



Analysis of Talent Management Practices and Employee Engagement Among Commercial Banks in Nairobi County, Kenya

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Abstract

In the modern world, candid discussions have been ongoing as regards to the management of employees. In line with this, talent management practices are an imperative factors in driving forward the organization as well as influence employee engagement. Consequently, the study's main objective was directed at examination of the relationship between talent management and employee engagement of commercial banks in Kenya's Nairobi County. Hertzberg theory form the basis of conceptualization of the study variables. Bothe positivist and descriptive research design steered the study. Structured questionnaires were self-administered to a sample size of 354 respondents derived from 3,098 targeted population. In regards to data analysis, factor and regression analysis were conducted. The coefficient for the outcome was positive ($\beta=.541$) and significant at 5 percent level ($p<.05$). This means that talent management practices influenced employee engagement. The study concluded that commercials banks need to prudently ponder which talent management practices to put emphasis on in order to rally employee engagement. From the findings, it is recommended that commercial banks could highlight on developing talent, create a positive work environment, alignment of employees' skills and capabilities with their roles and responsibilities and use of data-driven approaches for effective talent management practices, employee engagement and identification of areas for improvement. Future comparative studies could be conducted over and above incorporating of other measurement items, key variables given that the study assessed the direct effects.

Keywords: Talent Management Practices; Employee Engagement; Commercial Banks

INTRODUCTION

Employee engagement has become a critical factor for organizations to achieve sustainable competitive advantage and business success (Harahap, 2014; Mohammed, 2015). According to Achmada, Soetjipto, and Sopiah (2022), performance of employees contribute largely to the success of the organization. Furthermore, the author's stresses on the fact that organizations are expected to put effort nurturing employee engagement. These include efforts as organizational culture, leadership and ways in which employees feel committed and involved. On the other hand, Anitha (2014) brings on board working environment, team and co-worker relationships as key determinants of employee engagement. In the case of Harahap (2014), employee engagement is evident as a two way relationship given the employees and organization. In this relationship, employee engagement is seen when both parties are expected to understand each other's needs and strive to work in fulfilling them. Other than focusing on such needs, organizations operate in the modern times where rapid technological and organizational changes are rampant. As a result, there is increased burden on

organizations to anticipate in order to forecast future skills need (Whysall, Owtram, & Brittain, 2019) hence the concept of talent.

In the 21st century, human capital as compared to land, capital and other tangibles assets has proved to be an essential tool in management of most organizations (Dhanalakshmi & Gurunathan, 2014). In the same breadth, Collings and Mellahi (2009) concurs since personnel ability, skills and knowledge in most modern organizations acts a vital source of competitive advantage. Generally, talent management in most organization is the backbone since it performs the most important activities stipulated in the human resource management. These includes recruitment of highly qualified and talented staff to fill the vacant positions (Sadek, 2022). Moreover, talent management according to Wicaksana and Mangundjaya (2021) entails attraction, development and retention of high quality human resources following an integrated strategy. Through talent management, an organization can improve its productivity, retention of workforce and performance (Alias, Nor, & Hassan, 2016; Li Qi & Jia Qi, 2021), sustains its competitive advantage (Payambarpour & Hooi, 2015), drive employees performance (Yap, 2016). Empirically, talent management has been found to be one of the most effective tools in promoting employee engagement (Pandita & Ray, 2018). The findings of this study further builds a connection that engaged employees emerge given the good talent management practices which goes a long way in making the organization's workplace great. Furthermore, there is a positive link between talent management and employee engagement that has been reported in the health industry (Sopiah, Kurniawan, Elfia, & Narmaditya, 2020), hospitality sector (Sadek, 2022) and companies in general (Achmada et al., 2022; Alias et al., 2016; Li Qi & Jia Qi, 2021). Given this context, the purpose of this study was therefore to examine the relationship between talent management practices and employee engagement among commercial banks in Kenya as to provide recommendations for organizations to improve employee engagement through talent management practices.

Commercial Banks in Kenya

The banking industry in Kenya is well capitalized and the performance of the commercial banks is steadily picking up momentum since the market shock of 2016 when the government introduced interest rates capping that discouraged savings, reduced private sector and small and medium enterprises (SMEs) access to credit and impeded banking sector competition by reducing profitability. To date, there are over 40 registered banks as per the Central Bank of Kenya (CBK) supervision report (2021) whereby 12 are listed at the Nairobi Securities Exchange (NSE). The stability of commercial banks through the ability to attain Sustainable competitive advantage is of great interest to the stakeholders such as employees, suppliers, competitors, customers, government, correspondent banks in other countries and the whole world. As pointed out by the Kenya's Economic Survey report of 2020, competition among commercial banks determines the level of entrepreneurial activities in the country, access to finance, allocation of capital, development of the productive sectors of the economy, the level of economic growth in the country, improvement of the gross domestic product (GDP) in the country and the banking sector stability.

Problem Statement

Commercial banks in Kenya are known for their tremendous contributions towards economic development. They play a crucial role of accepting deposits and lending to different economic agents across the country. Despite this, there are key issues reported that may hamper the performance of this vibrant sector. Notably, commercial banks in Kenya have been faced with increase in frauds and bad debts, decline in profitability and market share (CBK, 2020). Moreover, maintenance of core capital and talented

employees has been a major concern. In order to contribute to the turnaround strategies laid down in the commercial banks as far as performance in general is concerned, the study sought to examine talent management practices in relation to employee engagement. This is because for an organization to succeed, employees performance is essential (Achmada et al., 2022) hence leading to a positive link between employee engagement and organizational performance (Payambarpour & Hooi, 2015; Truss, Delbridge, Alfes, Shantz, & Soane, 2013). Both talent management (Collings & Mellahi, 2009) and employee engagement (Mohammed, 2015) are seen as strategic issues to attain competitive advantage.

Given the existing literature, studies have been directed toward evaluation of the nexus between talent management practices and employee engagement. For instance, the effect of talent management practices on employee engagement has been conducted in Egypt's hotel industry (Sadek, 2022), Indonesia's private and public hospitals (Sopiah et al., 2020) as well as companies (Achmada et al., 2022) and Malaysia's government-linked companies (Li Qi & Jia Qi, 2021). In Kenya, talent management practices has been analyzed in relation to employee performance of commercial state corporations (Muthina, 2018) and real estate companies (Knott, 2016). In addition, talent management practices has been assessed in view of employee retention in state corporations (Waithiegeni Kibui, 2015) as well as public hospitals (Onyango & Kwena, 2017), private firms (Thiriku & Were, 2016) and hotel industry (Yeswa & Ombui, 2019). In the banking sector, talent management practices has been linked to employee outcomes using the case of the CBK (Karuri, 2015) and employee turnover of Cooperative Bank (Ndung'u & Omondi, 2015). In order to contribute to the existing gap therefore, the study investigated the relationship between talent management practices and employee engagement among commercial banks in Kenya's Nairobi County.

LITERATURE REVIEW

Theoretical Review

Herzberg an American psychologist, conducted research that led him to develop the two-factor theory of job satisfaction and dissatisfaction (Herzberg, 2005). Herzberg's two-factor theory suggests that certain factors have the ability to provide job satisfaction while others can only reduce job dissatisfaction. The factors that motivated workers and provided job satisfaction, Herzberg called them motivators. These factors include: responsibility, a sense of achievement, recognition of achievement, promotion opportunities and what type of work is being done. These things are likely to motivate workers and they are related directly to the job. Employees will not have job satisfaction if the motivating factors are not provided in sufficient quality by the employer. The factors that may reduce job dissatisfaction are called hygiene or maintenance factors. These factors include company policies, procedures, supervision, pay, work relationships and working conditions. These factors can only reduce job dissatisfaction and they are not directly linked to the job. Making sure that these factors are acceptable to the labor force prevents dissatisfaction rather than causing positive motivation.

In relation to Herzberg's theory, talent management practices such as training and development programs, career planning, and performance management, can be considered motivators. These practices provide employees with opportunities to grow and develop, which can increase their job satisfaction and motivation. Managers should therefore design jobs, recognize the good work done by employees through praise, words of appreciation, create opportunities for career development and promotion, enrich & enlarge work to make employees feel good and motivated at the work place. Employee engagement is influenced by various factors, including the work

environment that is friendly and conducive, organizational culture, teamwork, freedom of association and leadership (Herzberg, 2005). A good working environment where supervisors treat employees with respect, civility and dignity, where there are good co-worker relationships increases employee engagement and leading to higher levels of productivity, job satisfaction, employee engagement and retention. In summary, Herzberg's two-factor theory suggests that talent management practices can act as motivators that contribute to employee satisfaction and engagement (Herzberg, 2005). By focusing on these practices, organizations can create a positive work environment that fosters employee growth, development, and engagement. In this study therefore, Herzberg theory is relevant as it affects both the talent management practices and employee engagement.

Empirical Review

Relationship between Talent Management Practices and Employee Engagement

Talent management practices are the strategic and integrated approach to attracting, developing, and retaining talented employees, have been recognized as an important factor that can influence employee engagement (Sadek, 2022). Talent management practices can be classified into four categories: attracting talent, developing talent, retaining talent, and deploying talent. Attracting talent refers to the process of identifying and recruiting high-potential candidates for job openings. Developing talent refers to the process of providing employees with the necessary training, coaching, and mentoring to develop their skills and capabilities (Collings & Melahi, 2009). Moreover, retaining talent refers to the process of creating a work environment that motivates employees to stay with the organization. Deploying talent refers to the process of assigning employees to the right roles and responsibilities based on their skills and capabilities. As such, policies and talent Management practices that demonstrate organization's commitment to human resources result in more engaged employees and lowers employee turnover. Therefore, a combination of employee engagement and talent management can make or break the bottom line (Lockwood, 2006). In an organization according to (Bakker, Schaufeli, Leiter, & Taris, 2008), employee derive their satisfaction from pay, benefits as well as atmosphere. This goes a long way in promoting employee commitment, showing of extra initiative or achievement and demonstration of virtuous qualities. These include innovation and creativity, taking of personal responsibility, authentic desire for organization success and emotional bond to the organization's mission and vision.

From Human capital theory perspective, skills, personnel quality and organization performance are all linked together. From resource based view (RBV) theory, human capital within an organization provide a competitive advantage hence there is a need to continuously engage employees. Preferably, most organizational outcomes derived from the talent management practices have been associated with employee engagement (Schaufeli & Bakker, 2004). However, the relationship between talent management practices and employee engagement is not straightforward. For instance, a study conducted by Kuvaas, Buch, Weibel, Dysvik, and Nerstad (2017) found that while developing talent has a positive impact on employee engagement, retaining talent has a negative impact. This suggests that organizations need to carefully consider which talent management practices to emphasize in order to improve employee engagement. On the contrary, other studies have shown that talent management practices have a positive relationship with employee engagement. At the outset, a study conducted by (Wang, Hsieh, & Wang, 2020) found that attracting and developing talent have a positive impact on employee engagement. Another study by (Malek, Varma, & Budhwar, 2013) found that retaining talent has a positive impact on employee engagement. Pandita and Ray (2018) found a direct connection between talent

management practices and employee engagement which in the long run improves talent retention in the organization.

In Indonesia, (Sopiah et al., 2020) examined the impact of talent management on employee engagement alongside moderating effect of work engagement of nurses in public and private hospitals. From a sample size of 376 respondents, the study found that talent management positively influence employee engagement. Within the same country, Achmada et al. (2022) focused on 393 employees of PT XYZ in Surabaya and found that talent management had a positive and significant effect on employee engagement. In Malaysia, Li Qi and Jia Qi (2021) assessed talent management practices and employee engagement of government linked companies. The result indicated that these study variables were directly related. In their conclusion, talent management was noted as a crucial component that affects employee engagement which will directly have a direct impact on organizational performance. Alias et al. (2016) carried out research on the examination of the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the Information and Technology (IT) organizations in Selangor, Malaysia. The results of the hierarchical regression analysis on determining the mediating effect of a mediator (employee engagement) indicated that employee engagement mediated the relationship between talent management practice (employee career development and rewards and recognition) and employee retention. Thakur (2015) conducted research on the impact of talent management practices on employee engagement and employee retention in India's Bokaro Steel Plant. The findings of the study based on linear regression analysis indicated that talent management practices (managerial support, employee career development and rewards and recognitions) have a positive impact with employee engagement and employee retention. Based on the empirical literature reviewed, the study tested the hypothesis (H_{01});

H₀₁; There is no significant relationship between talent management practices and employee engagement of commercial banks in Kenya's Nairobi County.

Conceptual Framework

Figure 1 presents the conceptual framework of the study whereby talent management practices was measured basing on a number of elements under talent attraction, talent retention, learning and development and performance management. On the other hand, employee engagement was based on several aspects as the bank's working environment, employee freedom, employee empowerment, 360 degrees' feedback, employees job satisfaction, employee loyalty, commitment and emotional connection, talent management practice support, employee participation and involvement as well as employees going the extra mile.

**Talent Management Practices
(Independent Variable)**

- Talent Attraction (Selection & recruitment, Training of employees, Competitive salaries, Inclusive talent selection, Exclusive talent selection, Employee recognition, Working hours, work & life balance)
- Talent Retention (Employee loyalty, Employee attrition, Career path, Coaching & mentorship and Promotions)
- Learning and Development (Development programs, Talent Department, Individual

**Employee Engagement
(Dependent Variable)**

Working environment, employee freedom, employee empowerment, 360 degrees' feedback, employees job satisfaction, employee loyalty, commitment and emotional connection, talent management practice support, employee participation and involvement and employees going the extra mile

Source: Researchers (2023)

METHODOLOGY

Research Procedure

The study adopted positivist research philosophy which considers in derivation of hypothesis, testing using the samples randomly selected (Saunders & Bezzina, 2015). The descriptive survey research design was appropriate since the subjects or participants are observed in a natural and unchanged environment (Saunders, Lewis, & Thornhill, 2011). According to Siedlecki (2020), thoughts, opinions and feelings are assessed given a set of predetermined questions submitted to a sample. From a target population of 3098 employees distributed across the 329 of commercial banks branches in Nairobi County, the appropriate sample size of 354 respondents was estimated using Taro Yamane's formula. Structured questionnaires were self-administered in collecting data whereby each study variable was measured using the 5-point Likert scale items.

Measurement of Variables

Talent Management Practices (independent variable) and employee engagement (dependent variable) comprised 5-point Likert scale items. On the other hand, control variables comprised of gender, age and experience of respondents derived from the questionnaires. Table 1 summarizes the measurement of independent and dependent variables.

Table 1: Measurement of Talent Management Practices and Employee Engagement

Talent Management Practices		
Practices	Measurement	Source
Talent attraction	<ul style="list-style-type: none"> • Selection & recruitment • Training of employees • Competitive salaries • Inclusive talent selection • Exclusive talent selection • Employee recognition • working hours, work & life balance • Recognition of long serving employees 	(Amstrong, 2008; Mathew, 2015; Nyanjom, 2013; Rabbi, Ahad, Kousar, & Ali, 2015)
Talent retention	<ul style="list-style-type: none"> • Employee loyalty • Employee attrition • Career path • Coaching & mentorship • Promotions 	
Learning & Development	<ul style="list-style-type: none"> • Development programs • Talent Department • Individual Development Plans 	
Performance management	<ul style="list-style-type: none"> • Performance appraisals • Poor performers • Performance improvement plans (PIP) • High performers • Bonus payment • Targets 	
Employee Engagement	<p>Measurement</p> <ul style="list-style-type: none"> • Working environment • Employee freedom • Employee empowerment • 360 degrees' feedback • Employees job satisfaction • Employee loyalty, commitment and emotional connection • Talent management practice support • Employee participation and involvement • Employees going the extra mile 	<p>Source</p> (Dernovsek, 2008; Shrotryia & Dhanda, 2020)

Source: Researchers (2022)

Pilot Testing

Before the actual data collection exercise began, a pilot study was carried out in all the 6 commercial banks in Uasin Gishu County to ensure that the research instrument had

appropriate content validity. The study was done by randomly selecting 2 respondents from each branch (one representing management and one non-management) for pre-testing of the research instrument. In total 80 employees filled the questionnaires used to analyze the pilot test findings which were considered adequate and representative. The study sought the opinion from the supervisors and the experts in the research field on the face and content validity. The items that were identified as sensitive, confusing, or biased in any way were modified or omitted to increase content validity of the instrument. The results from the pilot test were used to test validity and reliability of the research instrument.

Data Analysis Technique

After collection, data processing was done which included coding the responses, cleaning, screening the data and selecting the appropriate data analysis strategy for testing the hypothesis. Coding involved assigning a numeric symbol to enable quick data entry and to minimize errors hence facilitating further analysis. Each item in the questionnaire was assigned a code that, upon completion was entered into a statistical analysis software. Cleaning and screening the data included checking for inconsistencies, missing responses, checking for outliers and other errors to ensure accuracy and completeness. Both talent management practices and employee engagement had multiple factors hence factor analysis came handy. The study anchoring on (Kaiser, 1974) retained factors whose Eigen values was equal or greater than 1 (one). Multiple regression analysis was conducted to test the hypothesis given the effect of the independent variable (Talent Management Practices, TMP) on dependent variable (Employee engagement, EE) considering the control variables [gender (G), age (A) and experience (EXP)]. The following equation was applied:

$$EE = \beta_0 + \beta_1 G + \beta_2 A + \beta_3 EXP + \beta_4 TMP + \epsilon$$

RESULTS

Response Rate

Only 323 out of 354 questionnaires were found to be properly completed. Out of the 31 accessible surveys, 19 were only partially completed, while 12 were erroneously completed or had inconsistent information, making them unusable for data analysis and hence they were removed from the study. In order to calculate the study's response rate, the total number of correctly completed questionnaires was divided by the total number of questionnaires selected from the sample size. Therefore, the study's response rate was 91.24 percent. The high response rate was due to use of the well-trained enumerators and as a result of face-to-face interaction between the enumerators and respondents. The interaction between the researcher and the respondents improved the intelligibility of the questions, which reduced restricted response bias and increased confidence in the data, contributing to the high response rate.

Reliability Test Results

The reliability index was assessed by estimating Cronbach's alpha value. Talent management practices had 22 items and a Cronbach alpha value of .896, employee engagement had 9 items in the scale and Cronbach alpha of .843. According to Ursachi, Horodnic, and Zait (2015), a cut-off alpha coefficient of 0.7 is sufficient to prove that the item scales are consistent and dependable. All the constructs utilized were exceptionally reliable with Cronbach alpha value above 0.7.

Factor Analysis Results

From the results on rotated components in Table 2, construct 'Wages and salaries are competitive attracting the right talent' had loadings of .755 >.50, 'All employees are

treated as talented workers' had factor loadings of $.651 > .50$, 'Consistently High performers are selected for talent management program are' had loadings of $.766$, 'My company has flexible working hours & work /life balance motivating our employees' had $.766$ factor loaded, 'The organization supports private studies to develop employees' had loadings of $.704$ under rotated components and the construct 'Performance appraisals are carried out transparently and objectively' had factor loading of $.771$. In summary, all loadings except 'Our compensation & reward system is more attractive in the industry' and 'Performance targets are SMART (Specific, Measurable, Achievable, Realistic and Time bound)' were greater than $.50$ and as per Hair et al. (2014), all were retained. The two constructs that did not meet the criterion were expunged.

Table 2: Loadings on Talent Management Practices (Independent Variable)

	Unrotated Component Extraction		Rotated Component Matrix ^a	
	1	2	1	2
Talent attraction				
Wages and salaries are competitive attracting the right talent	.626		.771	
All employees are treated as talented workers	.606		.690	
Consistently High performers are selected for talent management program are	.660		.781	
In our organization new employees are sourced & recruited through a competitive process	.670		.638	
New employees are well trained before being deployed to work	.717		.600	
Talent Retention				
Our compensation & reward system is more attractive in the industry				
We have an internal employee recognition policy that builds employee loyalty and morale	.702		.720	
My company has flexible working hours & work /life balance motivating our employees	.773		.720	
Employees do not leave the company due to bad managers	.779		.767	
In our company, we have a career path for all employees	.751		.650	
Learning and Development				
Coaching & mentorship is carried out in this company	.755		.694	
Promotion of employees is strictly done on merit				
The organization supports private studies to develop employees	.561	.606		.813
Performance Management				
Performance appraisals are carried out transparently and objectively	.594	.571		.801
Poor performers are supported, coached & mentored to improve their performance	.605	.556		.794
High performers are recognized and rewarded	.558	.545		.760

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 3 iterations.

Source: Researchers (2022)

Table 3: Loadings on Employee Engagement (Dependent Variable)

	Unrotated Component Extraction		Rotated Component Matrix ^a	
	1	2	1	2
We have a good and conducive working environment	.663		.660	
We have freedom to air our concerns and issues freely		.719		.841
We are empowered to make business decisions without fear	.804		.762	
Generally, employees are satisfied with their jobs	.828		.775	
Employees are loyal, committed & emotionally connected to the company	.851		.778	
Committed employees support talent management practices	.716		.611	
Committed employees are high performers	.531		.678	
There is participation and involvement of employees in decision making	.618			.647

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 3 iterations.

Source: Researchers (2022)

In Table 4, KMO measure of sampling adequacy and Bartlett's test of sphericity for talent management practices and employee engagement are presented. For talent management practices, KMO was 0.878>0.70 suggesting that sample was adequate and that factor analysis could proceed. On the other hand, Bartlett's Test of Sphericity's chi-square was 2535.73 with significant at p-value of 0.000. As a result, all loadings were greater than .50 hence all were retained. In relation to employee engagement, all the items were retained too since the KMO measure of sampling adequacy was 0.876>0.70 and that Bartlett's Test of Sphericity was significant (.000).

Table 4; KMO and Bartlett's Test

	TMP	EE
KMO Measure of Sampling Adequacy	.878	.876
Bartlett's Test of Sphericity	2535.738	919.927
	120	28
	.000	.000

Key; TMP (Talent Management Practices), EE (Employee Engagement)

Source; Researchers (2022)

Hypothesis Testing

For the findings in Table 5, the R-squared value is .2456, indicating that the talent management practices (independent variable) explains 24.56% of the variance in the employee engagement (dependent variable). The table indicates that gender did not show any significant effect at 5% level of significance on employee engagement. On the other hand, age and experience showed a significant 5 and 1 percent level of significance. It is worth noting that gender, age and experience were only control variables and they needed not to have causal and effect relationship hence their coefficients generally do not have a causal interpretation despite being positive at $\beta=.017$ for gender, $\beta=.220$ for age and experience $\beta=.362$.

Table 5: Multiple Regression Coefficients

Variables	EE (Employee Engagement)	
		Coef.
Constant	β_0	2.014***
G(Gender)	β_1	.017
A (Age)	β_2	.220*
EXP (Experience)	β_3	.362**
TMP (Talent management practices)	β_4	.541***
		$R^2 = .2456$
		F=104.487
		P> F= .000

Note: Coef. = coefficient

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Source: Researchers (2022)

The study sought to test the hypothesis H_{01} : *There is no significant relationship between talent management practices and employee engagement of commercial banks in Kenya's Nairobi County*. Table 5 indicates that the relationship between the talent management practices and the employee engagement have a positive significant relationship ($\beta=.541$, $p<.05$). As a result, the null hypothesis was rejected and concluded that there is a significant relationship between talent management practices and employee engagement of commercial banks in Nairobi County in Kenya. The findings agrees with the research done by Pandita and Ray (2018) which concluded that the most effective tools in ensuring that employees stay engaged and committed to their work is talent management. Further, the results supports the study done by Alias et al. (2016) which explained that when employees are provided with satisfactory talent management practices (managerial support, employee career development and rewards and recognitions), they will be more engaged with their jobs and their organization, and therefore, they tend to remain in the same organization for a longer term. The results also concurs with the study findings by (Achmada et al., 2022; Li Qi & Jia Qi, 2021; Sadek, 2022; Sopiiah et al., 2020).

CONCLUSION

Talent management practices are an important factor that can influence employee engagement. The findings of the study indicates that talent management practices have a positive impact on employee engagement. However, the relationship between talent management practices and employee engagement is not straightforward, and organizations need to carefully consider which talent management practices to emphasize in order to improve employee engagement. In line with observations by Mohammed (2015), all modern organizations have realized the importance of attracting, developing and retaining their talent to survive in the competitive market. The study further argued that companies have talent war to grab the attention of talented workforce which enables the organization in improving employee engagement, commitment, retention, value addition leading to improved organizational performance and sustainable competitive advantage.

RECOMMEDATION

The findings of the study have led to diverse recommendations that can help commercial banks in the area of study and beyond. To begin with, efforts to improve employee engagement through talent management practices can be evident given a set of activities. First and foremost, there is need to emphasize on developing talent. This

comprises of developing talent has been consistently found to have a positive impact on employee engagement. Therefore, organizations should invest in training, coaching, and mentoring programs to help employees develop their skills and capabilities. Secondly, commercial banks need to create a positive work environment. This is because retaining talent has also been found to have a positive impact on employee engagement. Therefore, organizations should create a work environment that is supportive, challenging, and rewarding for employees. Thirdly, the study recommends the alignment of employees' skills and capabilities with their roles and responsibilities since deploying talent has been found to have a positive impact on employee engagement. Therefore, organizations should ensure that employees are assigned to roles and responsibilities that align with their skills and capabilities. Lastly, the management of commercial banks could use data-driven approaches. This will ensure that talent management practices are effective, organizations should use data-driven approaches to assess employee engagement and identify areas for improvement. In future, there is need for comparative studies given listed and non-listed commercial banks, commercial banks in the East Africa Community integration. Other measurement items and key variables given that the study assessed the direct effects given the nexus between talent management practices and employee engagement.

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