees (Appel, 2007). Inefficiency in recruitment and retention of qualified workers can prompt major operational issues for firms including risks to the success and development of the firm, higher turnover rates, and increased cost of training according to Cole and McCullough (2012). In Ethiopia even if they increase cost of training to get qualified workers; but most of company ineffective by talent management practice like talent retention, attraction, development and talent deployment Ijigu (2015).

The formal educational system does not adequately teach specific job skills for a position in a particular organization; by this reason CBE has training center in different places that's support employees to get require skills, knowledge, abilities and competencies needed to work effectively. However, concern to the challenges stemming from the global, commercial bank of Ethiopia has been criticized various performance gaps that could be resulting from challenges related to implementation of talent management practice such as talent retention, attraction, development and talent deployment. Based on data evidenced from CBE, HR policy (Feb, 04, 2017), while the institute introduce major component of HRM, the researcher facet that, the organization does not has ground strategy how to practice talent management. Moreover, there are very few empirical studies or no studies that actually examined effect of talent management practice on employee performance in CBE, for this reason study examined, based on empirical research, the link between talent management practice and employee performance specifically in Commercial bank of Ethiopia.

1.2 Statement of the Problem

Today the environment for most organizations is global, complex, dynamic, highly competitive, and extremely volatile, and is likely to remain so for years to come (Tarique & Schuler 2010). Global Talent Management (GTM) is really about attracting, developing and retaining an elite group of people that have the capacity to disproportionately impact the bottom line of global business (Tarique & Schuler, 2010). Some authors has found that talented employees add significantly more revenue growth than the industry average by employing who they deem to be talented individuals. There is a need for a globally mobile workforce to perform boundary-spanning roles that comes in the form of social network building and facilitation of old and newly generated knowledge necessary to support global organizations (Farndale et al., 2010; Stahl et al., 2012). Human resource departments play a critical role in building social capital beyond organizational boundaries (Lengnick-Hall & Lengnick-Hall, 2006). However, managing talent in a global organization is more complex and demanding than it is in a national business and few major worldwide corporations have risen to the challenge and vital gap yet to be explored. As noted by McDonnell et al. (2010) talent management is arguably of greater significance among multinational enterprises. Therefore, talent management presents a means of developing and engaging talented employees (Scullion and Collings, 2006) who are capable of making a considerable difference within organizations, both domestically and internationally. In the recent times, Del Monte has been losing some of its employees to other organizations. This is despite the organization's effort to make the work environment conducive through proper governance structures, leadership and management. The employees have continued to leave despite the Human Resource Department having employed best strategies in talent management, thereby raising the question as to whether the strategies adopted achieve the best results in retaining the staff. There is therefore need to investigate the extent to which the talent management has enhanced employee performance.

IN Africa talent shortage is being experienced and this has impact in every organization and that this comes from the fact that the skills set possessed by available workers may not match with the advanced. Also Talent Management in African context whether building organizations, communities or nations, having the right people with the right skills in the right place at the right time and doing the right things has always been an enduring challenge. A variety of management

systems have been developed to address this challenge. Accordance of various studies were exploration in Africa they are poor understood for talent management practice especial how can companies recruit, manage, develop, deploy, attract and retain talent employees (Ghebregiorgis and Karsten, 2006 (Eritrea); Onyema, 2014; Ihionkhan and Aigbomian, 2014 (Nigeria); Ijigu, 2015 (Ethiopia); Singh, 2014 (South Africa) and Jain (Botswana).

Also in our country Ethiopia we are experienced within talent management practice problems; at these times many organization fail to engage in the activities that enhance their talent pipelines, equip individuals with critical knowledge and skills, and deny employee an opportunity to enhance teamwork or be engaged to their jobs. The logic behind of talent management practice involves recruit, manage, develop, deploy, attract and retain and positioning the right people in the right jobs for achieve organization goals and objective through high employee performance. However in Ethiopia this idea not implemented very well in most of company; for instance according ENN news reports at May 20/2017 in Ahmara region 5000 individuals working in different government institutions by forged education documents and at the same time in Oromia region also according to FBC news report around 6447 employees working at different government institution by forged education documents. Prior researches, in Ethiopian context may only Andualem Kidanie (2017); examine impact of talent management practices on employees' turnover intention in Ethiopian management institute. Even though this researcher's, conducted earlier on talent management practice surely able to portrait the factors of employees' turnover intention in Ethiopia, as per the researcher's knowledge. However, there was no study (ample study) which examines effect of talent management practice on employee performance in Ethiopia context and in commercial bank of Ethiopia.

Commercial bank of Ethiopia is large financial institutions in a country also has long history in the country since CBE was legally established as a share company in 1963. However; when we compare the age of this large company and on what level existing today is not comparable. CBE is give training for employees at various training centers, however this training not helps to employees to retain, attract and deploy in CBE rather than its increase cost of training and open opportunity to mobile from CBE to private banks and others companies. Commercial bank of Ethiopia is knowledge based organization since it has vision to become a World-class Commercial Bank by the year 2025. In addition to these, the talent management practice and its

outcome were not examined in commercial bank of Ethiopia. The gap stated above provided the main motivation for this study. The main focus was how to fill the gaps observed more closely within talent deployment, talent development, talent attraction and talent retention in order to enhance over all of employee performance. Finally the researcher suggests what the organization should ensure that they are better positioned to meet the problems of talent shortage in the company.

1.3 Research Questions

This study tries to seek answers for the following research questions:

- ◆ How is talent management practiced at CBE?
- ◆ Is there relationship between talent management practice and employee performance?
- ◆ To what extent talent management practice affect employee performance?
- ◆ What are the challenges associated with talent management practice?

1.4. Objectives of the study

The general objective of this study is to examine the practice of talent management and its effect on employee performance.

1.4.1. The Specific Objectives

- ◆ To assess the talent management practice of commercial bank of Ethiopia.
- ◆ To determine the relationship between talent management practice and employee performance in CBE.
- ◆ To examine the effect of talent management practice on employee performance in CBE.
- ◆ To investigate the main challenges of talent management practice those discourage employee performance in CBE.

1.5 Significance of the Study

The concept of talent management practice and its effect was not yet researched in the country context therefore this research will be the great benefit to academicians and help the researchers as reference/ like to pursue the subject further given the exceptional dearth of local data for who

seek to examine relationship between talent managements and employee performance. The result of this study will encourage organizations to invest in human resource talent management practices thus increasing their performance and consequently their revenues. In addition to business service institutions; the public sector will also benefit by understanding how they can as well manage their workforce better and increase their performance and commitment by adopting these talent management practices.

Furthermore, the study would be contributing clear understanding for the researcher in terms general body of knowledge in the broad area of talent management practice and employee performance. The findings of this research would help commercial bank of Ethiopia and other financial service providers to understand what the talent management is and how achieve high employee performance in their organization. Finally; this study would add knowledge on the importance of using talent management practices such as talent development and performance management to attract, develop and retain the best human resource potential will enable the organizations understand how they can more effectively achieve long-term competitive advantage.

1.6 Scope of the Study

To make the study manageable, this research only focus the commercial bank of Ethiopia's talent management practice (independent variable) and its effect on employee performance (dependent variables); from the component of talent management practice, the variables like talent attraction, talent deployment, talent development and talent retention practice, were employed for this study. The reason why the researcher's limited to the four above talent management practice components; directly or indirectly those variables composed of others. Based on census method, the study targeted to 88 employees of commercial bank of Ethiopia who works at ICT centers in Addis Ababa at Debrewerk Tower. The reason why the researcher, employed to ICT professionals; because ICT require talent employees, when we are comparing within another operations and ICT has brought dramatic changes and basic for transformation to next level for the organization. Also may they fair from biased to response the reality practice TM in the bank since IT has own departments in organization and professional also have different background of education and foreign employees ICT also found in the department. The target population of the study includes the director of application and infrastructure support, manager of infrastructure

and employees, manager of application and employees, customization and support employees, interface employees, and change management employees.

1.7 Definitions of Terms

⇔ Talent

Talent is sum of a person's abilities his or hers intrinsic gifts, skills, knowledge, experience, intelligence, judgments, attitude, character, and drive. It also includes his or her ability to learn and grow” (Michaels, Handfield-Jones & Axelrod 2001).

⇔ Talent Management (TM)

Talent management refers to the process of developing and integrating new workers, developing and retaining current workers, and attracting highly skilled workers to work for your company. Talent management is the processes of ensuring that talented people are attracted, retained, motivated and developed in line with the needs of the organization” (Armstrong,2007), p.354).

⇔ Talent Attraction (TA)

Attraction is the ability of something being desirable. Attracting includes policies and practices that recruit and select talented individuals. The talent pools are a group of employees with special traits and are source of future senior executives (Ballesteros et al, 2010).

⇔ Talent Retention (TR)

Retention is an effort by an organization to maintain a working environment which supports current staff in remaining with the company. According to Desai (2016), retention of employees who are strong performers, have high potential or are in critical jobs is even more important during economic recoveries when organizations compete aggressively for market share and talent.

⇔ Performance

It is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the job, efficiency of the work completed and effectiveness of work completed” (Mathis & Jackson 2009).

⇔ **Employee Performance**

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment Aguinis (2009).

⇔ **Talent deployment (TDP)**

Deploying talent management refers to the decision that is made in the organization regarding hiring, positioning and exiting of talents. Therefore, the decision in these processes is critical and it should be made by a talented manager. Guarino (2007) has initiated a “Quick Screen” approach of talent recruiting that matches between key aspects of position and candidature’s competencies.

⇔ **Talent development (TD)**

Its might be useful for a company, which grows slowly but may be even risky for those with high growth. It is necessary that talent management continuously develops their high performers for potential new positions, recognize their knowledge gaps and implement initiatives to boost their competencies and certify their retention (Carins, 2009).

1.8. Organization of Study

This study has five chapters; the first chapter deals the introduction part of background of the study, statement of problem, basic research questions, objective of study, justification of study, significance of study, scope of study, limitation of study, definition of key terms and organization study. Chapter two reviews existing literature on talent management, thus, the practice, methods importance and how it improves employee performance. Chapter three discusses the methodology used to accomplish the study. Chapter four describe and discussed research findings and analysis of data that were collects. Finally chapter five looks at the summary of findings, recommendations and conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Definition of Talent

Many researchers have provided various definition of the term talent from different perspectives. Definition adopted depends on the strategy that is used by the firm, the nature of the organization, the environment that the firm competes in and other elements (CIPD, 2007). Ready and Conger (2007) defined talent as a group of employees who have above average knowledge and skill, and are ready to be promoted to executive positions and thus are the best people in an organization. CIPD has provided a useful definition of talented individuals: Talented people are those who are capable of making the greatest difference in the firm, by representing their innate potential in the current and future performance of the organization (CIPD, 2007). From these definitions of talents it can be concluded that talent represent the best people for the job in an organization and who would contribute to most to the achievement of its strategic goals.

As Tansely (2011) wrote in his article, there is not a universal definition of “talent” in all the languages. Meaning of talent depends on the language that is shared in the organization. Many corporations do not even know what talent means, let alone manage it (The Economist, 2006). For example, Morton (2004) believed that talents are those individuals who are capable of making a major transformation to the function of a company. Goffee and Jones (2007) supported Morton’s definition that talent is a handful of employees’ knowledge, skills and philosophies, which have the capability to create unusual values for the organization from the existing resources. Pruis (2011) described talent as something intrinsic, something that bolsters itself and does not require appreciation from others. Talent is unique to an organization and is extremely influenced by factors like industry, its nature, individuals, and implication at group level and so is likely to change over time (Chartered Institute of Personnel and Development (CIPD), 2007).

2.1.2 Definition of Talent Management

The concept of “Talent Management” became popular a few years ago and since then organizations have used this phrase to describe an integrated approach to recruiting, development, performance management, compensation, development planning and learning. The goal here is not only to make the Human Resources function, operate more efficiently, but more importantly to create an ‘integrated system” for managing people which lets the organization grow rapidly and to effectively respond to business needs. Talent management originated during World War II (Cappelli, 2008). In the current century it is becoming a fast growing strategy which is implemented in almost all organizations throughout the world (Bhatnagar, 2007).

Talent management theory is clearly in the early developmental stages, despite massive popularity among both the practitioner and academic literatures. Lewis and Heckman (2006) concluded that the development of a well- supported theory suffers from talent management definitions that span processes, outcomes, mindsets, and/or specific decisions. Talent management is associated with a set of typical HRM/HRD practices or functions, such as recruitment, training, and development (Heinen and O’Neill, 2004).

According to Iles et al. (2010) and Capelli (2008), talent management and HRM present a correlated theoretical base with dissimilar analysis. They presented three points of view regarding definition of talent management as follows: (1) Talent management is not fundamentally different from HRM: It includes all the HRM activities and therefore it can be said that talent management is a rebranding term of HRM, which has changed from the traditional term to a new concept. This new label of HRM has focused on how to manage talents strategically. (2) Talent management includes human resource management with a specific emphasis: talent management uses the same instruments as human resource management and organizational development, but talent management emphasizes on talented people, accordingly, the focal point is “talent pool”, both internal and external of the organization. (3) Talent management concentrates on proficiency development through managing the progression of talents within the corporation.

According to Lewis and Heckman (2006), there are key streams of thought around the concept of talent management. For the first key streams, they explained that those who merely substitute the

label talent management for human resource management. They focus to particular human resource practices such as recruitment, leadership development, succession planning and the like. A second strand of literature emphasizes the development of talent pools focusing on projecting employee or staffing needs and managing the progression of employees through positions. According to their studies managers should develop the strategy for talent Engagement, motivation, and retention according to talent's external/internal factors. In relation to the workplace, talent is described as the personal qualities "of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer term by demonstrating the highest levels of potential" (CIPD, 2012).

The basic purpose behind talent management development is to improve the process of recruitment, selection, retention, and employee development in order to meet current challenges faced by organization and improve organizational performance by fulfilling organizational needs (Bhatnagar, 2007). Talent management simply refers to an organized process of attracting, selecting, hiring, engaging, training and developing, retaining and utilizing top talents to an organization's best advantage. It aims at ensuring the right job placements at the right time, in the right position for the right candidates to deliver their best and remain committed to the organization. Though, talent management is organization-specific, but the focus is on developing and optimizing high potentials or talents of individuals within the organization more quickly than ever to enhance competitiveness.

TM is the additional management processes and opportunities that are made available to people in the organization who are considered to be 'talent (Blass, 2008). TM is the implementation of integrated strategies or systems designed to increase workplace performance by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs (Mudoli, 2008). Talent management considered to be closely related to concepts that include human resource planning, strategic human resource management, and employability (Brown and Hesketh, 2004; Collings and Mellahi, 2009; Lewis and Heckman, 2006).

2.1.3 Need of Talent Management

As the economy begins to show signs of improvement, many businesses are worried about losing their most talented employees. While an employer's impulse might be to demand higher productivity as the economic environment improves, they should be considering how training and incentives can keep some of their best performing team members happy. Rewarding employees for sticking through the bad times, and giving them time to gain momentum is the best way of ensuring their loyalty. Talent management is about more than finding and keeping the right people. It's also about making smart decisions that benefit both your workforce and your organization (Vlad Vaiman, Hugh Scullion, David Collings, (2012).

The organization benefits from: Increased productivity and capability; a better linkage between individuals' efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people's jobs and skills. Employees benefit from: Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction. So, how does an organization effectively manage talent?

- ❖ **Recognize Talent:** - Notice what do employees do in their free time and find out their interests. Try to discover their strengths and interests. Also, encourage them to discover their own latent talents. For instance, if an employee in the operations department convincingly explains why he thinks he's right even when he's wrong, consider moving him to sales.
- ❖ **Attracting Talent:**- Good companies create a strong brand identity with their customers and then deliver on that promise. Great employment brands do the same, with quantifiable and qualitative results. As a result, the right people choose to join the organization.
- ❖ **Selecting Talent:** - Management should implement proven talent selection systems and tools to create profiles of the right people based on the competencies of high performers. It's not simply a matter of finding the "best and the brightest," it's about creating the right fit - both for today and tomorrow.
- ❖ **Retaining Talent:** - In the current climate of change, it's critical to hold onto the key people. These are the people who will lead the organization to future success, and you can't afford to lose them. The cost of replacing a valued employee is enormous.

Organizations need to promote diversity and design strategies to retain people, reward high performance and provide opportunities for development.

- ❖ **Managing Succession:** - Effective organizations anticipate the leadership and talent requirement to succeed in the future. Leaders understand that it's critical to strengthen their talent pool through succession planning, professional development, job rotation and workforce planning (William J. Rothwell 2012, H.C. Kazanas, 2003)

2.1.4 Use of Talent Management

Talent management is on the anticipation of future organizational employee or staffing needs, career advancement, and internal workforce matters (Schweyer, 2004). Talent is associated with general and contextually relevant competence as a foundation for successful employee performance and organizational competitiveness (Brown and Tannock, 2009). Talent essentially includes the competence that is central to individual employability. The specific strategic focus of talent management systems leads to higher scores in measures of financial outcomes such as company profit, talent productivity and market value, increases nonfinancial outcomes at the company level such as company attractiveness, time for replacement, achieving business goals, operational excellence and customer satisfaction, non-financial outcomes on talent level such as job satisfaction, performance motivation, commitment, work quality, qualification are improved (Venkateswaran, 2012). Companies with automated talent systems are better at developing leaders, developing employees, planning future talent needs, building a pipeline of ready successors. Companies using manual processes are just as good at hiring the best people, having right people in right jobs, creating high engagement, improving employee productivity, retaining top performers, building career paths, promoting employees, overall retention revenue-per-employee (Leonard, 2010).

The primary reason for the importance of talent management is that successful talent management certifies the organization to attract and retain essential talents. Second reason is employees' engagement as stated by Morton (2005) who believed that talent management is fundamental to engaging employees in the organization. Therefore, the combination of these issues has become a primary determinant of success and a vital concern for organizations (Hughes & Rog, 2008). After the 2008 global financial crisis, organizations decided to reduce their costs and focus on competencies in order to become leaner. Many companies began to

invest on long-term strategies to hire and also develop management skills, in addition to implementing integrated talent management development strategies. Most of the competitive advantages are tacit in nature (McDonnell et al., 2007), it is latent in people's action and experience which is not easy to imitate or even formalize and spread in the organizations Lawler, E. E. (2008). Therefore, it is high time for those entrusted with talent management to recruit these people with tacit knowledge and experience and retain them in the organization or greatly invest in their training and development. Thus, employees' knowledge, skills and capabilities need to be boosted and recognized as a vital source of competitive advantage (Colling & Mellahi, 2009).

2.1.5 Talent Management Practice

The most effective talent management practices should be organization specific and be responsive to the organization's unique business and its human capital context. Once employees are hired, talent management will emphasize their training and development. In some organizations, training and development initiatives might solely focus on particular employees. An organization that mainly depends on the performance of its technical experts, for example, can choose to extensively train all employees holding a degree in engineering, while providing only a standard package of trainings to other employees. In other organizations like commercial bank of Ethiopia (CBE), training is offered to all employees. The rationale for such an inclusive talent management system is that every member of an organization's workforce can potentially become a highly performing, highly valuable employee if the right kind of experiences or the right kinds of learning opportunities are offered. Furthermore, advocates of inclusive talent management approaches argue that it should be the declared task of talent management to bring out the best in all employees (Edward E. Lawler (2017). Talent management can be a planning tool for human resource management, as a planning tool talent management looks very similar to workforce planning, but where HR will experience a real opportunity for contribution to the organization is in the quality of implementation supporting the plan. TM is the systematic attraction, identification, development, engagement/ retention and deployment of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles. (McCartney, 2006; Cappell, 2008)

2.1.6 Talent Attraction

Maslow (1908-1970) need hierarchy theory would used to the theory of talent attraction and is based on the assumption that, human needs can be classified into five categories as follows; at the bottom is the physiological needs which are fundamental and must be satisfied before all other needs. Saleemi, (2006) noted that an organization can help individuals satisfy their needs by providing good pay, proper working conditions and other benefits. For this study, the researcher argued that Maslow's theory could be used in commercial bank of Ethiopia to attract employees through favorable working conditions that organizations could provide basic needs through fair wages and safe working conditions. Once the physiological needs are satisfied, safety needs become significant. This need consists of physical safety or protection against fire, accident and economic securities against employment.

An organization can influence safety needs by providing job security, pension plans, and 24 hrs insurance, safe and healthy working conditions. Social Needs: interested in social interaction, companionship, belongingness, etc. These are socializing and belongingness why individuals prefer to work in groups and especially older people go to work. Esteem Needs: These needs refer to self-esteem and self-respect. They include such needs which indicate self-confidence, achievement, competence, knowledge and independence. The fulfillment of esteem needs leads to self-confidence, strength and capability of being useful in the organization. However, inability to fulfill these needs results in feeling like inferiority, weakness and helplessness. This level represents the culmination of all the lower, intermediate, and higher needs of human beings. In other words, the final step under the need hierarchy model is the need for self-actualization. This refers to coined by Kurt Goldstein and means to become actualized in what one is potentially good at. In effect, self- actualization is the person's motivation to transform perception of self into reality.

On other hand the components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer of choice (Armstrong, 2006). Recruitment and selection requires that organizations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization (Armstrong, 2006). The recruitment of members of talent pool is the first task of talent management strategy. The talent pools are a group of employees with special traits and are source of future senior executives

(Ballesteros et al, 2010). The sources of talented employees can be internal or external .The best way to create a talent pool is the internal sources since the employees have already the knowledge of how business processes work and can be incorporated directly into the new position and the morale of workforce uplifted (David et al 2007). However, if the organizations want to introduce radical changes or to renew the culture, external sources are the best (Ballesteros et al, 2010).

2.1.7 Talent Retention

For this context study Equity theories are used to explain the concept of talent retention and employee performance; at first the equity theory is motivation as advanced by Adams (1965). The theory is related to the potential rewards that are promised to an individual. The major tenet of the theory is balance or equity. For example, an individual motivation level is determined by how he/she perceive equity, fairness and justice practiced by the management (Nzuve, 2007). The implication is that the higher the degree of employees perceiving fairness, the more they are motivated to perform and also their levels of commitment increases and hence they are loyal to the organizations and are likely to remain there for long. This theory is based on the assumptions that individuals are concerned both with their own rewards and also with the reward of others in the same rank, and employees anticipate that an organization will treat them with fairness and equitability in terms of the input they make and the reward they receive (Marshall Gold Smith, Louis Carter,2009).

Talent management programs offer the organization a proven and practical way to significantly improve employee satisfaction and retention in order to reduce turnover and its associated costs. In the organization, high employee turnover can have a direct impact on your bottom line. Not only does it cost your organization in terms of recruitment, on-boarding and training, it impacts your ability to provide consistent, high quality service to your clientele (Zikmund, 2000). Every employee should be assigned individual goals that are directly linked to higher level organizational goals. Often, organizations fail to set goals that connect to the organization's overall goals, or do not set goals at all. Employees who lack clear direction are not able to easily connect with the work they do with the organization's success. Linking employee goals to overall corporate goals helps to set expectations for performance and gives employees an all-

important context for their work. Linking their individual goals to corporate goals helps employees understand how their day-to-day work contributes to the organization's success.

Whenever an organization can retain its employees for long periods of time, the organization benefits as the employees think of the long term goals of the organization that they could achieve as opposed to look for new opportunities out there. The employees are more focused and thus are able to perform better in their roles and the assigned tasks (Hall, 2005). As organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management. Agrela (2008) states the need to focus on the factors that affects employee retention leading to growth and success of organizations as these employees' performance improves due to gaining experience as they have worked for a long time in the organization and they are conversant with the organizational culture and processes

2.1.8 Talent Development

Development is a key factor that enhances good employee retention that in turn improves on overall individual performance due to satisfaction. According to Puvitayaphan (2008), when the organizations pay special attention to the development of the best talent, they not only benefit from improved individual employee performance, but also gain from overall increased firm productivity. The best talent is focused on advancing staff careers. For employees to prosper and grow, they need to be encouraged to reach their full potential. With factors like succession and development, you can increase employee engagement, foster professional growth and development and maximize career opportunities for top talent, making your company the employer of choice (Breaugh & Starke, 2000). A business that provides employee development will be more competitive and productive and will win the loyalty of its workforce (Corrado, Hulten & Sichel, 2009). Cappelli (2008) argues that managers must ensure that staff development provision is aligned with the delivery of excellent learning and teaching provision, working closely with colleagues across the organization to develop, deliver and monitor impact. He posits that the telltale signs of successful talent management are that it is inclusive and that it can address and resolve any incongruity between the supply and demand of talent. Finally, career planning which entails matching highly performing individuals' long term professional goals to the available opportunities at the firm. This in turn is imperative as it enhances the identification

of precise actions needed to develop, retain as well as engage right employees at the firm (Williamson, D., 2011).

2.1.9 Employee Performance

Employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance on the other hand, can be decomposed using employee commitment, meeting deadlines, achievement, quality of output/work, responsibility, operational efficiency and effectiveness, positive attitude to work, excellent customer service delivery, rare cases of absenteeism, job satisfaction, increased productivity, working with less supervision, growth, low turnover of top talents and harmonious work relationships amongst others. According to United States Office of Personnel Management (USOPM 2001) Employees also must know what they need to do to perform their jobs successfully. Expectations for employee performance are established in employee performance plans.

One has to adjust with the external factors to do the business in the market. Every environmental factor like social, cultural, legal, political, economic, technology and competition gets changed very fast. For effective working the knowledge of these factors is must otherwise the plan will misfire. In present situation it is difficult to predict about the future, because of uncertain to say that what will happen tomorrow. Again the need for highly skilled and dedicated manpower is felt who can give the best output. Nowadays the markets are also very competitive and there is cut throat competition. For every organization it is difficult to start, survive, stabilize and excel in the business. The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market. The contribution of employees on job is the most important factor for development and excellence in business (Aguinis, 2009).

The performance of employees on different jobs in close coordination is needed for success of the unit. Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations. All these activities are inter-related to achieve the targets. These are to be performed by the employees properly so they can give their

best output at the job. This will have great impact on the total production, sales, profit, progress and market position of the company in the market. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication and etc are responsible to encourage the people to work sincerely and give their best output. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so. Finally the company may take the lead the market and grab the opportunities available in the market.

2.2 Empirical Review

2.2.1 Talent management

Talent management has been studied by various authors but in different aspects and directions. Also there is no common agreed on definition and theoretical back ground of talent management. Andualem Kidanie (2017) investigates the impact of talent management practice on employees' turnover intention in Ethiopian Management Institute in Addis Ababa University, School Of Commerce. The study concludes that based on descriptive analysis revealed that the mean score for overall talent management practice is slightly below the average. From the seven components of talent management practices (talent acquisition, talent development, talent deployment, talent engagement, talent retention, Strategy and talent review process) strategy and talent engagement are the only items that fall slightly above the midpoint, whereas, the remaining facets fall slightly below the average. Talent retention is the least rated component of talent management, which scored far less from the midpoint. The correlation analysis result showed that there is a significant negative relationship exists between talent management practices and employees' turnover intention.

Wuim-Pam (2014) investigated the impact of effective talent management on employee core competencies in Plateau State University, Bokokos. Using a non-empirical approach, the result revealed that the skills, knowledge and abilities of employees impact job descriptions and performance management. The study concluded that tying core competencies with talent management is a win-win proposition as it provides organizations with a means of upgrading and

retaining their valuable workforce. Wuim-Pam (2014) therefore recommends the creation of a unique competency models where this skill is lacking within the organization itself and identification and possession of high-performing behaviors.

Caroline Mutinda Matata (2017) investigate the effect of talent management practices on the morale of employees at Kenya Commercial Bank; United States International University - Africa in Nairobi. The researcher is finding that: - the talent development practices affected the level of morale of majority of the respondents. Many of the respondents indicated that their jobs were directly linked to the achievement of the company strategy. Most respondents also agreed that the bank uses both internal and external sources to effectively fill available vacancies. In addition, this study has concluded that talent development practices do not significantly influence employee morale. However, the study established that training and development improves employee skills and competencies and enables employees to perform better.

Gichuhi, et al (2014), examined the role of talent management on competitiveness of public universities in Kenya. Survey research design was employed. Stratified sampling was adopted to obtain a representative sample of the study which was made up of both the teaching and non-teaching staff of the Public Universities in Kenya. A questionnaire that employed Likert scale was used to collect data. Factor analysis revealed that all the 16 items used had a loading value above 0.4 as recommended hence they were all included in the analysis Data analysis revealed a positive relationship $R = 0.498$ ($p\text{-value} < 0.05$) indicating a significant linear relationship between talent management and competitiveness.

Oladapo (2014) carried out a study on the impact of talent management on retention in Strayer University. This study sought to understand the challenges and successes of talent management programs and the reasons why some companies choose not to have a program. This study also tested the predictive power of job security, compensation and opportunity on retention rates. Findings revealed that for the organizations sampled with a talent management program (69% of those studied), participants overwhelmingly recognized the strategic value of an effective talent management program despite significant challenges to implementation. Participants cited opportunity for job advancement as the most significant factor affecting retention rate. For the organizations sampled without a talent management program (the remaining 31% of those studied), indicated absence of executive management support. The study further revealed that job

security, compensation, and opportunity for advancement were not found to have predictive value for employee retention rates. Though data confirmed Lockwood's findings that although pay and benefits initially attract employees, it is not the primary reason given for retaining them.

Talent management is premised on the fact that employees are now every organization's most expensive and valuable assets, given that contemporary organizations are expected to do more with less resource. It comprises all of the work processes, activities, strategies, practices and systems that are geared toward developing and retaining a superior workforce. Talent management is about having the right people matched to the right jobs at the right time, and doing the right things and in the right place (Devine & Powell, 2008).

2.2.2 Relationship between deployment and Employee Performance

Talents deploying is in ways that the employees continuously grow their experience, stretch their abilities and enable their achievements. Creating work environments that promote people agility across jobs and organizational boundaries is the next imperative for companies seeking competitive advantage through their talent. It is surprising how few companies develop and move their talent around the organization. They know how to recruit stars, fire failures and replace leavers but few seem to know how to provide one of the most important factors in retaining talent opportunities to achieve, move and grow within the company. The organization should follow a holistic approach for talent management, right from selection of employees, to their retention, development and promotion to higher levels. Talent management requires HR professionals and their clients to understand how they define talent, whom they regard as 'the talented' and what their typical background might be (Frank and Taylor, 2004).

The success of any industry depends on its employee's contribution and commitment (Baum and Kokkranikal, 2005). In today's highly competitive and complex environment, the growth and success of an organization cannot be measured alone on the profits which it earns, the talent which an organization possess in the form of its employees effectiveness and competencies decides its success (Lockwood). Agus (2004, 2005) viewed that HR policies, leadership commitment, training and development and other aspects of talent are critical issues, which are important aspects to provide employees with the necessary knowledge and skills to enable them to cope with problem solving. However, training focused on broadening employees' knowledge

and skills can represent opportunities for individual growth and development and result in advantageous outcomes such as more proficient team-related skills and increased workforce flexibility (Hunt, 1992; Leitch et al., 1995).

To be most effective, however, organizations must embrace next-generation talent management thinking and approaches. This means building a robust talent infrastructure which includes four key factors: sustainability, a focus on distinct populations, alignment and shared ownership. If you have talent in your organization there is no point in leaving it in its own safe environment where it knows how to out-perform others around them. If companies want to get the most out of these precious few, they need to stimulate and excite them in ways their previous work cannot. Stretching the capabilities of employees with high potential can have a positive impact on the organization and the individual, the latter through enhanced career prospects, the former through the development of more capable workers. A thought team leader can use straitened circumstances to help strong performers gain access to stretch assignments or cross-functional roles that boost their skills and expand their professional network of colleagues and clients opportunities that normally would not be available to them (Hewlett, 2010). It is vital that organizations consistently monitor their talent pool to ensure they remain challenged and utilized. Employees, who feel they are not being deploy in the right way or that their career growth has been stalled, often look elsewhere to companies they know will greet them with open arms and can offer more opportunities (Armin, Trost.2014)

2.2.3 Effect of Talent Retention on Employee Performance

According to Desai (2016), retention of employees who are strong performers, have high potential or are in critical jobs is even more important during economic recoveries when organizations compete aggressively for market share and talent. Therefore it's advisable that every organization should maintain its best performers especially in today's competitive economic area where competitors are observed to poach employees from each other (Hall, 2005). Commercial banks have similar resources but one thing that differentiates a bank from its competitors is its talents. Banks are being outpaced by rivals particularly in times of varying economic stability. Managing talent has become a pivotal issue in today's turbulently dynamic and competitive business environment. Commercial banks often spend huge sum, carefully training and developing employees but do little or nothing to retaining the quality workforce that

have been groomed and seasoned by the organization and this has become an emerging priority(Morton,2005),as cited in(Lockwood,2006). The ability to effectively manage top talents in commercial banks is therefore central to employee performance and seems to form a strong association with employee commitment. As senior managers struggle to find talented pool, they are equally faced with the dilemma of how to retain knowledgeable workers and replace the aging workforce who will be retiring (Frank, Finnegan, & Taylor, 2004).

Mokaya (2014) explains that when an organization cannot retain its employees, such action leads to high costs associated with employee turnover including additional burden on the remaining staff, recruitment and training costs. Also Bryant and Allen (2013) note that the costs associated with losing employees, recruiting, selecting and training new employees often exceed 100% of the annual compensation for the position. The term employees' retention is referred to be the ability of an organization to retain its employees within the organization in the long run. It can be measured in simple statistics like percentage and considered as the outcome or in terms of efforts made by employer to keep employees within the organization in this sense it is considered to be the strategy. In addition to these direct financial costs, the authors add that losing employees can also lead to work disruptions, loss of organizational memory along with tacit or strategic knowledge, losses in productivity or customer service, loss of mentors, diminished diversity and even turnover contagion where other valued employees follow the leavers out the door.

Finally, it is important that all organization should adopt Human Resource management (HRM) strategies that make the best use of employees and retain talent. Retention of employees is very important because if the talented employees of the organization leave the organization in large numbers it directly affects the cumulative performance of the employees as well as the profitability of the organization.

2.2.4 Effect of Talent Development on Employee Performance

Talent development activities are typically undertaken by organizations to ensure that there are zero talent outages, to ensure planned succession rather than replacement, and to enhance the organizations' reputation as a talent magnet (Kumari & Bala, 2016). According to CIPD (2006) survey reveals that 94% of respondents reported that well-designed talent development activities can have a positive impact on an organization's bottom line. Garavan (2012) talent development

focuses on the planning, selection and implementation of development strategies for the entire talent pool to ensure that the organization has both the current and future supply of talent to meet strategic objectives and that development activities are aligned with organizational talent management processes. Dries (2013) states that the main ways talent can be effectively developed in an organization is through 'buying' and 'building'. The author then describes 'buying' as strategic talent planning and resourcing and defines 'building' as efficient and thorough training. Kermally (2004) argues that spending money and coming up with various initiatives to develop talent will not by themselves produce results. Therefore the organization must carefully and accurately define the characteristics of the leaders who will carry it into the future. CIPD (2010) study on learning and talent development results indicated that in-house development programmers at 56% and coaching by line managers at 51% ranked among the top effective learning and development practices. E-learning was also identified as key in learning and development. Moreover, the study found that senior managers and the human resource department were tasked with ensuring that courses were delivered and overall planning of the learning process carried out effectively.

Rothwell and Kazanas (2004) mention that creativity impacted to employees during development is significant as it gives them an opportunity to discover new inherent skills needed to improve on personal performance. The adoption of HRM practices for instance employee's development into everyday organization process has a tremendous impact on employee productivity in daily operations. This will consequently turn into a strategic source of competitive advantage to the business against competitors due to superior employee performance

2.2.5 Talent Management Dimensions

Talent Management enables organizations to rapidly align, develop, motivate, and maintain a high-performance labor force. They also alleviate the hassle of writing performance reviews by automating the task and ensuring quality of reviews and reviewed on time. Organizations can establish and communicate critical corporate goals, measure performance improvement, and ensure that all levels of the organization are aligned to attain critical business objectives. The six dimensions of talent management are as shown in table 1below

Table 1: six dimensions of talent management

SNO	Talent management dimensions	Description
1	Develop strategy	Establishing the optimum long term strategy for attracting, developing, connecting and deploying the workforce
2	Attract and retain	Sourcing ,recruiting and holding onto the appropriate skills and capitalize, according to business needs
3	Motivate and develop	Verifying that people's capabilities are understood and developed to match business requirements, while also meeting people's needs for motivation, development and job satisfaction
4	Deploy and manage	Providing effective resources deployment, scheduling and work management that match skills and experience with organizational needs
5	Connect and enable	Identifying individuals with relevant skills , collaborating and sharing knowledge and working effectively in virtual settings
6	Transform and sustain	Achieving clear measurable and sustainable change within the organization, while maintaining day to day continuity of operations

Source: IBM Institute for Business Value/Human Capital Institute.

2.2.6 Strategies for Talent Management

Talent Management, usually referred as Human Capital Management, is the process recruiting, managing, assessing, developing and maintaining an organization's most important resource its people and using strategic management to enhance diversity and organization change (William J. Rothwell, Maureen C. Jones, Maria T, Kirby, Federick D. Loomis (2012). Also according to Slizer and Dowell (2010), top leaders who understand how critical those talents are, then, surely support and drive talent management as part of the long term business strategy. Effective talent management processes and systems can have a significant positive impact on business.

The most valuable systems are those that deliver direct value to the business manager, which are easy to use, and that are integrated across functions. Processes and systems that meet these criteria are well-suited to help companies meet their critical talent management challenges. Talent Acquisition describes the overall strategic process around identifying market sectors, targeting client prospects, running direct marketing campaigns, selling and receiving the order (i.e. acquiring a new customer), so Talent Acquisition involves all the sub-processes around finding, attracting and engaging highly talented individuals into your organization.

First and foremost, 'talent acquisition' forms a part of a much broader strategic approach in the corporate quest to gain and sustain a competitive advantage in today's marketplace. Other aspects include talent development, retention and transition, these are primarily inward facing, whilst the former is outward looking. In the case of talent acquisition, to attract top talent, Rabbi, et al. (2015), Armstrong (2006) and Iyria (2013) agreed that organizational brand and introducing the unique features of the organization to the prospective employees are very important.

The key to success in talent acquisition is the unique way that you are able to tap into the 'top performers' who are not really looking for another job today, but also using the candidates that come out of a recruiting campaign as a means to fill similar positions in the future. These future positions may be identifiable today by looking at the succession management plan, or by analyzing the history of attrition for certain positions. This makes it easy to predict that specific openings will occur at a pre-determined period in time. Taking the long term strategic approach to talent acquisition has a huge impact on how an approach is made to a candidate. If the approach is purely tactical in nature, all we ask of the prospective candidate is "are you qualified and interested?" However, if the approach is more strategic in nature, the intent of the call is to go much further, and the conversation becomes more relationship building. If during a strategic recruiting call the candidate declares that they are both qualified and interested, then the tactical nature of the call has been automatically fulfilled. If, however, the candidate lacks sufficient experience, or the timing for a career move is not propitious, then they become candidates for the future, and all the recruiter has to do is keep in touch until either they become available, or a position with the client organization opens up.

2.2.7 Challenges of Talent Management

Getting the right people with the right skills into the right jobs, a common definition of talent management is the basic people management challenge in organizations. While the focus of talent management tends to be on management and executive positions, the issues apply to all jobs that are hard to fill. This has made talent management one of the most pressing issues. In the attractive nature of business is putting an ever-increasing pressure on companies to be constantly on the lookout for incomparable talent in a market where demand far exceeds supply. Given the current focus on the linkage between talent and an organization's business challenges and strategies, effective strategy execution requires sufficient numbers of the right people with the right skills and knowledge, in the right roles.

Lutubish and Smith report (2007) they faced particular challenges that were context specific which informed the approach taken or planned. Pressing business necessities, such as increasing turnover as the economy improves, globalization of markets and labor forces, aggressive competition and heightened corporate oversight, have intensified the need to acquire, develop, deploy, motivate and retain key talent. (CIPD, 2006) have suggested, despite enduring difficulties in recruiting and retaining high potential individuals.

Effective talent management processes and systems can have a significant positive impact on business. The most valuable systems are those that deliver direct value to the business manager, which are easy to use, and that are integrated across functions. Processes and systems that meet these criteria are well-suited to help companies meet their critical talent management challenges. The challenges of finding, keeping, developing, and motivating people in key positions are precisely what progressive HR professionals should be focusing on (Vidyeswari V Jitha G.Nair 2009). Many organizations believe that effective talent management practices can be a significant source of demarcation in today's cutthroat competition in a globally integrated economy. At the same time, industries face their own set of unique challenges a situation that has led ventures to focus on different pieces of the talent management "puzzle." A recently completed study by IBM highlights how knowledge and service-intensive industries tend to spend significant time and attention on talent management activities, while not for profit organizations appear to struggle to make the most of their workforce.

The main challenges are as shown in figure 2.1 below



Source:<http://joshbersin.com/2007/06/01/talent-management-changes-hr>)

As indicate in the above figure; the challenge of talent management has two facets to it. First is how to find new people and second is how to retain the present workforce. Each of the challenges has to be tackled in the most efficient way possible so that the organization can achieve its objective

I. Where to find new talent? All the organizations are finding loads of business opportunities and consequently, their revenues are growing at a rapid pace. The increasing business opportunities has necessitated that these organizations go in for massive recruitment. But, the question is where to find the best talent which is able to fit the job description and also adjust to the organization's values and norms. If we scan the environment, we find there is a shortage of skilled workforce that can be employed. Some of the possible reasons that have led to the shortage are: -

❖ **Existing Educational System:** The graduates and the post graduates that are being churned out of the universities are found to be ill-equipped to handle the challenges of the workplace. They are mostly equipped with only the theoretical aspects of the issues and lack the application part. The educational system is faulty and does not take industry needs into

consideration, resulting in a mismatch between industry requirements and educational preparation.

- ❖ **Demographic Constraints:** This is a common problem faced by many of the developed countries, where a large chunk of its population is nearing the age of retirement or is over 50 years. USA, Germany and Japan are facing the same problem. All these countries will see a decline in their workforce and talent. In the coming years, they will see a great shortage in their skilled professionals.
- ❖ **Cost Factor:** Recruiting new employees is becoming tougher and tougher in the developing countries, where the HR department has to Sort out thousands of applications for a handful of jobs. Finding right person for the right job becomes a very difficult process. It also involves very high cost to conduct the recruitment and selection process for such a large population of applicants. **Attracting the Best Talent:** This is another challenge. As was the case in the past, the best available talent is not just motivated by the name and fame of the organization. They have a new set of motivators like - challenging work, conducive work environment and freedom from bureaucratic structure.

II. How to retain the existing employees? Today the young professionals hop jobs, especially during the first 4-5 years of their work life. It is also a fact that humans are a restless species who, unlike the immovable Banyan Tree, cannot stay rooted in one place. People need to move on for one reason or another, and the organization stands to lose. Let us look at some of the reasons behind the massive attrition rates:

- ❖ Gap between organizational values and goals and the personal values and goals is one of the major reasons of the attrition rates. If they go parallel, there is no way both would be satisfied and inevitably, the organization would lose out on a talented employee.
- ❖ Working environment is another major factor. Employees in the knowledge era demand creative and a democratic work environment. Failure on the part of the management to provide such an environment will result in a talented employee leaving the organization. The competitive world has made sure that there is high work pressure on the employees of any organization. This has led to psychological problems like stress, and in extreme situations, total burnouts. It also leads to other health related problems. Movement for higher salary is also common among the younger professionals. There is no shortage for organizations who are looking for talented employees and who are ready to shell out a hefty

salary for a talented person. Global talent challenges are significant (strategic and high impact) HR-embedded business issues that focus on managing a firm to ensure just the right amount of the right talent and motivation, at the right place, at the right price, during all economic and financial ups and downs in a very competitive world for the purposes of balancing the workforce with the needs of the firm in the short term, and positioning the firm to have the workforce needed in the long term (Schuler, et al., 2011). Global talent challenges emerge in the context of a dynamic environment. Among the many factors that shape the specific challenges and responses of particular firms are: (a) globalization, (b) changing demographics, (c) demand for workers with needed competencies and motivation, and (d) the supply of those needed competencies and motivation (Beechler and Woodward, 2009; Scullion and Collings, 2011). Conceptualized broadly, global talent management refers to the systematic use of specific HR policies and practices to manage the several global talent challenges that a firm confronts. These include specific aspects of HR policies and practices related to location and relocation management, planning and forecasting, staffing (to include attracting, selecting, retaining, reducing and removing), training and developing, and evaluating employees consistent with a firm's strategic directions while taking into account the evolving concerns of the workforce and regulatory requirement.

Finally, the major forces and shapers pose several global talent challenges that firms need to manage as effectively as possible, including:-

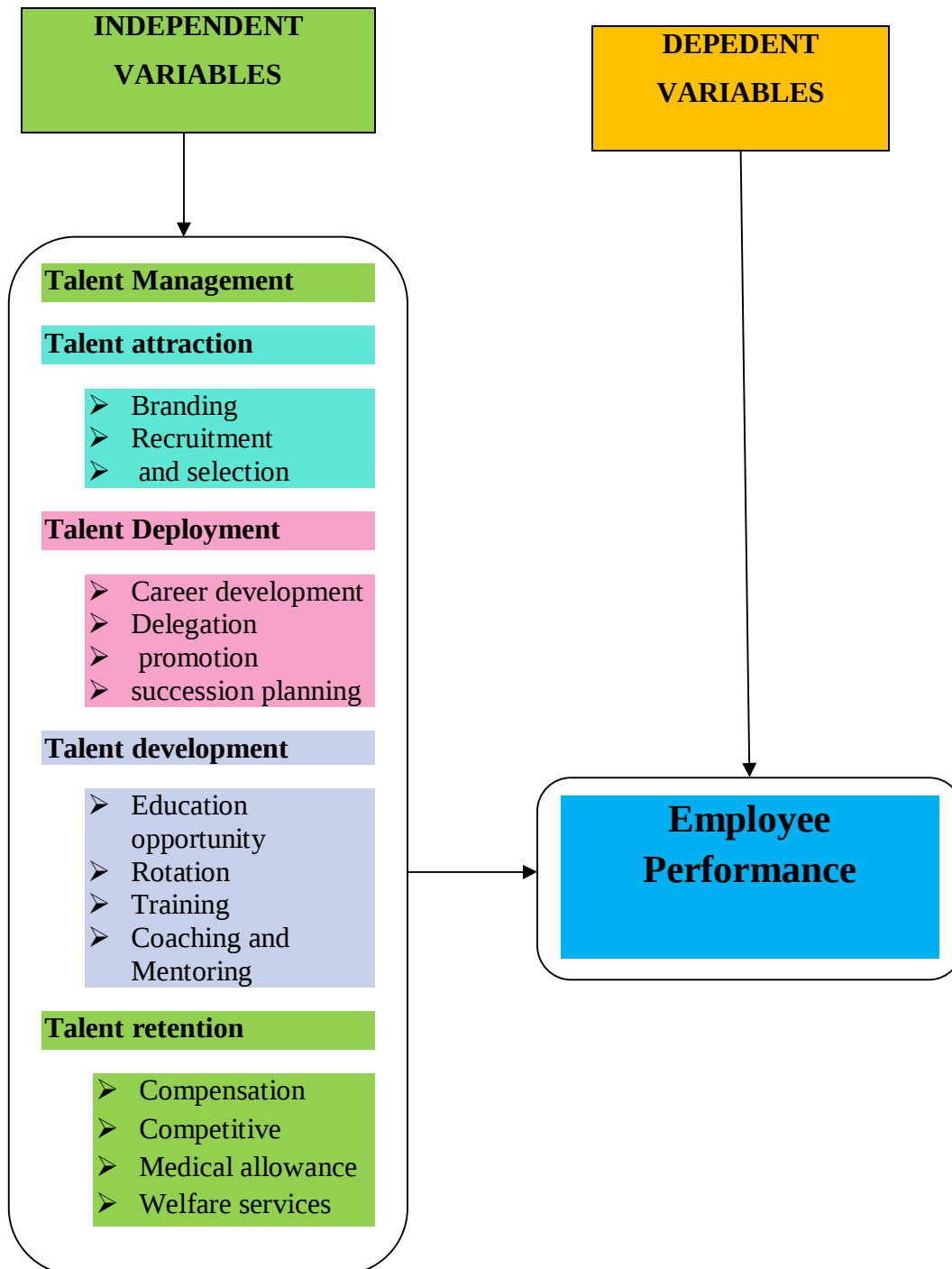
- ❖ Too little talent (with the desired competency and motivation) is available (shortage)
- ❖ Too much talent (with the desired competency and motivation) is available (surplus)
- ❖ The talent (with the desired competency and motivation) is available in the wrong place (or position) and the talent (with the desired competency and motivation) is available at the wrong price (too expensive).

2.3 Conceptual Frameworks

The conceptual framework describes the relationship between the independent and the dependent variables. Also the conceptual framework here under illustrates the perceived link between the independent variable that's talent management practice and the dependent variable is the employee performance. An independent variable is the presumed cause of changes in the dependent variable (Kothari, 2004). The independent variable talent management practice had

talent attraction, talent retention, learning and development and deployment as components that make it up (Armstrong, 2011).

Figure 2.2: Conceptual framework



Source: Own conceptual framework, that's employed for this study, 2018

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design

The formidable problem that follows the task of defining the research problem is the preparation of the design of the research project, popularly known as the “research design”. Decisions regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute a research design. “A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004) p31.

Explanatory research design employed for this study; because it emphasizes on discovering relationship between talent management practice and employee performance. Also quantitative research method approach is employed for this study. According Kothari (2004) quantitative research is research concerned with the measurement of attitudes. The former involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. Quantitative research method approach is about data analyzed in terms of numbers; involves the collection of numerical data; Predicts and explains data in the form of statistical analysis; uses the numerical method to analysis and interpret the results; finds out the relationship among quantifiable variables and the results are inferred.

3.2 Target Population

Depend on data gathering from commercial bank of Ethiopia human resource department and through director of infrastructure and support; IT centers includes 88 employees who’s selected as target population for this study. Therefore the target populations for this study CBE, ICT professionals

3.3 Census Method

According to Cooper and Shindler (2014) the use of a census in the study helped reduce error making it easier to obtain high quality information from respondent. Also Saunders and Thornhill (2014) a census is used when every member of the population is considered a respondent. Therefore this research applied a census technique to get an accurate result due to the number of the target population. Each individual whose works in commercial banks of Ethiopia IT centers at Debrework tower 88 employees were participated in the study

3.4 Data types and sources

a) Primary data

Primary data was collected by using questionnaires. The questionnaires included closed ended in line with the objectives of the study. The choice of the method was on the premise that data collected using a questionnaire is easily understood and therefore perceived as authoritative. Additionally, using questionnaire provide greater control over the research process. Finally the well prepared questionnaires were distributed to employee of commercial banks whose works in ICT centers.

b) Secondary data

Secondary data from such as CBE HR policy, organization of website, online data source, journal, some articles, Dissertation and hand books were used for literature review parts.

3.5 Procedures of Data Collection

This study was used primary data collects by using questionnaires. According to Mugenda (2003), the accuracy of data to be collected largely depends on the data collection instruments in terms of validity and reliability. Close ended questionnaires in with objective study were used. The questionnaires were prepared by easily understood ways and therefore respondent perceived as authoritative. Additionally, using questionnaires provide greater control over the research process. The questionnaires were distributed to respondents and were collected at next day by checking the completeness of the data and put in to SPSS version 20.00 for analysis. Clear explanations were giving to respondents as to how they will be benefit from the research. All these were aimed at ensuring a high response rate.

3.6 Measurement

To measure talent management practice which used in this study as independent variables; the dimensions or four own conceptual frame work were appear in this study. Closed ended questionnaires were used in this study that's developed by DR Rita Kagwiria Lyria (2014) in the Jomo Kenyatta University that includes Talent attraction, Talent development and Talent retention within some improvement, however Talent Deployment parties were used from the questionnaire developed by the Human Capital Institute (HCI) and adapted by Du Plessis, (2010), with some tailoring improvement to measure effect of TM practice on employee performance were used. The questionnaire were appear by the form of the five point likert scale ranges from 1 (strongly disagree) to 5 (strongly agree) and objective questionnaire in the form choice was prepared depend on current practice TM of CBE, and researcher require respondents to evaluate current practice of talent management in CBE. These four dimensions are mentions, what kinds of talent development activities are carried out in CBE to enhance employee performance? What the institutions initiative to retain talent employees to enhance employee performance? How the companies give position for the talent employees/talent deployment? What CBE ensuring to attract employees? what the HR's role is play in CBE to facilitate the management of talent and to act as coaches/to facilitate learning and development in the organization to increment high performer? Finally, a reliability analysis was conducted by using a Cronbach's Alpha coefficient score to determine the validity or the study instrument.

3.7. Validity and Reliability of the Research Instrument

3.7.1 Validity

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). Validity refers to the accuracy of the inferences, interpretations, or actions made on the basis of test scores. It is involves the measurement of constructs. It is refers to the extent to which differences found with a measuring tool reflect true differences among respondents being tested. In this study the researcher were used questionnaires that their validity and reliability were checked and modified according to literatures within the specific objectives research. Also an approval was investigated from advisor and other consultants are applied in order to increase the face/content validity.

3.7.2 Reliability

Kothari (2004) noted, sound measurement is essential to conduct a good research and test of reliability is important test of sound measurement. Thus, to maintain reliability of the instrument and to make sure that the data collection tool provides consistent results, reliability analysis was conducted on both talent management and employee performance after full scale data collection. In this study the researcher was test reliability by using Cronbach's Alpha Coefficient (α) is calculated to estimate the internal consistency of reliability of a measurement scale and reasonable indicator of the internal consistency of instruments. Based on the questionnaires five point likert scale items reliability were checked by Cronbach's alpha coefficient with the help of SPSS Version 20.0 program software in this study; that presented in the below

3.7.2.1 Reliability score for major TM variables and employee performance

Table 3.1, Reliability Statistics for major TM and employee performance

Cronbach's Alpha	N of Items
.953	37

Source: Own questionnaire survey, computed in SPSS version 20.0, 2018

According to Zikmund, et al. (2009) noted , when a coefficient Alpha fall between range .70 and .80 are considered to have 'good' reliability and scales with a coefficient Alpha between 0.80 and 0.95 are considered to have 'very good' reliability. Therefore, based on the above test results, we can conclude that, both TM practice (independent variable) and employee performance (dependent variable) which is tabulated in the below table 3.1 is fall under very good reliability because the result of both found between ranges 0.80 to 0.95 respectively.

3.7.2.2 Reliability analysis for components of talent management

Thus, to maintain reliability of the instrument and to make sure that the data collection tool provides consistent results; after full scale data collection the component of independent variables (TA, TDP, TD, and TR) the Cronbach's coefficient Alpha score through SPSS version 20; findings are tabulated and illustrated in below

Table 3.2: Reliability Statistics for TM components

Subscales	Cronbach's Alpha	N of Items
Talent attraction(TA)	.853	8
Talent deployment(TDP)	.806	5
Talent development (TD)	.923	10
Talent retention (TR)	.877	8

Source: Own questionnaire survey, computed in SPSS version 20.0, 2018

As illustrated in the above (table 3.2) the component of TM practice reliability in employee performance the reliability tested for each component of talent management. As shows in Cronbach's alpha values the test result for TA (.853), for TDP (.806), for TD (.923) and for TR (.877). From these findings it can be concluded that the construct measured had adequate reliability for the subsequent stages of analysis since the Cronbach Alpha values was greater than 0.7(Sekaran, 2003). Also As Zikmund, et al. (2009) noted, the above test result not only subsequent stage of analysis but also the scales with a coefficient Alpha between 0.80 and 0.95 are considered to have 'very good' reliability.

Table 3.3, Reliability Statistics for employee performance (EP) scale

Cronbach's Alpha	N of Items
.891	6

Source: Own questionnaire survey, computed in SPSS version 20.0, 2018

As indicated in the above table (3.3) the six item of employee performance were tested for its reliability, the scale found reliable with cronbach's coefficient Alpha score of .891. Therefore based on above result the Cronbach's alpha coefficients is found between range of 0.70 to 1.00 as (Sun, Chou, Stacy, Ma, Unger and Gallaher, 2007) suggestion; therefore the result instrument is found in very good reliability to measuring the dependent variable

3.8 Data Analysis Methods

Cooper and Shindler (2014) define data analysis as the process of analyzing, cleaning transforming and modeling data that has been collected for research. Before processing the responses, data preparation was due on the completed questionnaires by editing, coding, entering, and cleaning the data. This study employed quantitative method of data analysis. To ensure effective analysis, the questionnaires were coded according to each variable of the study to ensure the margin of error is minimized as to assure accuracy during analysis. The quantitative analysis was applies by using descriptive statistics. According to Denscombe (1998), descriptive statistics involves a process of transforming a mass of raw data in to tables, charts, with frequency distribution and percentages, which are a vital part of making sense of the data. Data were analyzes by using IBM Statistical Package for Social Sciences (SPSS) Version 20.0 program and were presents by using tables give a clear understanding of the research findings. Inferential statistics makes inferences about populations using data drawn from the population. Inferential statistics correlation analyses were used to determine the effect of talent management practices on employee performance.

3.9 Ethical Consideration

At the end of the thesis the researcher were not used name and other personal information. Also the researcher safeguard for all information relates the individuals who involves in the study. Their privacy, identity and confidentiality was maintained by assigning them code numbers instead of names (anonymity). The questioner was explain the study benefits very well and it safes the convenience of respondents. The completed questionnaires were file safely and would accessible only to the researcher and thesis advisor. During the data analysis the gathering data were imputed directly obtained from the responses of IT center employees therefore the end result of study is fully represent commercial bank of Ethiopia.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The chapter dealt with the analysis of the data. The chapter discusses the data cleaning process; the study results and findings are presented in this chapter specifically, the data analysis was in line with specific objectives were investigated, interpreted and implications drawn on them. This chapter represents the empirical findings and results of the application of the variables using descriptive, correlations and regression analysis for quantitative research design. Demographic data highlights the descriptive characteristics of the respondents which are presented first; descriptive analysis on both dependent and independent variables; and correlation analysis measured the degree to which the two variables are related. Regression analysis determines what statistical effect of talent management practices on employee performance. IBM Statistical Package for Social Sciences (SPSS) Version 20.0 program was also used to analyze the data. The results are shown by using tables. Based on the Census techniques the researcher select at the first under methodologies for all 88 CBE ICT Professionals the questionnaire were distributed and 82 respondents were fully filled and returned. However, when the data was checked for its completeness and practical response pattern, only 80 valid responses were found. Therefore, 2 responses were rejected and cancelled from this study, because it's incomplete responses. Also based on that, 80 valid returned responses were found; which make the response rate to be 91%. Finally, those 80 valid responses obtained from respondents were used for data analysis with Statistical Package for Social Science (SPSS) Version 20.0 for both descriptive and inferential analysis.

4.2 Descriptive Analysis

The descriptive analysis was used to reveal that, the demographic information of the respondent, the current level of TM practices and the level of employee performance.

4.2.1 Demographic information of respondents

In this section, the demographic information of employees which include sex, age, educational qualification, work experience of respondents and job level of respondents were presented.

Table 4.1: Demographic information of respondents

Variable	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
Sex Of Respondents	Female	22	27.5	27.5	27.5
	Male	58	72.5	72.5	100.0
	Total	80	100.0	100.0	
Age Of Respondents	25 and Below	15	18.8	18.8	18.8
	26-30yrs	31	38.8	38.8	57.5
	31-35yrs	20	25.0	25.0	82.5
	36-39yrs	6	7.5	7.5	90.0
	40yrs And Above	8	10.0	10.0	100.0
	Total	80	100.0	100.0	
Educational level of respondents	Diploma	3	3.8	3.8	3.8
	Degree	67	83.8	83.8	87.5
	Master	10	12.5	12.5	100.0
	Total	80	100.0	100.0	
Work experience of the respondents in years	Less than 1 year	2	2.5	2.5	2.5
	1-2 years	18	22.5	22.5	25.0
	3-5 years	29	36.3	36.3	61.3
	6-10 years	18	22.5	22.5	83.8
	more than 10 years	13	16.3	16.3	100.0
	Total	80	100.0	100.0	
Job level of the respondents	Entry	24	30.0	30.0	30.0
	Junior Management	11	13.8	13.8	43.8
	Middle Management	34	42.5	42.5	86.3
	Senior Management	11	13.8	13.8	100.0
	Total	80	100.0	100.0	

Source: Own questionnaire survey, computed in SPSS version 20.0, 2018

Based on the respondents were required to indicate their gender. As shown in the above table (table 4.1), in the CBE ICT professional, the majority of the respondents, 58 (72.5%) were male, and 22(27.5%) are female. Based on the age groups that provided by the researcher the respondents were required to indicate their age group in years. With regard to age category, illustrated in above table 4.1 the highest number of respondents fall under the age group of 26-30 years, which is takes 31(38.8%) of the total population. The second high score of age of respondents fall between 31-35 years, which accounts 20(25%) of the total population. Also, 15(18.8%) respondents are at the age of between 25 and below years; further, 40 years and above respondents account to 8(10%) from the total populations. Finally, the lowest percentage of the age of respondent's in the years portraying in 6(7.5%) that found between 36-39 years. Based on the above data it's possible to conclude that, almost majority of employee in CBE are the category under young age of group. Since CBE has vision to be world class commercial bank at 2025; to achieve this vision having a number young age group, in the organization can play crucial role special, around IT works the level of understanding young age groups and others not equal.

From the findings of the study, when we look at the educational qualification of respondents, the respondents with the highest proportion were fall under first degree with score 67(83.8%), followed by 10(12.5%) master degree holders and 3(3.8%) diploma holders. Therefore, it's possible to conclude that, based on the above data tabulated, most employees in CBE are 1st degree and master degree holders, this show most employees in CBE were well educated and have better knowledge and expectation. The respondents were asked to indicate how many years they had in the organization. Based on the finding above table (4.1), the highest number of respondents, 29(36.3%) have experience or worked in the organization for 3-5 years in CBE. Whereas, 18(22.5%) respondents have experience 1-2years, followed by similar result 18(22.5%) respondents had worked in CBE 6-10 years. The table 4.1 further revealed that, 13(16.3%) had worked more than 10 years in CBE. Among of total 80 respondents, only 2(2.5%) had worked less than 1 year in CBE. Based on the data result it's possible to portray that, having significant number of well experienced workforce and people with good understanding of organizational culture, is own advantageous, as they expected to share knowledge for the junior employees or they expected to facilitate the knowledge transfer process and possibly to bring competitive advantage for the organization.

Finally, from the findings of above that illustrated in table 4.1, 34(42.5%) of the respondents fall under middle management position, that followed by entry level of employee job category as result show that account to 24(30%). Also in this study the number of senior management is similar within the number of junior management based on employee respondents from all population that percent 11(13.8) respectively.

4.2.2 Current Level of Talent Management Practice in CBE

The study sought, to what extent CBE practice TM; the responses were rated on a five point Likert scale indicating to what extent respondents agree to the statements, from (Strongly Agree to Strongly Disagree). The mean and standard deviations for each component of TM (TA, TDP, TD, and TR) were generated from SPSS version 20; were presented and discussed.

4.2.2.1 Talent Attraction (TA)

Table 4.2, Descriptive Statistics for TA

Items	N	Mean	Std. Deviation
The HR managers devote time and energy to attend the filling of a vacancy	80	2.28	1.006
There is overall good knowledge on the HR recruitment process and policies	80	2.34	1.018
Exemplar staff are rewarded a variety of ways	80	3.36	1.070
There are verbal and written recognition for individual contribution where appropriate	80	3.06	1.118
My organization uses corporate social responsibility to attract talent	80	2.75	1.153
Networking sites, referrals, adverts and poaching from competitors' are used as external sources of talent in my organization	80	2.90	1.038
CBE assures employees job security and Salaries are competitive to market rates , in order to attract the right talent	80	3.68	1.178
CBE ensure good organizational climate in order to attract the right talent	80	2.88	1.195
Overall of Talent Attraction	80	2.90	.772

Source: Own questionnaire survey, that computed in SPSS version 20.0, 2018

From the study findings in Table 4.2 above, based on the statistical data and employees evaluation, the overall TA mean score and standard deviation are 2.90 and .772 respectively, and it is slightly below the mid average. When we discuss each items of talent attraction CBE averagely assures employees job security and salaries to competitive market rates in order to attract the right talent with the highest mean score, relatively, with a mean and standard deviation of 3.68 and 1.178 respectively. The second medium mean score for talent attraction item is ‘exemplar staffs are rewarded by variety of ways’ with mean and standard deviation of 3.36 and 1.070 respectively. The third medium mean score for talent attraction item is ‘the institute contributes written and verbal recognition for employees where appropriate’ with mean and standard deviation of 3.06 and 1.118 respectively. The fourth medium mean score for TA item is CBE used networking sites, referrals, adverts and poaching from competitors’ as external sources of talent in the organization’ with mean and standard deviation of 2.90 and 1.038 respectively. Furthermore, table 4.2 illustrated that, ‘the institute ensure good organizational climate in order to attract the right talent’ the talent attraction item scored mean and standard deviation of 2.88 and 1.195 respectively. Also as medium mean score the items of talent attraction for CBE participate in corporate social responsibility to attract talent is the mean and standard deviation 2.75and 1.153 respectively. Based on this statement, in the above table 4.2 the items of TA with below average score are around HR of institute gap to filling vacancy with the mean score of 2.28 and standard deviation 1.006. Also the overall knowledge of HR in recruit process in CBE below average with the mean score 2.34 and standard deviation 1.018. Therefore, it is possible to conclude that, there are the gaps around HR of institute to attractive talent at the time of recruitment and overall knowledge gap of HR are exist, as evidenced the researcher was used the respondents’ perception. Based on the data obtained from respondents, talent attraction is not intended level in the institute therefore to overcome this limitation the institute should be looking to build collections of talent before or after recruitment. Talent banks operate where an organization identifies and attracts potential recruits before they’re required, as candidates often emerge who are clearly desirable and interested in the organization but there may not be a suitable current opening.

4.2.2.2 Talent Deployment (TDP)

Table 4.3, Descriptive Statistics for TDP

Items	N	Mean	Std. Deviation
The best people focused on the most important jobs	80	2.46	1.078
There is a strong match between an employee's competencies and job requirements	80	2.71	.957
Employees are given the opportunity to do what they do best	80	2.96	1.107
Technology is used to assist in the effective deployment of talent	80	2.24	.875
The transitions from job to job within the Institute go smoothly	80	2.79	.990
Overall of Talent Deployment	80	2.63	.754

Source: Own questionnaire survey, that computed in SPSS version 20.0, 2018

From the study findings in above Table (4.3), based on the over all of TDP mean score =2.63 and SD .754; all the TDP items are fall below average, Based on above table illustrated, for TDP items 'the first medium score is 'opportunity given to the employees to do best in CBE with the mean 2.96 and standard deviation 1.107 respectively. Next to this 'the transitions in the CBE from job to job go smoothly' is get second medium score with mean 2.79 and standard deviation .990 respectively. Furthermore the item of TDP, 'the existence of strong match between competencies and job requirement in the CBE' is the third medium score of mean with 2.71 and standard deviation .957 respectively and remain slightly below the midpoint. The table (4.3) also portrays 'technology is used to assist in the effective deployment of talent in CBE is the first below average with the mean (2.24) and standard deviation (.875) respectively. Finally, the best people focused on the most important jobs in CBE is fall under the second lowest mean score (2.46) and standard deviation (1.078) respectively. Further, based on the result illustrated in above table 4.3 from respondents perception giving the right position for right talent in CBE has limitation, and technology what the institute begin to use EPR (employee performance review) don't reach on expect level so to overcome these both challenge, the institute should aspiration

knowledge towards strategic objective because if the talent do not get right job position, may they cannot do their best in the institute.

4.2.2.3 Talent Development (TD)

From the study findings in the below table (4.4), revealed that the overall TD, as TM practice, score mean and standard deviation of 2.72 and .811 respectively. When we look the talent development items, the highest mean score is ‘the organization creates a condition that enhances employee creativity’ with mean and standard deviation score of 3.06 and 1.023 respectively. However, all others talent development (TD) items falls under medium and lowest average based on their result tabulated in above table (4.4) that followed by ‘the organization adopts the development of employees so as to nurture a sound organization memory’ with the mean 2.86 and standard deviation of 1.028 respectively. “The organization keeps an effective and dynamic workforce resulting from career training” (mean=2.81and SD=1.007). “The organization makes a planned effort to facilitate employees to learn job related competencies in order to improve performance” and the learning orientated towards personal development” both items of talent development score the similar (mean= 2.74) however their standard deviation 1.088 and 1.052 respectively. “The organization, employers can coach the employees in their individual career planning” is score the fourth medium average with the mean 2.70 and standard deviation 1.095 respectively. ‘The organization improves their employee talents and aligns their talents with the needs for the business at the current position’ (mean = 2.69 and SD=1.074). “The organization fosters professional growth and development” had mean score 2.66 and standard deviation 1.006 respectively. Whereas both the organization implements staff development provisions and the organization offers systematic training to employees scored below average with mean score 2.59 and SD 1.110 and mean=2.35 and SD=1.057 respectively. Based on the result, illustrated in table (4.4) it could be conclude that from talent management practice, like previous items of TM variables talent development also was not well implemented and full introduced in CBE. According to DR Shruti Ashok (2012) noted ‘TD should be linked to other learning and development initiatives because learning and development interventions are required at relevant stages in a career path for talented individuals to achieve their maximum potential. Developing talent needs informal as well as formal learning interventions. The TD is opportunity to use creative alternatives such as talent coaching and mobility and to enhance performance in current

positions as well as readiness for transition to the next level. However, the study result illustrated that this techniques were not implemented and approaches at CBE.

Table 4.4, Descriptive Statistics for TD

Items	N	Mean	Std. Deviation
My organization offers systematic training to employees.	80	2.35	1.057
My organization improves their employee talents and aligns their talents with the needs for the business at the current position.	80	2.69	1.074
My organization keeps an effective and dynamic workforce resulting from career training.	80	2.81	1.007
My organization fosters professional growth and development.	80	2.66	1.006
My organization is learning orientated towards personal development.	80	2.74	1.052
My organization implements staff development provisions.	80	2.59	1.110
My organization creates a condition that enhances employee creativity.	80	3.06	1.023
My organization adopts the development of employees so as to nurture a sound organization memory.	80	2.86	1.028
My organization makes a planned effort to facilitate employees to learn job related competencies in order to improve performance.	80	2.74	1.088
In my organization, employers can coach the employees in their individual career planning.	80	2.70	1.095
Overall of Talent Development	80	2.72	.811

Source: Own questionnaire survey, that computed in SPSS version 20.0, 2018

4.2.2.4 Talent Retention (TR)

From the below tabulated and illustrated in the table (4.5), the overall TDP in the institute scores mean and standard deviation of 2.87 and .775 respectively. The mean and SD scores for each talent retention (TR) items are portrays like as the following depend on the respondents perception, to what extent the institute work to retain the talent one. “The Employees are motivated by management through encouraging them to improving their morale” by institute to retain the talent employees are, the first high score of mean =3.10 and standard deviation =1.165 respectively. Also followed by second high score of mean, the organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them to retain the talent” with the (mean=3.25 and SD 1.142) respectively. The third high score mean, the organization identifies and prepares suitable high potential employees to replace key players within the organization as their terms of expire’ with the (mean=3.00 and SD=1.055) respectively. In addition to this, the item of talent retention that the CBE Practice to retain the best performer is a career development opportunity is an important variable in the organization with mean score 2.85 and standard deviation 1.126 respectively. “The organization has succession planning programs that strongly influences staff retention and employee performance” is score mid average mean= 2.72 and standard deviation =.927 respectively. The remains three items of talent retention are score below average, whereas the first lowest average “the organization ensures that employees with the qualifications and experience are available when needed with the mean score=2.64 and SD 1.117 respectively. The second lowest average of mean depend on respondent perception is “organization has systematic succession plans, enabling employees to effectively perform roles traditionally reserved for managers with the mean score = 2.68 and standard deviation .897 respectively. The lowest average score of mean from items of talent retention is “in my organization employees realize their aspiration and want to attain the highest possible level in their job” with the mean =2.69 and SD= 1.001 and followed by the statement of TR “my organization ensures that employees with the qualifications and experience are available when needed to retain talent employees” is score mean= 2.64 and standard deviation=1.117 respectively. Active steps, plans and activities are needed to retain and engage talent required for the future health of the organization. Also activities ensuring retention and stabilization of talents in the organization are inseparable part of talent management. Talented individuals should not leave the organization because their departures have usually

extraordinary impact on organization's operation, which is irrelevant to their number. Among factors influencing talents retention in the organization there are the offer of interesting and valued work, ensuring opportunities for education and development, and professional advancement, respecting a balance between professional and private life, the offer of a flexible work role, the offer of a quality work conditions and equipment, provision of sense of recognition and respect, the offer of adequate remuneration and recently also gaining grounds for organization's social responsibility approach DR Shruti Ashok (2012). Also based on below result tabulated and illustrated in table 4.5, it is possible to conclude that, as respondent perception, the retention of talented in CBE lower than expect average, there is no contiguous strategy how CBE retain talented employees and both HR and managers are not accountable for who leave the institute.

Table 4.5, Descriptive Statistics for TR

Items	N	Mean	Std. Deviation
My organization identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire.	80	3.00	1.055
In my organization employees realize their aspiration and want to attain the highest possible level in their job.	80	2.69	1.001
My organization has systematic succession plans, enabling employees to effectively perform roles traditionally reserved for managers.	80	2.68	.897
My organization has succession planning programs that strongly influences staff retention and employee performance.	80	2.72	.927
My organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them.	80	3.25	1.142
A career development opportunity is an important variable in my organization.	80	2.85	1.126
My organization ensures that employees with the qualifications and experience are available when needed.	80	2.64	1.117
Employees are motivated by management through encouraging them by improving their morale	80	3.10	1.165
Overall of Talent Retention	80	2.87	.775

Source, own questionnaire survey, computed in SPSS version 20.00, 2018

4.2.2.5 Descriptive Statistics for challenges associated with talent management practice

Table 4.6, Descriptive Statistics for challenges of talent management

Items	N	Mean	Std. Deviation
There are few professional opportunities in the area where I work to implement talent management practice	80	2.60	.949
The lack of an internal recruitment structure and little understand for talent deployment, development and talent retention	80	2.70	1.036
Top management teams do not have enough knowledge to talent management	80	2.59	1.015
Little is known about mental models of talent across cultures	80	2.40	.866
Talent management practices aligned with corporate strategy lead to higher human resource outcomes so it is difficult to implement it	80	2.79	1.052

Source, own questionnaire survey, computed in SPSS version 20.00,2018

From the study findings in the above table (4.6), all result of mean fall under medium and below average. The first medium score of mean average of the challenges of talent management item is” talent management practices aligned with corporate strategy lead to higher human resource outcomes so it is difficult to implement it” with mean=2.79 and SD=1.052 respectively. The second medium score of mean is “the lack of an internal recruitment structure and little understand for talent deployment, development and talent retention” with the mean =2.70 and SD=1.036 respectively. “There are few professional opportunities in the area where I work to implement talent management practice” with mean=2.60 and SD .949 respectively, followed by “top management teams do not have enough knowledge to talent management” with the mean score 2.59 and standard deviation 1.015 respectively. The lowest score of mean from items

challenges of talent management to implement “little is known about mental models of talent across cultures” with the mean score 2.40 and SD .866 respectively. Based on above result illustrated in table 4.6, it’s possible to conclude that, the challenges of finding, keeping, developing, and motivating people in key positions are precisely what progressive HR professionals should be focusing on; given the current focus on the linkage between talent and an organization’s business challenges and strategies, effective strategy execution requires sufficient numbers of the right people with the right skills and knowledge, in the right roles. While the focus of talent management tends to be on management and executive positions, the issues apply to all jobs that are hard to fill. This has made talent management one of the most pressing issues. Little is known about mental models of talent across cultures also in CBE lower than intended level of average, therefore CBE should be devote time and energy to introduce and to implement talent management practice across organization and to sustain business in the future with the global change since now a day global become village.

4.2.2.6 Overall Talent Management (TM) Practice

Table 4.7, Descriptive Statistics for TM

Items	N	Mean	Std. Deviation
Talent Attraction	80	2.90	.772
Talent Deployment	80	2.63	.754
Talent Development	80	2.72	.811
Talent Retention	80	2.87	.775
Overall of Talent management	80	2.78	0.658

Source, own questionnaire survey, computed in SPSS version 20.00,2018

The above result that, illustrated in table (4.7) the summary of TM practices and respondents score for each dimension of TM in CBE. As revealed in above table; the talent attraction and talent retention scored midpoint of average with the aggregate mean for TA=2.90 and SD=.772; also aggregate mean for TR=2.87 and SD=.775 respectively. When we see talent deployment and talent development both of them fall below to mid average; with mean score for TDP=2.63 and SD=.754, and talent development aggregate mean =2.72 and SD=.755 respectively. This result revealed the level of talent management practice in developing countries, as various studies were exploration in Africa they are poor understood for talent management practice

especial how can companies recruit, manage, develop, deploy, attract and retain talent employees (Ghebreorgis and Karsten, 2006 (Eritrea); Onyema, 2014; Ihionkhan and Aigbomian, 2014 (Nigeria); Ijigu, 2015 (Ethiopia); Singh, 2014 (South Africa) and Jain (Botswana).

4.2.2.7 Descriptive Statistics for Employee Performance

Table 4.8, Descriptive Statistics for employee performance

Items	N	Mean	Std. Deviation
I am a top performer	80	1.96	.920
I Takes appropriate action on problem as necessary	80	1.65	.887
I know more about services delivered to employees here	80	1.81	.915
I get along with customers better than others	80	2.04	.892
I know what my customers expect better than others	80	2.04	1.012
I share the personal objectives with the colleagues	80	1.75	1.000
Overall of Employee Performance	80	1.87	.755

Source: Own questionnaire survey, that computed in SPSS version 20.0, 2018

The above table 4.8 descriptive analyses for dependent variable (employee performance) help to examine the current level of employee performance in CBE. The overall employee performance at CBE, is fall below average with mean 1.87and standard deviation .755 respectively. The involvement categorical items of employee performance result with mean and standard deviation fall under of intended level or below average, depend on the scale rating by respondents. “The level of the employees get the customer and known what the customer” score the similar level of mean with 2.04 and SD .892 followed by 2.04 and SD 1.012 respectively. The level employee performances in the institute depend on their past performance and employee perception score 1.96 mean and standard deviation .920 respectively. In the CBE the rank rate of known about delivery service to the employee, score the third medium average of mean=1.81 and standard deviation .915 is respectively. Furthermore, sharing the personal objective with the colleagues ‘is score mean=1.75 and standard deviation 1.000 respectively. Finally, ‘the intention to participate

in the solving problem in the institute' score the lowest average of mean = 1.65 and standard deviation = .887 respectively. According to (Decramer, Smolders & Vanderstraeten, 2013) employee performance indicates the financial or non-financial outcome of the employee that has a direct link with the performance of the organization and its success. When employees work is considered important and meaningful, it leads obviously to their interest and performance. Authentic and supportive leadership is proven to impact performance management in the sense of enabling human resource managers to understand how to accurately measure and improve employee performance (Cascio & Boudreau, 2016). Based on above result illustrated in the table 4.8 it's possible to concluded that, there are limitation around performance appraisal system, remuneration in the institute is very low when we comparing within the local market, loading of the work, troubles within connection systems, unsatisfactory of employee, talented people wish to mobilize to private bank and lack of talent management in the institute, may major problem that continuous affect employee performance in CBE.

4.3 The Relationship between Talent Management and Employee Performance

Correlation is a statistical technique that show how strongly two variables are related to each other or the degree of association between the two. In this study, correlation analysis was conducted to examine the relationship between the components of talent management practice (TA, TDP, TD and TR) that's employed as (independent variables) and employee performance (dependent variables). Based on the number of variables the researcher was selecting; Pearson's linear correlation coefficient because the study entailed determining correlations or describing the association between two or more variables (Oso & Onen 2008).

According to (Noe, Hollenbeck, Gerhart and Wright, 2007, 2010, and 2011) suggestion during them examines the relation between fundamental of HRM and job performance, the higher correlation coefficient signifies a stronger relationship. At one extreme, a correlation coefficient of 1.0 means a perfect positive relationship as one set of numbers goes up, so does the other. At the other extreme, a correlation of -1.0 means a perfect negative correlation when one set of numbers goes up, the other goes down. In the middle, a correlation of 0 means there is no correlation.

Table 4.9 the relationship between TM practice and Employee performance

Correlations			
		TM	Employee Performance
Talent Management	Pearson Correlation	1	.447**
	Sig. (2-tailed)		.000
	N	80	80
Employee Performance	Pearson Correlation	.447**	1
	Sig. (2-tailed)	.000	
	N	80	80
**. Correlation is significant at the 0.01 level (2-tailed).			

Source, own questionnaire survey, computed in SPSS version 20.0,2018

The result in the correlation analysis in above table 4.9 revealed that, the independent variable (TM) has a positive and significant relationship with the dependent variable (EP). The study also proved that, the moderate level of correlation coefficient of the relationship between talent management and employee performance is at 0.447 is interpreted as a very strong positive relationship meaning when the level of talent management increases, the level of its effect that it has on employee performance also increase at the same. This imply working on talent attraction, talent deployment, talent development and talent retention will result to enhance employee performance that will result the organization to perform effectively in employee commitment and satisfaction, customer satisfaction and financial and performance growth.

4.3.1 Relationship between components of TM and employee performance

In this study based on the below table (4.10) the findings of the study show a positive and significant correlation exists between four independent variables of TM practice (TA,TDP,TD and TR) and dependent variable (employee performance). The study also established that as a very strong positive relationship existed between talent retention and employee performance, EP ($r=.423$, $P=0.001$); this show that acceptance of employee performance was positively correlated with talent retention. This reveals that any positive change in talent retention to increased acceptance of employee performance. The result tabulated and illustrated in table 4.10 also portray that, very strong positive relationship between talent development (TD) and employee performance($r=.380$, $p=0.001$). This strong positive relationship is shows; any positive change in

talent development (TD) led to increase the level of acceptance on employee performance. Also the below table 4.10 portray that, there are strong positive relationship between talent deployment (TDP) and employee performance ($r=.374$, $p=0.001$) which is interpreted the consistency of highest correlation of TDP has positive change on EP to increase the acceptance of employee performance. Finally, the finding is revealed that, there is strong positive relationship between talent attraction and employee performance ($r=.367$, $p=0.001$). This proved that any positive change in talent attraction (TA) on EP led to increased of employee performance. Some researchers also authentic this reality that, there is existence of strong positive relationship between the components of talent management practice (TA, TDP, TD and TR) within dependent variable, employee performance; such as researches of Erica Knott (2016), Shruti Ashok (2012), and Rita Kagwiria Lyria (2014)

Table 4.10, The relationship between component of TM and employee performance

		Talent Attraction	Talent Deployment	Talent Development	Talent Retention	Employee Performance
Talent Attraction		1	.711**	.670**	.638**	.367**
Talent Deployment	Pearson		1	.627**	.616**	.374**
	Sig. (2-tailed)			.000	.000	.001
	N		80	80	80	80
Talent Development	Pearson			1	.711**	.380**
	Sig. (2-tailed)				.000	.001
	N			80	80	80
Talent Retention	Pearson				1	.423**
	Correlation					

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

Source, own questionnaire survey, computed in SPSS version 20.0, 2018

4.3.2 Effect of Talent Management Practice on Employee Performance

Regression is the determination of a statistical relationship between two or more variables. Based on (Kothari, 2004) noted' in this study simple linear regression was employed, to determine the statistical relationship between the dimension of talent management and employee performance.

The objective of this analysis is to make a prediction about the dependent variable based on its covariance with all the concerned independent variables. Thus, the regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the values of dependent variable, given the values of the independent variable (Kothari, 2004).

Table 4.11 Regression Analysis of Talent Management Practices and Employee performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.554 ^a	.406	.433	.691	.406	4.859	4	75	.002

a. Predictors: (Constant), Talent Retention, Talent Deployment, Talent Development, TA
Source, own questionnaire survey, computed in SPSS version 20.00,2018

Regression analysis was conducted to empirically determine whether overall of talent management practice (TA, TDP, TD and TR,) were a significant determinant of employee performance in CBE. Based on regression result in table 4.11 revealed the goodness of fit for regression between employee performance and component of talent management practice was satisfactory. An R squared of 0.406 indicates that 40.6% of the variances in the four components of talent management practice by CBE are explained by the variances in the employee performance. The correlation coefficient of 55.4% indicates that the combined effect of the predictor variables of talent management practice (TA, TDP, TD and TR) have a strong positive correlation with employee performance.

Table 4.12: (Coefficients), TA, TDP, TD, and TR as Predictor on Employee performance

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.464	.334		1.388	.169	-.202	1.130
	Talent Attraction	.067	.160	.069	.422	.674	-.251	.385
	Talent Deployment	.123	.156	.122	.787	.000	-.188	.433
	Talent Development	.077	.151	.083	.512	.610	-.223	.378
	Talent Retention	.238	.153	.244	1.558	.001	-.066	.543

a. Dependent Variable: Employee Performance

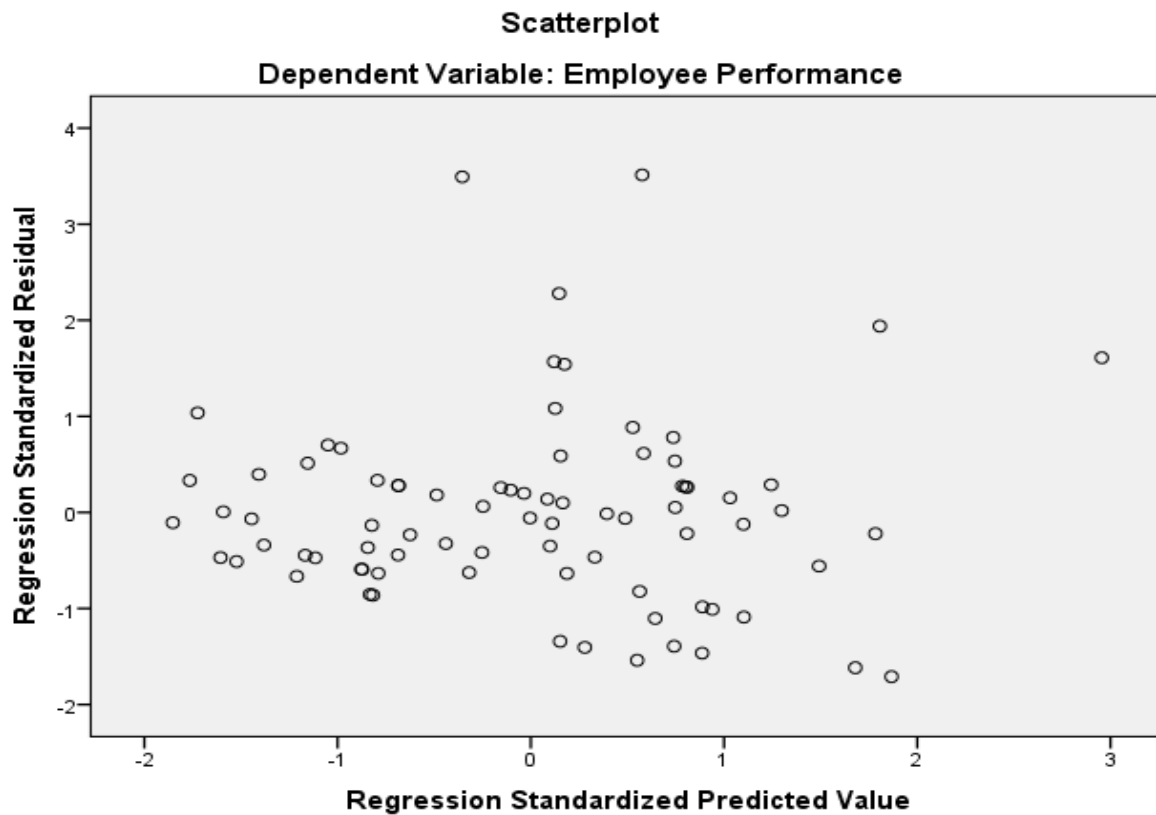
Source, own questionnaire survey, computed in SPSS version 20.00,2018

Based on the finding above table 4.12, from influence on employee performance, talent deployment and talent retention have statistically unique contribution for the out of with beta value of .123($p=0.000$) and .238($p=0.001$) respectively. Moreover, the above statistical result revealed that, given the other variables constant, one unit increase in talent retention will increase .244 units of employee performance, and one unit increase in talent deployment, will increase .122units of employee performance. Therefore, we can portray that from the above result, segmenting employees based on their talent, rewarding them based on their contribution, deploying talented employees on the most important jobs, matching job requirements with employees' competencies, making transition from job to job easy, and giving opportunities for employees to do what they do best highly influence on their performance.

4.3.3 Homoscedasticity

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances, as Saunders, et al. (2009) noted. Based on the explanation by Field (2009), at each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for the goodness of the regression model. In this regard, to plot the Homoscedasticity analysis, as suggests by Field (2009), 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 follow

Figure 4.6: Homoscedasticity



Source, own questionnaire survey, computed in SPSS version 20.0,2018

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings

The purpose of this study is to examine the current practice of talent management and its effect on employee performance at CBE. As per the data gathered through questionnaire by the researcher to meet the research objective; the data gathered were analyzed through descriptive statistics and inferential statistics. Based on objective analysis of the results, summary of main findings are presented in this section as the follows:

The descriptive analysis result portray that, the mean score of component of talent management practices (TA, TDP, TD and TR) fall within ranges between 2.90 and 2.63 average of mean. With the regard to highest average mean score talent attraction ($M= 2.906$, $SD= .772$) and the lowest average mean score ($M= 2.63$, $SD=.754$) is for talent deployment, which is illustrated that, from the four component of talent management practice, “talent attraction” was well introduce in the CBE, and depend on research finding “talent deployment” is the least practiced of component of talent management practice in CBE. This study also found that, 2.87 sum average mean score for talent retention and standard deviation=.775 is introducing in CBE next to talent attraction is TR fall at medium mean of score; followed by talent development of overall average, the mean score of ($M=2.72$, $SD=.811$ which is show talent development fall below at the midpoint. Moreover, the descriptive statistics employed to examine the current level of employee performance at CBE, the result is portray that, the mean score of the performer is felling quit their job performance below the average with the aggregate mean the score of $= 1.87$ and $SD=.755$ respectively

The study found out that talent attraction had a positive influence on the employee performance there is strength in understanding importance of talent attraction such as, branding, recruitment and selection strategy, share mission, values and vision of CBE, and setting clearly goals of objectives well practices in the institute. The result indicates that talent retention had a positive and significant influence on employee performance. Also had the greatest influence on employee

performance as compared to talent attraction, talent development and deployment. However, study also found that, talent deployment was not introduced and implemented very well in the organization, also there is no contiguous strategy how CBE retain talented employees, both managers and HR directors are not accountable when the talented leave from organization.

IN examining the relationship of component of talent management practice (TA, TDP, TD and TR) and employee performance, the result expresses that, a very strong positive relationship was found, such as TR and employee performance ($r=.423$, $p=0.001$), TD and employee performance ($r=.380$, $p=0.001$), TDP and employee performance ($r=.374$, $p=0.001$) and TA and employee performance ($r=.367$, $p=0.001$) were respectively, this means any positive change in all component of talent management practice, led to increase the level of acceptance of employee performance. Regression analysis overall of talent management practice (TA, TDP, TD and TR,) were a significant determinant of employee performance in CBE. The coefficients between the independent and dependent variables portray that all the four independent variables, of talent management practice have a positive significant effect on employee performance or results indicate that TA, TDP, TD and TR have the strong positive relationship and significant influence on employee performance.

5.2. Conclusions

The aim of this study was to examine the effect talent management practice and its effect on employee performance. With regards to this, the researcher was established some specific research questions and objectives to show to what extent CBE practice TM, to reveal the relationship between them and to measure to what extent TM practice affect employee performance. Also based on explanatory research design employed for this study; to emphasize on discovering relationship between talent management practice and employee performance; so based on the result discussed in chapter four it is revealed that, the research objectives of this study have been met and the research questions have been answered. Based on this analysis the research was drawn the following conclusion.

From the four talent management dimension were employed in this study, talent deployed is the least scored variable of talent management; this show giving right position for right employees at right time was not implemented and introduced very well in the organization. Also its possible to conclude that, there are weakness on practice of Career development, delegation, job to job transition, promotion, and succession planning in the institute; may this one is the reason why the

talent deployment is not reach to intended level in the organization. Based on the finding of study, in component of talent developing items, there are weakness on measuring the result after the organization giving trainings for the employees or to what extent the trainings enhance employee performance is not evaluate in the CBE, there are limitation to coaching and mentoring, rarely giving education opportunity for employees, all these revealed that, why the reason talent development is not score intended level, or not introduce very well in the organization. Also the dimension of talent developments practice is approach to use creativity alternative for the future as talent coaching and mobility also to enhance performance in current positions as well as helps to transformation in the organization. However, the study concludes that, these techniques were not implemented and approaches in the organization. In addition to this the content analysis of results induced that; there could be more other components of development which could influence employee performance. The study concluded that talent development had a positive and significant effect on organization performance.

The study also draws conclusion that, components of talent attraction which included, there are verbal and written recognition for individual contribution where appropriate, and the institute facilitation of work-life balance as well as social networking and the assurance of employee's job security had positive influence on the organization performance in CBE. However there are weaknesses around overall good knowledge on the HR, compensation and organization climate to attract talent are not score intended level in the organization. When we conclude, the component of talent attraction there could be more other components of talent attraction which could influence employee performance.

It was further concluded that talent retention had highest positive and significant effect on employee performance. This study further concludes that talent management has a strong association with increased competition for highly skilled talent, creating an open an innovative culture, aligned with what matters most with employees, will provide the organization with the necessary competitive edge to attract and retain talent necessary to achieve organizational goals. Retaining experienced and knowledgeable employees, within new bloods work force can be shaped institute to transition to next level competencies or helps to get sustainable advantage. However, the study revealed that, the organization are not develop talent pools from which it can source of talent to fill vacancies as they become available and foster employee retention

5.3 Recommendations

Based on the findings, conclusions and research problem made, the research required to forward realistic and applicable recommendations. Therefore, the followings are recommendations are offered by the researcher that helps to improve the gaps of talent management practice in CBE to enhance employee performance.

- ⇔ The study suggested that, overall an emphasis should be given by institute on all components talent management practices such as how talent could be attract, deployed, developed and retained; therefore, the organization must be impression strategy that specify talent management practice to enhance employee performance and should be coherence within organization vision, mission, and values.
- ⇔ With regard to talent attraction, new bloods work force must be appreciating in CBE around IT center because mixed talent employee enhance to achieve organization goals and objectives effectively. Also to delivery excellent service for the customer, CBE should be overcomes major problem of traditional recruitments and must be introduce extra hiring methods and selection mechanism to forward looking and proactive, which means that the organization is continuously seeking out talent and get opportunities to better utilize new talented.
- ⇔ Beyond talent deployment practice, CBE must be implement the strategy to give right position for right person at right time, because if mismatch of talent in the organization it's impossible to enhance employee performance and achieve organization goals and objectives very wells. The study also suggest that reward and recognition strategies, career development, delegation, promotion, and succession planning program must be introduce in CBE with these interventions, CBE can give equal opportunity for candidates to fill key positions within key person. Also CBE should introduce the five job characteristics such as skill variety, task identity, task significance, autonomy, and feedback can play crucial role for the institute to practice talent deployment.
- ⇔ Moreover, based on descriptive analysis result, talent development practices score also below to intended level in the CBE. Therefore the organization should be imperative to focuses on developing programs that are not only essential but help to enhances employees' performance. Employees are a critical component that determines the success or failure of an

organization's; therefore CBE should develop training programs, rotation, coaching and mentoring based on current needs to increase employee performance.

- ⇔ Further, researcher believes it is crucial for CBE to think about talent retention, employees must be seen as an asset for an organization, which is important if organizations want to achieve a sustainable competitive advantage. Talent retention is not one time exercise rather than its continuous Process, therefore CBE should be retain talent based on today's market trend; since employees not only interested at the benefits entitlement and compensation packages offered by the organization but they also seek for overall organizational incentive plans. Therefore; CBE must be implement talent retention practice that helps to retain the talented, where it can have the most effect on employee performance.
- ⇔ Finally, to conclude these recommendations, CBE should introduce all the component talent management practice that's employed and not employed in this study like talent process, talent audit, talent engagement, talent principles and others; to increase employee performance through the improved talent attraction, deployment, development and talent retention.

5.4. Limitation of the Study

Like another study, this study also not free from limitation; to deduct number of variables, this study only limit to four components of talent management practice (TA, TDP, TD AND TR) so, it may not reveal full of talent management practice and its effect on employee performance. The researcher troubles within a problem of getting enough literature available especially in the context of Ethiopia. This may affect the depth of literature review that conducted in the study, therefore the researcher forced to depend on foreign literature. This study experienced an initial slow response from the respondents who were mainly busy to respond the questionnaire openly and timely, unreturned questionnaire considered some information as confidential and hence could not be willing to reveal, the research also limits itself and relies on the quantitative data; these all expressed among of the various problems encountered and may affect the result of study.

5.5. Future Research Directions

The research findings reported in this study make a valuable contribution to the awareness to effect of talent management practice on employee performance. The study also established the research problems, presents conclusion and forward practical recommendations. However, additional research is needed to further investigate that show potential relationship and effect of other internal and extraneous variables within talent management practice. Moreover, since talent management practice is very broad and new phenomena; the researcher believed that, there are issues remain uncovered in this study due to the scope limitation. For this study the researcher employed four components of talent management practice (TA, TDP, TD and TR) to examine its effect on employee performance; however, it is recommended that other studies be done, within additional component of talent management practices, such as talent strategy, talent planning, talent acquisition, talent engagement, performance management, talent audit, talent commitment and within others untouched variables, this will ensure increased reliability of the statistics TM practice and its effect on employee performance.

The study only focuses to CBE; this shows that the findings of this study perception to only data gather from one organization. Therefore the researcher is suggested that, a study to be done in other institutions and other sectors to increase the statistical power of the study and to get more reliable results. Further, another the study can be increase and use enriched to include more variables under the theoretical framework in future studies. Also rather than only use questionnaire for the future studies, using multiple measurement methods for justifiability of the theoretical model can include other methods like in depth interviews, focus group interviews, and nominal group technique, and if the sample can be bigger and broad based that increase the representativeness of the study. The study also suggested that the response rate should be broadened to cover a larger population so as to have more inclusive findings to make better conclusions and recommendations from talent management practice and employee performance. Finally, all what suggested by researcher and others have great benefit and help to enhance the potential of studies for future research direction.

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<http://www.commercialbankofethiopia.com>

<http://www.cornerstoneondemand.com/integrated-talent-management>

<http://www.google.com>

<http://www.talentmgt.com>



APPENDIX I

QUESTIONNAIRE

Addis Ababa University School of Commerce

Department of Business Administration and Information Systems (BAIS)

Questionnaires: - prepared for IT professionals of CBE employees

I am a graduate student pursuing Master of Human Resource Management (MAHRM) in Addis Ababa University School of Commerce. I am currently conducting a research study entitled ***“Effect of Talent Management Practices on Employee Performance In Case Of Commercial Bank of Ethiopia.”*** I request you to help me by filling the questionnaire attached with the following instructions and that’s help me in completing my Research. This information in the form of answers is purely for my research and academic purpose only. I assure you that the information obtained from your end will be kept confidential. I express my sincere thanks for sharing your valuable time and extending your co- operation in this regard.

Instruction

- + No need to write your name
- + Please put mark “√” in the appropriate box that matches to your response
- + Please complete all your items to reflect your opinions and experiences
- + Returning the questionnaire in time is appreciable and very help full for researcher
- + In case of any inquiry about this questionnaire, you can contact me through following my cell phone and email address.

Yours Sincerely, Hailu Mengistu

Email :-hailemen77@gmail.com

Phone: - 0912984421

SECTION A: DEMOGRAPHIC FACTORS

Please tick the most appropriate answer (✓/x)

1. What is your Gender?

Female ☐ Male ☐

2. Age: - 25 and below ☐

26-30yrs ☐

31-35yrs ☐

36-39yrs ☐

40yrs and above ☐

3. Which is your highest education level?

Certificate ☐ Diploma ☐ Degree ☐ Masters ☐ PHD ☐

4. How long have you worked in the CBE?

Less than 1 year ☐

1-2 years ☐

3-5 years ☐

6-10 years ☐

More than 10 years ☐

5. What is your job level?

Junior Management ☐

Middle Management ☐

Senior Management ☐

Entry ☐

SECTION B

Variables of Talent Management Practice

I. Talent Attraction

To what extent do you agree with the following statements relating to impact of talent attraction on employee performance? Directions: For each of the statements below kindly tick only one based on the following scale. (*SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree*)

<i>Statement On Talent Attraction</i>	SA	A	N	D	SD
1. The HR managers devote time and energy to attend the filling of a vacancy					
2. There is overall good knowledge on the HR recruitment process and policies					
3. Exemplary staff are rewarded a variety of ways					
4. There are verbal and written recognition for individual contribution where appropriate					
5. My organization uses corporate social responsibility to attract talent					
6. Networking sites, referrals, adverts and poaching from competitors' are used as external sources of talent in my organization					
7. CBE assures employees job security and Salaries are competitive to market rates , in order to attract the right talent					
8. CBE ensure good organizational climate in order to attract the right talent					

II. Talent Deployment

Directions: For each of the statements below kindly tick only one based on the following scale.

(SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree)

Statement on Talent Deployment	SA	A	N	D	SD
1. The best people focused on the most important jobs					
2. There is a strong match between an employee's competencies and job requirements					
3. Employees are given the opportunity to do what they do best					
4. Technology is used to assist in the effective deployment of talent					
5. The transitions from job to job within the Institute go smoothly					

III: Talent Development

To what extent do you agree with the following statements relating to impact of talent development on employee performance in the CBE?

Directions: For each of the statements below kindly tick only one based on the following scale.

(SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree)

Statement on Talent Development	SA	A	N	D	SD
1. My organization offers systematic training to employees.					
2. My organization improves their employee talents and aligns their talents with the needs for the business at the current position.					
3. My organization keeps an effective and dynamic workforce resulting from career training.					
4. My organization fosters professional growth and development.					
5. My organization is learning orientated towards personal development.					
6. My organization implements staff development provisions.					
7. My organization creates a condition that enhances employee creativity.					
8. My organization adopts the development of employees so as to nurture a sound organization memory.					
9. My organization makes a planned effort to facilitate employees to learn job related competencies in order to improve performance.					
10. In my organization, employers can coach the employees in their individual career planning.					

IV: TALENT RETENTION

To what extent do you agree with the following statements relating to impact of talent retention on employee performance in CBE?

Directions: For each of the statements below kindly tick only one based on the following scale. (SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree)

Statement on Talent Retention	SA	A	N	D	SD
1. My organization identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire.					
2. In my organization employees realize their aspiration and want to attain the highest possible level in their job.					
3. My organization has systematic succession plans, enabling employees to effectively perform roles traditionally reserved for managers.					
4. My organization has succession planning programs that strongly influences staff retention and employee performance.					
5. My organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them.					
6. A career development opportunity is an important variable in my organization.					
7. My organization ensures that employees with the qualifications and experience are available when needed.					
8. Employees are motivated by management through encouraging them by improving their morale					

V. Challenges Associated With Talent Management

To what extent do you agree with the following statements relating to challenges of talent management to implement? Directions: For each of the statements below kindly tick only one based on the following scale. (**SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree**)

<i>Statement to challenges of talent management</i>	SA	A	N	D	SD
1. There are few professional opportunities in the area where I work to implement talent management practice					
2. The lack of an internal recruitment structure and little understand for talent deployment, development and talent retention					
3. Top management teams do not have enough knowledge to talent management					
4. Little is known about mental models of talent across cultures					
5. Talent management practices aligned with corporate strategy lead to higher human resource outcomes so it is difficult to implement it					

SECTIONC: EMPLOYEE PERFORMANCE

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree – 1; somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5.

<i>Statements on Employee Performance</i>	1	2	3	4	5
1. I am a top performer					
2. I Takes appropriate action on problem as necessary					
3. I know more about services delivered to employees here					
4. I get along with customers better than others					
5. I know what my customers expect better than others					
6. I share the personal objectives with the colleagues					

THE END

THANK YOU FOR COMPLETING THE QUESTIONNAIRE

APPENDIX II

ANALYSIS RESULTS

Reliability Statistics for major TM and employee performance

Cronbach's Alpha	N of Items
.953	37

Correlations Analysis

The relationship between component of talent management and employee performance

		Talent Attraction	Talent Deployment	Talent Development	Talent Retention	Employee Performance
Talent Attraction		1	.711**	.670**	.638**	.367**
Talent Deployment	Pearson		1	.627**	.616**	.374**
	Correlation			.000	.000	.001
	Sig. (2-tailed)		80	80	80	80
Talent Development	Pearson			1	.711**	.380**
	Correlation				.000	.001
	Sig. (2-tailed)			80	80	80
Talent Retention	Pearson				1	.423**
	Correlation					

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

Regression Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.554 ^a	.406	.433	.691	.406	4.859	4	75	.002

a. Predictors: (Constant), Talent Retention, Talent Deployment, Talent Development, Talent Attraction

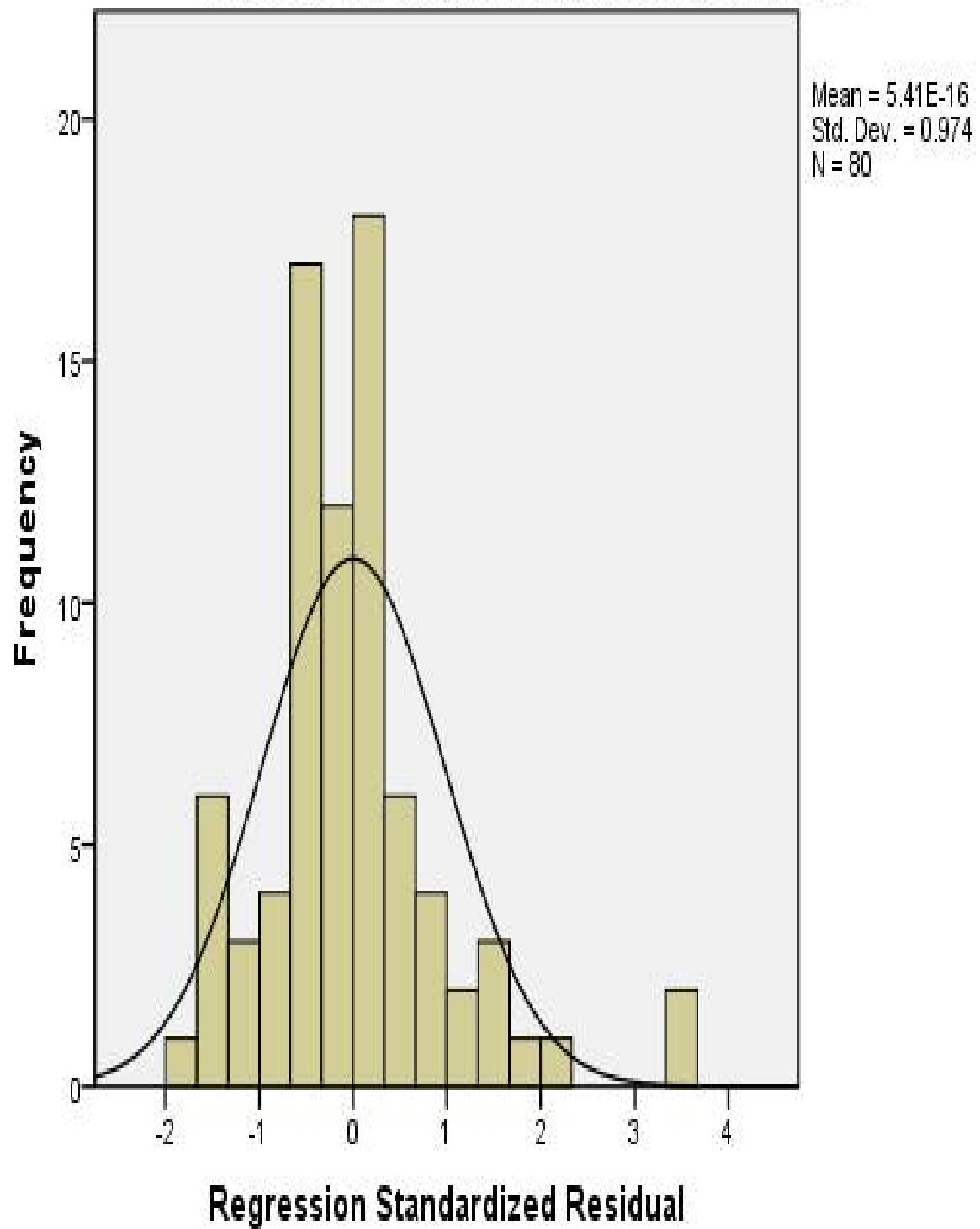
Coefficients), TA, TDP, TD, and TR as Predictor on Employee performance

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		β	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.464	.334		1.388	.169	-.202	1.130
	Talent Attraction	.067	.160	.069	.422	.674	-.251	.385
	Talent Deployment	.123	.156	.122	.787	.000	-.188	.433
	Talent Development	.077	.151	.083	.512	.610	-.223	.378
	Talent Retention	.238	.153	.244	1.558	.001	-.066	.543

a. Dependent Variable: Employee Performance

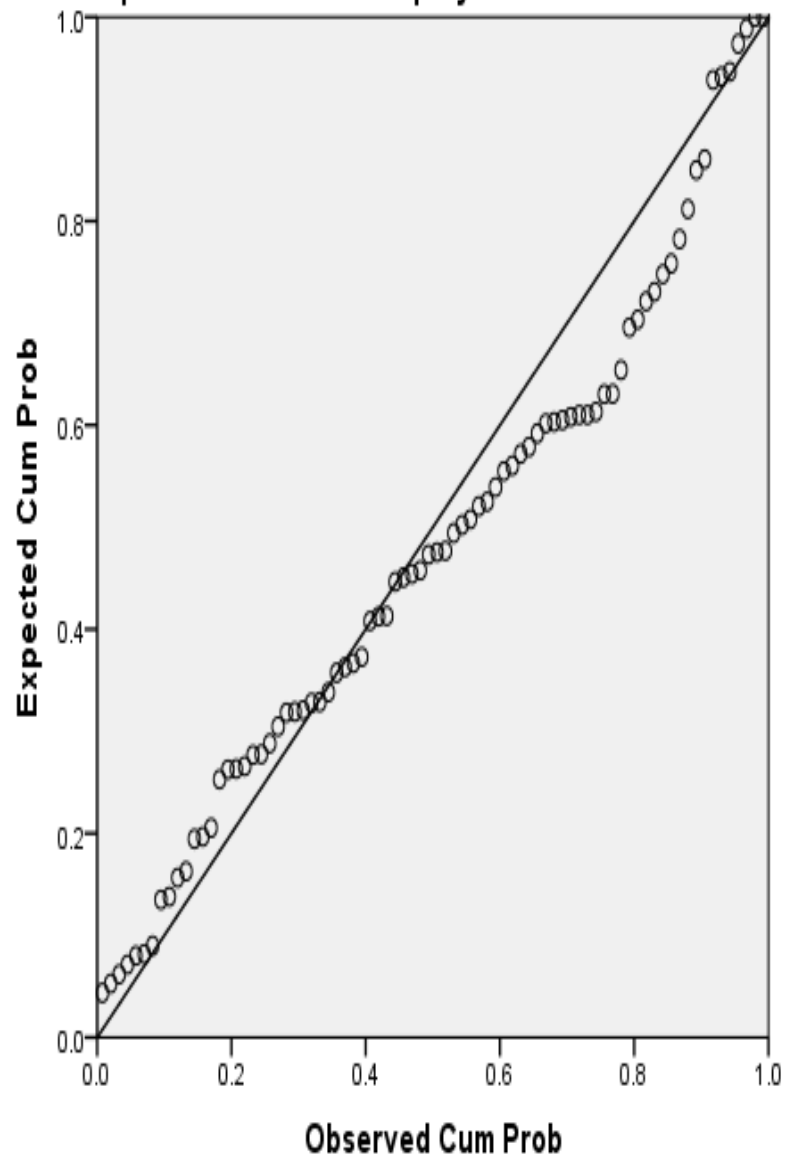
Histogram

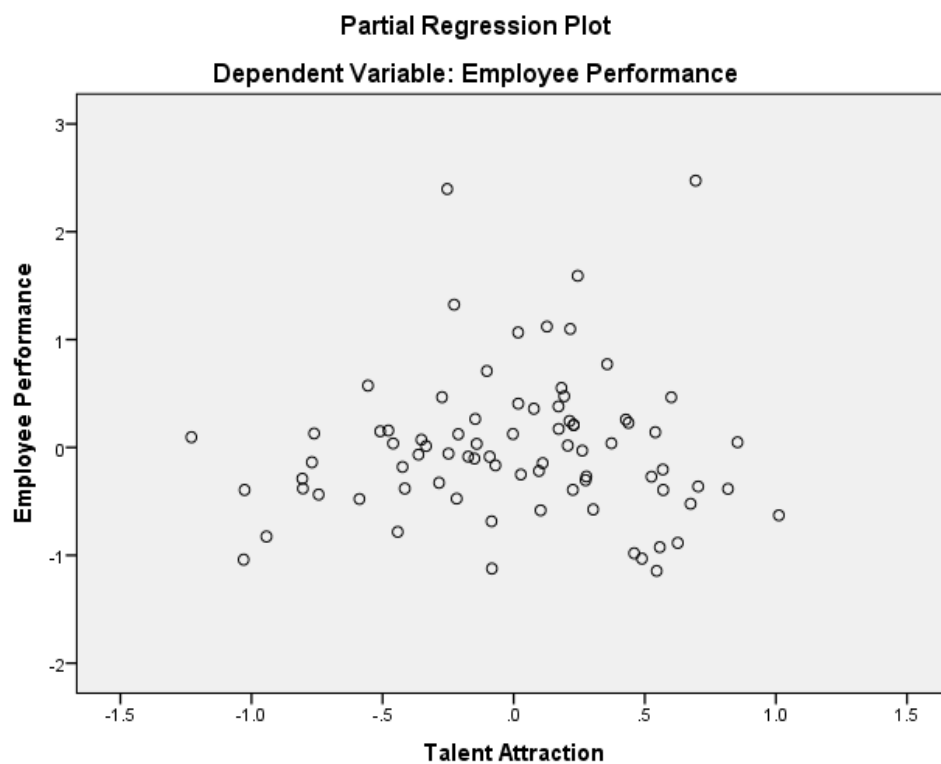
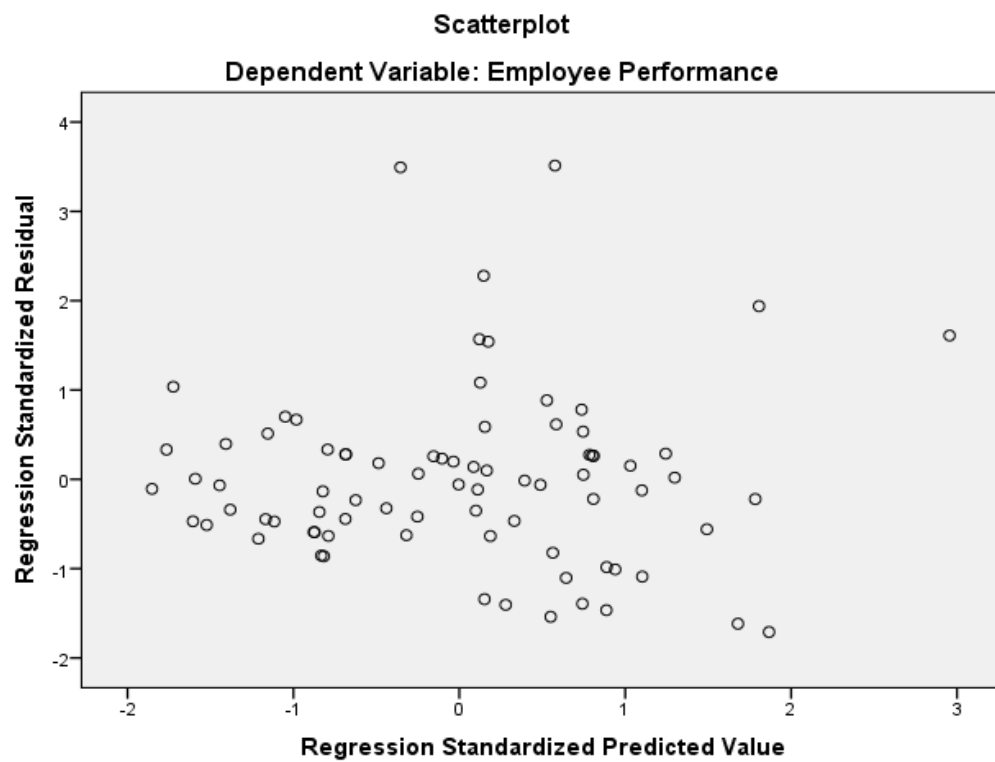
Dependent Variable: Employee Performance



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Employee Performance





Partial Regression Plot

Dependent Variable: Employee Performance

