



**EFFECT OF TALENT MANAGEMENT ON EMPLOYEE OUTCOMES: A CASE STUDY OF CENTRAL
BANK OF KENYA**

MARY KARURI

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Karuri M., Department of Business Administration, Egerton University, Kenya

Nahashon, L., Department of Business Administration, Egerton University, Kenya

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ABSTRACT

Talent management involves positioning the right people in the right jobs for competitive advantage. Many organizations at times fail to engage in the activities that enhance their talent pipelines, equip individuals with critical knowledge and skills, and deny employee an opportunity to enhance teamwork or be engaged to their jobs. This leads to many negative employee outcomes that affect the organizational outcomes because business objectives are not linked to individual competencies. The study aimed at investigating the effect of talent management on employee outcomes at Central Bank of Kenya. The independent variables were talent attraction, talent retention, employee training and career management while the dependent variable was employee outcomes; i.e. teamwork, job satisfaction and employee engagement. The sample for this study was 130 staff drawn from the population of about 700 staff at CBK's head office. The main objective of the study was to investigate the effect of talent management on employee outcomes at the Central Bank of Kenya. The specific objectives were to establish the effects of talent attraction, find out the effects of talent retention, determine the effect of employee training, establish the effect of career management on employee outcomes and find out the combined effect of talent management on employee outcomes. The study adopted a descriptive survey of the staff of Central Bank of Kenya. Primary data was used in the study through use of questionnaires. After the collection of data the study used the SPSS (Version 20) to analyse the data. Descriptive analysis which aims at finding out what, where and how of a phenomenon was used mainly to summarize the data collected. The data was presented using statistical measures such as pie charts and frequency tables. A regression model was used in predicting the relationship between employee outcomes and various aspects of talent management. The descriptive statistical analysis of this study's findings revealed that employee outcomes (in this case teamwork, job satisfaction and employee engagement) are significantly influenced by talent attraction, retention, employee training and career management at CBK.

Key Words: Talent Attraction, Talent Retention, Employee Training, Career Management, Employee Outcomes, Teamwork, Job Satisfaction and Employee Engagement.

INTRODUCTION

Background of the study

Complicated business realities and unexpected economic meltdown and recession have delivered shock waves to many organizations, (Bano, et al 2011). One of these realities is the relevance of talent management in an organization. David Watkin, (1998) coined the term talent management and continues to be adopted; as more organizations have realized that their employees' talents and skills drive employee outcomes leading to success or failure of an organization. Determinants of talent management in this study include; talent attraction, talent retention, employee training and career management. To be successful an organization needs to align talent management strategies with the organizations strategy. According to Gardener, (2002), this is usually an unmet need in many organizations leading to negative employee outcomes.

Talent Management refers to the organization attracting, retaining, motivating, training and developing talented people that an organization requires to remain competitive, (Collings and Mellahi, 2009). This competitiveness can only be derived from positive and growth oriented employee outcomes. Nowadays, talent management has become an essential priority for modern organizations, and organizational

success is directly related to talent that is attracted, hired, developed and retained, (Ashton and Morton, 2005). Talent management that gives competitive employee outcomes is the process of building effective relationships with people in their roles, creating a great place to work and treating individual employees fairly, recognizing their value, giving them a voice and opportunities for growth (Thompson, 2005).

Many researchers have linked the aspect of talent management with employee outcomes whether negative or positive. Collings and Mellahi (2009) argued that the aspect of motivation of staff is important in linking talent management with employee outcomes and, in turn, with organizational outcomes because having high potential is already a confirmation of the fact that one possesses desired abilities. Boxall (2013) underscores how HR practices affect employee outcomes. He says that positive organizational outcomes result from aligning organizational and employee welfare and interests.

In addition to the challenges stemming from the global recession and the depreciation of the Kenya shillings, CBK has been criticized for non-performance and various performance gaps that could be resulting from challenges related to implementation of the talent management strategy. The fact that employee outcomes lead

to organizational growth and success give this study the bases of finding out the relationship between talent management and the employee outcomes. As much as CBK is one of the institutions where most employees have had one job in a lifetime, there is a new trend of younger employees moving for greener pastures and therefore dragging CBK into the war for talents, thus the need to study the Bank's talent management strategy and employee outcomes.

Statement of the problem

CBK has been under attacks in recent times for performance gaps (Kahinde 2012), and it has not been spared from the "war of talent" as the competition was referred to by McKinsey consultants in the 1990s. Currently there is a bill in parliament proposing to trim the powers of the governor with an aim of improving the overall performance. The bill also proposes to have an independent chairperson who will be answerable to the management of CBK while leaving the Governor with the role of making policies while giving powers to the independent chairperson to oversee the annual performance of the CBK's board. This is an indication that there are weaknesses, vulnerabilities and performance gaps at CBK. Despite knowledge of talent management strategies, many organizations are failing to put in place the kind of human capital development and retention

strategies that will bear appropriate outcomes (Cappelli, 2009).

This study aimed at investigating the effects of talent management on employee outcomes at CBK. The study focussed on the effects of talent attraction, talent retention, employee training and career management as independent variables and employee outcomes as dependent variables with special reference on employee engagement teamwork and job satisfaction. Gibbons (2006) state that talent management is a system that addresses competency gaps by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent that must be adopted by all future oriented organizations to gain competitive advantage.

Objective of the study

The objective of the study was to investigate the effects of talent management on employee outcomes at the Central Bank of Kenya.

Specific Objectives

The specific objectives of the study were to:

- i. Establish the effects of talent attraction on employee outcomes.
- ii. Find out the effects of talent retention on employee outcomes.
- iii. Determine the effect of employee training on employee outcomes.

- iv. Establish the effect of career management on employee outcomes.
- v. Determine the combined effects of talent management on employee outcomes.

Research Questions

- i. What is the importance of talent attraction on employee outcomes?
- ii. What is the contribution of talent retention on employee outcomes?
- iii. Do employees training play a role in employee outcomes?
- iv. How does career management affect employee outcomes?
- v. What are the combined effects of talent management on employee outcomes?

LITERATURE REVIEW

Talent Management

The concept of talent management was derived from World War II (Cappelli, 2008), however its strategic importance was realized when McKinsey consultants group claimed the human resource as “War for Talent” in late 1990’s, (Collings et al 2010). This war for talent was prompted by the realization that talent shortages are increasingly becoming one of the biggest human resource concerns for organizations, (Makela et al, 2010). Thus, the organizations interested in maximizing performance through employee outcomes have adopted rigorous approaches for attracting,

selection, development and retention of talented key employees (Huselid et al, 2005).

Global Perspective of Talent Management Strategies

Managing talent is a challenge to all organizations in the context of globalization irrespective of the country and moreover, the concern about the scarcity of talent is almost universal, (Gardner, 2002). Organizations around the world are competing for the same pool of talents and this is seen as a global labour market for talents. Trend of global integration shows organizations’ standardizations in talent recruitment, development and management, to ensure their competitive position and consistency.

Talent Attraction

The components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer of choice (Armstrong, 2006). Recruitment and selection requires that organizations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization (Armstrong, 2009).The recruitment of members of talent pool is the first task of talent management strategy.

Employee Training

Training is an integral part of talent management. Employee training has a long

history of ensuring an organization has a skilled, motivated, and competent workforce. From orientation programs and technical training classes experienced early in one's career, to leadership development and executive coaching, training and development is deeply woven into the fabric of talent management practices, (Monday and Monday, 2012).

Employee Outcomes

Teamwork

Teamwork stems from a conscious effort to develop effective work groups and cooperative skills throughout the organization, (Mondy and Mondy 2012). They go on to say that effective teams are the most efficient way of boosting morale, job satisfaction, and employee retention and company profitability. They conclude that teamwork therefore qualifies to be a very important aspect of employee outcome and a firm foundation for organizational organization.

Job Satisfaction

Many studies have linked job satisfaction with employee attraction, retention and therefore organizational performance and success, (Bergers, 2004). All these attribute to both organizational and individual employees outcomes. According to Huselid, (1995) Productivity is influenced by employee motivation, employee skills, job satisfaction and good organizational structures. Firms with a

high commitment strategy have significantly higher levels of both productivity and quality than those with a control strategy.

Employee Outcomes

Talent management strategies develop a positive culture that encourages high performance in such areas as productivity, quality, levels of customer service, growth, profits and, ultimately, the delivery of increased shareholder value, (Armstrong, 2009). He goes on to clarify that these strategies empowers employees to exhibit the discretionary behaviours (outcomes) most closely associated with higher business performance such as risk taking, innovation, knowledge sharing and establishing trust among organizational employees.

Employee Engagement

Employees' psychological connection with their work has gained critical importance in the 21st Century and happens to be a very important aspect of employee outcomes. Employee engagement takes place when people at work are interested in, are positive and sometimes even excited about their jobs and are prepared to go the extra mile and always doing the best of their ability, (Armstrong, 2009).

RESEARCH METHODOLOGY

In this study, a survey design was used so that inferences can be drawn about characteristics,

attitudes and behaviour of the population. The population that was used in the study was the staff members of the CBKs head office, approximately 700. According to Kothari (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The CBK was chosen for this research primarily because it has been in the limelight for non-performance issues resulting from employee outcomes. Since the number of staff was numerous, a random sample of 130 staff was selected for the research.

RESULTS AND DISCUSSION

The study targeted 130 respondents; however 96 respondents were able to complete the questionnaire. The selection of the respondents was made from the across departments of CBK. This was based on availability and willingness to respond to the questionnaire. This translates to 73.85% response rate.

Talent Management

The survey asked respondents to indicate their level of agreement with various aspects of talent management carried out by CBK. All the questions asked whether the respondents strongly agreed, agreed, were neutral, disagreed, or strongly disagreed with various aspects of talent management. The findings are summarized in table 4.2.

Table 4.2: Descriptive statistics for talent management

Aspects of talent management	N	Min	Max	Mean	Std. Dev
Talent management initiatives are clearly understood at CBK	96	3	5	4.40	.552
High level of support is provided to talent pool by CBK management	96	4	5	4.50	.503
Everyone is included in the talent pool	96	3	5	4.70	.545
Talent management system is transparent and is shared around the organization	96	3	5	4.73	.533
It is easy for any employee to enter the Talent Pool	96	3	5	4.71	.560
Valid N (listwise)	96				

According to the findings, respondents agreed with the observation that talent management initiatives were clearly understood at the CBK (Mean= 4.40, S.d=0.552). The respondents also agreed that a high level of support is provided to the available talent pool by CBK management (Mean=4.5, S.d=0.503). Respondents agreed that the talent pool at the CBK includes every employee of the bank (Mean=4.7, S.d=0.545). Respondents also agreed that the talent management system at the bank is transparent and is shared around the organization (Mean=4.73, S.d=0.533). Finally, with respect to talent management the respondents agreed that it was easy for any employee to enter the talent pool (Mean= 4.71, S.d=0.56).

Talent Attraction

Respondents were asked to indicate their level of agreement with various aspects of talent attraction by CBK. The findings are summarized in table 4.3.

Table 4.3: Descriptive statistics for talent attraction

Aspects of talent attraction	N	Min	Max	Mean	Std. Dev
CBK attracts star performers	96	3	5	4.30	.484
Talent management is linked into and aligned with recruitment and selection strategies	96	3	5	4.34	.540
CBK management focuses on developing high potentials more quickly than others	96	3	5	4.57	.518
CBK manages its brand well and uses it to attract star performers	96	3	5	4.55	.521
The talent pool at CBK is a group of employees with special traits to be the source of senior executives	96	4	5	4.61	.489
Valid N (listwise)	96				

According to the findings in Table 4.3, respondents agreed with the observation that CBK attracted star performers (Mean= 4.3, S.d=0.484). The respondents also agreed that talent management was linked into and aligned

with recruitment and selection strategies (Mean=4.34, S.d=0.540). Respondents agreed that CBK management focused on developing high potentials more quickly than others (Mean=4.57, S.d=0.518). Respondents also agreed that CBK manages its brand well and uses it to attract star performers (Mean=4.55, S.d=0.521). Finally, with respect to talent attraction, the respondents agreed that the talent pool at CBK is made up of a group of employees with special traits to be the source of senior executives (Mean= 4.61, S.d=0.489).

Talent Retention

The respondents were also required to give their views with respect to a number of aspects of talent retention at CBK. The responses are summarised in table 4.4 below;

Table 4.4: Descriptive statistics for talent retention

Aspects of talent retention	N	Min	Max	Mean	Std. Dev
Employee turnover at CBK is low and does not affect organizational performance, work processes and morale among employees	96	3	5	4.30	.484
Employee retention as a strategy supports CBK's succession planning	96	3	5	4.40	.513
Most employees at CBK have been in their first job for over 20 years	96	3	5	4.59	.515
CBK is a brand employer and uses rounded reward system to keep current employees	96	1	5	4.53	.648
CBK is my first employer and I am not looking for a job any time soon	96	1	5	4.47	.725
Valid N (listwise)	96				

According to the findings in table 4.4, respondents agreed with the observation that employee turnover at CBK was low and did not affect organizational performance, work processes and morale among employees (Mean= 4.3, S.d=0.484). The respondents also agreed that employee retention as a strategy

supports CBK's succession planning (Mean=4.4, S.d=0.513). Respondents agreed that Most employees at CBK had been in their first job for over 20 years (Mean=4.59, S.d=0.515). Respondents also agreed that CBK was a brand employer and uses rounded reward system to keep current employees (Mean=4.53, S.d=0.648). Finally, the respondents agreed that CBK was their first employer and that they would not be looking for another job any time soon (Mean= 4.71, S.d=0.725).

Career Management

The respondents were asked to give their views with respect to a number of aspects relating to career management at CBK. The responses are summarised in table 4.5 below;

Table 4.5: Descriptive statistics for career management

Aspects of career management	N	Min	Max	Mean	Std. Dev
I have adequate opportunities for professional growth in this organization	96	3	5	4.14	.473
My manager is actively interested in my professional development and advancement	96	3	5	4.28	.537
Career advancement is positively related to job performance	96	3	5	4.45	.560
CBK has clear career progression ladders	96	1	5	4.41	.674
Some staff have grown from junior to professional positions at CBK	96	1	5	4.52	.615
Valid N (listwise)	96				

professional development and advancement (Mean=4.28, S.d=0.537). Respondents agreed that career advancement was positively related to job performance (Mean=4.45, S.d=0.560). Respondents also agreed that CBK had clear career progression ladders (Mean=4.41, S.d=0.674). Finally, the respondents agreed that some staff had grown from junior to professional positions at CBK (Mean= 4.52, S.d=0.615).

Employee Training

Respondents were asked to indicate their level of agreement with various aspects of employee training by CBK. The findings are summarized in table 4.6.

The findings in table 4.5 indicate that the respondents agreed with the observation that they had adequate opportunities for professional growth at CBK (Mean= 4.14, S.d=0.473). The respondents also agreed that their managers were actively interested in their

Table 4.6: Descriptive statistics for employee training

Aspects of employee training	N	Min	Max	Mean	Std. Dev
There is continuous learning for all at CBK and there are equal opportunities for all	96	1	5	4.34	.708
I receive the training I need to do my job well	96	3	5	4.50	.681
All staff have at least one opportunity per year to be trained locally	96	3	5	5.0	.596
I am motivated by the training I have received as a CBK staff	96	1	5	4.67	.675
International training is a part of Management Development Programs at CBK	96	2	5	4.51	.754
Valid N (listwise)	96				

According to the findings in table 4.6, respondents agreed with the observation that there was continuous learning for all at CBK and there are equal opportunities for all (Mean= 4.34, S.d=0.708). The respondents also agreed that they received the training needed to do

their jobs well (Mean=4.50, S.d=0.681). Respondents strongly agreed that all staff had at least one opportunity per year to be trained locally (Mean=5.0, S.d=0.596). Respondents also agreed that motivated by the training they had received as CBK staff (Mean=4.67, S.d=0.675). Finally, the respondents agreed that international training is a part of Management Development Programs at CBK (Mean= 4.51, S.d=0.754).

Employee Outcomes

The table below presents the various different levels of agreement among the respondents with regard to various aspects of employee outcomes.

Table 4.7: Descriptive statistics for employee outcomes

Aspects of organizational performance	N	Min	Max	Mean	Std. Dev
Talent management is a key organizational objective which drives and enables high performance at CBK	96	1	5	4.20	.626
Star performers are rewarded fairly and equitably	96	1	5	4.25	.711
CBK has high performance standards and senior management is held accountable for achieving results	96	1	5	4.42	.691
Staff is held accountable for achieving goals and meeting expectations	96	1	5	4.51	.781
I feel personally driven to help this organization succeed and will go beyond what is expected of me to ensure that it does	96	1	5	4.54	.679
Valid N (listwise)	96				

rewarded (Mean=4.25, S.d=0.711). Respondents agreed that CBK had high performance standards and senior management was held accountable for achieving results (Mean=4.42, S.d=0.691). Respondents also agreed that Staff was held accountable for achieving goals and meeting expectations (Mean=4.51, S.d=0.781). Finally, the respondents also agreed that they felt personally driven to help CBK succeed and would go beyond what was expected of them to ensure that it succeeded (Mean= 4.54, S.d=0.679).

Job Satisfaction

Respondents were asked to indicate their level of agreement with various aspects of job satisfaction at the CBK. The findings are summarized in table 4.8.

The findings illustrated in table 4.6 indicate that respondents agreed with the observation that talent management was a key organizational objective that drives and enables high performance at CBK (Mean= 4.20, S.d=0.626). The respondents also agreed that star performers at CBK were fairly and equitably

Table 4.8: Descriptive statistics for job satisfaction

Aspects of job satisfaction	N	Min	Max	Mean	Std. Dev
I am very satisfied with my job	96	3	5	4.35	.696
I like my work environment	96	1	5	4.41	.705
My work is challenging, stimulating, and rewarding	96	1	5	4.57	.722
Most employees of CBK enjoy a meaningful and emotional work experience	96	1	5	4.60	.827
At CBK employees are committed to their jobs and are loyal to the organization	96	1	5	4.48	1.046
Valid N (listwise)	96				

The findings illustrated in table 4.8 indicate that respondents agreed they were satisfied with their jobs at CBK (Mean= 4.35, S.d=0.696). The respondents also agreed that they liked their work environment (Mean= 4.41, S.d=0.705). Respondents agreed that their work at CBK was challenging, stimulating, and rewarding (Mean=4.57, S.d=0.722). Respondents also agreed that most employees of CBK enjoyed a meaningful and emotional work experience (Mean=4.60, S.d=0.827). Finally, the

respondents also agreed that at CBK employees are committed to their jobs and are loyal to the organization (Mean= 4.48, S.d=1.046).

Teamwork

The respondents were also required to give their views with respect to a number of aspects regarding teamwork at CBK. The responses are summarised in table 4.9 below;

Table 4.9: Descriptive statistics for teamwork (Survey, 2014)

Aspects of teamwork	N	Min	Max	Mean	Std. Dev
Teamwork is encouraged and practised at CBK	96	1	5	4.45	.630
There is a strong feeling of teamwork and cooperation in this organization	96	3	5	4.55	.521
All staff attends team building from time to time	96	3	5	4.47	.522
I enjoy cohesiveness in my department	96	0	5	4.05	1.439
There are more poor relationships than healthy ones in my department	96	1	5	1.46	1.035
Valid N (listwise)	96				

The findings in table 4.9 indicate that the respondents agreed with the observation that teamwork is encouraged and practised at CBK (Mean= 4.45, S.d=0.63). The respondents also

agreed that there was a strong feeling of teamwork and cooperation in the organization (Mean=4.55, S.d=0.521). Respondents agreed that all staff attended team building exercises from time to time (Mean=4.47, S.d=0.522). Respondents also agreed that they enjoyed cohesiveness in their departments (Mean=4.05, S.d=1.439). Finally, the respondents strongly disagreed that there were more poor relationships than healthy ones in their departments (Mean= 1.46, S.d=1.035).

Employee Engagement

The respondents were also required to give their views with respect to a number of aspects of employee engagement at CBK. The responses are summarised in table 4.10 below;

Table 4.10: Descriptive statistics for employee engagement

Aspects of employee engagement	N	Min	Max	Mean	Std. Dev
Employees are more of teams than groups at CBK	96	1	5	1.50	1.105
Most staff at CBK is passionate about their work as well as organizational success	96	3	5	4.57	.557
I have adequate opportunities for professional growth in this organization	96	3	5	4.66	.499

I am deeply committed to my job	96	1	5	4.55	.752
Senior leadership is distant and non-communicative	96	1	5	1.19	.654
CBK is characterized by negative-loaded work environment, overwhelming workloads	96	1	2	1.08	.278
Valid N (listwise)	96				

The findings in table 4.10 indicate that the respondents strongly disagreed with the observation that they were more of teams than groups at CBK (Mean= 4.50, S.d=1.105). The respondents also agreed that most staff at CBK was passionate about their work as well as organizational success (Mean=4.66, S.d=0.499). Respondents agreed that that they were deeply committed to their jobs (Mean=4.55, S.d=0.752). Respondents strongly disagreed that CBK senior management was distant and non-communicative (Mean=1.19, S.d=0.654). Finally, the respondents also strongly disagreed that CBK was characterized by negative-loaded work environment, overwhelming workloads, (Mean= 1.08, S.d=0.278).

Effects of Talent Management on Employee Outcomes

The regression results in Table 4.11 indicate that talent management dimensions accounted for 28.9% of the variance in employees

outcomes at CBK, $R^2 = 0.289$. The standardised beta coefficients indicate that employee training ($\beta=0.538$, $p = 0.000$ and talent management ($\beta=0.022$, $p = 0.018$) were the strongest predictors of employee outcomes, while career management ($\beta=0.020$, $p=0.838$, talent retention ($\beta=0.002=0.984$, talent attraction ($\beta=0.073= p = 0.423$. Regression analysis findings indicate that there is a positive relationship between employee outcomes and talent management that is statistically significant at the highest confidence level. This finding affirms the findings of the descriptive analysis.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538 ^a	.289	.250	.2519

a. Predictors: (Constant), Employee Training, Career Management, Talent Management, Talent Attraction, Talent Retention

According to the direct relationship model applied in this study, Adjusted R Square was 0.25 implying that the independent variables studied explain 25% of the effects of employee outcomes of the Central Bank of Kenya. This implies that the other variables not studied in this research contributed 75% of the variability in employee outcomes.

Below is the table of coefficients for the regression model applied in the study;

Table 4.12: Table of Coefficients

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	2.756	.468		5.892	.000
Talent Management	.016	.071	.022	.231	.018
Talent Attraction	-.057	.088	-.073	-.642	.423
Talent Retention	-.002	.091	-.002	-.020	.984
Career Management	.015	.071	.020	.206	.838
Employee Training	.274	.047	.538	5.880	.000

a. Dependants Variables: Employees outcomes

The results in Table 4.12 imply that talent management relates positively with employee outcomes at CBK, the relationship is statistically significant at the 99% confidence level ($\beta=0.22$, $p<0.05$; $p=0.018$); There is a negative relationship between employee outcomes at CBK and talent attraction, the relationship is statistically significant at the 95% confidence level ($\beta= -0.073$, $p<0.5$; $p=0.423$); Talent

retention relates negatively with employee outcomes at CBK and the relationship is only significant at the 90% level of confidence ($\beta = -0.002$, $p = 0.984$). Similarly there is a negative relationship between employee outcomes and career management and the relationship is statistically significant at the 90% level of confidence ($\beta = 0.02$, $p = 0.838$). Finally, the strongest relationship is exhibited between employee outcomes at CBK and employee training, the relationship is statistically significant at the 99% confidence level ($\beta = 0.538$, $p < 0.05$; $p = 0.00$).

The linear equation used in our SPSS model is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y^x = Estimated Employee Outcomes

α = constant ,

$\beta_1 - - - \beta_5$ =

Beta coefficient for the independent variables

$x_1 - - - -x_2$ are the independent variables ,

ϵ_i = Error term

As per the SPSS results generated, the equation translates to:

$$\text{Employee outcomes} = 2.76 + 0.22 - 0.073 - 0.002 + 0.02 + 0.538$$

Where; **EO** = Constant + Talent management + Talent attraction + Talent retention + Career Management + Employee Training

CONCLUSION AND RECOMMENDATIONS

This study concludes that employee outcomes are affected by all the factors examined. The descriptive statistics analysis of study findings revealed that all the five factors positively affected employee outcomes of the CBK; this corresponds to the findings of the regression analysis in all cases apart from two. Regression analysis reveals negative relationships between talent attraction, talent retention, and employee outcomes. The fact that these relationships are weak and statistically significant only at the lowest level of confidence suggests that they lack the necessary strength to conclude that there are negative relationships between the two factors and employee outcomes. The results can be as a result of statistical errors. However, the descriptive statistics findings carry greater strength because in all the aspects of talent attraction and retention, respondents agreed that they positively affected employee outcomes.

The study recommends that further research should be carried on other firms in the same industry as well as different industries to find out if the same results would be obtained. This will get comprehensive information on how other organizations view the effects of talent management on employee outcomes. Further study should also be carried out at

departmental levels at CBK to find out if the same results would be obtained. Further research should also be carried out on other

factors affecting employee outcomes which were not critically examined in this study.

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