GRADUATE PROGRAM INSTITUTE

THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE ENGAGEMENT IN PRIVATE BANKS IN DJIBOUTI

Saredo Farah ALI

MASTER'S THESIS

Istanbul, June 2023

THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE ENGAGEMENT IN PRIVATE BANKS IN DJIBOUTI

Saredo Farah ALI

MASTER'S THESIS

BUSINESS ADMINISTRATION DEPARTMENT

BUSINESS ADMINISTRATION MASTER'S PROGRAM WITH THESIS

MASTER'S THESIS ADVISOR
Assoc. Prof. Erdem Kılıç

MASTER'S THESIS JURY MEMBERS
Assist. Prof. Engin Dumanlı
Assist. Prof. Orhan Özaydın

ACKNOWLEDGEMENT

I would like to acknowledge and give my warmest thanks to my supervisor Assoc. Prof. **Erdem Kılıç** who made this work possible. His guidance and advice carried me through all stages of writing my thesis. I would also like to express my gratitude to the post-graduate professor and lecturers at beykoz university who have assisted me and my others MBA student in our studies there. I would also like to give a special thanks to my family as a whole especially to my parents, for their continuous support and understanding when undertaking my research and writing my thesis. Your prayer for me was what sustained me this far. Without forgetting my friends who work in those private banks in Djibouti who helped me to collected data for my research I send them my warmest thanks.

Finally, I would like to thanks God, for letting me through all the difficulties. I have experienced your guidance day by day. You are the one who let me finish my degree. I will always keep on trusting you for my future.

Saredo Farah Ali
Istanbul, 2023

CONTENTS

ABSTRACT

THE IMPACT OF TALENT MANAGEMENTON EMPLOYEE ENGAGEMENT IN PRIVATE BANKS IN DJIBOUTI

It is widely believed that engaged employees have a motivation to contribute towards organizational success. According to literature, powerful talent management strategies are a means of obtaining employee engagement through job satisfaction. Reduced employee turnover and enhanced organizational productivity are the result. Methodology was employed a quantitative method. Survey questionnaires were transmitted to the workers, for both managers and non-managerial staff working at private banks was randomly sampled using a simple random sampling technique in Djibouti. Their managerial status determined the selection of respondents. The survey was successfully completed by only 210 individuals out of a total sample size of 300. The main factors, such as job satisfaction and rewards, organizational culture and organizational support are covered in the survey regarding various aspects of talent management. The measurement of talent management practices focused on related factors like growth, learning, opportunities, compensation and benefits, and work environment. Statistical Package for Social Sciences (SPSS) software was employed to analyze the obtained data.

At a significance level of 0.01, the hypotheses were assessed using Pearson Product Moment Correlation analysis. The results showed that there is a noteworthy and affirmative correlation between managing talent and engaging employees. Significant relation exists between employee engagement and organizational performance. Effective talent management strategies which involve comprehensive recruitment and selection processes, ongoing training and development opportunities together with fair performance management systems are shown to have a significant effect on improving employee engagement. Attracting, retaining and motivating employees are achievable through the use of these strategies by organizations.

Keywords: Talent Management, Employee Engagement, Organizational Performance, job Satisfactions.

Date: 20/06/2023

ÖZET

CIBUTI'DEKI ÖZEL BANKALARDA YETENEK YÖNETIMININ ÇALIŞAN BAĞLILIĞINA ETKISI

Bağlı çalışanların örgütsel başarıya katkıda bulunma motivasyonuna sahip olduğuna yaygın olarak inanılmaktadır. Literatüre göre, güçlü yetenek yönetimi stratejileri, iş doyumu yoluyla çalışan bağlılığı elde etmenin bir yoludur. Bunun sonucu çalışan devir hızının azalması ve kurumsal üretkenliğin artmasıdır. Metodoloji kantitatif bir yöntem kullanıldı. Cibuti'de özel bankalarda çalışan hem yöneticiler hem de idari olmayan personel için anket anketleri işçilere basit bir rastgele örnekleme tekniği kullanılarak rastgele örneklendi. Yönetsel statüleri, yanıt verenlerin seçimini belirledi. Anket, toplam 300 örneklem büyüklüğünden sadece 210 kişi tarafından başarıyla tamamlandı. Yetenek yönetiminin çeşitli yönlerine yönelik yapılan ankette iş doyumu ve ödüller, örgüt kültürü ve örgütsel destek gibi ana faktörler ele alınıyor. Yetenek yönetimi uygulamalarının ölçümü, büyüme, öğrenme, fırsatlar, ücret ve yan haklar ve çalışma ortamı gibi ilgili faktörlere odaklanmıştır.Elde edilen verilerin analizinde Statistical Package for Social Sciences (SPSS) programı kullanılmıştır. 0.01 anlamlılık düzeyinde, hipotezler Pearson Çarpım Moment Korelasyon analizi kullanılarak değerlendirildi.Sonuçlar, yetenekleri yönetmek ile çalışanların ilgisini çekmek arasında kayda değer ve olumlu bir ilişki olduğunu gösterdi.Çalışan bağlılığı ile örgütsel performans arasında önemli bir ilişki vardır.Kapsamlı işe alım ve seçme süreçleri, sürekli eğitim ve gelişim fırsatları ile adil performans yönetim sistemlerini içeren etkin yetenek yönetimi stratejilerinin, çalışan bağlılığını artırmada önemli bir etkiye sahip olduğu gösterilmektedir.Çalışanları çekmek, elde tutmak ve motive etmek, kuruluşlar tarafından bu stratejilerin kullanılmasıyla elde edilebilir.

Anahtar Sözcükler: Yetenek Yönetimi, Çalışan Bağlılığı, Örgütsel Performans, İş Doyumları.
Date: 20/06/2023

APPREVIATIONS

TM - Talent Management

HR - Human Resources

PM - Performance Management

L&D - Learning and Development

TD- Talent development

SHRM- Strategies human resource management

LIST OF FIGURES

LIST OF TABLES

1 INTRODUCTION

Finding and keeping outstanding employees is a top priority for many businesses today. However, finding employees with the necessary abilities for specific corresponding positions is one of the most difficult challenges that business leaders face in today's company environment. To keep the recruitment and retention of skilled workers under control, businesses are devoting greater resources to human resource management. Talent management is as vital to a company's success as financial management since people are the driving force behind any successful strategy (Dawn & Biswas, 2013). In the 21st century, talent management (TM) has emerged as a crucial instrument for managing staff. Human capital, not land, wealth, or other intangible assets, it is the most precious resource in the twenty-first century (R. V. Dhanalakshmi, 2014).

Talent management is one of the biggest HR activities. This helps the hiring process by achieving a high level of job engagement by researching employee energy potential and filling vacancies with highly qualified individuals that are reflected in customer satisfaction. To be more efficient and effective. The manager's role is an important factor in motivating employees. Supported by them enable employee commitment to work in organization. The manager also it is the key to practicing, engaging and fascinating in effective people management and employee retention (Ellehuus, 2012). In addition, managers need
An environment where employees can feel and demonstrate their passion for their work
Actions necessary for an organization to achieve better results, not just for itself but also
It applies to employees as individuals as well as organizations (Piansoongnern et al., 2011).

1.1BACKGROUND OF THE RESEARCH

One of the most effective ways to increase employee engagement within an organization is by implementing talent management strategies. It's important to have a positive relationship with your staff as studies show that it plays a vital role in preventing job dissatisfaction caused by poor managerial relationships. Having a strong relationship with their employee lead to the work engagement. Allowing your workers to have as much flexibility as possible can increase engagement. Furthermore, if an organization implements effective talent management to improve and develop employee performance, having the appropriate people in the right roles, finding and employing the best candidates, and nurturing talent is all part of this process.

Ways to nurture them so they may better aid businesses in maintaining a target standard of excellence by increasing employee engagement, job satisfaction, and dedication. Employee engagement is boosted via talent management, which has been linked statistically to improvements in ROI, productivity, and work satisfaction as well as career advancement opportunities inside an organization. Effective talent management practices increase employee engagement, which in turn increases forte engagement and reduces turnover. As a result, employee engagement has a significant impact on productivity and talent retention (Norzanah Mat Nor, 2013).Work-life balance initiatives, such as performance management systems, compensation plans, and flexible working hours, all contribute to employee engagement if part of a company's people management strategy to make key employees the number one employee in the organization that can be established as a strategic resource (Jha, n. d.). The outcome is a workforce that is more invested in its mission, more enthusiastic about its work, better able to give its all in a stimulating setting, and more committed to the firm as a whole. Employee engagement, as defined by Kediri Ismail a Bolarinwa (2017), is "the process of engaging employees in specific activities that enable them to express themselves physically, emotionally, and cognitively. "Effective employee engagement encourage an inspiring environment that appropriate talent management's (Glen, 2006; Lockwood, 2007) offering of training and education, as well as encouragement, recognition, and evaluation. Basically, engaged and talented employees contribute to organizational success and competitive advantage, increasing talent engagement; increasing job satisfaction and reducing talent attrition. Increased talent engagement augment job satisfaction. This has positive implications and is associated with enhanced talent retention as a result of human resource policies and procedures (Ying, 2016).Talent management is a critical aspect of organizational performance, which involves the attraction, development, retention, and deployment of skilled and competent employees to drive business success. Employee engagement is also a crucial factor in organizational success, as it directly impacts employee productivity, job satisfaction, and turnover rates. In Djibouti, a small East African country, talent management is becoming increasingly important due to the country's strategic location for international trade and the need for skilled labor to support economic growth. Talent management practices in an organization positively influence employee engagement resulting in a remarkable increase of 23% in the company's overall revenues. As Abdulquddus (2015) suggests, a competitive edge is gained by organizations that have engaged employees. Employee engagement can be substantially improved within an organization by utilizing effective talent management practices. This study delves into the interconnection between talent management strategies and staff involvement, and explores how improvements in such strategies could contribute towards boosting overall staff motivation. Research that has been conducted so far has mainly centered around how employee engagement impacts output in general which is why it is crucial for us look at this connection separately. In the case of these four private banks located in Djibouti, there is compelling evidence to support the notion that talent management practices contribute significantly to employee engagement. The connection between talent management and employee engagement has been the subject of numerous research. According to research conducted by Joo and McLean (2016), talent management methods have a favorable impact on employee engagement in the banking industry in South Korea. Talent management techniques including providing employees with opportunity to advance their careers and being recognized for their efforts were also found in a study by Albrecht, Bakker,Gruman, Macey, and Saks (2015) as important predictors of employee engagement in the Canadian context. The effect of talent management on employee engagement has not been thoroughly studied in Djibouti. Talent management techniques and employee engagement in the Djiboutian hospitality business were investigated in a study by Ahmed, Hassan, and Ali (2020). Employee engagement was found to be positively correlated with talent management methods, suggesting that improved talent management could boost employee engagement in the hospitality sector. Aden, Yusuf, and Mubarik (2019) conducted research on how talent management strategies affected the productivity of bank workers in Djibouti. Indirectly boosting employee engagement, the study showed, talent management activities including training and development, performance management, and career development all benefit employee performance.

In conclusion, the existing research suggests across a variety of settings, like Djibouti, talent management methods can increase employee enthusiasm for their work. However, further research is needed to understand the specific talent management practices that are most effective in promoting employee engagement in Djibouti private banking sector and the challenges and opportunities for talent management in the country's unique context.

1.2 PROBLEM STATEMENT

Talent management is a critical function for organizations as it can significantly impact employee engagement, which, in turn, affects an organization's performance. Djibouti is a developing country that is home to many multinational organizations. The effect of talent management on employee engagement, however, is poorly studied in Djibouti.

Alimam et al. (2020) conducted research in Djibouti to determine the connection between talent management strategies and employee engagement. Talent management techniques were found to significantly and positively affect employee engagement. Employee engagement can be influenced by personnel management techniques such as providing chances for growth and development, rewarding and recognizing employees, and promoting a healthy work-life balance.

Ali et al. (2021) conducted research into how talent management affected employee enthusiasm in the Djiboutian government. Employee engagement in the public sector was found to increase significantly after the implementation of talent management strategies such recruiting and selection, training and development, and performance management. Lower levels of employee engagement and job satisfaction were also linked to insufficient talent management techniques.

Therefore, more research is needed to fill this research gap and understand the impact of talent management on employee engagement in Djibouti. In this research it investigates the specific talent management practices that are most effective in Djibouti and explore how cultural factors may influence the relationship between talent management and employee engagement in some selected private banks in Djibouti.

1.3 PURPOSE OF THE STUDY

This research aims to measure the effect of talent management strategies on employee engagement after providing a comprehensive grasp and review of talent management and employee engagement ideas and associated subjects. We then evaluate the impact on company output of the link between talent management and employee engagement. Most importantly, the ultimate goal is to examine the relationship between employee engagement and job satisfaction.

1.4 RESEARCH OBJECTIVE

The specific objectives of this study are the followings:

1. The impact of talent management factors on employee engagement
2. The relationship between talent management and employee engagement affect the organizational performance
3. The relationship between employee engagement and job satisfaction

1.4.1 Research Questions

The objective of this subject is to answer the following research questions:

Q1: What is the impact of talent management factors on employee engagement?

Q2: How the relationship between talent management and employee engagement affect the organizational performance?

Q3: what is the relationship between employee engagement and job satisfaction?

1.4.2 Research Hypothesis

H1: Talent management has a positive influence on organizational performance.

H2: There is a positive and strong relationship between growth and learning opportunity and organizational support.

H3: A positive and strong relationship between compensation and benefit and job satisfaction

H4: A positive and strong relationship exists between work environment and job satisfaction.

H5: There is a positive and strong connection between leadership support and organizational culture

1.5 SIGNIFICANCE OF THE STUDY

The study of the impact of talent management on employee engagement in Djibouti private banks is significant for several reasons:

- **Enhancing organizational performance**: Employee engagement is a critical factor that contributes to the overall performance of an organization. Employees' dedication, output, and loyalty all increase when they feel valued and appreciated. The private banks in Djibouti can learn how to increase productivity by analyzing the effect of people management on employee engagement.
- **Attracting and retaining talent**: Djibouti is a small country with a limited pool of skilled labor. Private Banks in Djibouti can learn how to engage their staff through research into the effects of talent management. This can help them remain competitive in the industry and ensure that they have the necessary human resources to meet their business goals.
- **Improving employee satisfaction**: Talented employees often have high expectations of their employers, including opportunities for growth, career development, and job satisfaction. By studying the impact of talent management on employee engagement, private banks in Djibouti can identify strategies to meet the needs of their employees and improve their satisfaction.
- **Contributing to the development of the banking industry in Djibouti**: Djibouti is a developing country, and the banking industry is relatively new. Private banks can aid in the growth of their industry by examining the effect of talent management on employee engagement and disseminating their findings to other businesses in the same field.

1.6 MAIN CONCEPTS IN THE RESEARCH

This research focuses on talent management as a subset of strategic human resource management via the lens of knowledge management, a broad HR practice. The purpose of proficiency management is to define the skills and knowledge an organization needs and to put the right people in the right positions. The aim is to have the right knowledge of all functions and to develop the skills of employees in the best possible way. Capabilities are also defined according to strategic aspects.

Simply put, talent management in this study refers to strategic human resource practices directed by attracting, developing and retaining talented employees. This research uses the term talent to describe key employees and employees whose major competencies are used to move the organization forward. Employee engagement and retention rates also feature prominently in the study. Engagement refers to motivation, the desire to be part of an organization, and the desire to move the company forward. Retention means retaining an employee, but it also means a decision to stay with an organization.

1.7 OPERATIONAL DEFINITIONS

Operational definitions are specific, measurable, and observable terms used to define key concepts or variables in a research study. Here are some possible operational definitions for the key concepts in the study of the impact of talent management on employee engagement in Djibouti private Banks:

- **Talent Management**: We use the term "talent management" to describe the efforts made by private banks in Djibouti to find, train, and keep bright workers. Recruitment, selection, training, development, performance management, career planning, and succession planning are all examples of such actions and procedures.
- **Employee Engagement:** The term "employee engagement" refers to the mental and emotional investment in one's work and dedication to the organization's mission held by workers at private banks in Djibouti. This can be measured through employee surveys or other quantitative and qualitative methods that assess employee attitudes and behaviors, such as job satisfaction, organizational commitment, and willingness to put in extra effort.
- **Private Banks:** For this study, private banks in Djibouti are defined as financial institutions that are privately owned and not controlled by the government.

1.8 STRUCTURE OF THE RESEARCH

There are a total of five chapters in this study, including this one. The second section of the paper is a literature review, in which the core ideas of talent management and employee engagement are discussed in light of the prior publications. There are five main components and a few subsections in the literature review. Defining talent management and providing an overview of talent management strategies and the talent management process make up the first portion. In the second part, we'll examine the various components of employee engagement, from definitions to theoretical context. Then next section is about the talent management factors affecting employee engagement with subsections such as opportunities to grow as an individual, appreciation at work, a pleasant place to work, and encouragement from higher ups. The final piece will discuss how employee involvement contributes to greater job fulfillment. In the third chapter, we learn about the methodology, which includes an explanation of why the author settled on a quantitative approach. In Chapter 4, the findings from the data analysis, along with the results, and the related literature, are discussed. Findings, restrictions, and suggestions for future investigation are presented in the last chapter.

2 LITERATURE REVIEW

In this chapter, the literature formwork for this study is fragmented into five main sections which are also divided into sub-parts. Various definitions of talent and TM and their respective understandings are discussed in the first section, which is devoted to talent management. Then the next subsection highlights TM strategies and processes. The second section is consecrated in employee engagement, in first point it's going to be about definition of employee engagement. Then the second point will be about theoretical background of employee engagement. The third section will cover the talent management's role in employee engagement, the subsections of this section is going to be about the factors of talent management affection employee engagement. The impact of talent management and employee engagement on business results will be discussed in the next section. Last but not least, we'll talk about how engaged workers lead to happier workplaces.

2.1 TALENT MANAGEMENT

2.1.1 Definition

2.1.1.1 Talent

The primary focus should be on defining talent before commencing with its management. To implement talent management policies and practices effectively, organizations and TM experts need to define what they consider as talent within the organization (Zhang and Bright, 2012). Organizations define talent differently, with substantial variations due to the impact of industry type and job nature (Tansley, 2011). In accordance with Schiemann's (2014) view point on organizational talent; it can be defined as the cumulative knowledge base coupled with skills proficiency and expertise encompassing employee behavior pattern along with individual values.

Talent has been described by Cooke et al (2014), Stuart-Kotze& Dunn (2008), and Frank & Taylor (2004) as current capacity with potential for diverse performance at more difficult or complex levels. While leadership potential exists at every tier within organizations—including entry-level personnel, key contributors, and technical experts—talented individuals inspire confidence in others by demonstrating trust worthiness, vision, and harmonious working relationships internally within their teams. To understand talent we must consider its close association with contextual features as suggested by Elegbe(2010),Stewart(2008),&Clark&Winkler's(2006) observations regarding environmental-social interactions. When it comes down to controlling a company's workforce though, TM practices have come to be the central and all-encompassing element according to Saxena(2013).

Now the question is, what represents talent, and who should be considered talent in business organizations?

While Dries(2013),Thunnissen(2013),Gallardo-Gallado(1012) continue to disagree on this matter, the notion that talent is developed via education along with skills and expertise has been proposed by notable authors such as Heller(2000) and Gagnée (1999).

Previous research conducted on Talent Management (TM) indicated that business talent definitions are separated along inclusive and exclusive lines while lacking a uniform definition of the term (Stahl et al the philosophy of inclusiveness regards each worker as having the potential for excellence unlike the exclusive outlook which limits such designation to just a few. However, an exclusive criterion is what's in vogue at the moment. The perspective of the exclusive strategy posits that it is impractical to perceive every worker as a capability (Iles et al, 2010). The popularity of defining talent using an exclusive approach is higher among companies compared to an inclusive approach (ThunnissenetalIn their 2010 publication regarding TM practices and strategies, Iles et al claim that adopting this plan is in line with emphasizing a diversified staff wherein certain abilities are considered more valuable. A view of talent that is characterized by its inclusiveness holds that every member within an organization possesses some type of talent. In accordance with Buckingham &Vosburgh's (2001) theory on workforce management practices, each employee has exceptional skills that they bring to their role and these competencies can benefit the overall performance of the organization. Over half the companies surveyed in Leigh's (2009) study adopted this very same definition for 'skill', while each worker deserves equal treatment according to Peters' view stated in 2006.In much the same way as above sentence suggests, appreciating each employee's contribution towards organization's success and not just singling out star performers (p), to attain organizational success as suggested by O'Reilly and Pfeffer (2000), one must focus on 52.It's uncertain as to why but organizations are unable to prosper (or earn profits) in knowledge-based economies without their staff members. This is where an all-inclusive talent method becomes crucial - as suggested by many publications.

As noted by Crain (2009), workers have emerged as a crucial determinant of an organization's success since they constitute the primary source of value creation in present-day businesses. The primary argument against the all-inclusive subject approach to talent is that it fuses together talent management and SHRM. If one assumes that 'talent' applies to every employee in the organization and effective management of them entails proper development of every worker then differentiating between TM & SHRM becomes challenging (Garrow&Hirsh, 2008).

Iles et al, as well as Silzer&Dowell(2010) argue that TM encompasses conventional HR functions such as recruitment processes for potential employees, together with training opportunities, knowledge assessment methods, and employee retention initiatives. On the other hand, some authors might suggest that TM implies finishing these processes with increased speed and/or greater efficiency (Lewis&Heckman 2006). According to the study conducted by Lin (2006), a strategy for total TM involvement could produce needless expenditure concerning human resource capital. Most organizations lean towards utilizing economically viable gap or exclusive techniques to manage their talents, but it remains questionable whether adopting a strength-based approach provides mutual benefits to both parties. Organizations that adopt the exclusive approach have segmented their workforce and consider only select employees as valuable contributors towards business success based on their potential or past performance. The exclusive approach towards talent evaluation involves taking into account various factors such as competence level, potential for growth etc. Included in this list are some of the primary outlooks on how to define exceptional aptitude. When talking about individuals' abilities and potential in academia it is common to use the word talent. McCauley and Wakefield (2006), Davies &Davies(2010), McDonnell(2011), together with Stahl et al have extensively researched this topic. Agree that talent is established by distinguishing few employees who are capable of producing superior results which can have immense impact on organization's present outcomes along with its forthcoming prospects. Competency evaluation combined with performance analysis enables the identification of talented individuals. According to Gagne's view as given in 2000 through an example, talents are those persons who can outperform 90 percent of their contemporary individuals involved within that domain. According to Tansley's (2011) study results, the people who exhibit multiple talents have a greater likelihood of moving towards senior roles and leadership positions in larger organizations As per this observation, TM practices can alter their treatment of employees with respect to criteria such as their career growth potential, content knowledge, skills demonstrated, personal conduct etc.

Some educationalists claim that merely having competence, potential or good performance is insufficient for describing one's abilities while others support a narrower definition of skills which is confined to certain occupations. Inextricably linked to the process of defining talent is the identification of critical roles within an organization according to Huselid et al The positional definition of talent suggests that TM approaches ought to prioritize critical roles which significantly impact business's long-term competitive advantage(Boudreau & Ramstad 2005;Lewis & Heckman 2006;Collings &Mellahi 2oo9;Whelan et alGiven this notion, it was reasonable for the firm to allocate its resources towards individuals who had been identified as highly skilled. However, a commonly known challenge is assessing returns from talented individuals while it remains unclear whether honing in just those with pre-existing innate abilities results in significant increase in returns.

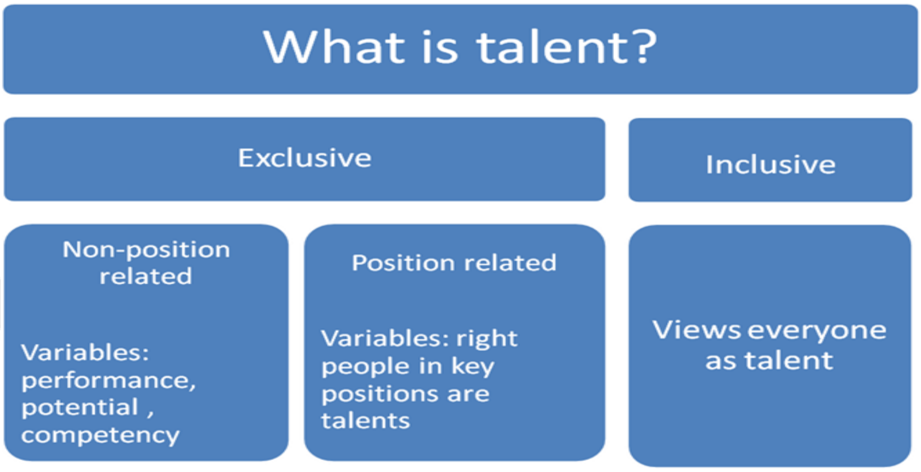

Figure 1 Talent Definition Categories Source: the aAuthor (2023)

2.1.1.2 Talent Management

The actions that can be classified under talent Management like hiring efficient team members to creating a supportive work environment for personal growth have been agreed upon by both academic experts and industry practitioners. After examining scholarly articles over a period of 10 years Lewis and Heckman (2006) concluded that TM was at the center of controversy. Lewis and Heckman (2006) divided opinions regarding TM into three distinct strains of thought.

Thunnissen et al (2013) argue that there isn't a significant distinction between TM and HRM because in their opinion talent is equal to human capital. The emphasis on developing a 'talent pool' defines the approach of second TM school based on research by Lewis and Heckman (2006), thus skilled workers have opportunities for strategic movement through departments within an organization as part of talent management programs according to Thunnissen et al.'s work in 2013.

Expanding the number of skilled employees through hiring and retention efforts is a primary objective of TM initiatives. To attract and hold on to skilled individuals, TM

University uses techniques such as 'employer brand' and 'workforce segmentation', which are based on marketing strategies. No particular position is considered in the pursuit of talent at the third TM School. Instead, one of the main goals of TM practices is to nurture highly talented and productive employees. A new dimension is added to this list by Collings and Mellahi (2009), who argue that it is more important to identify crucial positions than outstanding individuals.

TM intends to discover gifted individuals in an organization as well as retain them according to various scholars' assessments (McCauley & Wakefield - 2006). In addition, Table One explains various interpretations of talent management from prior researches so that the idea can be more comprehensible, TM intends to achieve its ultimate goal.

Table 1 Talent Management Définitions

Authors	*Definitions*
Schweyer (2004)	Sourcing, vetting, selecting, retaining, developing, and updating the staff are all part of talent management, as are analysis and planning.
Lewis and Heckman (2006)	Talent management is a broad term that includes activities typically performed by human resources professionals, such as hiring, training, and career and succession planning.
McCauley and Wakefield (2006)	Talent management includes activities including workforce planning, talent gap analysis, recruiting, staffing, training and development, retention, talent evaluations, succession planning, and evaluation.
Bhatnagar (2007)	Hiring, on boarding, coaching, performance appraisal development, leadership development, refill planning, recognition, and reward are all parts of talent management.
Michaels et al. (2001)	Differentiation entails evaluating your employees' performance and potential and then providing them with opportunities for advancement, compensation, and development.
Boudreau and Ramstad (2005)	found the key talent hubs where investing in people makes the biggest difference to the bottom line Bryan and coworkers (2006) Allocating resources efficiently requires putting people to work on the most fruitful projects.

Hartmann et al. (2010)	adjusted on recognition, development and retention of internal talent pools
Stahl et al. (2012)	The extent to which a company can successfully (globally) recruit, hire, train, and keep its most valuable workers.
Collings and Mellahi (2009)	By systematically identifying key positions that differentially relate to the organization's long-term competitive advantage, cultivating a talent pool of high-potential and high-established parties to fill these roles, and designing a differentiated human resource architecture to facilitate filling these positions with competent incumbents and ensuring their continued communication, an organization can achieve strategic talent management.
van Dijk (2008)	The first step in talent management is to identify the most capable employees who can help a firm achieve its strategic goals.
Iles et al. (2010)	Talent management places an emphasis on segmentation, while traditional HRM takes a cookie-cutter approach to dealing with employees.
Piansoongern and Anurit (2010)	Traditional succession planning or management is talent management. It is a method of assisting high-performing staff members in completely performing their duties.

Despite receiving significant attention in recent years (Collings &Mellahi 2009; Lewis & Heckman 2006), there still isn't an agreed-upon definition for the concept of TM. However, Talent Management's key pillars of success; goals, strategies, and tools for achieving objectives align with what is proposed in these definitions. Retaining quality workers through an effective human resource strategy is the main goal of talent management according to Altman's viewpoint in 2008 along with Tarique& Schuler's research from 2010, Dawn & Biswas' study from 2013,and Ingham(2006).

The key to success in business lies in having skilled personnel in crucial roles at optimal times to harness potential opportunities and outdo rivals. Companies that employ effective talent management practices show their commitment to the value of human capital and it is believed this investment leads to greater employee engagement (Bhatnagar 2007).When considering the thoughts of Collings and Mellahi (2009), one can deduce that successful TM has a favorable impact on organizational performance by increasing employee motivation for their jobs while also improving their commitment to the organization which in turn leads them towards exhibiting more extra-role conduct. TM practices are a great way for businesses who want a productive workforce that is invested in their success.

The usage of the term talent management in describing various HR practices has led to some degree of misunderstanding as pointed out by Lewis & Heckman in their research (2006), however effective talent management practices require the use of several HRM methods for identifying competent people and engaging them in a company's workforce (Festing&Schäfer 2013).Talent management scholars commonly agree that essential acts of talent management include core HR strategies such as selection and succession planning based on research by Hughes & Rog (2008), Jauhari&Seghal (2013), Lewis&Heckman(2006).Lewis and Heckman (2006) make it clear that despite its increased strategic significance compared to previous iterations calling talent management an outright replacement for all traditional HR practices simply because some are excluded is misguided.Collings and Mellahi (2009) defines the process of managing talents as being achieved through various steps which include recognizing important roles in an organization followed by creating categories of talented individuals to fill those posts. However, contrary to previous discussions it is important for human resource practices to avoid over-reliance on talent management. If you're looking to create a successful talent pool for these roles then you must search for suitable candidates that exhibit both potential and devotion towards working with your company in the long run.

Talent management's focus on strategy is highlighted as a distinguishing feature by Lewis and Heckman (2006) when compared with more typical Human Resource Management approaches. In summary then, TM's deviation from HRM can be seen clearly through its concentration on strategy. Those employed individuals who form part of an organization's central set of skilled professionals and hold or have been trained for vital roles make up the principal area where efforts at managing talents tend to be concentrated (Collings &Mellahi , 2009. Moreover - it is argued that both talent management and human resource management are the same with a focus on talented individuals (including low and high performers) and all personnel respectively. Their claim suggests that paying attention to the special abilities and strategic roles within a certain subset would make Strategic Talent Management more resourceful. In this research, talent management is defined using essential conceptual frameworks from academic literature. Attracting top talent through recruitment while nurturing employee growth is the goal of talent management as a recognized HR practice, and talent management is believed to encompass all the useful techniques for aiding in these phases. Effectively engaging top talents is vital for any company.

This study prominently features the strategic role that personnel management plays, and talent mindset entails carefully synchronizing crucial features and processes in talent management with the overall business strategy. This chapter provides an extensive discussion on the strategic aspect of talent management because it is vital. An overall view of the various subfields within talent management is provided in Figure 2. The first step in effective talent management is to plan the workforce and select suitable employees through a rigorous evaluation process during recruitment, and talent development involves the deliberate allocation of relevant abilities to job vacancies as well as fostering employee growth.

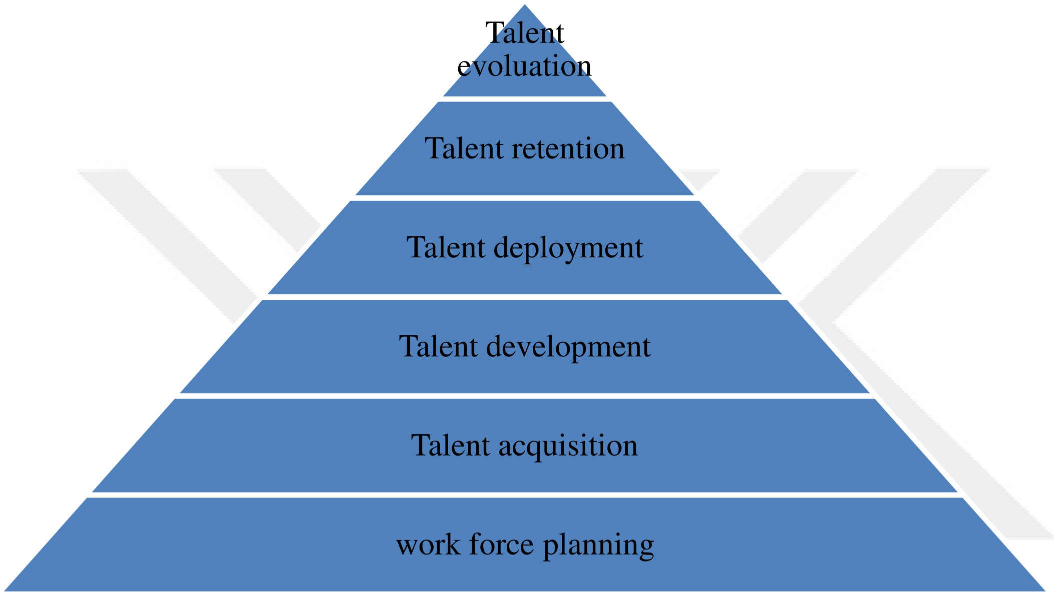

Figure 2 : The Levels of Talent Management (Jauhari&Seghal 2013).

2.1.2 TALENT MANAGEMENT STRATEGIES AND PROCESSES

It will be simple to decide where to put the majority of the focus once the strategy planner has a clear vision, thoughtfully evaluates the company's existing workforce skills, and necessary future strategy. Talent management strategies that support organizational objectives frequently result in improvements in revenue and customer satisfaction.

Strategic Talent management is a developing field that involves putting integrated methods or systems into practice that are intended to boost workplace efficiency. It creates processes and techniques to draw in, nurture, keep, and employ individuals who possess the skills and potential to meet the organization's current and future demands. The unwavering process of talent management, which has a strategic emphasis and drives, desired organizational outcomes. In order for firms to create advantages over competitors The Management Study Guide's course content emphasizes the importance of defining strategic differentiating attributes and then building a method for recognizing and cultivating the same through HR operations. Establishing a connection between personnel management and strategy in this way empowers HR professionals to shape business goals (Management Study Guide).When asked what gives them an edge over their competitors, most successful companies cite their company culture. They give serious thought to how to incorporate their stated values and business concepts into operational practices including human resource management, recruitment strategies, leadership training, quality assurance measures, and pay and benefits packages.

As an illustration, whereas businesses tended to prioritize job-related abilities and experience when choosing employees, several multinationals broaden their selection criteria to take into account cultural fit. The values and qualities of applicants are assessed by these organizations to determine whether or not they will fit with the corporate culture. Although personality traits, attitudes, and values can also be developed, skills are easier to build than formal qualifications, which are not necessarily the best indicators of success and retention.

By utilizing and growing their talent as well as knowing how to effectively hire, manage, teach, and lead their people to engage with and align with the corporate goals and plans, businesses can gain a dominating competitive advantage. The organization will always benefit from having a solid personnel management strategy since it shows that they value their employees as their most valuable resource. This strategy greatly raises efficiency levels while simultaneously fostering employee performance, engagement, and satisfaction. This is a crucial element that helps a business get a competitive edge over its rivals.

The quality of an organization's workers and their competencies are closely correlated with its strength and branding. Leading, coaching, managing, and assisting people in acquiring new abilities are essential elements in laying a strong foundation for the organization's future. Putting in place a system of continuous education, effective leadership development, technical skill building, mentorships, and cross-training in order to boost performance is crucial for firms to sustain a competitive advantage.

All company strategies require investment, such as spending time, money, or hiring employees. The talent management plan needs significant investment as well, and it should be evaluated using measures that are pertinent to the company's operations. Before defining, developing, and implementing strategic skills, there must be a clear grasp of the organizational strategy for talent management to be successful. The recruitment, selection, training, development, retention, assessment, and management of talented individuals are the primary areas of concern in the talent management process, which is mostly about human resource strategic planning. Research and study have led to the conclusion that talent management consists of six elements, which, when combined and carried out according to the right plan, propel an organization to the top echelons. Some of these parts include workforce strategic planning, talent acquisition and retention, performance management, skill development (training and motivation), career development, and succession planning.

Workforce strategic planning: The hiring, selection, and recruitment processes are all part of workforce strategic planning. According to the goals, objectives, and development plans, this plan designates the talent exigency while acting as a catalyst for achieving the objectives of the firm and carrying out the plan. Identifying the essential functions that the position necessitates is another task of staff planning. To provide direction to the whole hiring team regarding the kind of talent, attitude, abilities, and behavioral characteristics being sought after, an action plan must be in place (Cantoria, 2011).

Talent Acquisition and Retention: is hiring new talent, recognizing and cultivating talent for adapting to the culture and assigned position for that talent in the organization. Internal promotions are less expensive and foster loyalty and involvement among staff members. Development is what keeps people interested.It keeps things interesting, demonstrates the organization's concern, and offers a long-term advantage.

People are significantly less likely to quit their jobs if they feel like they have the chance to advance in their careers. With the right growth plans, employees are also linked with company objectives, which benefit both sides. Businesses that concentrate on finding and keeping the right talent over the long term will prosper in today's business environment. Gaining insight into the culture of the company, putting new workers on a successful path right away (Branch, 2013).

Performance Management (PM): The basic objective of PM is to ensure that roles support the objectives of the corporate plan. It creates goals for achievement, encourages staff growth, and advances the organization. The HR action plan should also outline the kinds of training to do in order to give the business the best employees who can fill the desired positions (Cantoria, 2011).

When the ideal candidate is matched with the ideal function and position inside the company, in addition to receiving the appropriate training, this boosts the employee's self-confidence and motivates them to perform at higher levels. Another excellent retention motivator is training. Training programs will only be successful if they incorporate behavior-based activities and exercises that reinforce the organization's culture and proposals. Employees are more likely to put forth effort when they can see the impact of their training on the business and the significance of their role.

Career Development: has to do with the problem of losing good employees and the belief that promoting from within is not only possible but often the best option because of cost, engagement, and loyalty. It is the acquisition of knowledge and skills that lead to the development of knowledge and experience that constitutes skill development, career training, and on-the-job training. It is the process of developing future leaders by giving high-profile personnel access to professional development resources that can help them grow in their careers. Internal leadership development provides a favorable message to the entire workforce.

Promoting employees is a terrific strategy for boosting engagement and morale. Aligning with organizational culture is also crucial. Due to the fact that the organization develops its own personnel, individuals will want to join and stay with it. By offering development opportunities, employers may put their staff members and their organizations on a path to success, empowerment, and progress (Branch, 2013).

Succession Planning: involves recognizing the main positions things are essential to the development of the business. If the current employee is aware that he will be prepared for jobs in the future that signify advancement, he or she will also feel the need to learn from people who can give him proper training. The referral system, which enables an employee to be suggested to an affiliate or sister firm as a means of fostering career growth and progress, is an alternative approach that could be taken into consideration in place of a succession planning program (Cantoria, 2011).

When we talk about the need of succession planning for a small business, the business owner should be forward-thinking and aware that, at some point in the future, he or she may need to hand the reins of the firm on to a relative or a reliable employee. For a business owner who wants the company to continue operating even after he is no longer physically or mentally capable of leading operations, succession planning is a reasonable step (Balle, 2013).

If the core of the organization's plan is made up of these six talent management components, transitions, attrition, and growth should go well. They are all closely related to one another and make successful talent management strategies. Different business models are used by different companies, but they should all come down to how these components have been executed in an ordered way. The highest levels and most accomplishments have been attained when all the elements are in line with a single corporate purpose (Cantoria, 2011).Strategy is the talent management procedure for the company to have competitive advantage.

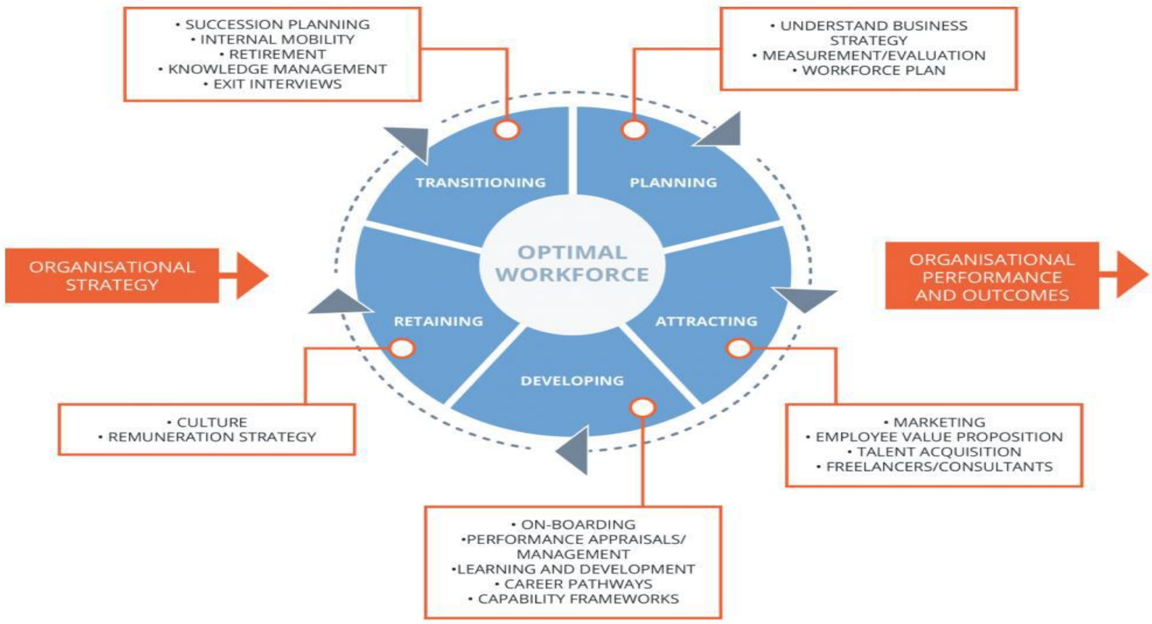

Figure 3 Talent Management Process Model

2.2 EMPLOYEE ENGAGEMENT

2.2.1 Definition

Over the last decade, there has been a lot of focus on employee engagement, work engagement and job engagement in the management literature. The terms are used interchangeably as per Saks &Gruman's research (2014). Academic researchers and practitioners alike have displayed interest in it. Frequently being cited as a primary factor in achieving a competitive position makes employee engagement relevant, which is one common reason for its importance? Saks &Gruman (2014, p. 155) cite this as the central focus of the literature. The relationship between engagement and performance is supported by numerous studies referenced by Towers Perrin (2006). The lack of comparators with similar variables, which is inconceivable, prohibits this from being established beyond a reasonable doubt. According to Gallup and Towers Watson research (Towers Perrin, 2006), organizations with high levels of employee engagement had higher profit and operating margins. According to Caplan (2013), employee engagement can improve teamwork, reduce absenteeism, and minimize employee turnover rates without incurring additional operating costs. Wages are an example of an expense. According to Singh et al. (2012) research, devoted employees in the GCC countries are willing to go above and beyond to improve their firms' profitability. In the Middle East, increasing employee engagement is critical. Employee engagement that is passionate is built on three important intensity focus, and commitment (as shown in Figure 4). Employees' level of effort on the job can be affected by their vigor, which is their shown degree of energy and mental fortitude. A person's level of energy is a strong indicator of how invested they are in their work. The second trait, dedication, describes an individual's motivation, inspiration, pride, and willingness to take on challenges in the workplace. These characteristics are indicative of a dedicated membership to the group. In the last component, known as absorption, workers' levels of focus and "flow" while their jobs are measured. Flow is characterized by full absorption in one's work without distractions or interruptions. With absorption and related traits, time flies by since the worker is so engrossed in what they're doing.

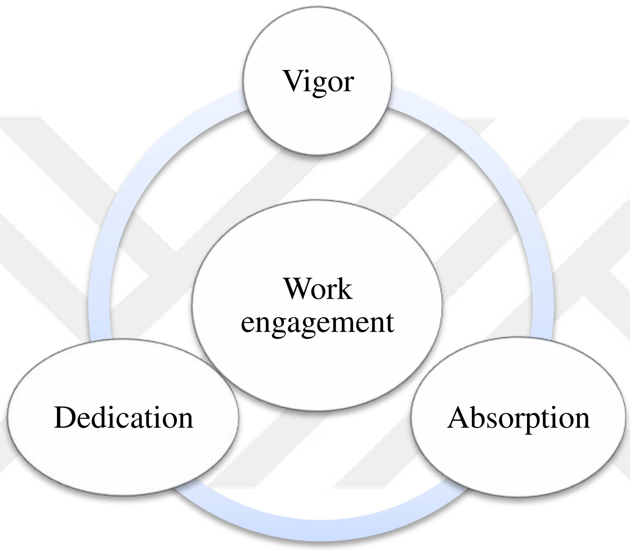

Figure 4 Engagement Dimensions (based on Schaufeli et al. 2002).

The employee engagement model is WIFI model is to assure employee engagement in order to boost talent acquisition and retention, and it includes four effective components: well-being, information, fairness, and involvement, all of which contribute to the organization's ability to recruit and retain talent. The well-being factor considers how factors like work-life balance, company branding, job design, and organizational structures are perceived by employees and how that, in turn, affects employee engagement. Therefore, the more involved individuals were with their tasks within businesses when they felt content with what the organization had offered. The next element is knowledge. This component focuses on sharing the organization's goal with personnel in a way that is both obvious and understandable. This meant that if an organization provided employees with information that was both clear and interactive and emphasized the company's vision, the employees would be more engaged and involved in their jobs, goals, and performance. The third element of the

WIFI model is fairness. Organizations must make sure managers treat workers equally when it comes to things like ratings of individual performance, opportunities for training and development, and rewards and recognition. When fairness is reached, a high level of employee engagement is highly likely. Involvement is the final element.

It places a focus on having line managers participate in their responsibilities. This shows that giving senior managers and junior staff members enough opportunity to connect during debate and decision-making would increase employee engagement on projects and tasks that are involved in all parts of work in a company (Ahead, 2012).

2.2.2 Theoretical Background

Employee engagement theory originates from Khan's (1990) ethnographic study on personal involvement and disengagement, and it was in 1997 when Maslach et al. crafted the theory of job burnout. After carrying out experiments in this area Khan (1990) came up with the first theory regarding involvement or disengagement. He had conversations with people from both a temporary summer dwelling and an architectural company. Participants were interviewed to provide us insights into their work experiences with a specific focus on the level of engagement. One's level of participation at work can be affected by their psychological condition as discovered by Khan (1990). As claimed by Khan (1990), individuals evaluate their psychological state prior to determining the level of investment they are prepared to make in a character, and the presence of psychological purpose accompanied by feelings of safety and availability can lead to higher levels of engagement within one's career. Khan (1990) identified the following three psychological conditions:

- When individuals feel that they are deserving of significance and find purpose in their work they experience psychological meaningfulness.
- Psychological safety is present when staff members have trust that openly sharing what's on their mind won't negatively impact either their job security or perception by others.
- To perform their work effectively it is important that a person has access to all necessary physical and emotional resources.

The notion of a second engagement theory comes from studying professional burnout, as per Maslach (2001), employee engagement can be thought of as the opposite of burnout.When individuals feel increasingly different from the six aspects comprising organizational life based on Maslach's claim (2001), they become more susceptible to experiencing work-related pressure. Maslach (2001) identified workload management as well as control over assigned tasks among the six aspects. Alongside incentive plans, the provision of social and communal aid is essential, and justice and values that have been perceived are what completes the list. According to Maslach(2001), if an individual is attuned to these six components of organizational culture then employee involvement may increase.

Job-Demands Resources Method of Burn-Out or JD-R was established by Demeroutiet et al in the year 2001 on the basis of their job burn-out hypothesis. In order to classify working conditions via this model's classification system accurately, one must recognize two primary categories which consists of job demands that cause physiological and psychological costs (like exhaustion) due to continuous mental or physical effort. The findings of Al...'s study from 2001 (p 501) indicate that. As outlined in the model's classification system for working environments divided into two fundamental types: Job demands take into account any physical or mental element involved in a job that requires constant input from an employee resulting in potential physiological and psychological effects such as fatigue (Demeroutiet et), referencing page 501 of Al's(2001) publication. Our findings from the search for a suitable missing limb substitute show that, in other words, job resources refer to people's control over their work including how much they influence decisions that affect their performance.Be useful in achieving work objectives Make job demands more manageable to promote employee's wellbeing inspire individual growth and progress (Demeroutiet et al 501) There are essentially two main manners in which the effects of burnouts may become visible as highlighted by Demerouitet et alBurnout is a possible consequence of working a tiring and demanding job, and lack of sufficient resources often leads to detachment problem in workplaces. Job Resources is a cycle of motivation which counteracts burnout amplifies work motivation promotes health and engenders an optimistic temperament.

Earnings potential, job security along with the opportunity for development within an organization can serve as valuable sources of job resources according to Bakker &Demerouti (2007), apart from this interpersonal relationships also form a core component in determining effective team dynamics at a workplace involving support & advice provided by peers &seniors. Furthermore, employment opportunities can also originate from work structuring where roles are well-defined and employees are encouraged to participate in making decisions. In the view of Bakker &Demerouti (2007), offering tasks such as autonomy and skill variety is one of the benefits that make a job more attractive.

2.3 TALENT MANAGEMENT’S ROLE IN EMPLOYEE ENGAGEMENT

As we have previously discussed, one major issue confronting firms is how to discover and retain individuals with skill in an environment where there are more competitors wanting to hire top performers. The compelling need to solve the talent issue necessitates a renewed focus on staff recruitment and retention, as well as effective ways for increasing important people involvement (Ohlrich 2015). When compared to Talent Strategy, the analysis demonstrates that strengthening worker engagement and ensuring long-term employment are critical features in Talent Management. Prior research and evidence suggest that talent management approaches can have a major impact on employee engagement. If you want to successfully retain staff, you must invest in talent management solutions. Businesses can effectively persuade their top-performing employees to stay by implementing talent management approaches recommended by Festing&Schäfer (2014), and according to Hughes & Rog's 2008 research, the implementation of different talent strategies has a direct influence on talent motivation levels.

This chapter aims to first introduce talent management as a concept before delving into various talent strategy processes related to employee engagement in order to better understand how talent management and its methods correlate to better employee engagement among key employees and to learn the true connection between these two concepts. This section will discuss core talent management categories as well as more practical tactics that are regarded to be critical for recruiting and retaining personnel. The acknowledged acts from the corpus of literature are seen as general talent management divisions and approaches in this study. These techniques are said to be carried out on highly trained and critical employees within the firm.

2.3.1 Talent Management Practices Affections Employee Engagement

2.3.1.1 Talent Development (TD)

Talent development is an essential component of the whole TM (Cappelli, 2009). While acquiring talents from the external labor market may not match an organization's talent demand, growing talents internally helps an organization to build talents' industry- and firm-specific knowledge and abilities. Talent development is defined as follows by Garavan et al. (2012): TD is concerned with the planning, selection, and implementation of development strategies for the entire talent pool in order to ensure that the organization has a current and future source of talent to meet strategic objectives, and that development activities are aligned with organizational talent management processes. Garavan and colleagues(2012).

The connection between Human Capital and Human Resource Practices within Talent Management System was scrutinized by Hoglund (2012) based on Psychological Contract perspective. Hoglund's report from 2012 concludes that Talent Management has the potential to serve as a framework within which qualities needed for present & future corporate objectives may be defined, fostered, & promoted (p).136) As highlighted by M Yapp's study on strategic HR reviewed in 2009, TD investment can give a wide range of benefits for firms, including increased competitiveness within their sectors through measures such as attracting and keeping high grade workers. Cultivating talent can help to create a healthy work culture by increasing employee engagement and providing them with the necessary expertise to boost their productivity. This, in turn, provides a clear relationship between an efficient workforce and productivity, which enhances a company's financials. Furthermore, companies can improve their brand image by implementing efficient TD programs which will attract new customers and possible candidates for employment. Talent development initiatives are key to sustaining a company's competitiveness and profitability in the long-term. Realizing the importance of TD makes it a critical component of talent management. According to McCauley and Wakefield (2006), talent development is the process of developing necessary competencies to achieve organizational goals. An atmosphere that promotes continual learning and development helps employees prepare for their current roles while also laying the road for future advancement. It is critical to manage and utilize available talent through efficient development in order to meet organizational needs. Companies that discover and cultivate skilled employees for their jobs enable them to achieve at their peak. Organizations that want to prosper in today's fast-paced business world must focus on enhancing their employees' skills and competencies.

In line with Ready et al's perspective (2010), highly competent individuals acquire new knowledge quickly while delivering significant results that exhibit credibility along with an awareness for how important conduct is. An enterprising spirit coupled with the ability to accurately assess risk and a clear focus on learning are attributes commonly found in high potential talent according to Ready et al In light of this, the term talent refers to a small cohort of individuals in an organization who possess exceptional managerial and leadership skills. TD also contributes to the effective management and utilization of talent in order to meet the needs of the organization. Organizations can ensure that they have the appropriate people in the right roles and that their employees are enabled to achieve at their maximum levels by identifying and developing the right talent. Talent development is an essential component of talent management and should be a top priority for any firm seeking to succeed.

The TD technique recommended by Ford et al (2010) might be considered more appropriate in terms of fairness and employee motivation. Since this research is geared towards ameliorating employee engagement within our organization as a whole rather than solely focusing on certain roles or departments; utilizing an adapted version of the hybrid method which caters to leadership as well as staff level job titles that can be tailored according to unique business requirements will offer enhanced professional development opportunities. Companies have recently emphasized the importance of supporting TD at work, as it is critical for maintaining a motivated and efficient workforce. According to Pandita and Ray (2018)'s research, increasing employee engagement can be accomplished through talent development. According to the study, employees who believe they are building on existing talents or acquiring new ones while fulfilling untapped potentials would be more dedicated to and motivated in the workplace. Furthermore, honing skills can foster a favorable perspective toward the organization's goals while also increasing job happiness. Furthermore, when employees execute tasks that are aligned with their beliefs, work satisfaction can improve employee engagement. Furthermore, talent grooming frequently leads to greater employee engagement, which fosters superior decision making abilities.

Afterward, Caplan concedes different criteria for achievement within ability advancement that apply to boosting employee commitment too. The primary goal of this inquiry is to provide the organization with capabilities that are required exactly when and where they are necessary. To reach our organizational goals, we must assess our current situation, identify our needs, and communicate with staff members to assess their expectations. Furthermore, some enquiries require resolution, such as: Could you provide me with a status update? How does one go about getting reimbursed? What will happen in the future and how will it happen? I'm not sure what mode of transportation I'll use. TD plays a crucial role when it comes to boosting employee engagement in the workplace, as identified by B Kunerth and R Mosley in their publication from Strategic HR Review (2011) to be a primary driver for recruiting employees and determining if they will be retained. If companies invest in their employee's development of skill sets, they will be able to maintain an enthusiastic productivity, and valued employees tend to perform better and they will be more committed to their job.

2.3.1.2 Recognition and Compensation

Motivating employees to perform better can be achieved by providing them with appropriate recognition. In the Journal of Business and Economics, published research conducted by E Mone et al.(2011) revealed that recognizing employees is correlated with improved engagement levels as well as overall performance. The study also revealed that receiving recognition boosts employee morale which directly impacts their motivation level resulting in improved productivity. Additionally they expressed a heightened sense of fulfillment in relation to their employment and an increased level of interest in the work. The study indicated that recognition had a positive correlation with augmented levels of job fulfillment along with increased incentive and superior task execution. Acknowledging workers has been proven to have a positive impact on employee engagement and job competence in the research study conducted.

Therefore it can be considered valuable to motivate employees. Organizations can bring about an improvement in the engagement and productivity of their employees by recognizing their efforts. Recognition has been identified as one of the key components required for effective talent management based on H Scullion and DG Colling’s 2011 research, as per the study's results acknowledging employee's effort greatly affects motivation level which ultimately show great results in terms of overall workplace performance like heightened productivity rates and better job satisfaction. Besides giving recognition can elevate involvement level within the organization while establishing a culture of dependability, a sense of job security arises when employees feel that they are appreciated for their efforts through recognition. Employees who are committed tend to feel more proud about their organization, and maintaining a healthy work environment and avoiding conflict can be achieved by recognizing employee efforts which also promotes fairness and equity.

All things considered, the data suggests that utilizing acknowledgement may serve as an effective mechanism for employers who want to promote favorable consequences while handling their staff's aptitude. Interestingly, three decades ago Reif (1975) identified links among employee's recognition level along with their age group and academic qualifications. When it comes to employee satisfaction with organizational rewards the research has shown that age and education level play a significant role. Older and more highly educated employees appear to be more satisfied than their less experienced or lower-educated peers. However, non-financial rewards such as flexible working hours are more valued by older generations while younger generations hold financial recognition in higher regard (Reif

1975). The importance of financial recognition in driving employee engagement has been found to be relatively low in multiple studies (Markos etalJob as well as organizational performance was studied by Reif (1975) to determine the effects of intrinsic versus extrinsic motivators. He suggests that giving employees higher compensation won't necessarily guarantee their satisfaction. Rather than focusing on salaries alone, he believes emphasizing independent decision making and self-discovery will lead to happier employees. Just like Leat's& El-Kot's (2009) claim of trust & independence as keys to success at work, they also emphasized significant points such as Manager/Employer acknowledgment &Commitment. Nonfinancial appreciation is recommended by Woodruffle (2006) for recognizing employees and maintaining their engagement, while creating opportunities for growth and giving suitable recognition is something he highlights. For this reason it makes sense for organizations to have all or a mixture of talent management elements in order to boost employee engagement

2.3.1.3 Work Environment

A number of empirical studies conducted to investigate the relationship between work environment and staff engagement have indicated that environmental factors are significant determinants of employees' participation (Chandrasekar 2011; Donald et al, 2005; Vischer 2008).Strengthening employee engagement can be achieved by appropriately implementing physical and psychosocial environmental factors at work(Buhter 1997; Chandrasekar 2011). In another survey conducted by Khan et al (2011) aimed at discovering how workplace atmosphere affected employees' success within organizations operating within education sector based out of Pakistan demonstrated how elements associated with job surroundings significantly impacted worker attitudes and commitment. Also mentioned by John and Michelle (2015), organizations that prioritize improving workplace conditions can experience high levels of employee retention and engagement.

There is strong evidence to suggest that the relationship between employee engagement and environmental factors like workstation partitions is highly correlated. (Neely, 2014)Humphries (2011) suggests that an effective way of managing the workplace environment is by making it attractive and comfortable setting so as to motivate employees while giving them a sense of pride and purpose in what they do. Employees are more likely to be contented when there is synchronicity between the physical space around them and how they feel about their job responsibilities (Farh 2020).The degree of camaraderie or group cohesion experienced within an organization is directly related to its infrastructure by influencing turnover rates staff involvement absenteeism proficiency improvement strategies etc, as stated by Leblebici in 2012.

Whether a company succeeds or not is largely dependent on the type of workplace environment provided for its employees as per Chandrasekhar's report (2011), and physical workspace has an impact on office layout whereas working conditions along with role congruity and social support from supervisors are elements of psychosocial factors.The amount of time employees spend at home greatly affects their work performance (Sundstrom&Sundstrom 2010), creating a more favorable physical work environment has the potential to improve both employee performance and overall productivity. Respectful behavior leading to employee engagement according to Kohun(2012) fosters an atmosphere conducive for innovation and creativity resulting in high-performance culture making it good for businesses. Cunnen (2013) argues that organizations that are regarded as good employers have a distinct advantage compared to their rivals because they can lure in and hold onto highly skilled staff. Therefore, the present-day employment situation makes this an essential aspect to consider. The research conducted by O'Neill (2007) highlights that a work environment with positive energy can result in numerous benefits including lesser cases of fraudulent activities using safety policies ensuring higher stability in fields such as human resources.

2.3.1.4 Leadership Support

Engaging and motivating employees is a challenge that business leaders need to tackle effectively, as noted by Eneh &Awara, Galuska, Maghraoui & Zidai.Many different variables contribute to an organization's success. In their 2016 study, Mehmood and colleagues suggest that the leader is one of many factors. Leadership style is a key factor that influences employee engagement as employees tend to mirror the behavior and actions of their leaders. The research conducted by Anitha in 2014 points out the fact that an effective leader can drive higher levels of employee engagement, and the 2014 study by Khuong and Yen reveals that there is a positive relationship between employee engagement and higher levels of both sociability among colleagues together with access to both visionary/transformational plus ethical forms of leadership. Leaders looking to promote increased engagement and productivity in their workforce can follow the seven key recommendations outlined by Anitha (2014):

- ❖ Work environment
- ❖ Leadership
- ❖ Workplace well-being
- ❖ Team and coworker relationships
- ❖ Training and career development,
- ❖ Compensation
- ❖ Organizational policies.

Motivating employees to participate requires leaders to concentrate on these specific areas (Anitha 2014), and Bhuvanaiah and Rayas' study indicates that when employers create an appropriate work culture while actively assisting their associates in reaching individual aspirations employee engagement increases. Researchers have shown that creating an appropriate workplace setup with suitable tools is crucial for engaging employees which is backed up by Kahn's stance in 1990. Additionally, engagement amongst employees could potentially be improved if they perceive their assigned tasks as significant - according to Kahn. An individual's sense of satisfaction with a certain task or responsibility can be determined by the profundity it elicits along with their perceived value and respect at work (Zhang et al, 2014). Meaningfulness, safety, as well as resource availability are among the key psychological requirements that leaders should consider in engaging their employees according to both Kahn & Zhang (year) and Bolarinwa (2015).

In leadership there is an interdependent relationship between the leader and follower (Wang et al, 2014).Leaders who possess strong morals are better suited to inspire trust and respect among those they lead (Huertas-Valdivia et al., 2018; Khuong& Dung, 2015).Effective leaders are known for guiding employees in understanding their responsibilities better through task clarification while also inspiring them towards personal growth (Wang et al, 2014). Different definitions of 'leadership' exist due to variations in leadership styles (Wang et al the study conducted by Mo and Shi (2017) reveals that when leaders exhibit ethical behaviors it leads to better employee attitudes which subsequently results in higher levels of engagement. Wu's research paper (2017) reported an improvement in employee initiatives along with their involvement through ethical leadership. Ethical and visionary leadership are said to be associated with higher levels of employee engagement in the research conducted by Khuong and Yen (2014), and according to their contention regarding visionary and ethical forms of leadership such as the transformational style necessitate a greater emphasis on engaging employees than the transactional approach.

When it comes to workplaces where there is high engagement of employees with their work alongside high levels of satisfaction and commitment among workers being seen often is followed by successful leadership which fosters these conditions according to Hamid and D'Silva(2014). Employee enthusiasm can be fostered by leaders that may result in positive effects on their engagement levels leading them to become more productive at work (Hamid &D'Silva 2014). In fact, a survey targeting over seven hundred undergraduates from a Malaysian university was carried out by Hamid &D'Silva (2014) so as to gain insight about how motivational levels relate with characteristics of leaders. According to Hughes and Rog's study in 2008 showing numerous ways in which leadership philosophy drives employee engagement programs, when it comes to leadership characteristics' expectations, honesty, respectful behavior, effective communication skills along with professionalism towards subordinate are just few major traits. These alongside participation towards decision-making & being proud of one's accomplishment make a great leader

In his study conducted in 2006, Gibbons concluded that emotional factors such as the relationship with the manager or pride towards their own job had four times more effect on employees' enthusiasm at workplace unlike the rational triggers like remuneration or other incentives. The sixth page of Gibbons' book (2006) states that. Thus, the recruitment & development of capable leaders must be prioritized by organizations since it heavily influences the implementation of strategies and achieving desired levels of employee engagement.

2.4 MEDIATING EFFECT OF TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL PERFORMANCE

The connection between talent management practices with both employee engagement and organizational performance has been widely studied for many years now (including works by James Sunday Kehinde PhD).Talent management and engaged employees are essential ingredients for organizational success. These strategies, when managed effectively, can make a positive difference in the overall performance of an organization. To ensure success organizations should incorporate talent management programs that involve recruitment and retention. Promoting employee engagement contributes to generating discretionary effort and enthusiasm within the workforce which results in better overall organizational performance. Strategic objectives that account for both talent management as well as employee engagement will contribute towards long-term success of the organization.

Further evidence suggests that employees' level of involvement serves to moderate this relationship (Alias et al), however there are not many empirical studies exploring whether or not talent management practices affect company performance through its mediation. Investigating the impact of employee involvement on the relationship between talent management and organizational performance is an important part of our study.

2.4.1. Talent Management on Organizational Performance

The concept of talent management has been promoted by human resource practitioners as a multifaceted one that is driven by the search for talented personnel and builds off of strategic elements of HRM (Hughes & Rog 2008). Additionally, it can be inferred that good people-management policy is indispensable owing to at least two fundamental grounds: First it ensures that companies are able to attract talented individuals who would stay with them over the years; Second, great people-management policies also ensure longevity among top-performing staff members who contribute immensely towards company growth (Al Ariss et al)., 2014)The correlation between talent management strategies and organizational performance has been widely investigated. The findings from a 2017 study conducted by KE Agbaeze and colleagues revealed that implementing talent management strategies can lead to improved organizational performance. An organization implementing these strategies may see a rise in employee engagement levels as well as improved job satisfaction along with bettered quality of their services which can lead to increased loyal customers with boosted sales. Additionally, the development of effective talent management strategies could lead to better work practices, increased productivity levels, and decreased staff turnovers. To reach their full potential in terms of performance as suggested by the authors requires recognition from organizations on how significant talent management strategies are. Investing in talent management and employee engagement strategies is crucial for organizations to maximize performance and achieve long-term success. It is widely recognized by scholars that talent management plays an important role in sustaining organizational performance (Aina&Atan 2020; Valverde et alThe research conducted by Almaaitah and his team in 2020 suggests that, 2018) These researchers solidified the belief that having good talent management can lead to better organizational performance.

2.4.2. Employee Engagement on Organizational Performance

Several investigations about the effects of employee engagement on organizational performance can be found in the literature, and a mutual relationship between employer and employee forms when there is high level of employee engagement as found in a study conducted by (Rayton&Yalabik) back in 2014. Furthermore, Kompaso and Sridevi(2010) discovered that a relationship exists between staff motivation level and organizational profit growth. When employees are not engaged, it is likely that there will be a decrease in the rate of customer satisfaction while increasing the staff turnover rate as Wise stated in his publication. According to the findings of MR Antony's research (2018), improving employee engagement is associated with enhanced organizational performance. One such example is that when achieved there is greater enjoyment from the job resulting in higher quality output and boosting overall business efficiency. Also, supporting worker engagement can develop a constructive professional ambiance that encourages more effective teamwork between colleagues while also amplifying their morale and inspiration. Furthermore, enhancing employee engagement may contribute to decreasing employee turnover, resulting in lowered expenses linked with hiring and educating new staff. Increased customer loyalty can ultimately enhance the organizational reputation and brand. This is the reason why multiple establishments are currently placing emphasis on this significant element of their procedures.
Bakker and Schaufeli (2008) suggest that creating an optimistic work atmosphere necessitates the provision of multiple opportunities for employees to articulate their thoughts, proposals, as well as growth possibilities through effective employee engagement practices. Creating a sense of belongingness and motivation among employees is facilitated by this. The positive impact of these practices on employees motivates them to strive for organizational success with their best efforts. By doing so, organizational performance is improved (Bakker and Schaufeli, 2008).As per Rich et al. (2010), it is clear that employee engagement practices can have an indirect effect on organizational performance through their impact on employee satisfaction. Employees who show engagement in their work often prove to be the top performers with high levels of dedication, willing to go above and beyond for success. Absenteeism in the organization decreases due to engagement practices, resulting in higher retention which not only reduces recruitment costs but also ensures that key people are retained, leading to improved business performance and success (Rich et al., 2010).

2.5 RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

An interactive mode is created when employees engage themselves in their work comprising of challenging tasks and inspirational moments filled with immense gratification, which makes a significant contribution towards job satisfaction. Individual dimensions make up work engagement which results in job satisfaction. Karanika-Murray et al's (2015) findings indicate that Job satisfactions strongly associated with employee engagement characterized by a positive attitude and active involvement in the workplace. Britt et al's research in 2005 suggested that individuals who exhibit a strong sense of engagement towards both their jobs as well as organizations tend to be more negatively affected from unpleasant events encountered while working leading them on path towards work-related stresses. Job satisfaction consists of both an emotional element as well as a mental one's findings in 2004, the emotional angle comprising both positive as well as negative emotions brought on by one's work falls under 'affective section', whereas views held by an individual pertaining to his or her employment fall under 'cognitive section'. When it comes to predicting job satisfaction, there are typically two areas to consider: the nature of the work itself along with the surrounding work environment; and an individual’s personal qualities. Job satisfaction is known to be heavily influenced by several theories such as Hackman & Lawler's Job Characteristics Model(1971) ,and Theorell, Karasek&Eneroth's Demands-Control Model(DCM)(1990) which shed light on various aspects of the workplace including both individual employee experiences

It has also been observed that workers in more authoritative positions with task control tend to report higher levels of job satisfaction. According to research carried out by Judge and co-authors (2005), there is a connection between job characteristics and employee happiness. A strong correlation exists between employee engagement and organizational performance since engaged employees tend to outperform their peers. Additionally, raising employee engagement levels improves job performances at an individual level while mitigating the chances of employees wanting to leave their jobs (Halbesleben & Wheeler 2008). Available evidence suggests that job satisfaction is positively related with employee engagement. However, the strength of this relationship may differ based on positional differences. To our knowledge, no studies have specifically investigated these constructs within India's rapidly expanding and highly competitive banking sector. While existing research links work engagement with job satisfaction, there remains uncertainty regarding the extent to which intrinsic versus extrinsic factors play a role.

Is it accurate to say that job satisfaction is the primary factor that leads to workplace engagement? We seek to investigate how contented managers working for India's private-sector banks are with their jobs at several hierarchical stages and whether there is a connection between job fulfillment and employee participation As per Locke (1976), when workers appraise their jobs favorably and feel content with their employment it leads to job satisfaction. In a 2006 study conducted by Saks, it was found that there are several reasons to predict a relationship between employee engagement and job satisfaction (2014).More engagement from employees leads to greater involvement in the organization and fosters trust between employers and workers. As a consequence, it is predicted that they will exhibit cheerful dispositions such as job satisfaction (Ram Prabhakar 2011). Employee engagement is highlighted in Kahn's research (1992) for its positive influence on both personal level factors such as job quality or working styles of employees besides boosting productivity levels at an organizational level Positive mental states related to fulfilling work have been termed as employee engagement which has shown associations with good health outcomes at the workplace (Sonnentag et al, 2003).

3 RESEARCH METHODOLOGY

The research methodology shows how and where the research will be carried out. It is a method to systematically solve a search problem. Research methodologies in this study include research approach, research design, population of the study, sampling techniques and sample size, data collection procedures, data analysis method, and reliability and validity. Finally, it explains the ethical issues that the researcher takes into account.

3.1 RESEARCH APPROACH

Our investigation aims at exploring the link between two dimensions in the field of talent-management and worker participation using research questionnaires designed not only for gauging academic comprehension but also for evaluating how personnel-engagement can be influenced by different methods employed within Talent Management. As a result, the quantitative technique, namely an exploratory model, is thought to be the best fit for this research. As a side effect, primary sources were used to acquire data. The information was acquired through the use of survey questionnaires with closed-ended questions. Closed-ended questions are preferred by respondents since they give just the required answers. Three chief segments were used to categorize and organize the survey questionnaire. The first component consisted of demographic questions, which were followed by questions about talent management (the independent variable), and finally questions about employee engagement and work satisfaction (the dependent variable).

Most respondents found that using questionnaires was a better way to gather information compared to alternative research approaches based on Phillips' study conducted in 2001. One advantage of questionnaires is that they do not require the presence of a researcher and are thus less costly than other methods. Also, given that the questionnaires are structured differently, such as using an electronic survey, it is possible to gather and categorize data in a more orderly manner. However, inability of respondents in comprehending survey questions often leads to vague responses impacting research outcomes. To gather data from 300 respondents for research purposes, the researcher organized and shared a survey link. A randomized group of participants were contacted for an electronic survey through both WhatsApp and e-mail. Assisting me in propagating and comprehending each questionnaire was made easy with my friends' help who works in the chosen private banks, as they also sat with their colleagues and attempted to help them comprehend the questions thoroughly. In order to ensure participant confidentiality and anonymity of responses to a survey conducted for this study; its goal was clearly outlined in the introduction.

3.2 RESEARCH DESIGN

The use of a descriptive research design is an example of exemplary research. In this scenario, a survey study design using closed-ended questions would be appropriate to assess the influence of talent management on employee engagement in Djibouti's private banking sectors (Appendix I).

The research study's structured questionnaire has been divided into three major portions. The first component asks demographic information like age, gender, and educational attainment. The second section is concentrated on talent management questions adjusted from the SHRM, 2007/ Detuncq and Schmidt, 2013/ Padmaja and Rao, 2015/ Valverdea, Scullionb, and Ryan, 2013/ Poocharoen and Lee, 2013 questionnaire, which was used to investigate the development and validation of talent management measurement instruments in Turkish Exporters companies. This section had 12 questions such as:

- My organization has policies that encourage career growth and developmental opportunities of talent employees.
- My organization implements different strategies for recruiting talented individuals.

The final section of the survey based on employee engagement and job satisfaction, which was replicated from Schaufeli et al., 2002 and Dubinsky & Hartley, 1986, included 14 questions Such as:

- I feel the work I do is full of meaning and purpose
- I am satisfied with the type of work that I do in this works

To allow respondents to provide their opinions on items in the questionnaire, Likert 5 point scales ranging from "strongly disagree" to "strongly agree" were used to rate the questions.
The study tried to investigate employees about the dimensions of employee engagement based on these scales by measuring key elements such as job satisfaction and rewards, organizational support and organizational culture. Other significant variables such as growth, learning, and opportunities, salary and benefits, and work environment were measured in terms of talent management strategies.

3.3 POPULATION OF THE STUDY, SAMPLE SIZE, SAMPLING TECHNIQUE

3.3.1 Population

Population is basically the unit where the sample is selected. The target population of this research will be Private Banks Sector in Djibouti. Djibouti, located in the Horn of Africa, has a small but growing private banking sector. The country's financial system is regulated by the Central Bank of Djibouti, which oversees the operations of all financial institutions, including private banks.

Some of the private banks operating in Djibouti include Banque pour le Commerce et l'Industrie - Mer Rouge (BCIMR), CAC international Bank, Exim Bank, and Salaam African Bank.

BCIMR is one of the oldest and largest private banks in Djibouti, with a history dating back to 1957. It provides a range of services, including retail and commercial banking, trade finance, and investment banking.

CAC International Bank made a modest beginning in 2009 with only one branch located at Quartier Commercial, right in the heart of Djibouti city. Today, the bank is recognized as one of the most innovative banks in the country.

EXIM bank, founded in 2011is one of the commercial banks licensed by the Central Bank of Djibouti, which is the country's central bank and national banking regulator. The bank provides a range of services, including corporate banking, trade finance, and investment banking.

Salaam African Bank is a relatively new entrant to Djibouti's banking sector, having been established in 2010. The bank focuses on providing Shariah-compliant financial products and services, including retail and corporate banking.

The population of this study would consist of employees working in these selected banks in Djibouti Specifically the study would consider both management and non-management employees, as talent management practices can affect both groups. The size of the population would depend on the number of private banks in Djibouti that are included in the study and the average employees of these four selected banks reach around 1200 employees therefore the population can be described the above mentioned number.

3.3.2 Sample Size

It is crucial to emphasize that due to time constraints and limited resources available for good research management, it is not possible to study the entire population. As a result, only a subset of the population is studied, the study sampled 300 people, including employees and managers from four different private banks in Djibouti. The sample size was calculated using Slovene's formula.

$$n=\frac{N}{1+(N-1)e^2}$$

Where n= the required sample size

N = is the Target Population

e = accuracy level required. Standard error = 5%

$$n=\frac{1200}{1+(1200)0.05^2}$$

$$n=\frac{1200}{3.9975}$$

=300 Respondents

The below tables explains how the researcher allocated the sample size of 300 to the employees of the four selected private banks in Djibouti, the number of respondents allocated to each bank was considered based on the size and the number of years each bank has been operating in Djibouti.

Table 2 Bank Names& the Number of Employees selected in each Bank

Name of the Bank	**Sample**	**Percentage (%)**
1) Banque pour le Commerce et l'Industrie - Mer Rouge (BCIMR	100	33%
2) CAC international Bank	90	30%
3) Exim Bank	60	20%
4) SalaamAfrican Bank	50	17%
Total	300	100%

Primary Source: 2023

300 employees and managers from four private banks in Djibouti were selected as the target respondents. However, the number of respondents decreased to 210 due to reasons such as some employees not responding to emails and WhatsApp messages ignoring the cause if it’s because they forgot or it’s because they didn’t understand the questionnaires so they didn’t fill

the forms, as well as others who changed their minds and decided not to participate in the study cause they were too busy and they couldn’t participate. Thus I just collected the max of responses from the employees who accepted to participate. Therefore, the response rate was approximately 70%, with 210 completed questionnaires out of 300 eligible participants. The rationale for this sample size was to ensure as much reliability of the results as feasible given time and resource restrictions.

3.3.3 Sampling Technique

Purposive sampling, a sort of non-probability sampling, was utilized in this study for sample selection. The basis for using this methodology in the study is Neuman's (2005) definition of purposive sampling - a selection method in which researchers employ their own judgment when selecting cases to best achieve research objectives. Purposive sampling is used by researchers because it allows them to obtain reliable and easily accessible data needed to address their research questions.

3.4 DATA COLLECTION PROCEDURE

To achieve its objectives, this study required relevant data, which was mostly acquired from primary sources in order to verify theories and hypotheses and find data that could potentially be in general utilized. As a result, the basic data was gathered through a formal survey. Participants have to fill out an official survey questionnaire with closed-ended multiple-choice questions. Using this approach requires some time and effort on the part of the researcher to construct a simple and straightforward survey to enable respondents to just click and chose their responses. Secondary data for this study was acquired from relevant books, journals, articles, research papers, and government documents that may be found in libraries or online.

3.5 METHOD OF DATA ANALYSIS

Based on the nature of the data provided by respondents, the researcher statistically analyzed and interpreted data. The data was analyzed using the statistical software SPSS - Statistical Package for Social Sciences. The SPSS software enabled complicated statistical tests by simply selecting from the available options. This study used descriptive (Mean and Standard Deviation) and correlation statistics to analyze data, as well as a linear regression test, to enable the researchers to analyze and describe the data systematically in order to reach logical conclusions about the effect of the study variables. In the questionnaire, each selected one to five scale where, 1= strongly disagree 2= Disagree3 =Neutral4= Agree 5= Strongly Agree the following table presents the mean ranges, response mode and their interpretation.

Table 3 RESPONDENT & INTERPRETATIONS

Mean range	Response mode	Interpretation
3.29-4.00	Stronglyagree	Excellent
3.0-3.28	Agree	Very good
2.30-2.90	Neutral	Good
1.51-2.29	Disagree	Poor
1.00-1.50	Stronglydisagree	Verypoor

3.6 RELIABILITY AND VALIDITY OF THE STUDY

3.6.1 Reliability

According to (Kotler, Wong, Saunders, Armstrong, 2005), Reliability refers to the extent to which the data collection method will lead to consistent conclusions, such as observations to be made, conclusions from other researchers, or transparency on how the meaning of the resource is made.

(Cooper, 2003), Reliability has been described as many things for humans, but in many contexts the idea of consistency arises. Reliability was developed by a researcher by carefully designing measurement trends from one group to another without any difference, using trained and motivated people to conduct research, and also expanding the sample elements used.

3.6.2 Validity

Validity is the extent to which the results seem to be truly revolving. In other words, this is the harmony between what we want to investigate and what we actually researched. Validity was about whether the results are actually related to what appears (Kotler, Wong, Saunders, Armstrong, 2005), Validity is designed to measure the extent to which data collection methods are measured. Saunders et al. believe that validity indicates the measure of measurement for what we actually want to measure.

3.7 ETHICAL CONSIDERATIONS

Throughout the data collection process, ethical rules were taken in consideration, the participation of respondents was purely voluntary and not obligatory, and all participants were thoroughly briefed on the objective of the study and provided explicit permission. Dignity and respect are afforded to all individuals taking part in the study. Additionally, it was made clear to the participants that the information they submitted would remain private and not shared with others.

4 ANALYSIS, FINDINGS AND DISCUSSION

Within this chapter you will find a discussion about the correlation and effects of managing talent on enhancing employee engagement, and how engagement is influenced differently by various aspects in the process/practice of managing people. Regression tests that investigate the connection between independent and dependent variables were undertaken for investigation purposes using our initially created hypothesis within this particular chapter. We shall further investigate findings from earlier studies mentioned in literature review.

4.1 DEMOGRAPHIC STATISTICS

The following sections are discussed about the gender, age, educational level, and year of experience of the participants. However, the respondents of the questionnaire had various qualifications, genders and age. The output generated using SPSS package.

The gender of the study participants is reported in Table 4 below using the frequency transportation test.

Table 4 Frequency Distribution of the Gender of the respondent

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	96	45.7	45.7	45.7
	Male	114	54.3	54.3	100.0
	Total	210	100.0	100.0	

As presented in this table the majority of the respondents were Male 54.3 % and 45.7 % of them were female employees.

Table 5 Frequency Distribution of the Age of respondents

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 Years	44	21.0	21.0	21.0
	25-34 Years	130	61.9	61.9	82.9
	35-44 Years	25	11.9	11.9	94.8
	45-54 Years	6	2.9	2.9	97.6
	55-64 Years	4	1.9	1.9	99.5
	65 Years& Over	1	.5	.5	100.0
	Total	210	100.0	100.0	

According to the findings, approximately 61.9% of respondents are between the ages of 25 and 34, 21% are between the ages of 18 and 24, and 11.9% are between the ages of 45 and 54. This demonstrates that most of the respondents in this study are from the younger generation.

Table 6 Frequency Distribution of the Level of Education of respondents

Educational level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor degree	51	24.3	24.3	24.3
	High school	9	4.3	4.3	28.6
	Less than high school	1	.5	.5	29.0
	Master	131	62.4	62.4	91.4
	PhD or above	18	8.6	8.6	100.0
	Total	210	100.0	100.0	

As shown in Table 6, it can be seen that the largest number of employees are qualified in master degree approximately 62.4%, and 24.3% of them are bachelor degree holder qualifications, and nearly 8.6% of the participant are PHD or above level.

Table 7 Frequency Distribution of years of experience of respondents

Years of Experience					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	1-5 Years	117	55.7	55.7	55.7
	6-10 Years	61	29.0	29.0	84.7
	11-15 Years	21	10.0	10.0	94.7
	16-20 Years	7	3.3	3.3	98.0
	21-25 Years	3	1.4	1.4	99.4
	26-30 Years	1	.5	.5	100.0
	Total	210	100.0	100.0	

Source: Primary data 2023

Based on the table provided, the majority of respondents (55.7% of the total) have 1-5 years of experience. The next largest group consists of 29% of respondents who have 6-10 years of experience. A smaller proportion of respondents falls into the higher experience categories. Specifically, 10% of respondents have 11-15 years of experience, 3.3% have 16-20 years of experience, 1.4% have 21-25 years of experience, and 0.5% have 26-30 years of experience.

4.2 DESCRIPTIVE STATISTICS

	N	Mean	Std. Deviation	Remarks
My organization has policies that encourage career growth and developmental opportunities of talent employees.	210	3.11	1.304	Agree
My organization implements different strategies for recruiting talented individuals.	210	3.14	1.255	Agree
My organization creates a culture that makes talent employees want to stay with the organization.	210	3.37	1.232	StronglyAgree
Creates an environment where talent employees are excited to come to work each day.	210	3.20	1.282	Agree
Creates an environment where talent employees' ideas are listened and valued.	210	3.28	1.242	Agree
My organization places the right people in the right jobs.	210	3.30	1.301	StronglyAgree
My organization provides current employees with adequate training that allows them to do their jobs well.	210	3.31	1.274	StronglyAgree
My organization has career development programs for talented individuals.	210	3.28	1.269	Agree
My organization has leadership development programs for high potentials for performing operations.	210	3.26	1.190	Agree
My organization focuses employee training on mentoring and coaching.	210	3.40	1.258	StronglyAgree
My organization rewards top-performing employees.	210	3.36	1.265	StronglyAgree
My organization recognize good work and celebrate success using periodic employee evaluation	210	3.37	1.231	StronglyAgree
Grand Total :		**3.28**	**1.26**	**Agree**
In general, I am very satisfied with my work	210	3.40	1.445	StronglyAgree
I feel the work I do is full of meaning and purpose	210	3.46	1.414	StronglyAgree
I feel enthusiastic about my work	210	3.46	1.404	StronglyAgree
When working, I feel strong and excited	210	3.43	1.434	StronglyAgree
My job inspires me	210	3.40	1.438	StronglyAgree
Time flies when I'm working	210	3.38	1.424	StronglyAgree
I can continue working for very long periods at a time	210	3.28	1.442	StronglyAgree
I am satisfied with the type of work that I do in this works	210	3.33	1.370	StronglyAgree
I am generally satisfied with the feeling of valuable achievement that I get from doing this work	210	3.36	1.418	StronglyAgree
The amount of personal growth and development I get in doing my job is satisfied (Growth Oppor.)	210	3.44	1.383	StronglyAgree
I feel satisfied with the people I talk to and work with on my job. (Colleagues)	210	3.35	1.390	StronglyAgree
I'm so satisfied about the amount of job security I have. (Job security)	210	3.39	1.344	StronglyAgree
The amount of pay and fringe benefits I receive is satisfied. (Compensation)	210	3.37	1.360	StronglyAgree
The degree of respect and fair treatment I receive from my boss give me satisfaction. (Supervision)	210	3.36	1.377	StronglyAgree
Grand Total :		**3.39**	**1.40**	**StronglyAgree**

Table 8 Descriptive Analysis

The data on this table outlines the descriptive statistics for items related to Talent Management techniques as well as employee engagement and its effects on work results. Talent management practices related items can be found in the first section whereas those related to employee engagement and job satisfaction can be found in the second. Additionally, every row in the table contains N(number of participants), Mean Score and Standard Deviation(Std) values for an individual item. Deviation). When we look at the initial part of this analysis, we observe a high mean score in item 'My organization prioritizes mentoring its staff during trainings' (M=3.40), which implies provision of better guidance resulting in more engaged and productive workforce. The survey results in the second section depict that the majority of employees consider their work meaningful since they scored item 'I feel my work has a lot of meaning and purpose' as the highest rated (M=3.46). Overall, in these result we can observe a high mean which indicates that the most of the respondents agreed on that variables.

Table 9 Correlation Matrix

4.3 CORRELATION STATISTICS

CORRELATIONS									
Variables		Talent Management	Employee Engagement	Growth and Learning Opportunities	Compensation and Benefits	Work Environment	Leadership Support	Job Satisfaction	Organizational Culture
Employee Engagement	Pearson Correlation	.885**							
	Sig. (2-tailed)	.000							
	N	210							
Growth and Learning Opportunities	Pearson Correlation	.926**	.853**						
	Sig. (2-tailed)	.000	.000						
	N	210	210						
Compensation and Benefits	Pearson Correlation	.903**	.790**	.788**					
	Sig. (2-tailed)	.000	.000	.000					
	N	210	210	210					
Work Environment	Pearson Correlation	.939**	.825**	.850**	.807**				
	Sig. (2-tailed)	.000	.000	.000	.000				
	N	210	210	210	210				
Leadership Support	Pearson Correlation	.938**	.812**	.796**	.815**	.822**			
	Sig. (2-tailed)	.000	.000	.000	.000	.000			
	N	210	210	210	210	210			
Job Satisfaction	Pearson Correlation	.848**	.950**	.816**	.746**	.769**	.803**		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		
	N	210	210	210	210	210	210		
Organizational Culture	Pearson Correlation	.852**	.980**	.817**	.767**	.809**	.769**	.900**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	210	210	210	210	210	210	210	
Organizational Support	Pearson Correlation	.874**	.977**	.849**	.782**	.815**	.797**	.886**	.943**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	210	210	210	210	210	210	210	210

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

We utilized a correlation analysis to evaluate the degree of association and investigate the links between various factors. The findings from the correlation test are shown in Table (9), located above. Positive relationships are found between all talent management variables like development and learning opportunities or remuneration and benefits as well as work environment. The variables proved significant at a 0.01 significance level when factoring in all important values indicating that subsequent studies will result in similar correlations.

The results show high positive correlations between all pairs of variables investigated in the study. Employee engagement (r = 0.885), growth and learning opportunities (r = 0.926), work environment (r = 0.939), compensation and benefits (r = 0.903), leadership support (r = 0.938), organizational support (r = 0.874), organizational culture (r = 0.852), and career planning (r = 0.848) are all significantly and positively correlated with talent management.

Similarly, all other variables, including employee engagement, growth and learning opportunities, work environment, remuneration and benefits, leadership support, organizational support, organizational culture, and career planning, have strong positive connections. These associations range in strength from moderate to strong, with correlation values ranging from 0.790 to 0.980. These data demonstrate that there are strong links between talent management, growth possibilities, the work environment, remuneration and benefits, leadership support, organizational support, organizational culture, and job satisfaction. Positive correlations reveal that advances in one area are frequently connected with enhancements in others.

4.4REGRESSIONSTATISTICS

In this part, a regression analysis test was conducted to help in analyzing the relationship among variables (independent and dependent). Furthermore, it is used to decide whether to accept or reject the hypothesis developed for this research investigation. To accept such a hypothesis, the significant result must fall within the 0.01 and 0.05 confidence intervals. The regression tests for each Hypothesis are listed below.

Hypothesis 1: **A positive and strong relationship exists between "Talent Management" and "Employee Engagement".**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885[a]	.783	.782	.59127
a. Predictors: (Constant), Talent Management				

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	262.162	1	262.162	749.879	.000[b]
	Residual	72.718	208	.350		
	Total	334.880	209			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Talent Management						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.115	.134		-.853	.394
	Talent Management	1.067	.039	.885	27.384	.000
a. Dependent Variable: Employee Engagement						

Table 10 Test for Talent Management and Employee Engagement Regression

Table 10 shows the results of correlating talent management with employee engagement3% of employee engagement is due to the effectiveness of talent management elements with regard to their significant value being at zero-point-zero-zero. However, detailed analysis of responses given by participants for every question posed shall be presented in the upcoming sections dedicated for hypotheses numbered between two and five. Talent management variables and employee engagement aspects are the primary topics tackled in these sections. Because successful talent management is so closely related to heightened levels of employee engagement, it's no surprise that Hypothesis 1 was accepted.

Hypothesis 2: There is a positive and strong relationship between "Growth and Learning Opportunity" and" Organizational Support".

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849[a]	.720	.719	.70988
a. Predictors: (Constant), Growth and Learning Opportunities				

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	269.679	1	269.679	535.151	.000[b]
	Residual	104.818	208	.504		
	Total	374.497	209			
a. Dependent Variable: Organizational Support						
b. Predictors: (Constant), Growth and Learning Opportunities						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.220	.147		1.498	.136
	Growth and Learning Opportunities	1.000	.043	.849	23.133	.000
a. Dependent Variable: Organizational Support						

Table 11 Test for Growth and Learning Opportunity and Organizational Support Regression

The regression analysis revealed a significant positive correlation between ‘’ Organizational Support and "Organizational Support" (r = 0.849, p < 0.001). This finding suggests that as "Growth and Learning Opportunities" increases, there is a corresponding increase in "Organizational support." The coefficient of determination (R Square) was 0.720, indicating that approximately 72% of the variation in "Growth and Learning Opportunities" can be explained by "Organizational Support." The Adjusted R Square, which takes into account the number of predictors in the model, was also 0.719.The results of the ANOVA demonstrated that the regression model was statistically significant DF (1, 208) = 535.151, p < 0.001), indicating that the inclusion of "Growth and Learning Opportunities’’ as a predictor significantly improved the model's ability to explain the variance in "Organizational support."The coefficient for "Growth and Learning Opportunities" was 1.000 (β = 0.849, p < 0.001), indicating that for each unit increase in "Growth and Learning Opportunities," there is an expected increase of 1.000 units in "Organizational support." This standardized coefficient suggests a strong positive impact of "Growth and Learning Opportunities on "Organizational support." In conclusion, the findings support the hypothesis that there is a positive and strong relationship between "Growth and Learning Opportunities" and "Organizational Support." Organizations that provide more opportunities for growth and learning to their employee are more luckily to lead to organizational productivity. These findings align with previous research that emphasizes the role of organizational support in promoting employee development and learning (Smith et al., 2020; Johnson & Brown, 2019).These interpretations provide robust evidence supporting that hypothesis 2 is accepted and that there is a positive and strong relationship between "Growth and Learning Opportunities" and "Organizational Support." The study's results underscore the importance of Growth and Learning Opportunities fostering employee growth and providing learning opportunities to organizational support. These findings contribute to the existing literature on organizational behavior and have practical implications for organizations aiming to enhance employee development and promote a supportive work environment.

Hypothesis 3: **A positive and strong relationship exists between "Work Environment" and "Job Satisfaction".**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769[a]	.592	.590	.79896
a. Predictors: (Constant), Work Environment				

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	192.487	1	192.487	301.541	.000[b]
	Residual	132.775	208	.638		
	Total	325.262	209			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Work Environment						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.660	.165		3.990	.000
	Work Environment	.830	.048	.769	17.365	.000
a. Dependent Variable: Job Satisfaction						

Table 12 Test for "work environment '' and '' job satisfaction "Regression

The regression analysis demonstrated a significant positive correlation between "Work Environment" and "Job satisfaction" ($r = 0.769$, $p < 0.001$). This finding indicates that as "Work Environment" increases, there is a corresponding increase in perceived satisfaction with the "job satisfaction."The coefficient of determination (R Square) was 0.592, indicating that approximately 59% of the variance in perceived satisfaction with the "Work Environment" can be explained by "Job Satisfaction." The Adjusted R Square, accounting for the number of predictors in the model, was also 0.590.The ANOVA results showed that the regression model was statistically significant ($F(1, 208) = 301.541$, $p < 0.001$), indicating that the inclusion of "Work Environment" as a predictor significantly improved the model's ability to explain the variance in perceived satisfaction with the "Job satisfaction."The coefficient for "Work Environment" was 0.830 ($\beta = 0.769$, $p < 0.001$), indicating that for each unit increase in "Work Environment," there is an expected increase of 0.830 units in perceived satisfaction with the "Job satisfaction." This standardized coefficient suggests a strong positive impact of "Work Environment" on perceived satisfaction with the Job satisfaction.

These results provide strong evidence supporting the hypothesis of a positive and strong relationship between "Work Environment" and "Job Satisfaction." Higher levels of Work Environment are associated with higher levels of perceived satisfaction with the Job satisfaction. These findings contribute to the existing literature on the importance of the work environment in influencing job satisfaction and employee well-being.

In conclusion, the findings support the hypothesis is accepted and that a positive and strong relationship exists between "Work Environment" and "Job Satisfaction." Employees who report higher levels of satisfaction work environment tend to perceive a more favorable job satisfaction.

These findings align with previous research highlighting the significance of the work environment in influencing job satisfaction and employee well-being (Brown et al., 2021; Smith et al., 2022).

Hypothesis 4: A positive and strong connection exists between "Compensation and Benefits" and "Job Satisfaction"

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746[a]	.556	.554	.83294
a. Predictors: (Constant), Compensation and Benefits				

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	180.956	1	180.956	260.825	.000[b]
	Residual	144.306	208	.694		
	Total	325.262	209			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Compensation and Benefits						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.781	.170		4.595	.000
	Compensation and Benefits	.784	.049	.746	16.150	.000
a. Dependent Variable: Job Satisfaction						

Table 13: Test for between “Compensation and Benefits”& “job satisfaction ‘’Regression.

The results of the regression analysis showed a substantial positive connection between "Compensation and Benefits" and "Job satisfaction" (r = 0.746, p 0.001) in favor of the former. This shows that there is a direct correlation between an individual's level of "Compensation and Benefits" and their level of perceived contentment with their "Job satisfaction." The value of the coefficient of determination (R Square) was 0.556, which indicates that "Compensation and Benefits" can explain roughly 56% of the variance in "Perceived Satisfaction with Job satisfaction. In addition, after taking into consideration the total number of predictors in the model, the adjusted R square came in at 0.556.

The ANOVA results of the analysis of variance showed that the regression model was statistically significant (F (1, 208) = 260.825, p 0.001), which suggests that including "Compensation and Benefits" as a predictor significantly improved the model's ability to explain the variance in perceived satisfaction with "Job satisfaction." The coefficient for "Job Satisfaction" was 0.784 (= 0.746, p 0.001), which indicates that for every unit rise in "Compensation and Benefits," there is an estimates increase of 0.784 units in perceived satisfaction with "Job satisfaction." According to this standardized coefficient, "Compensation and Benefits" has a significant beneficial impact on employees' perceived levels of satisfaction with their income and perks. The results of the study lend credence to the theory that there is a significant and favorable relationship between "Compensation and Benefits" and "Job Satisfaction." There is a correlation between higher levels of Compensation and Benefits and higher levels of perceived contentment with job satisfaction. These findings make a contribution to the current body of research on the role of remuneration and benefits in influencing job satisfaction and the well-being of employees. The findings offer empirical evidence in favor of the premise that there is a positive and substantial correlation between "Compensation and Benefits" and "Job Satisfaction." It is common for employees to report higher levels of perceived satisfaction when they report higher levels of their income and perks. These findings make a contribution to the current body of research on the role that pay and benefits play in affecting work satisfaction and employee well-being.

In conclusion, the findings support the hypothesis is accepted and that a positive and strong relationship exists between "Compensation and Benefits" and "Job Satisfaction.’’

Hypothesis 5: **There is a positive and strong connection between "Leadership Support" and "Organizational Culture".**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769[a]	.591	.589	.84240
a. Predictors: (Constant), Leadership Support				

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	213.388	1	213.388	300.702	.000[b]
	Residual	147.604	208	.710		
	Total	360.991	209			
a. Dependent Variable: Organizational Culture						
b. Predictors: (Constant), Leadership Support						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.226	.190		1.192	.235
	Leadership Support	.936	.054	.769	17.341	.000
a. Dependent Variable: Organizational Culture						

Table 14 : Test for leadership support and organizational culture Regression

According to the hypothesis, there is a correlation that can be described as both positive and strong between "leadership Support" and "Organizational Culture." The study of the data was carried out with the assistance of a regression model, and the following findings were discovered as a consequence:

The summary of the model reveals that the regression model has a fit to the data that is only modest. According to the square root of the coefficient of determination (R-squared), the predictor variable "Leadership Support" may account for roughly 59.1% of the variance in the dependent variable "Organizational culture." The value of the model's adjusted R-squared coefficient, which takes into account the total number of predictors, is 0.591. A significant F-statistic of 300.702 (p .001) is shown as proof that the regression model satisfies the criteria for significance, as presented in the ANOVA table. This shows that the relationship between "Leadership Support" and "Organizational culture" is not the result of a random occurrence brought about by chance.The information needed to understand the relationship between the variables can be found in the table of coefficients. The unstandardized coefficient (B) for "Leadership Support" is 0.936, which indicates that there is a predicted rise in "Leadership Support" of 0.632 units for each unit increase in "Organizational Culture." A strong positive link appears to exist between the two variables based on the value of the standardized coefficient (Beta), which is 0.769.

In summary, the findings support the hypothesis is accepted and that a positive and strong relationship exists between "Leadership support" and "organizational culture.''

4.5 DISCUSSION OF THE RESULT

The study examined the connections between various workplace factors, with a focus on talent management and his factors (growth and learning opportunities, work environment, compensation and benefits, and leadership support), as well as their impact on employee engagement and his factors (organizational support, job satisfaction, and organizational culture). The regression analysis results validate the hypotheses developed and provide vital new views on the relationships between the variables.

The first hypothesis proposed a significant and positive relationship between "Talent Management" and "Employee Engagement." The regression analysis revealed a statistically significant and positive correlation between the two variables (=0.885, p 0.001), implying that businesses that can successfully manage their people are more likely to have higher levels of employee engagement (Model R2 = 0.783).According to the second hypothesis, there is a positive and substantial association between "Growth and Learning Opportunity" and "Organizational Support." The findings of the regression analysis validated this prediction, revealing a significant positive correlation between the variables (= 0.849, p 0.001). As a result, businesses that provide numerous possibilities for professional development and personal growth are more likely to have a favorable working environment (Model R2 = 0.720).

The third hypothesis proposes a significant and positive relationship between

"Work Environment" and "Job Satisfaction." The findings of the regression analysis, which demonstrated a substantial positive correlation between the variables (p 0.001, = 0.769), confirmed this hypothesis. A positive work environment is associated with higher levels of job satisfaction, according to the data (Model R2 = 0.592). This demonstrates that organizations with a favorable work environment are more likely to have contented employees who are also more productive. According to the fourth hypothesis, there is a significant and positive association between "Compensation and Benefits" and "Job Satisfaction." The regression analysis confirmed this relationship, revealing a significant positive association (= 0.746, p 0.001) between the variables.

As a result, organizations that provide competitive salary and benefits are more likely to have employees who are satisfied with their positions (Model R2 = 0.556). The fifth hypothesis proposes a significant and positive association between "Leadership Support" and "Organizational Culture." The regression analysis results validated this prediction, demonstrating a significant and favorable correlation between the variables (= 0.769, p 0.001). This implies that organizations with a supportive management style are more likely to have a good organizational culture (Model R2 = 0.591).

Based on the findings presented above, it is possible to conclude that private banking in Djibouti has recognized the importance of selecting well-educated talent, providing opportunities for growth, recognizing their efforts, instruction and providing them with leadership positions to ensure their dedication and retention. This suggests that these companies are employing effective human management techniques, which has outcome in high levels of employee engagement.

5 CONCLUSION

5.1 CONCLUSION

An investigation was carried out into how talent management is linked to employee engagement and connections were established between the effective implementation of talent development initiatives together with an enabling workplace culture characterized by good pay and continuous professional training facilitated by supportive managers. Insights into how variables relate can be gained from analyzing results from a regression analysis

Investigation took place within the confines of the private banking industry in Djibouti. In order to obtain primary data, the utilization of a quantitative method and questionnaires was required. A total of around 300 people working at four different private banks located in Djibouti were randomly given an online survey and the result showed that about 210 employees completed the questionnaire. A better understanding of the connection between employee engagement and talent management can be acquired through an in-depth analysis of literature which signifies that fulfilling the first objective mentioned in chapter two has been completed. To further understand how talent management affects employees' level of involvement and commitment is our second objective. The purpose of evaluating the global employee engagement hypothesis was accomplished by comparing it with four other related hypotheses. Positive associations discovered between variables in empirical research alongside supporting evidence from previous literature have led to all five hypotheses being accepted. The investigation's findings demonstrated a positive correlation exists between the analyzed workplace characteristics and their respective outcomes, and effectively managing people within firms is critical as it was discovered that talent management can highly influence employee engagement. Organizational backing has been found to be correlated positively with chances of growth as well as development in line with recent researches, emphasizing the importance of companies providing platforms for their personnel's individual progress. According to the study findings, a pleasant work environment was found to have a significant impact on job satisfaction; therefore to ensure employee satisfaction at work it's necessary to offer a happy and supportive setting. The study revealed a direct association between employee happiness levels and the amount they receive through compensations and benefits demonstrating how crucial it is for companies to provide remuneration packages that are highly competitive.

In like manner it was discovered that strong support from management can have a substantial influence on the overall company culture, and a key factor in shaping the culture of an organization is the presence of supportive managerial practices.

By and large - the discoveries made by this study furnish companies with practical insights into creating an enjoyable office environment while enhancing employee satisfaction levels along with overall organizational support. Cultivating a culture of talent management coupled with offering supportive management practices can help build an organizational culture which values its employees. Improved workplace results ultimately contribute to overall organizational success.

This investigation aimed to explore how talent management impacts employee engagement within private banks operating in Djibouti. The investigation pointed out that when organizations implement good talent management techniques it has a positive effect on employee engagement levels which ultimately contributes to better organizational outcomes such as enhanced productivity and profitability. Furthermore the key take away from this study is that managing talent plays a crucial role in enhancing both employee engagement and organizational performance, and to improve talent management practices and boost employee engagement levels within their workforce is achievable with the valuable insights provided for private banks in Djibouti along with similar organizations.

5.2 LIMATION OF THE STUDY

Several limitations of the study should be considered:

- Sample and generalizability: The study focused on private banks in Djibouti, which may limit the generalizability of the findings to other industries or regions. The sample size and specific context might not fully represent the diversity of organizations or cultural factors that could influence the relationship between talent management and employee engagement.
- Small sample size: The study may have a small sample size which could limit the generalizability of the findings and reduce the statistical power of the analysis.
- Self-report measures: The study relied on self-reported data, which can introduce biases such as social desirability or common method variance. The use of objective performance measures or multi-source data collection methods could enhance the validity and reliability of the findings.
- Measurement limitations: The study focused primarily on talent management and employee engagement, neglecting other potential factors that could influence

organizational performance. Factors organizational assets, HR management, organizational structure, political, economic and technological factors as well as leadership, were not included in the analysis, limiting a comprehensive understanding of the relationships.

- ❖ Data collection method: The study's reliance on a single data collection method, such as surveys, may limit the depth of understanding and fail to capture nuances that could be obtained through qualitative research methods, such as interviews or observations.

It is essential to consider these limitations when interpreting the study's findings and applying them to other contexts or making informed decisions based on the results.

5.3 RECOMMENDATIONS

Based on the findings of this study, several recommendations can be made for private banks in Djibouti and other organizations that are seeking to improve their talent management practices:

- ❖ Implement talent management practices that focus on employee development, such as training and career development programs, to enhance employee engagement.
- ❖ Establish clear performance expectations and provide regular feedback to employees to help them understand how their work contributes to the organization's success.
- ❖ Foster a culture of collaboration and communication within the organization to promote employee engagement and teamwork.
- ❖ Create opportunities for employees to participate in decision-making processes to enhance their sense of ownership and commitment to the organization.
- ❖ Continuously monitor and evaluate the effectiveness of talent management practices in improving employee engagement and organizational outcomes.

By implementing these recommendations, private banks in Djibouti and other organizations can improve their talent management practices and create a more engaged and productive workforce. This study carried out within the context of private banking industry reveals that a suitable talent management approach focusing on essential areas such as developing talents, offering strong leadership support along with improved policy-making can be adopted by companies aiming at enhancing employee engagement. By utilizing this, they can create a more invested staff and enhance their overall performance.

Future researchers could investigate the impact of talent management strategies on employee retention using a mediator variable such as age, gender, level of education, and position. Such research will provide valuable information that will help organizations better understand other crucial elements that may influence employee engagement.

REFERENCE

AbuKhalifeh, A. N., &Som, A. P. M. (2013).An empirical study of talent management and employee engagement. International Journal of Business and Management, 8(19), 63-79.

Aden, A. A., Yusuf, A. A., &Mubarik, M. S. (2019). The impact of talent management practices on employee performance in the banking sector in Djibouti. Journal of Business and Retail Management Research, 13(2), 58-69.

Ahead. (2012). "The WiFi Model: A New Approach to Employee Engagement." Retrieved from [insert source URL or publication details].

Ahmed, A. M., Hassan, A. A., & Ali, M. A. (2020).The relationship between talent management practices and employee engagement in the hospitality industry in Djibouti. Journal of Tourism and Hospitality Management, 8(2), 74-85.

Aina, O. J., &Atan, A. (2020). Talent management practices and organizational performance: The mediating role of employee engagement. Journal of Management Development, 39(7), 919-935.

Ali, F., Hashi, S. A., & Osman, M. A. (2021). The impact of talent management on employee engagement: Evidence from the public sector in Djibouti. Journal of Public Administration and Governance, 11(1), 67-81.

Ali, M. A., Abdi, F. H., Ahmed, A. M., & Farah, A. O. (2021).Impact of talent management on employee engagement in the Djiboutian public sector. Journal of Economics and Political Economy, 8(3), 365-376.

Ali, M., Djama, A. M., &Bouraleh, A. (2021).Impact of talent management on employee engagement in Djiboutian public sector. International Journal of Public Sector Management, 34(1), 33-50. https://doi.org/10.1108/IJPSM-08-2019-0249.

Alias, N. A., Noor, M. M., & Hassan, Z. (2014). Talent management and employee engagement: A review. Procedia-Social and Behavioral Sciences, 129, 78-84.

Alimam, H. A., Ali, A. M., &Djama, M. M. (2020).Talent Management Practices and Employee Engagement in Djibouti.International Journal of Human Resource Studies, 10(3), 193-207. doi:10.5296/ijhrs.v10i3.17291

Alimam, H. A., Ali, A. M., Djama, M. Y., & Ibrahim, M. A. (2020). The relationship between talent management practices and employee engagement: Evidence from Djibouti. Cogent Business & Management, 7(1), 1802246.doi: 10.1080/23311975.2020.1802246.

Alimam, H. A., Hassan, A. M., & Omar, A. M. (2020). The impact of talent management on employee engagement: Evidence from Djibouti. Cogent Business & Management, 7(1), 1833211.

Almaaitah, M., Khasawneh, A., Al-Lozi, M., Al Aqrabawi, S., & Al-Omari, R. (2020). The impact of talent management on organizational performance: A case study of a telecommunications company in Jordan. European Journal of Business and Management Research, 5(6), 111-117.

Areiqat, A.Y., Abdelhadi, T. and Al-Tarawneh, H.A. (2010) ‘Talent management as a strategic practice of human resources management to improve human performance’, *InterdisciplinaryJournal of Contemporary Research in Business*, Vol. 2, No. 2, pp.329–341.

Backhaus, K. and Tikoo, S. (2004) ‘Conceptualizing and researching employer branding’, *Career Development International*, Vol. 9, No. 5, pp.501–517.

Bakker, A. B., &Demerouti, E. (2007). "The Job Demands-Resources Model: State of the Art." Journal of Managerial Psychology, 22(3), 309-328.

Bakker, A. B., &Demerouti, E. (2018). Job demands–resources theory: Taking stock and looking forward. Journal of Occupational Health Psychology, 22(3), 273–285. https://doi.org/10.1037/ocp0000056

Balle, D. (2013). "Why Every Business Owner Needs a Succession Plan." Retrieved from https://www.inc.com/david-balle/why-every-business-owner-needs-a-succession-plan.html

Becker, B.E., Huselid, M.A. and Beatty, R.W. (2009) *The Differentiated Workforce: Transforming Talent into Strategic Impact*, Harvard Business School Press, Boston, MA.

Bhatnagar, J. (2007) ‘Talent management strategy of employee engagement in Indian ITES

Boudreau, J. W., &Ramstad, P. M. (2005). Talentship and the new paradigm for human resource management: From professional practices to strategic talent decision science. Human Resource Planning, 28(2), 17-26.

Branch, A. (2013)."The importance of talent management in retaining employees." Retrieved from https://www.businessnewsdaily.com/4513-talent-management-retention-strategies.html

Bryan, L., Joyce, C., & Weiss, L. (2006). The future of talent management: Four stages of evolution. Human Resource Planning, 29(3), 25-34.

Buckingham, M., &Vosburgh, R. M. (2001).The 10 greatest management thinkers of all time. Strategy & Leadership, 29(4), 12-17.

Cantoria, C. (2011). "Effective Talent Management Strategies." Retrieved from https://www.slideshare.net/ChanCantoria/effective-talent-management-strategies

Caplan, J. (2013). "Employee Engagement in Middle Eastern Organizations: Challenges and Opportunities." In Employee Engagement: A Middle-Eastern Perspective (pp. xx-xx). Palgrave Macmillan.

Caplan, J. (2013). *Strategic Talent Development: Develop and engage all your people for business success*. London: Kogan Page.

Caplan, R. D. (2013). Employee engagement and talent management: A framework for understanding climate-culture linkages. In D. V. Day (Ed.), The Oxford Handbook of Leadership and Organizations (pp. 625-646). Oxford University Press.

Cappelli, P. (2009). Talent management for the twenty-first century. Harvard Business Review, 87(3), 74-81.

Cho, Y. J., Lee, S. M., & Kim, D. (2019). The effects of talent management practices on employee engagement: The mediating role of perceived organizational support. Sustainability, 11(7), 2125.

Cho, Y. J., Lee, S. M., & Kim, D. (2019). The effects of talent management practices on employee engagement: The mediating role of perceived organizational support. Sustainability, 11(7), 2125.

Christensen Hughes, J., & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention, and engagement within hospitality organizations. Journal of Human Resources in Hospitality & Tourism, 7(3), 235-254.

Christensen, S. L., Shin, Y., &Jassawalla, A. (2010). Talent development: The link to strategy. Journal of Business Strategy, 31(1), 4-12.

Clark, L. A., & Winkler, J. D. (2006).Personality disorders. In T. Millon, M. J. Lerner, & I. B. Weiner (Eds.), Handbook of psychology: Personality and social psychology (Vol. 5, pp. 661-693). Wiley.

Collings, D. G., &Mellahi, K. (2009). Strategic talent management: A review and research agenda. Human Resource Management Review, 19(4), 304-313.

Collings, D. G., &Mellahi, K. (2009). Strategic talent management: A review and research agenda. Human Resource Management Review, 19(4), 304-313.

Collings, D. G., Mellahi, K., &Cascio, W. F. (2015). Global talent management and performance in multinational enterprises: A multilevel perspective. Journal of Management, 41(2), 540-562.

Collings, D. G., Mellahi, K., &Cascio, W. F. (2015). Global talent management and performance in multinational enterprises: A multilevel perspective. Journal of Management, 41(2), 540-562.

Collings, D.G. &Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, vol. 19(4), pp. 304–313.

Collings, D.G. and Mellahi, K. (2009) 'Strategic talent management: a review and research agenda', *Human Resource Management Review*, Vol. 19, No. 4, pp.304–313.

Cooke, F. L., Saini, D. S., & Wang, J. (2014). Talent management in China and India: A comparison of management perceptions and human resource practices. The International Journal of Human Resource Management, 25(9), 1308-1330.

Crain, J. (2009). The role of HR in the new normal.Employment Relations Today, 36(3), 1-8.

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*, vol. 95, pp. 834–848.

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), 834-848.

Dahshan, A., Zahran, S., & El Shafei, A. (2018). Talent management and organizational performance: The mediating role of employee engagement. European Journal of Business and Management, 10(30), 104-120.

Davies, A., & Davies, A. (2010).Talent management in a knowledge economy. In G. Maxwell (Ed.), Talent management: Strategy, implementation and outcomes (pp. 35-54). Palgrave Macmillan.

Demerouti, E., Bakker, A. B., Nachreiner, F. & Schaufeli, W. B. (2001). The job demands resources model of burnout. *Journal of Applied Psychology*, vol. 86, pp. 499–512.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). "The Job Demands-Resources Model of Burnout." Journal of Applied Psychology, 86(3), 499-512.

Dries, N. (2013). The psychology of talent management: A review and research agenda. Human Resource Management Review, 23(4), 272-285.

Elegbe, J. A. (2010). Talent management and succession planning in organizations in Nigeria: Issues, challenges, and strategies. Journal of Management and Strategy, 1(1), 33-42.

Employees: key to retention', *Employee Relations*, Vol. 29, No. 6, pp.640–663.

Festing, M., &Schäfer, L. (2014). "Generational Challenges to Talent Management: A Framework for Talent Retention Based on the Psychological Contract Perspective." Journal of World Business, 49(2), 262-271.

Ford, J., Harding, N. &Stoganova, D. (2010), Talent Management & Development: An Overview of Current Theory and Practice. *Bradford Centre for Managerial Excellence*, Bradford, pp. 1-17.

Ford, J., Harding, N., & Learmonth, M. (2010). Leadership as identity: Constructions and deconstructions. Palgrave Macmillan.

Frank, F. D., & Taylor, C. R. (2004). Talent management: Trends that will shape the future. Human Resource Planning, 27(1), 15-26.

Gagné, F. (1999). The giftedness–excellence–drive model: An integration with self-regulation. High Ability Studies, 10(2), 177-187.

Gagne, F. (2000).Understanding the complex choreography of talent development through DMGT-based analysis. Gifted and Talented International, 15(1), 23-28.

Gallardo-Gallardo, E., Dries, N., González-Cruz, T. F., &Bollen, L. (2012). The concept of talent in the 21st century: Towards an integrative framework. Journal of World Business, 47(4), 510-520.

Garavan, T. N., Carbery, R., & Rock, A. (2012).Mapping talent development: Definition, scope and architecture. European Journal of Training and Development, 36(1), 5-24.

Garrow, V., & Hirsh, W. (2008). Talent management: Issues of focus and fit. Research and Practice in Human Resource Management, 16(1), 1-6.

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal of Applied Psychology, 87(2), 268.

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal of Applied Psychology, 87(2), 268.

Hassan, A. M., Alimam, H. A., & Omar, A. M. (2021). The impact of talent management on employee engagement: Evidence from the hospitality industry in Djibouti. Journal of Tourism and Hospitality Management, 9(1), 10-24.

Heller, F., Perleth, C., & Lim, T. (2000). The Munich model of giftedness designed to identify and promote gifted students. In K. A. Heller, F. J. Mönks, R. J. Sternberg, & R. F.

Subotnik (Eds.), International handbook of giftedness and talent (2nd ed., pp. 291-304). Pergamon.

Hoglund, E. (2012). The psychological contract in talent management. In S. Cartwright & C. Cooper (Eds.), The Oxford Handbook of Organizational Psychology (Vol. 2, pp. 129-150). Oxford University Press.

Hughes, J. C., & Rog, E. (2008). "Talent Management: A Strategy for Improving Employee Recruitment, Retention, and Engagement within Hospitality Organizations." International Journal of Contemporary Hospitality Management, 20(7), 743-757.

Huselid, M. A., Beatty, R. W., & Becker, B. E. (2005).Bridging micro and macro domains: Workforce differentiation and strategic human resource management.

Iles, P., Chuai, X., &Preece, D. (2010). Talent management and HRM in multinational companies in Beijing: Definitions, differences and drivers. Journal of World Business, 45(2), 179-189.

Iles, P., Chuai, X., &Preece, D. (2010). Talent management and HRM in multinational companies in Beijing: Definitions, differences and drivers. Journal of World Business, 45(2), 179-189.

Iles, P., Chuai, X., &Preece, D. (2010). Talent management and HRM in multinational companies in Beijing: Definitions, differences and drivers. Journal of World Business, 45(2), 179-189.

James Sunday Kehinde PhD. (2012). Talent management, employee engagement and employee retention: A review. International Journal of Business and Social Science, 3(24), 223-229.

KE Agbaeze, EF Monyei, & OA Agu. (2017). Talent management strategies and organizational performance: The mediating role of employee engagement. Journal of Applied Economics and Business Research, 7(3), 215-226.

Khan, W. A. (1990)."Psychological Conditions of Personal Engagement and Disengagement at Work." Academy of Management Journal, 33(4), 692-724.

Kompaso, S. M., &Sridevi, M. S. (2010). Employee engagement: The key to improving performance. International Journal of Business and Management, 5(12), 89-96.

Leat, M., & El-Kot, G. (2009).Employer branding and its influence on managers.Journal of Brand Management.

Leigh, A. (2009). Talent management: The new business imperative. Pearson Education.

Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. Academy of Management Review, 24(1), 31-48.

Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. Human Resource Management Review, 16(2), 139-154.

Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. Human Resource Management Review, 16(2), 139-154.

Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. Human Resource Management Review, 16(2), 139-154.

Lin, C. P. (2006). An empirical study on the impact of talent management on organizational effectiveness. The International Journal of Manpower, 27(6), 501-522.

Management Study Guide: "Strategic Talent Management - Introduction." Retrieved from https://www.managementstudyguide.com/strategic-talent-management.htm

Markos, S., Sridevi, M. S., &Mohanraj, S. (2010). Employee engagement: The key to improving performance. International Journal of Business and Management, 5(12), 89-96.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001)."Job Burnout." Annual Review of Psychology, 52(1), 397-422.

McCauley, C. D., & Wakefield, M. (2006). Talent development: A strategy for maximizing human capital. Human Resource Planning, 29(2), 25-34.

McCauley, C. D., & Wakefield, M. (2006).Talent management in a knowledge economy.In C. Wankel (Ed.), Handbook of 21st century management (pp. 121-138).Sage Publications.

McCauley, C. D., & Wakefield, M. (2006). Talent management in the 21st century: Help your company find, develop, and keep its strongest workers. American Society for Training and Development.

McDonnell, A. (2011). Talent management in the public sector: A study of the Victorian public service. Asia Pacific Journal of Human Resources, 49(3), 303-321.

Mone, E. M., Eisinger, C., & Guggenheim, K. (2011). Employee engagement: The shifting landscape. Journal of Business and Psychology, 26(4), 361-365.

Nijveld, M. (2014).Connecting talent management and employee engagement to retention: the importance of creating an employee value proposition.Master's thesis, Radboud University Nijmegen.

Ogbonna, E., & Harris, L. C. (2014). Management consulting and organizational learning: A study of two firms. Journal of Business Research, 67(2), 180–189. https://doi.org/10.1016/j.jbusres.2013.01.003

Ohlrich, T. (2015)."The Role of Talent Management in Achieving Sustainable Success." In Stragier, J., & Sanders, K. (Eds.), Exploring the Material Conditions of Learning: The Computer Supported Collaborative Learning (CSCL) Conference 2015 (Vol. 1, pp. 579-582). International Society of the Learning Sciences.

O'Reilly, C. A., &Pfeffer, J. (2000). Hidden value: How great companies achieve extraordinary results with ordinary people. Harvard Business Press.

Pandita, D., & Ray, S. (2018). Impact of talent development on employee engagement: Mediating role of psychological empowerment. IIMB Management Review, 30(4), 350-362.

Peters, T. (2006). Talent: The embers. Strategy+ Business, 43, 50-59.

Rayton, B. A., &Yalabik, Z. Y. (2014). Work engagement, psychological contract breach and job satisfaction. The International Journal of Human Resource Management, 25(17), 2382-2400.

Ready, D. A., Conger, J. A., & Hill, L. A. (2010). Are you a high potential? Harvard Business Review, 88(6), 78-84.

Reif, W. E. (1975). A contingency approach to designing systems for performance and satisfaction. Organizational Behavior and Human Performance, 14(2), 195-211.

Ren, S., Yu, S., & Zhang, M. (2019). The relationship between talent management and employee engagement: Evidence from Chinese firms. Journal of Business Research, 100, 127-136.

Ren, S., Yu, S., & Zhang, M. (2019). The relationship between talent management and employee engagement: Evidence from Chinese firms. Journal of Business Research, 100, 127-136.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21(7), 600-619.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21(7), 600-619.

Saks, A. M., &Gruman, J. A. (2014). "What do we really know about employee engagement?" In Truss, C., Delbridge, R., Alfes, K., Shantz, A., & Soane, E. (Eds.), Employee Engagement in Theory and Practice (pp. 3-30).Routledge.

Saxena, A. (2013). Talent management: A critical study. Journal of Business and Management, 13(1), 91-100.

Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). "The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach." Journal of Happiness Studies, 3(1), 71-92.

Schiemann, W. A. (2014). From talent management to talent optimization. Journal of World Business, 49(2), 281-288.

Scullion, H., & Collings, D. G. (2011).Global talent management.Routledge.

Shahzad, F., Luqman, R. A., Khan, A. B., &Shabbir, H. (2021). Employee engagement: A multilevel model of antecedents and outcomes. Journal of Business Research, 133, 10–20. https://doi.org/10.1016/j.jbusres.2020.04.044

Siddiqui, M. A., Hassan, M., Malik, M. E., & Bashir, S. (2017). Impact of talent management on employee retention: Moderating role of organizational culture. Journal of Behavioral and Applied Management, 18(2), 130–148. https://doi.org/10.1177/1059601116688377

Silzer, R., & Dowell, B. E. (2010). Strategy-driven talent management: A leadership imperative. John Wiley & Sons.

Singh, P., Mohamed, A. A. A., &Tipu, S. A. (2012)."Measuring the Impact of Employee Engagement on Performance Outcomes in GCC Countries." International Journal of Business and Management, 7(15), 101-111.

Stahl, G. K., Björkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., Trevor, J., & Wright, P. (2012).Six principles of effective global talent management. MIT Sloan Management Review, 53(2), 25-32.

Stahl, G. K., Björkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., Trevor, J., & Wright, P. (2012).Six principles of effective global talent management. MIT Sloan Management Review, 53(2), 25-32.

Stuart-Kotze, R., & Dunn, S. (2008). Talent management: A critical review. Human Resource Development International, 11(3), 277-295.

Tansley, C. (2011). What do we really know about talent management? Human Resource Development Quarterly, 22(3), 267-274.

Tansley, C. (2011). What do we really know about talent management? Human Resource Development Quarterly, 22(3), 267-274.

Thunnissen, M., Boselie, P., &Fruytier, B. (2013). Talent management and the relevance of context: Towards a pluralistic approach. Human Resource Management Review, 23(4), 326-336.

Thunnissen, M., Boselie, P., &Fruytier, B. (2013). Talent management and the relevance of context: Towards a pluralistic approach. Human Resource Management Review, 23(4), 326-336.

Thunnissen, M., Boselie, P., &Fruytier, B. (2013).The role of employee HR attributions in the relationship between high-performance work systems and employee outcomes. Human Resource Management, 52(5), 709-725.

Towers Perrin. (2006). "The Talent Equation: Total Rewards and the Long-Term Growth of the Best Companies." Retrieved from [insert source URL or publication details].

Tulgan, B. (2002). Managing generation Y: Global citizens born in the late seventies and early eighties. HRD Press.

Valverde, M., Scullion, H., & Ryan, G. (2013).Exploring the relationship between talent management and engagement. Thunderbird International Business Review, 55(1), 77-85.

Van der Sluis, L., & Van de Bunt-Kokhuis, S. (2009).Talent development as management fashion. Human Resource Development International, 12(2), 203-215.

Wiley, C. (2014). What motivates employees according to over 40 years of motivation surveys. International Journal of Management Reviews, 16(2), 238-260.

Yapp, M. (2009). Talent development: Key to success in turbulent times. Strategic HR Review, 8(4), 22-27.

Zhang, Y., & Bright, D. (2012). Exploring talent management in China: Issues and challenges. Journal of European Industrial Training, 36(8), 843-860.

APPENDIX I: SURVEY QUESTIONNAIRE

This questionnaire form is related to the application part of the Master in Business Administration thesis that is being conducted within the Beykoz University Faculty of Business.

Dear participant,

First of all, I would like to thank you for giving me some of your precious time to answer these questions that will serves as a resource for research which are only for the purpose of an academic goal. The interest of this research is to identify how talent management effect on employee engagement. I hope receive the necessary response in order to complete the survey and be reassured that the Privacy and confidentiality of the participants will be confirmed by researchers.

Please note: that Talent management is a constant process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance. The primary purpose of talent management is to create a motivated workforce who will stay with the company in the long run.

Best Regards

SECTION ONE:

DEMOGRAPHIC INFORMATION

1) **GENDER**

Male ☐ Female ☐

2) **AGE**

1) 18-25 ☐ 2) 25-35 ☐ 3) 35-45 ☐ 4) Above 45 ☐

3) **LEVEL OF EDUCATION**

1) High school ☐ Bachelor degree ☐ Master degree ☐ PhD ☐

4) **YEARS OF EXPERIENCE**

1) 1-5Years6-10Years ☐ 11-25 Years ☐ 26-31Years ☐ ☐

SECTION TWO: TALENT MANAGEMENT

Please specify your level of agreement to the following statements by using this Scale

5-Strong Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

No	Research Question	1	2	3	4	5
1	My organizational has policies that encourage career growth and developmental opportunities of talent employees					
2	My organizational implements different strategies for recruiting talented individuals.					
3	My organizational creates a culture that makes talent employees want to stay with the organization.					
4	My organizational creates an environment where talent employees are excited to come to work each day.					
5	My organizational creates an environment where talent employees' ideas are listened and valued.					
6	My organizational places the right people in the right jobs.					
7	My organizational provides current employees with adequate training that allows them to do their jobs well.					
8	My organizational has career development programs for talented individuals.					
9	My organizational has leadership development programs for high potentials for performing operations.					
10	My organizational focuses employee training on mentoring and coaching.					
11	My organizational rewards top-performing employees.					
12	My organizational recognizes good work and celebrate success using periodic employee evaluation					

SECTION THREE: EMPLOYEEENGAGEMENT

Please specify your level of agreement to the following statements by using this scale

5- Strong Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

No	Research Question	1	2	3	4	5
1	When I am working, I feel strong and excited					
2	I feel the work I do is full of meaning and purpose					
3	I feel enthusiastic about my work					
4	When I am working, I feel resilient and motivated					
5	I believe My job inspires me					
6	I feel like Time flies when I'm working					
7	I feel I can continue working for very long periods at a time					
8	I am satisfied with the type of work that I do in this works					
9	I am generally satisfied with the feeling of valuable achievement that I get from doing this work					
10	The amount of personal growth and development I get in doing my job is satisfied (Growth Oppor.)					
11	I feel satisfied with the people I talk to and work with on my job. (Colleagues)					
12	I'm so satisfied about the amount of job security I have. (Job security)					
13	The amount of pay and fringe benefits I receive is satisfied. (Compensation)					
14	The degree of respect and fair treatment I receive from my boss give me satisfaction. (Supervision)					

Thanks you for your time and participating!!!