

An Investigation of Organizational Effectiveness of a Private Sector of South Odisha: A Structural Equation Approach

Maitrayee Rout^{1*} and Dr. Biswajit Satpathy²

¹Doctoral scholar, Department of Business and Administration, Sambalpur University, Sambalpur

²Professor, Department of Business and Administration, Sambalpur University, Sambalpur

Corresponding Author: Maitrayee Rout, E-mail: rout.maitrayee@gmail.com

ARTICLE INFORMATION

Received: October 14, 2020

Accepted: November 25, 2020

Volume: 2

Issue: 6

DOI: 10.32996/jhsss.2020.2.6.4

KEYWORDS

Talent management; employee engagement; organizational effectiveness; structural equation modeling

ABSTRACT

Talent management is a buzzword which is shaping the organizational effectiveness in a broader extends in current scenario. The purpose of this research is to observe the connection between talent management practices and organizational effectiveness in addition to examine the employee engagement act as mediating variable between talent management and organizational effectiveness. the outcomes of this study have significant relationships between talent management practices, employee engagement and organizational effectiveness. Though the modern investigation has been widely focused on different countries, this concept has been less explored in existing HRM scenario obtained in emergent country particularly in India. The responses were gathered from the human resources of private sectors and the hypothetical model was experienced through structural equation modeling (SEM) in AMOS. This measuring model is validated through confirmatory factor (CFA). The results of this study support obtainable literature in this area and have imperative implications for the organization.

1. Introduction

The concept of talent management is more relevant in today's workplace because of the progress and nurture of people management. Both researcher and practitioner are giving more highlight on this new born topic. Effective management of talent helps corporate people to explore the talented people as executive concern for this decade (Deloitte, 2010; Guthridge, Komm & Lawson, 2008). To construct a successful talent management model, a good platform is required, which helps to support HR people to challenge in the competitive worldwide level. When McKinsey developed the concept of "War of Talent" in 1997, a lot of research has focused on the significance of talent management around the world. According to (CIPD 2006), suggested that the term TM is the process of planned attraction, identification, development, engagement /retention of such persons having high level of competence & who have a specific value to an organization.

Ulrich (2006) suggested that talent may define in comprehensive way which is the association of competence, commitment and contribution. Talent Management has become the core of organization not only in service-based industries but also in industrial sectors because it is more focus on the enhancement of aptitude and competencies of the organizational people, which is the prime significance to the organizational performance (Mishra and Sarkar, 2018).

Therefore, talent management practices involve the aptitude, mastery and strengthen of organizational employees. Talent management process helps to identify the talent pool and evolves the human skills to fulfill the human de- sires of an organization. The main areas of this research, TM includes talent identification, talent development, talent retention and others are organizational effectiveness and employee engagement.

1.1 Research gap

At the present scenario, the organizations are trying to execute innovative HR practices like talent management for getting the best out of their human resources. Some researchers have suggested that employee engagement has an effective mediating variable in the relationship between talent management and organizational effectiveness and also career development. This study has done in banking sectors. The strategy of employee engagement and an enhanced talent management may involve in the HR interventions for the BPO/ITES sector in India, (Bhatnagar, 2007). There is a significant relationship between talent management practices (managerial support, employee career development, and rewards and recognitions), employee engagement, and employee retention within IT organizations in Selangor. (Alias et al.2014). From extensive literature output demonstrate that the connection between talent management, employee engagement and organizational effectiveness have done many sectors. Some of the researchers have less explored in manufacturing sectors.

The purpose of this research is to examine the mediation instrument of employee engagement in the correlation between talent management and organizational effectiveness. Talent management is the significant practices which enhance the level of employee engagement which subsequently increases the organizational effectiveness. Therefore, the present study has made an attempt to achieve best organizational effectiveness through employee development practices. According to the above research gap, following research objectives are formed.

2. Literature Review

Armstrong and Baron (2007) claimed that “Talent management is expressed as holistic viewed and integrated set of activities which make sure that the organization attracts, develops, retains and motivates the talented people for achieving current as well as future goal of an organization”(Cited in Hariss and Foster, 2010). Talent is one of the most significant constraint which helps to achieve organizational effectiveness, (Annakis et.al, 2014). According to (Ringoetal.,2010) “Talent Management is a such practices which associated with developing strategy, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating and retaining talented human resource though a variety of initiatives.” So talent management has become a key intended dimensions for some organizations. Identifying, developing and retaining of talent progressively more being perceived as key achievement part in the exploration for organizational objectives such as economical and competitive gain.

Talent Identification involves the appropriate assessment of employee’s performances and also focuses their future ability to fill the challenging job of an organization. Khoreva et al. (2019) this study states that “talent identification is the practice of informing human resources of their talent pool membership”. Human skill of an organization can be improved through talent development which is the important ingredient of talent management process (Mathimaran & Kumar, 2017). To create a learning environment within an organization the different tools of talent management practices are required which may direct to develop constructive organizational performance (Farrukh &Waheed, 2015). Talent retention may be the compressive part of organizational policies which are created by top management people to persuade their knowledge and preserve them from parting the organizational context. (Rawashdeh 2018). Talent management has been recommended as a significant strategy to retain more talented people, but very less research has explored in academic studies (Narayanan et.al 2019). This research has revealed that career development has a stronger effect on employee retention than succession planning and recruitment. Managers in the banking industry must invest in building and investing in talent management practices as a strategy for retaining their employees (Muriithi 2020).

Common topic on management area in today’s market is Employee engagement. The concept of employee engagement was introduced by many authors in a different ways Kahn (1990), Harter et al. (2002), Schaufeli et al. (2002), Saks (2006), Rich et al. (2010) and Shuck and Wollard (2010), Khodakarami et.al (2018).It may be defined as “an individual employee’s cognitive, emotional and behavioral state directed towards desired organizational outcomes” (Shuck and Wollard (2010)).Shuck and Wollard (2010)suggested that employee engagement is “an individual’s exceptional intelligence, psychological and behavioral state which leads towards expected organizational outcomes”(p.103),(2016).It’s very difficult to define theoretical or operational clarification about organizational effectiveness(Reimann,1975). Organizational Effectiveness requires the linking between human Resource and organizational Development efforts, so that organizational outcomes can be improved. Organizational effectiveness is one variable which is generally referring goal attainment of an organization (Georgopoulos &Tannenbaum,1957).

3. Hypothesis formulation

3.1 Talent management practices and employee engagement

TM system indicates to deal with the individuals of an organization and to create additional competent human resources and decrease labour turnover rate. (Corporate Leadership Council, 2004). Effective employee engagement is encouraged through their talent management programme by effective learning and development support, reward and recognition. (Glen, 2006; Lockwood, 2007), Alias et al. (2014). TM practices influences both organizational and employee outcomes through effective employee engagement (O'Connor and Henry, 2019).

There is a significant relationship between TM and EE which is suggested by many researchers. Gubman (2004) argued that engagement has diversified relationship with satisfaction that engagement implies something that is external part of the worker and most important to the organization which effect to inner satisfaction to the employee, KADIRI (Ismaila and JIMOH, 2017). Retaining and attracting the talented employee will require transformed center of attention and force on worker worth propositions, with better elasticity to magnetize gradually more varied talent (Cheese, 2010).

Macey & Scheinder (2008) quoted Bono and Judge's (2003) states that "Engagement with their employees' efforts recommends that employees who observe their work as steady with their individual morals will be more engaged". They require of "employee engagement" would decline employees enduring assurance to the organization, it is also very complex to attract, develop and retain extremely talented human resources (White, 2009). Based on above literature, one hypothesis can be derived as, Hypothesis 1 (H1): There is an effective relationship between talent management practice and employee engagement.

3.2 Employee engagement and organizational effectiveness

Employee engagement is considered as a multifaceted, innervate multi-componential' practice; a congenial concept of employee engagement develops a systemic phenomenon of individual and organizational life (Turner, 2020). Engagement metrics are created two aspects, firstly, on contribution of employees by using qualitative variables of intelligence, talents, attitude, behavior, their relationship with boss, superior, subordinate and interaction takes place within the organizational context.

Secondly, metrics which are output based by using a quantitative exploration of employee engagement related to business or operational impact (Turner, 2019).

This research is an attempt to find out the relationship of employee engagement with organizational performance and individual well-being on the basis of existing literature and research. Organizational performance can be defined as the total of organizational outcomes while individual well-being is, doing the welfare of individual employee. The study is theoretical and concept based in nature. The study resulted into a positive relationship between Employee Engagement and Organizational Performance ; Employee Engagement and Individual Well Being. The results were also supported with previous research findings (Yadav 2020). Successful talent management policies and practices are those who show commitment to employees, and this step automatically leads to lower turnover rates and high engagement of employees and it directly affects organizational productivity and success. Organizational culture and values are also responsible for the enhancement and decreasing of employee engagement. Managers must ensure an environment in which the workforce become occupied as a cognitive personality, as well as emotionally attached and they are also provided by the information needed and the feedback of their task (Fred & Suzanne, 2002). Kahn (1990) stated that it is an individual's internal calculus that they consciously or unconsciously make to show their different dimensions in the organization. It is the employee's own perception that how to see and react to the things around. Employee engagement is exactly consequential if there is a sense of giving out the responsibilities between the management and the workforce. The entire workforce has not the same level of commitment towards the work and the organization. If an employee who is highly engaged in emotions he needs to be well aware of all the information needed about the organization. Similarly, a cognitive personality in an organization needs to access the whole information to achieve organizational goal. Both the employees are engaged, but they differing their approach to make it worthy (Kular,

Gatenby, Rees, Soane, &Truss, 2008). Therefore it is hypothesized that, Hypothesis 2 (H2): Employee Engagement is positively related to Organizational Effectiveness.

3.3 Talent Management and Organizational Effectiveness

In this age of globalization, it is necessary to give attention to know about the right talent of employees for effectiveness. Talent management system should apply to all human resource management functions. Having the right talent is the greatest benefit for every enterprise (Ali and Mehreen, 2019). The processes of talent management enhance the workforce output for the prosperity of the firm (Lyria et al., 2017). In this competitive era, it is quite difficult to retain talented employees because of high mobilization of employees from one organization to another (Kehinde, 2012). This research found that the organization should plan about the strategies to identify, attract and employ the talented employees which intended for attaining the corporate goals & also make practices by employees to enhance their career development. (Tamunomiebi and Worgu, 2020). Ali and Brandl (2017) theoretically studied HRM perspectives in Pakistan and found that talent management practices create the competitive advantage which subsequently improves organizational effectiveness. TM is now an important concept that needs attention. Companies need to concentrate on their competitors and their core competencies (Sharma, Garg, & Singh, 2012). Hypothesis 3 (H3): Talent Management is positively related to Organizational Effectiveness.

3.4 The mediating effects of employee engagement

TM in particular has been debating about a Black Box which interferes in the relationship between the management practices and organizational outcome (Muduli and Verma, 2016). Influenced by the concept of Black Box, Muduli and Verma (2016) proposed and proved the role of AMO (ability, motivation and opportunity) in management effectiveness. We propose Employee engagement as a ‘motivation’ variable as EE has been defined as employees are more optimistic towards the organization. (Rich, LePine & Crawford, 2010) and its values suggests that people will become engaged with their work when antecedents are in place that signal to employees that they are valued and trusted (Saks, 2006; Rich, LePine, & Crawford, 2010).

HRM practices are one approach for an organization to indicate their readiness to provide and sustain their employees; hence, perceived HRM practices may be linked with employee engagement (Alfes et al., 2013). According to the previous research the researchers have stated that there is a significant relationship between antecedents of EE (Saks, 2006, Clifford, 2010) with consequence of EE (Schaufeli & Bakker, 2004). Again, it is also found that EE act as mediating variable by previous research (Ram and Prabhakar, 2011; Saks, 2006). Although very less research has done with combination of TMP & OE and EE as mediator, so this study marks more valuable. This research seeks to explore whether EE act as mediatory between TMP & OE variable. Therefore, another hypothesis can be derived as, **Hypothesis 4 (H4):** Employee engagement absolutely mediates the association between talent management and organizational effectiveness.

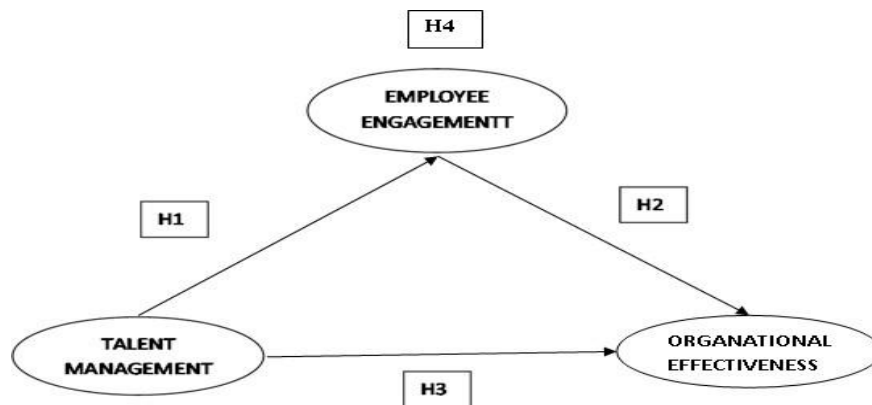


Figure 1: Research hypothetical model

Figure 1, shows about the research hypothetical model. It consists three variables: talent management as an independent variable, employee engagement as a mediating variable, and organizational effectiveness as a

dependent variable. The model represents that how these variables are inter-related to each other based on extensive literature. Here we have focused three major practices to measured TM by talent identification, talent development and talent retention and also investigate about the significant effects on organizational effectiveness. Moreover, employee engagement postulated to mediate the effect of talent management on organizational effectiveness.

4. Experimental setup

4.1 Methodology

For this analytical study, Primary data has collected from two private manufacturing units, JK paper mill (Raygada) &UTKAL Alumina (Tikiri). A structured questionnaire with 18 items were asked to the people of the company. Five-point Likert scale has used as a research tool for gathering of primary data. Samples have collected through simple random sampling methods. In order to diminish individual partiality usually all the questions considered were closed ended. Collected data are analyzed by different statistical tools like SPSS and AMOS to get the results.

4.2 Measures

The present study has attempted to explore the relevant past studies to make sure about the content and face validity of the adapted measures. The scale of talent management (six items) was taken from the study of MiiroFarooqet.al (2016). The scale of employee engagement (seven items) was taken from the findings of Pamela T. Elia et.al (2017). Similarly, the scale of organizational effectiveness five items) was adapted from the research work of K. Anandhi (2017).

4.3 Data Analysis

To examine the proposed model and structural hypothesis, the present study employed structural equation modeling (SEM) in AMOS 24.0 version. Software which simultaneously performs factor analysis (CFA: measurement of the model) and Descriptive analysis (Path analysis: structural model). Before performing the main analysis, these sample set was checked for the potential issue of outliers, missing values and multi co - linearity (VIF \leq 10 and Tolerance= 0-1). The findings did not show any issue in the sample set.

5. Results

Table 1 and Table 2 shows the descriptive statistics, the outcome of inter- correlation and values of the square root of average variance extracted (AVE). As expected, talent management significantly correlates with employee engagement ($r= .695$, $p<.01$) and organizational effectiveness ($r= .550$, $p<.01$). Moreover, employeeengagementpositivelyandsignificantlycorrelateswithOrganizational Effectiveness ($r= .610$, $p<.01$). All these outcomes illustrate the initial acceptance of proposed structural relationships for the current study.

Table-1

Descriptive Analysis					
	Mean	SD	Correlations		
Constructs			Talent Management	Employee Engagement	Organizational Effectiveness
Talent Management	4.1	.89	1		
Employee Engagement	4.01	.85	.282	1	
Organizational Effectiveness	3.6	1.01	.480	.267	1

Table -2

Overall reliability of the constructs and factor loadings of indicators					
Construct	Indicators	AVE	CR	Standardized Estimates	p value
Talent Management	Aligning employees with the mission and vision of your organization.	0.695	0.931	0.875	***
	Identifying gaps in current employees and candidate competency levels.			0.894	
	Develops high potential employees at every level			0.889	
	Test individual requirement for future development			0.747	
	Employees are satisfied with talent retention policies in your company.			0.845	
	Management is using any talent management practices to retain the employees.			0.737	
Employee Engagement	The Immediate supervisor sets ambitious objectives for the department.	0.550	0.894	0.894	***
	Important decisions in the department are always made by your supervisor.			0.767	
	The Immediate supervisor gives the regular feedback on the Performance.			0.771	
	You are always motivated through encouragement and affirmation.			0.684	
	All supervisors in this your organization have a good relationship with staff.			0.657	
	You rarely get opportunities to share information and new ideas.			0.661	
	Engaging employees through conferences/seminars/workshops to manage talent			0.729	
Organizational effectiveness	Engaging people to achieve organizational objectives.	0.610	0.886	0.784	***
	Organization has policies which persuade employees for career growth and developmental opportunities.			0.892	
	Organizations have a clear sense of direction and focus.			0.741	
	Organization Practice effective planning at all levels.			0.731	
	Organization builds a deep reservoir of successors at every level.			0.736	

Note: AVE represents average variance extracted; CR represents construct or composite reliability.
 *** Significant at the 0.001 significance level.

Table 3

Discriminate Validity			
Constructs	Talent Management	Employee Engagement	Organizational Effectiveness
Talent Management	0.836		
Employee Engagement	0.414	0.741	
Organizational Effectiveness	0.364	0.536	0.781

The numbers in the cells of diagonal line are AVE.
 The numbers in the cells of off-diagonal line are squared correlation coefficients of one factor with another factor.
 ** denotes significance level of 0.01.

5.1 Measurement Test

Convergent validity was checked by analyzing the values of Cronbach’s alpha, composite reliability (CR), factor loadings and average variance extracted (Hair, Sarstedt, Ringle, & Mena, 2012). Table 2 states that the values of Cronbach’s alpha range from .75 to .80, which is higher than .70 of threshold criteria. The values of CR and AVE range from .79 to .81 and .50 to .56 respectively, indicating that successfully achieve the acceptable level of .70 and .50. Furthermore, the factor loadings of all variables items are higher than the threshold level of .60 (see Table 2). All these findings are indicating the solid convergent validity of the research instrument. Furthermore, the present study also evaluates the discriminate validity of the adapted research scales by following the approach of Fornell and Larcker (1981). As per their approach, we compared the square root of AVE with the values of correlations. Table 2 depicts that values of the square root of AVE for each variable are higher than the values of correlations for each variable, thereby indicating that discriminate validity does not exist in this study. To validate the proposed model, the current study runs the confirmatory factor analysis (CFA) in AMOS 24.0. We linked the three variables (talent management, employee engagement and organizational effectiveness) with each other. The findings of CFA depict that the measurement model is a good fit and acceptable and achieved the threshold criteria of model acceptance suggested by Hair et al. (2012). Table 3 shows that all items estimates are significant at $p < .05$. Furthermore, the model fit indices suggest a good fit to the data. To validate the planned model of the current study.

Table 4: Confirmatory Factor Analysis

Model Fit Index		
<i>Fit Index</i>	<i>Vale</i>	<i>Threshold Values</i>
Absolute fit measures		
CMIN/DF	2.408	$\leq 2^{**}$; $\leq 3^*$; $\leq 5^*$
GFI	0.918	$\geq .90^{**}$; $\geq .80^*$
RMSEA	0.061	$\leq .08$
Incremental fit measures		
TLI	0.947	$\geq .90^{**}$; $\geq .80^*$
CFI	0.956	$\geq .90^{**}$; $\geq .80^*$
Parsimonious fit measures		
AGFI	0.890	The higher, the better
PCFI	0.801	The higher, the better
HOELTER	207 (0.05), 236 (0.01)	
Source: Compiled by the author.		
Note: Acceptability: ** Acceptable, *Marginal.		

5.2 Test of Hypotheses

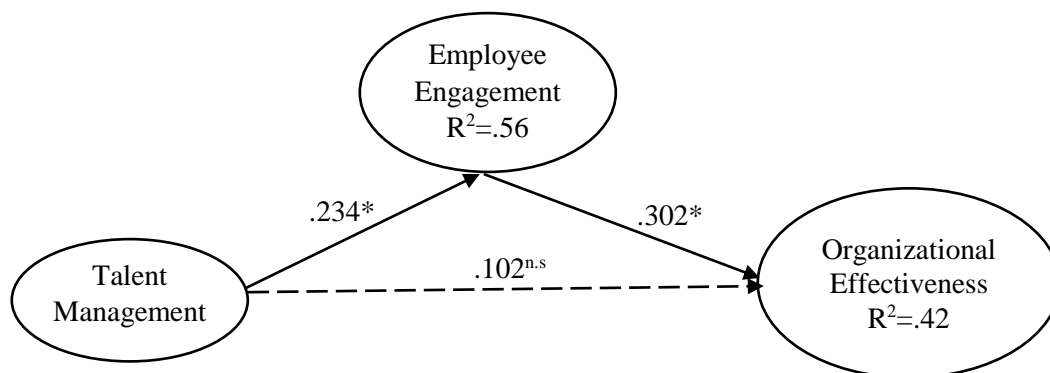


Table -5

Model Fit Index of Full Mediation Model		
Fit Index	Vale	Threshold Values
Absolute fit measures		
CMIN/DF	2.408	≤2**, ≤3*, ≤5*
GFI	0.918	≥.90**, ≥.80*
RMSEA	0.061	≤.08
Incremental fit measures		
TLI	0.947	≥.90**, ≥.80*
CFI	0.956	≥.90**, ≥.80*
Parsimonious fit measures		
AGFI	0.890	The higher, the better
PCFI	0.801	The higher, the better
HOELTER	207 (0.05), 236 (0.01)	
Source: Compiled by the author.		
Note: Acceptability: ** Acceptable, *Marginal.		

Table -6

Path Coefficients and Indirect Effects for Mediation Model			
Relationships	Total effects	Direct effects	Indirect effects
TM → OE (EE)	0.172**	0.102 ^{n.s}	0.070**
#Mediator in parenthesis n.s= not significant **p<.001, *p<0.01			

Table-7

Hypotheses Results		
Hypothesis 1	TM → EE	Accepted
Hypothesis 2	EE → OE	Accepted
Hypothesis 3	TM → OE	Not Accepted
Hypothesis 4	TM → OE (EE)	Accepted

6. Discussion

The main objective of current research was to examine the influence of talent management on organizational effectiveness and in view of employee engagement as the mediator. The study results proved that talent management is not significantly related to organizational effectiveness. The result does not agree with majority of the research on talent management as often researcher found a constructive relationship between TM practices and organizational effectiveness. For example, this is consistent with the research work of Ifeoma et al. (2015); Guest (2014); Abbasi et al. (2010). Recently, Lyria et al. (2017), this research found that talent management generates competitive edge which directly relates with the improvement of organizational performances. Similarly, another study of Kimani and Waithaka (2013) conducted case studies in state-owned enterprises and identified the factors that improve the TM practices which in turn increase organizational performance.

Further, the study result also proves that employee engagement positively and significantly mediates the connection between talent management and organizational effectiveness. The result finds support in previous research on employee engagement. For example, Ali et al. (2019), from this study they found that there is a direct effect of TM practices and organizational effectiveness and also indirect effect of TM practices and organizational effectiveness through employee engagement. Kularetal (2008); Rama (2009) these researches supported that employee engagement is a mediating variable between employee development factors and organizational effectiveness.

7. Implications

The present study states that employee engagement successfully mediates between talent management practices and organizational effectiveness which is an important implication for managers. Firstly, managers explore and identify innovative HR practices that can promote employee engagement which further promote better organizational performance. For Example :

- a. When the foundation of on-boarding process is more informative and instructive the EE is closely related with OE.
- b. The new entrants have completely settled with their specific roles which acknowledged by management. It is require maintaining the levels of EE with an organization.
- c. Management should identify their employees' achievement and rewards which give a message to the whole organization.
- d. Employees make more efforts into their work when they are attentive of the inclusive view and stand with commitment regarding the consequence and also facilitate workers to take responsibility for ventures and give them the instruments to succeed rather than simply assigning piecemeal tasks.
- e. Be a motivation with group by satisfying as a pioneer and a mentor, nurturing their self-improvement and supporting their selected causes in the system through their corporate contributions program.
- f. Encouragement of every employee results in creative divergent thinking which help to contribute to the organization success.

The present study hypothetically and empirically experienced by the using mediation mechanism of employee engagement in the association between talent management practices and organizational effectiveness. This study shows the direction of implement of proactive talent management strategies and enthusiasm of employee's morale towards achieving best organizational goals. Such type of practices will help to enhance level of engagement. Organizations should motivate their employees through that satisfy their requirements and improve efficiency to capitalize on the energy they bring to their role in the organization.

8. Future research directions

Future studies can be done on the national or international level to replicate the results of this study. Secondly, we collected data from participants at a single point in time (cross sectional) which may produce common method bias, but our study did not indicate any bias in the sample set. Future studies could be done on longitudinal data collection to analyze the results overtime. Furthermore, a future study would add a new variable as a Moderating variable because the current study focused on mediation mechanism (employee engagement). The present study also focused on the private sectors (manufacture), but the future studies could test the validity of our model on samples of employees from other organizations, occupations, and cultures.

References

- [1] Ali, Q., & Brandl, J. (2017). HRM research in Pakistan: Existing approaches and future directions. *Journal of Management Sciences*, 4(2), 170-192.
- [2] Ali, Z., Bashir, M., & Mehreen, A. (2019). Managing organizational effectiveness through talent management and career development: The mediating role of employee engagement. *Journal of Management Sciences*, 6(1), 62-78.
- [3] Alias, N. E., Noor, N., & Hassan, R. (2014). Examining the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the Information and Technology (IT) organizations in Malaysia. *Journal of Human Resources Management and Labor Studies*, 2(2), 227-242.
- [4] Anandhi, A. (2017). CISTA-A: Conceptual model using indicators selected by systems thinking for adaptation strategies in a changing climate: Case study in agro-ecosystems. *Ecological Modeling*, 345, 41-55.
- [5] Anandhi, A. (2017). CISTA-A: Conceptual model using indicators selected by systems thinking for adaptation strategies in a changing climate: Case study in agro-ecosystems. *Ecological Modeling*, 345, 41-55.
- [6] Annakis, D., Dass, M., & Isa, A. (2014). Exploring factors that influence talent management competency of academics in Malaysian GLC's and non-government universities. *Journal of International Business and Economics*, 2(4), 163-185.
- [7] Baron, A., & Armstrong, M. (2007). *Human capital management: achieving added value through people*. Kogan Page Publishers.
- [8] Beechler, S., & Woodward, I. C. (2009). The global "war for talent". *Journal of international management*, 15(3), 273-285.
- [9] Behrstock, E. (2010). Talent Management in the Private and Education Sectors: A Literature Review. *Learning Point Associates*.

- [10] Budhwar, P. S., & Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee relations*.
- [11] Cheese, P. (2010). Talent management for a new era: what we have learned from the recession and what we need to focus on next. *Human Resource Management International Digest*.
- [12] Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. *Journal of applied psychology, 95*(5), 834.
- [13] Farrukh, M., & Waheed, A. (2015). Learning organization and competitive advantage-An integrated approach. *Journal of Asian Business Strategy, 5*(4), 73.
- [14] Fegley, S. (2006). *2006 talent management: survey report*. Society for Human Resource Management.
- [15] Frank, F. D. (2004). Introduction to the special issue on employee retention and engagement. *Human Resource Planning, 27*(3), 11-12.
- [16] Ifeoma, O. R., Purity, N. O., & Okoye-Nebo, C. (2015). Effective talent management: Key to organizational success. *Journal of Policy and Development Studies, 289*(1850), 1-12.
- [17] Kadiri, I. B., & JIMOH, A. L. (2017). TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT: A STUDY OF GUARANTY TRUST BANK IN ILORIN METROPOLIS.
- [18] Khodakarami, N., Dirani, K., & Rezaei, F. (2018). Employee engagement: finding a generally accepted measurement scale. *Industrial and Commercial Training*.
- [19] Khoreva, V., & Kostanek, E. (2019). Evolving talent management patterns and challenges in Russia and Kazakhstan. *Baltic Journal of Management*.
- [20] Kimani, S. M., & Waithaka, S. M. (2013). Factors affecting implementation of talent management in state corporations: A case study of Kenya broadcasting corporation. *International Journal of Business and Social Research, 3*(4), 42-49.
- [21] Kumar, A. A., & Mathimaran, K. B. (2017). Employee Retention Strategies – An Empirical Research. *Global Journal of Management and Business Research*.
- [22] Lyria, R. K., Namusonge, G. S., & Karanja, K. (2017). Role of talent management on organization performance in companies listed in Nairobi securities exchange in Kenya. *Journal of Human Resource and Leadership, 1*(3), 1-17.
- [23] Lyria, R. K., Namusonge, G. S., & Karanja, K. (2017). Role of talent management on organization performance in companies listed in Nairobi securities exchange in Kenya. *Journal of Human Resource and Leadership, 1*(3), 1-17.
- [24] Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology, 1*(1), 3-30.
- [25] Mishra, P., & Sarkar, S. (2018). Talent Management in Digital Age—A Case of Indian CPSEs. *IPE Journal of Management, 8*(2), 45-53.
- [26] Muduli, A., Verma, S., & Datta, S. K. (2016). High performance work system in India: Examining the role of employee engagement. *Journal of Asia-Pacific Business, 17*(2), 130-150.
- [27] Muriithi, N. (2020). *The Effect of Talent Management on Strategic Employee Retention in the Banking Industry in Kenya: A Case Study of Kenya Commercial Bank* (Doctoral dissertation, United States International University-Africa).
- [28] Narayanan, A., Rajithakumar, S., & Menon, M. (2019). Talent management and employee retention: An integrative research framework. *Human Resource Development Review, 18*(2), 228-247.
- [29] O'Connor, E. P., & Crowley-Henry, M. (2019). Exploring the relationship between exclusive talent management, perceived organizational justice and employee engagement: Bridging the literature. *Journal of Business Ethics, 156*(4), 903-917.
- [30] Rawashdeh, A. M. (2018). The Impact of Talent Management Strategies on Bank Performance in Jordanian Commercial Banks. *Modern Applied Science, 12*(12), 49-56.
- [31] Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human resource development review, 9*(1), 89-110.
- [32] Silzer, R., & Dowell, B. E. (2010). Strategic talent management matters. *Strategy-driven talent management: A leadership imperative, 3-72*.
- [33] Tamunomiebi, M. D., & Worgu, V. O. (2020). Talent Management and Organizational Effectiveness. *Journal of Contemporary Research in Social Sciences, 2*(2), 35-45.
- [34] Turner, P. (2020). Why Is Employee Engagement Important?. In *Employee Engagement in Contemporary Organizations* (pp. 57-84). Palgrave Macmillan, Cham.
- [35] Yadav, S. (2020). A Study on Role of Employee Engagement in Organizational Performance and Individual Well Being. *Our Heritage, 68*(1), 7997-8007.