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THE EFFECT OF TALENT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE; THE CASE OF SELECTED PUBLIC SECTORS IN SILTIE ZONE, SNNPS, ETHIOPIA

BY:

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MAY, 2022

WOLKITE, ETHIOPIA

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THESIS SUBMITTED TO THE
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Declaration

I, Ahmedin Kemal, declare that this thesis entitled ‘‘The Effect of Talent Management on Organizational Performance; The Case of Selected Public Sectors in Siltie Zone, SNNPR, Ethiopia” is my own original work and it has not been submitted for any degree in any other universities, and all sources of material used for this thesis have been duly acknowledged. This thesis is offered for the award of the Degree of Master of Art (MA) in Management Specialized in Business Administration (MBA).

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Therefore I/we recommend that the student has fulfilled the requirements and hence hereby can submit the thesis to the department.

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EXAMINERS' APPROVAL

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Acronyms

TM	-	Talent Management
TA	-	Talent Attraction
TR	-	Talent Retention
LLD	-	Leadership, Learning and Development
CMSP	-	Career Management and Succession Planning
PM	-	Performance Management
RR	-	Reward and Recognition
OP	-	Organizational Performance
HD	-	Head of The Department
HR	-	Human Recourse
STZPS	-	Silte Zone Public Sectors
SNNPRS	-	South, Nations, Nationalities, Peoples Regional State

Abstract

Talent management is rapidly gaining focus in organizations around the world. The aim of this study was to examine the effect of Talent management practice on organizational performance. The nature of this study was Quantitative research approach with explanatory research design. Cross sectional data was collected using A standardized five-point Likert scale questionnaire. The population of this study was employees working in selected public sectors, in Silte Zone, SNNPR, Ethiopia. Out of 357 respondents, workable data were obtained from 273 respondents using proportional, purposive, and Random sampling techniques. The Pearson correlation, Simple and multiple linear regression as well as Independent T-Test and One-Way ANOVA were used. The data was analyzed using statistical package for social science (SPSS) version 23. The Pearson correlation analysis result (P< 0.01 level 2- tailed), clearly shows that there is a positively Strong and moderate level correlation between Six TM practices and organizational performance. Moreover, the regression analysis result shows that All of TM practices Except Performance Management, and Reward and Recognition, have a statistically significant effect on organizational performance. The Independent Sample T- Test, and One-way ANOVA Test result shows that there is no Statistically significant mean difference between the sample population of the study area. Based on the results, the study recommended the need to place more focus and effort on the realization and application of effective talent management practices to overcome the difficulties of implementing talent management and Increase organizational performance. Managers are advised to emphasize on applying the Talent management Strategy so that they can connect Talent management strategy with the organizational strategy.

Keywords: Talent management, Organizational Performance, Silte Zone, Ethiopia

Chapter One

Introduction

This chapter contains introduction to the study area. In this section, the rationale or driving reason for conducting the study will be discussed under subheadings of: - background of the study, statement of the problem, research questions, the objective of the study, conceptual framework, research hypothesis, and significance of the study. Furthermore, this chapter includes the scope of the study, limitations of the study, definitions of key terms, and organization of the research report.

1.1 Background of the Study

Talent management is rapidly gaining focus in organizations around the world. According to (Dunn, 2006; Chugh and Bhatnagar,2006; Yeung, 2006; Branham, 2005; Lewis and Heckman, 2006; Ruppe, 2006) talent management is important in War for, various trends related to talent management, talent shortage, various concerns for talent strategy and the talent metrics retention across the developed as well as developing countries like UK, USA, Australia, China, Japan, Indian and various other nations across Asia. Talent management was designed initially to make the process of selection and recruitment better and also to empower people with the appropriate skills and knowledge to achieve the current organizational needs. The different categories of talent management are selection, recruitment, performance management, leadership development, career planning, succession planning and reward and recognition system (Heinen& O'Neill, 2004). Shortage of talent and skill among employees make difficult to find and retain such people (Fegley, 2006). In order to be able to attract and retain the best employees who exist anywhere in the globe, an organization needs to have a positive and strong employer brand (Brewster et al., 2005). Recent research has revealed that talent management is one of the key focus areas on the minds of HR managers after 2007 (HR Focus 2006; HR Focus 2007). A major difference between organizations currently working is they need Talent management to use as a source of sustainable competitive advantage.

In recent Studies such as by Dr. Puja Sareen and Dr. Shikha Mishra (2016) and Dr. Auranzeb And Sana (2016) showed TM practices (Talent Attraction, Retention, learning and Development, and Career management, Performance management; and Reward and Recognition) has a positive effect on organizational performance. Anwar and Md. Reaz (2016), notes that the relationship between talent management and retail sector performance in Bangladesh. Another study conducted by Yvonne Mwendwa Rukunga (2018), show us that talent management strategy influence performance in their organization greatly and significantly in Kenya. Moza Abdallah Soud, Ogolla, D. A. Mureithi S (2020), also found that the Relationship Between Talent Management Practices and Organizational Performance in Islamic Banks in Kenya has a positive and statistically significant effect on organizational performance.

Quite big body of literature and published Journals exists in International level whereas in national level the author fail to find Published journals. Even though there is shortage of published journals in national and study area, the author used unpublished materials. Rediet Negussie (2020). Conducted study and found the Influence of Talent Management Practices on Organizational Growth in Ethion Telecom" Addis Ababa University.

Talent Management Practice such as recruitment, Selection, retention, Learning and development, Performance management and Reward and Recognition are applicable in the study area (Silte Zone Public Service and Human Resource Development Department. 2021, Annual, Plan (Unpublished).

Documents show that there are problems in applications of Talent management practices such as in Talent Selection, Retention, Learning and Development, Performance Management, and Reward and Recognition (Silte Zone Public Service and Human Resource Development Department. 2021, Customer Satisfaction Report (Unpublished).

There for, the study will help the sectors to have the opportunity in understanding the effect of Talent Management on organizational performance and to overcome the difficulties of implementing talent management and Increase organizational performance.

1.2 Statement of the Problem

. One of the key roles which HRM is currently playing in firms today is talent management thereby changing the role of HR from just being a functional department to one playing a more strategic role in the organizations (Bhatnagar, 2004). Contemporary research has indicated that the intense war for talent is happening primarily because of labor market shortages (Boudreau and Ramstad, 2005; Sparrow, 2004; Branham, 2005).

Sutton and Pfeiffer (2006) have identified the fact that the old HRM way of looking at performance as a way to evaluate ability leads to lower performance and consequently unhappy staffs that are not able to fulfill the potential and thus thereby reflect lower engagement of talent. Employee engagement is a critical dimension in the process of retention of talent (Glen, 2006). This is an area where the lead in the research process has been taken over by the practitioners (Baumruk et al., 2006; Parsley, 2006) with academicians lacking behind (Joo and Mclean, 2006; Cartwright and Holmes, 2006). It is an extremely important variable where there are barely studies that have been conducted in the Ethiopian context. Fegley (2006) has outlined some trends in the advanced economies which even the HR community in Ethiopia needs to go through.

In recent Studies such as by Dr. Puja Sareen and Dr. Shikha Mishra (2016) and Dr. Auranzeb And Sana (2016) showed TM practices (Talent Attraction, Retention, learning and Development, and Career management, Performance management; and Reward and Recognition) has a positive effect on organizational performance. Rediet Negussie (2020) also found that there is a positively significant effect of talent management on organizational performance.

The 10 Years Strategic document of Silte zone (2021). explains that there was problem in managing human resource development properly and strategically. Silte Zone Public Service and Human Resource Development Department (2022), Half Year Good Governance Report (Unpublished) also show us that there was gap in practicing talent management practices and Strategies. Rediet Negussie (2020). Conducted study and found the Influence of Talent Management Practices on Organizational Growth in Ethion

Telecom" Addis Ababa University. The author (Ibid,2020) suggested for future Research related to her study was limited to one sector so recommended to increase two or more organizations or nationwide by increasing the sample size, to make the conclusions and recommendation wider and more applicable. The author (Ibid,2020) also recommended for Future studies overcome lack of theoretical grounds and models in conceptualizing talent management and its relationship with other variables. That is recommended at model specification and theory development

This study was aimed to fill the above stated gaps the following have been observed as the research gap: additionally, there has been a larger degree of research about talent management in the western context but Not much work has been done in Ethiopian context. (Ibid,2020). Most of researches do not include and Study the six independent variables of Talent management considered in this study at once. This study included two major and one sub variables such as Succession Planning, Performance Management, and Reward and Recognitions. This my contribution for the study. Hence, this study was to look into the impact of talent management on organizational performance in the case of selected public sectors in Silte Zone in Ethiopia.

1.3 Research Objectives

1.3.1 General objectives

The general objective of the study was to examine the impact of talent management on organizational performance in some selected public sectors in Silte zone, southern nations, nationalities and people's region, Ethiopia

1.3.2 Specific objectives

The specific objectives of the study were as follows: -

- To identify talent management dimensions/practices
- To examine the relationship between talent management and organizational performance in the study area

- To examine the effect of single talent management practices and organizational performance in the study area
- To examine the study area biographical deference on organizational performance

1.4 Research hypotheses

H01: There is no statistically significant effect of talent attraction on organizational performance in some selected public sectors in Silte zone, southern nations, nationalities and people's region, Ethiopia.

H02: There is no statistically significant effect of talent retention on organizational performance in the study area.

H03: There is no statistically significant effect of leadership, learning and development on organizational performance in the study area

H04: There is no statistically significant effect of career management and succession planning on organizational performance in the study area

H05: There is no statistically significant effect of performance management on organizational performance in the study area

H06: There is no statistically significant effect of Reward and Recognition on organizational performance in the study area

H1: There is statistically significant difference between the biographical of the population under study

1.5 Scope of the study

The research was conducted in some selected Silte zone public sectors, located in Silte zone, southern nations, nationalities and people's region, Ethiopia. Therefore, based on their business relatedness and the topic the Author decided out of 27 public sectors 7 (seven) sectors such as Cooperative Office, Trade and Marketing Department, Enterprise and Job Creation Department, Urban Development and Construction Department, Water, Mining and Energy Department, Finance Department; and Public Service and Human Resource Development. The Author also selected 9 woredas out 14 woreda and Town administrations, including the zonal center, Werabe town administration, Dalocha woreda,

Silti woreda, Sankura woreda, Hulbarag woreda, Lanfuro woreda, Alcho Weriro woreda and Mesraq Azernet Berbere woreda purposely.

This study was limited to the Some TM Variables and it is not addressed some other HRM aspects other than Talent management components Such as talent attraction, talent retention, leadership, learning and development, career management and succession planning, performance management, Reward and Recognition all these are independent variables and the organization performance is the dependent variable. In studying TM practices and its impact on organizational performance, the study focused only on the Selected woredas and Public Sectors and individual employees. In this regard, the sample frame excluded new Some woredas and Public Sectors who join Due to sampling Techniques. Therefore, the conclusion and the sample taken from the total population only related to the scope of study.

1.6 Significance of the Study

The study findings can help Silte zone public sectors in evaluating the importance of talent management on organizational performance in terms of talent attraction, talent retention, leadership, learning and development, career management and succession planning, performance management, Reward and Recognition; and Labor attrition. The sectors will be becoming more aware of importance of talent management in this era and this study adds emphasis on the link between talent management and the organizational performance. They will also learn from this study and understand the various talent management strategies mentioned above which will help them improve on their organizational performance. The study findings inform the sectors top management on which components of talent management have a better link to the organizational performance and hence save on costs of conducting research on their organization because they can rely on this study findings.

This study will not only benefit Silte Public Sectors, SNNPR, in Ethiopia only, but it will be of significance for other African developing countries and especially members of the East African community that are culturally, economically and politically similar to Ethiopia. Finally, the study will be of great benefit to academicians and researchers who would like to pursue the subject further given the exceptional dearth of local data in this particular field.

1.7 Limitations of the Study

The purpose of this study was to get accurate and reliable information on the Impact of TM on organizational performance. Although the issue of TM is broad and encompasses other HRM issues such as talent audit, talent planning (workforce planning), staffing, management commitment and talent communication, this Study limits itself only on basic component of TM (talent attraction, talent retention, leadership, learning and development, career management and succession planning, performance management, Reward and Recognition). The study also limited itself and relied merely on the quantitative data.

Therefore, since the research encompasses only six components of TM, it may not give completed and full picture of TM practices but it gives clear picture about the current status of TM management and its impact on organizational performance within its specified scope. Furthermore, there were not published organizational performance data that the author was based merely with those primary data, major limitation remains in finding secondary data and by not employing qualitative data, such as obtaining data from employees and managers through interview or Focus Group Discussion. In addition to this, as the study area is large and far with each other, the limitations to time and budget constrain, the study does not include different Cooperative Unions owners' opinion. These factors were considered as limitation of this study.

1.8 Organization of the Study

The study consists of the following five chapters:

Chapter one consists of the background, statement of the problem, research objectives, research hypothesis, significance of the study, scope of the study, limitations of the study and the organization of the research.

Chapter two consists of the Review of Literature. The chapter reviews existing literature on talent management, the practice, methods, importance of talent management and how it improves organizational performance.

Chapter three gives the methodology that used to accomplish the study.

Chapter four describes and discuss research findings and analysis of data

conclusion, recommendations and future research direction organized in chapter five.

Chapter Two

Review of Literature

2.1 Definition of Talent Management

In an attempt to give the correct definition of talent management, several scholars have defined this phenomenon differently making it to be more complex in understanding. Recent study by Tansley (2011) defined talent as "an innate giftedness, which is regarded as a gift". According to the authors thinking, it is assumed that language learning makes humans to believe that talent is static; however, talent can actually be developed, through talent management. Researchers contended the theoretical issues to clearly define the construct of TM (Collings & Mellahi, 2009; Lewis & Heckman, 2006); some argued that there is no single concise definition of TM (Ashton & Morton, 2005).

According to Silzer and Dowell (2010) it is a set of processes, programs and norms, designed and applied to attract, organize, develop, and retain talent, to meet imminent business needs and attain the strategic objectives. "A more qualitative definition of talent in an organizational context is that it is the current capability or future potential of an employee to deliver exceptional performance in relation to what the organization wants to achieve" (Swailes, 2013, p. 33). In other words, "TM can be characterized as the systematic identification, selection and development of talent in a structured and enriched program of activities and instruments in which multiple actors are involved and assert influence" (Thunnissen & Van Arensbergen, 2015, p. 197).

To simplify the connotation, TM is the management of talented employees that are recognized as "talent" by their organizations (Sonnenberg et al., 2014). Latest definition of TM, focuses on the systematic identification, attraction, placement, development, engagement, and retention of those individuals who are of particular value to their organization, considered as "high potential" (CIPD, 2016).

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).

According to the Hewitt Best Employers Survey (2004), the biggest challenge that is faced by the CEOs with respect to people management is to build very strong employer brand equity and one of the most important ways to so is to retain employees. This would however be possible only if the organizations are able to provide them with a passionate work culture and environment where they can show the best of their abilities and thereby creating a sustainable competitive advantage which is difficult to replicate. Managers form an important party in this situation (Lockwood, 2006; Baumruk et al., 2006). Also, a good employer always recruits talent and engages with them through the use of practices which address both the tangibles as well as the intangibles in any organization focusing on short term as well as long term are tailor made with respect to the needs of that organization (Branham, 2005).

A survey conducted among the HR professionals in the Western countries has found that the most important issues in the time to come would be employee satisfaction and employee retention (HR Focus, 2006). A presence of effective talent management practices reflects commitment of the organization towards developing human capital which results in employees being more engaged with the organization and consequently lower employee turnover. As a consequence, we can observe that in organizations with more employee engagement policies, there are higher levels of employee satisfaction which can further lead to the growth and development of the organization or bring down the organization (Lockwood, 2006). Martel (2003) has opined that in order to get high performance and intangible work that needs speed, innovation and flexibility, there is a need for employers to engage their employees. Engagement of employees through provision of participation, trust and freedom will have them achieve the levels of self-actualization and self-realization.

The data on performance across the biggest of companies in the United States show that the targets are met in functional areas where employee engagement is high while it is likely not to be achieved where the engagement falls short. To measure employee engagement, number of studies has been conducted (Coleman, 2005). SHRM conference (2006) has highlighted the results of a global engagement study which shows that there is a huge difference in the bottom line of those companies where the employees are highly engaged as compared to those organizations where the employee engagement is low. Employee engagement as a process starts with on-boarding program and is a component of the talent pipeline.

A study conducted by White (2011) in India found that around 37% of employees were engaged. These numbers varied across job functions, gender, size and structure of the organizations. Older employees along with the employees who were married were found to be more engaged as compared to the younger ones. An association between the industry in which people work and their engagement was also observed. People in chemical and healthcare industry were found to be more engaged as compared to banking. According to the study, three factors which lead to the highest levels of employee engagement included: Training and career development activities, more opportunities for doing the kind of work which one does best to his abilities and more challenging work environment. It has been further observed that when employees are satisfied, it becomes beneficial for the management of the organization to improve employee engagement through the introduction of a new program. Organizational commitment has also been found to have an impact on the employee engagement.

With the increase in the commitment, the employee engagement also correspondingly increases (Schaufeli & Salanova, 2007). This leads to overall job satisfaction, better performance and lower attrition levels for the organization. According to Konrad (2006), engaged employees are the employees who are a part of the creation of workplace processes and change. He also found that employee engagement led to lower employee turnover (Konrad, 2006). There are number of other factors like proper employee

selection and training, sharing of information, power sharing and appropriate reward systems (Vance & Mathieu, 1999).

2.1.1 Talent Attraction

Talent attraction is combination of recruitment, selection, employee and employer branding and choice (Armstrong, 2011). This imposes that organization use different tools and techniques for the recruitment and selection of employees for effective participation in organizational goals (Armstrong, 2011). Managers should realize that recruiting and developing talented staff is of importance to the success of their business objectives (Lyria, R. K. (2015).

2.1.2 Talent Retention

Talent retention deals with the sustaining employees in the organization and reducing the turn over the employees (Echols, 2007). Organization around the world is using different strategies to retain the employees by using simulation techniques, and performance assessment like in developed economies Hughes & Rog (2008).

2.1.3 Learning and Development

Davis et al., (2007) noted that the recruitment and development of talented staff was of paramount importance to the success of the business objectives. People in Aid (2013) further emphasized the need for learning and development by saying that organizations which operated in fast-changing environment needed to adapt in order to stay at the forefront. The usefulness of learning and development was acknowledged in these circumstances because staying at the forefront meant organizations acquiring new techniques and skills.

2.1.4 Career Management

Career management is the process in which employees engage themselves in identifying career goals, developing skills and strengths and identifying weaknesses to achieve career goals (Greenhaus et al.,2000). The shortage of employees can be due to the poor career planning and lower employee commitment towards career goals (Gupta, 2008).

2.1.5 Performance Management (PM)

In order to increase the competitive advantage of an organization, many organizations are looking into managing the performance of their employees (Nyanjom, 2013). Based on Mahapatro (2010), it showed the increasing significant of talent management in an organization which means that many organizations are reviewing their organization performance management to align with the need to nurture and retain talent.

Byham (2001) stated that performance management is used to identify the potential of an employee, develop the employee individual development plan and to associate the employee performance with the succession planning or talent pool. Mathias and Jackson (2006) added that performance management consists of processes such as identifying, measuring and communicating then to train and develop the employee and reward the employee for their good performance. This allows the organization to be able to train and develop their existing talent so they are able to perform better in their tasks. Performance management contributes in increasing employee engagement and to motivate employee by giving positive feedback and recognition (Armstrong, 2006).

Performance management is also defined as a method in creating shared vision of the organization by assisting employee in understanding and role in contributing the performance of both the employee and organization (Fletcher, 2001). When the leadership and employee having and sharing the same vision lead to better understanding between the leadership and employee and eventually contribute to the organization performance.

Hong, Hao, Kumar, Ramendran and Kadiresan (2012) research on effectiveness of human resource management practices on employee retention studies on how employee is being regards for its importance of their empowerment, job design through training and expectancy and equity of compensation toward effective performance management on employee retention. The studies found out that performance management is significant to employee retention. In addition, Thiriku (2013) research on factor affecting employee retention also discovered that if the organization is weak in performance management practices it will result in low employee retention. This showed that the more effective the organization performance management it will result higher employee retention.

2.1.6 Reward Management

A RM system consists of policies, practices, processes, and procedures (Armstrong, 2001). Employees may seek value in different ways. Both intrinsic and extrinsic forms of reward are important for the motivation of an individual engaged at work (Cox, 2005; Greenberg & Colquitt, 2005). Several studies related to motivation have been found in literature focused on the nature of rewards impacting individual performance in an organization.

The earliest research is from Vroom (1964) who propounded his "expectancy theory" which introduced a qualitative and quantitative dimension to rewards. Herzberg (1968) in his two-factor theory proposed that motivators work in a dual continuum from satisfaction to no satisfaction and highlighted those intrinsic factors such as career advancement, recognition, responsibility, and a sense of achievement from doing meaningful work are greater motivators than financial rewards like pay and incentives. There is an ongoing debate about the impact of intrinsic and extrinsic factors acting as a motivator for individual performance. Various researchers have examined both intrinsic and extrinsic factors in the context of the cognitive development theory and the self-determination theory. Ryan and Deci (1985, 1987) treated both intrinsic and extrinsic motivators as distinct from each other.

They also suggest that the same factors that may create intrinsic motivation because of feelings of self-determination can also promote extrinsic motivation and they act reciprocally. Harackeiwicz and Sansone (1991) proposed a model of intrinsic motivation wherein rewards that are contingent on performance cause individuals to care more about doing the task well, compared with a performance objective with feedback without a reward. Performance contingent rewards produce greater intrinsic motivation.

Rewarding quality of performance enhances perceived competence which in turn stimulates greater intrinsic interest. Employees with strong performance-reward expectations display an increased perception of the value of performance. External contingencies such as rewards, feedback about performance, and strict deadlines can reduce motivation of the individual as they are perceived as controlling and intrusion into the autonomy. Lepper and Henderlong (2000) suggested that intrinsic and extrinsic motivation

both operate simultaneously and are not reciprocal. Sansone and Smith (2000) opined that extrinsic motivation is a trigger for intrinsic motivation and will result in motivating the individual to devise interest enhancing strategies to improve performance.

2.1.7 Organization Performance

There are different measures of measuring performance like financial, operational, customer satisfaction, and employee satisfaction and retention (Tonga, 2007). The measures of performance are Return on investments (Yeung., et al 2006), quality performance (Fuentus & Montes, 2006), employee morale (Rahman, 2006) respectively.

2.2 Theoretical Framework

The framework here under illustrates the perceived link between the independent variable (talent management) and the dependent variable the organizational performance the independent variable talent management had talent attraction, talent retention, learning and development and career management as components that make it up (Lyria, 2015, Armstrong, 2011)

The study was guided by Resource Base View Theory. The Resource Based View Theory as a strategy to attain competitive advantage and performance emerged in 1980s and 1990s, after the major works published by Wernerfelt, Prahalad, Hamel, and Barney. This theory asserts that the resources possessed by a firm are the major determinants of its performance. Resource Based View in Human resource management places more emphasis on human aspect of the job and deemed talented personnel as a viable advantage of organization (Barney, 1991). Resource Based View argues that firms should look inside the organization to find the sources of competitive advantage instead of focusing at competitive environment.

The Resource Based View provides an avenue for organizations to plan and executes their organizational strategy by examining the position of their internal resources. Human capital is one of the most important internal resources in organizations. It is of paramount importance to invest in human capital which is a value created resource for the

organizations as in the long run it provides high performance. Talent management which is an intangible resource is considered more important and critical in attaining good performance. The Resource Based Theory is premised on the assumption that firms are fundamentally heterogeneous regarding their resources and internal competencies. It tackles the challenges of how firms can exploit their internal resources and capabilities to obtain sustained competitive advantages and performance (Barney, 1991; Hamel and Prahalad, 1994).

The Resources based view of the firm proposes that an organization's human capital management practices can give significantly to sustaining competitive advantage and performance by attracting and creating specific skills, knowledge, that are difficult to duplicate within a firm (Afiouni 2007). In other words, by creating resource diversity through improving skills, and knowledge, that could create and maintain sustainable competitive advantage and performance. Organization must not only be able to create knowledge within their organization but they must also expose themselves to getting new ideas by recruiting employees from both internal and external sources and developing by providing regular training to gain more skills, to increase competence, leading to high performance. This will also prevent rigidity, and encourage innovative habits and helps to retain workforce for long (Garavan, 2001). The RBV expounds value creation superiority, competitive advantages and possession of valuable resources which are (talents). The RBV argues that valuable resources have to be secured to ensure competitive advantage and growth of the organization. Organization performance improves if resources are cared for, nurtured and protected.

When an organization identifies talents, which can provide it with competitive advantage, it will acquire certain to fulfill its objectives and satisfy customers which in turn will improve performance. The enhanced performance will be sustained since the organization will also secure the talents by ensuring that they are not taken away (Armstrong etal.2010). This theory is fundamental to this study since it will enable organizations to identify the valuable resources which are talents, nurture and protect them from competitors to ensure competitive advantage and therefore increase organizational performance.

2.3 Empirical Review

2.3.1 TM and Organizational Performance

The results of study accomplished by Dr. Puja Sareen and Dr. Shikha Mishra (2016) and Dr. Auranzeb And Sana (2016) showed a statistically significant positive effect of TM practices (Talent Attraction, Retention, learning and Development, and Career management, Performance management; and Reward and Recognition) on organizational performance. Anwar and Md. Reaz (2016), who has done study to find the relationship between talent management and retail sector performance in Bangladesh, mentioned in his study that retail sector needs to pay attention on employee attraction, selection, engagement and retention for improvement of performance. Another study conducted by Yvonne Mwendwa Rukunga (2018), the topic, "The role of talent management strategies on organizational performance: A case of telecommunication firms in Kenya" also revealed that talent management strategy influence performance in their organization greatly and significantly. The study concluded that when one satisfies with their job, one also has a good work performance and, an outstanding performance is also caused by a well-practiced of Total Quality Management. Moza Abdallah Soud, Ogolla, D. A. Mureithi S (2020), studied the Relationship Between Talent Management Practices and Organizational Performance in Islamic Banks in Kenya and found Talent Management has a positive and statistically significant effect on organizational performance.

2.3.2 A conceptual framework

A conceptual framework explores the relationship between the independent and the dependent variables. An independent variable is the presumed cause of changes in the dependent variable (Kothari,2004). The conceptual framework hereunder illustrates the perceived link between the independent variable (talent management) and the dependent variable the organizational performance. The variables considered to affect the organization performance in this study were profit, productivity, competitiveness, sale increase, employee morale and the return on investment (Tonga, 2007, Yeung, Cheng et al 2006 Rahman et al 2005). The independent variable talent management had talent attraction,

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

It is evident that talent management practices applied in the study area (Silte zone Public Service Department Annual Plan,2020 and First Quarter Report, 2021)

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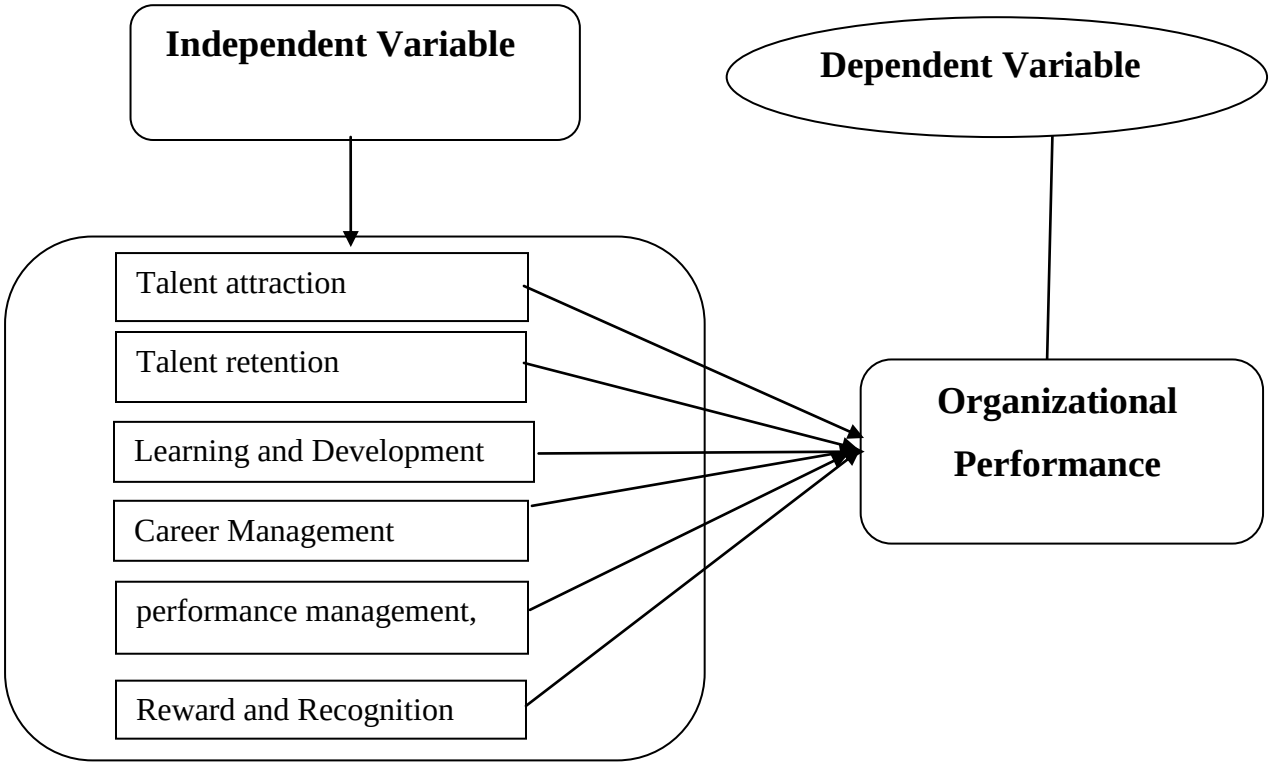


Figure 1: Source: previous Study (AURANZEB and SANA,2018**)**

Chapter Three

Research Methodology

3.1 Introduction

The purpose of this study was to investigate the impact of talent management on organizational performance on some selected public sectors in Silte zone, SNNPR, Ethiopia. This chapter set out the methodology that used to achieve the objectives of the study. The methodology included the target population, Sampling techniques and data collection and data analysis techniques.

3.2 Description of the Study Area

The study undertaken in some selected public sectors in Silte Zone, SNNPR, Ethiopia. The sectors are 7 (seven) public sectors such as Cooperative Office, Trade and Marketing Department, Enterprise and Job Creation Department, Urban Development and Construction Department, Water, Mining and Energy Department, Finance Department; and Public Service and Human Resource Development. Woreda Structures 9 woredas out 14 woreda and Town administrations, including the zonal center, Werabe town administration, Dalocha woreda, Silti woreda, Sankura woreda, Hulbarag woreda, Lanfuro woreda, Alcho Weriro woreda and Mesraq Azernet Berbere woreda. The study area centered in Silte zone capital town Werabe which is located 172 km southwest of Addis Ababa and 155 km away from Hawassa, capital city of SNNPRS. Silte is a Zone in the Ethiopian Southern Nations, Nationalities and Peoples' Region (SNNPR). This zone is named for the Silte people, whose homeland lies in this zone. Like other nationalities in Ethiopia Silte people have their own language Siltigna. Silteis bordered on the south by Alaba Special woreda (Now Zone), on the southwest by Hadya, on the north by Gurage, and on the east by the Oromia Region. Following a referendum held between 18 and 26 April 2001, the Silte unanimously voted to form their own Zone, Silt'e. (Sarah, 2003). Later more woredas from Gurage and Hadya zones and Alaba special woreda (Now Zone) were added.

Based on the 2007 Census conducted by the Central Statistical Agency of Ethiopia (CSA), this Zone has a total population of 750,398, of whom 364,108 are men and 386,290

women; 47,097 or 6.28% are urban inhabitants. The largest ethnic group reported in Silte was the Silte people (97.35%); all other ethnic groups made up 2.65% of the population. Silte is spoken as a first language by 96.95% of the population, and 1.48% spoke Amharic; the remaining 1.57% spoke all other primary languages reported. The majority of the inhabitants were reported as Muslim, with 97.6% of the population reporting that belief, while 2.03% practiced Ethiopian Orthodox Christianity [Census, 2007). Current woredas of Silte Zone are: Alicho Werero, Dalocha, Lanfro, Silti, misrak siliti Mirab Azernet Berbere Misraq Azernet Berbere Sankurra Hulbareg Mito

3.3 Research Design

The Study used both descriptive and Explanatory research design. The main intend of this research is to examine the impact of talent management on organizational performance in service sector of Silte Zone.

3.4 Research approach

The quantitative approach used to quantify the hypothesized relationship between dependent and the independent variables (Nicholas, 2011).

3.5 Target population of the study

The sample frame consists of Silte zone public Sectors. As per Silte zone Finance and Economy Department (2020), there are 27 Zonal Sectors and 16 woreda structures in Silte Zone out of which seven are sectors and 9 woredas selected

3.6 Sample and Sampling Technique

The Author used 357 respondents taken as a sample from a total population of 3250 comprising 7 public sectors and 9 their woreda structure. Institutions were selected because there were gaps in both zones reporting and feedback. It is also due to the fact that these sectors require a lot of manpower, knowledge and skills, and play a significant role in the development of the country. Only seven sectors were selected because of the limited time and resource available. The questionnaire mainly used 5-point Likert scale items and distributed to the employees of public sector organization on the basis of simple random sampling. 357 sample respondents were selected through proportionate sampling technique, purposive and simple random sampling techniques. Proportional sampling technique used to make equal distribution based of the sectors population ratio. After that random sampling

method applied to equally distribute the questionnaires with respondents. Accordingly, data were collected through self-administered questionnaire from sample respondents. Out of 357 respondents, returned questionnaires were 321 and out of which 34 responses were incomplete and 14 univariate and multivariate outliers were removed from the data. Therefore, workable data valid for analysis was 273 respondents. Thus, valid for analysis response rate is 76.47 which is good. Those data, then, analyzed through descriptive and inferential statistics

3.6.1 Sampling size determination

This proportional allocation is most efficient and an optimal design when the purpose of sampling is to estimate the population value Kothari, (2004).

Sample Size Calculation Formulas

Sample size determination Yamane, T. (1973)

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

Where;

n = sample size

N= total population of the area under study

E = error limit or margin of error which is usually acceptable at 5%

1= 1 constant

$$\frac{3250}{1 + 3250(0.05)^2}$$

$$\frac{}{357}$$

Based on the formula the sample size is equals 357. Therefore, Proportional sample determination formula from each stratum: Sample size from strata 1 = 268 (strata 1/ (total

no. of strata)) 3250 (268(3250) Equals 29 and the remaining strata is done like this. Therefore, the sample size for each stratum is summarized below.

$N1$ Sample size of Cooperative Sector,

268/3250 *357 = 29

$N2$ Sample size of Trade and marketing Sector

230/3250 *357 = 25

$N3$ Sample size of job creation and Enterprise sector,

592/3250 *357 = 65

$N4$ Sample size of Urban Development and Construction Sector,

746/3250 *357 = 82

$N5$ Sample size of Water, Minerals and Energy Sector

382/3250 *357 = 42

$N6$ Sample size of Finance Sector

616/3250 *357 = 68

$N7$ Sample size of Public Service and Human Resource Development Sector

416/3250 *357 = 46

NB, See appendix for Sectors Human Resource Information.

3.6.2 Sampling techniques and procedures

The sample used in this Study is a simple random sample then simple random sampling proportionally. The researcher used simple random sampling in order to achieve the equal representation from the service sector listed sectors. In order to get equal representation from each sector, the Author computed percentage presentation by considering the size of each sector as a percentage of total population. The Author then multiplied the percentages of each sector to get representative proportionate sample from each sector. Questionnaires were used to collect the data and administered using a drop and pick later method. A pilot study was undertaken on 10 percent of the sample to test for the reliability and the validity of the questionnaires.

3.7 Methods of Data collection

3.7.1 Types of Data

The research employed quantitative data. The data required for the purpose of this study obtained by primary source through a structured close ended questionnaire. The questionnaire designed in accordance with the objective of the study and distributed to the pre-determined target group.

3.7.2 Sources of Data

Both primary and secondary data used in the research. Primary data obtained from the respondents and the secondary data collected from books, scientific journals, relevant literature, research publications and policy documents. Electronic data sources from the websites used to supplement the primary and secondary sources.

3.8 Method of data analysis

Data analysis guided by the research objectives presented. Descriptive statistical analysis carried out in accordance with the study objectives by use of (SPSS) 23. The questionnaires were standard and their validity was confirmed in previous studies. However, some experts checked the validity and after necessary reforms, the validity of questionnaires was approved. Questionnaire reliability was assessed by calculating Cronbach's alpha coefficient Goodness of measure done through testing of reliability. Cronbach Alpha used to measure reliability. The study follows parametric data analysis method, which is statistically powerful testing method, Since Pearson Correlation, simple and Multiple linear regressions analysis assumptions fulfilled.

3.8.1 Model Specification

The multiple linear regression model for the study was:

$$\mathbf{y = \delta 0 + \delta 1 x1 + \delta 2 x2 + \delta 3 x3 + \delta 4 x4 + \delta 5 x5 + \delta 6 x6} + e$$

Where x1 = is Talent Attraction (TA)
x2 = is Talent Retention (TR)
x3 = is Leadership Learning and Development (LLD)
x4 = is Career management and Succession planning (CMSP)
x5 = is Performance Management (PM)
x6 = is Reward and Recognition (TR)
y = is Organizational Performance (OP) $\delta 0$ is constant and the value of dependent variable when all the independent variables are 0. δi are the regression coefficients (i = 1, 2, 3, 4, 5,6). e is the error term.

3.8 Data Quality Control

The Author administered the questionnaire individually to all respondents of the study. The study exercised care and control to ensure all questionnaires issued to the respondents received and to achieve this, the study maintained a register of questionnaires, which were sent, and which were received. Pilot test was necessary for testing the reliability of instruments and the validity of the study (Mugenda et .al 2008). A pilot study undertaken on 10 percent of the sample on zone center employees to test for the reliability and the validity of the questionnaires. The rule of the thumb is that 10% of the sample should constitute the pilot test (Cooper & Schilder, 2011). The proposed pilot test is within the recommendation. Pilot testing will be conducted to help identify and change confusing, awkward, or offensive questions and techniques thereby enhancing the validity and reliability of the research instruments (Babbie, 1998). Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Mugenda &Mugenda, 2003). Cronbach alpha used applicable to test the reliability of the measures in the questionnaires

3.9 Ethical considerations of the study

In the context of research, ethics refers to the appropriateness of the researcher's behavior in relation to the rights of those who become the subject of the study or are affected by it (Saunders, Lewis, & Thornhill, 2009). The ethical issues include privacy of possible and actual respondents, voluntary nature of participation and the right to withdraw partially of completely form the process, consent and possible deception by respondents, maintenance of confidentiality of data provided by respondents and their anonymity. It is therefore ethical to maintain confidentiality of the respondents and consent is sought from them to allow the Author carry out the study. There is no plagiarism of information and the study seeks to acknowledge the source of every data that used for the purpose of the study. Target Sectors being assured that the study is for academic purpose only and confidentiality maintained.

Chapter Four

Data analysis Discussion and Interpretation

This chapter contains data presentation, analysis and discussion on findings under each presentation, aimed at achieving the research objective. In this regard, the chapter discusses the data cleaning process; the reliability analysis scores of the instrument employed in this study; the result of tests of assumptions; descriptive analysis on both dependent and independent variables; inferential analysis which is performed for investigating relationship of variables and influence of independent variable (TM) over dependent variable (OP); one way ANOVA test to compare mean differences between more than two groups (woredas and Sectors); and summary of proposed hypothesis.

4.1 Data Cleaning

Based on the methodologies specified in previous chapter, 357 questionnaires were distributed and all 321 were returned for analysis. Meanwhile, when the data was checked for its completeness and practical response pattern, out of 321 returned questionaries 34 responses were incomplete and 14 univariate and multivariate outliers were removed from the data (Tabachnick, & Fidell, 2013). Therefore, workable data valid for analysis was 273 respondents. Thus, valid for analysis response rate is 76.47 which is good. Accordingly, those 273 workable responses obtained from respondents were used for data analysis with Statistical Package for Social Science (SPSS) Version 23.0.0.0, which is licensed statistical software, for both descriptive and inferential analysis. Those data, then, analyzed through descriptive and inferential statistics, and also through independent samples T test and one-way ANOVA.

4.2 Reliability Analysis

As Kothari (2004) noted, sound measurement is essential to conduct a good research and test of reliability is important test of sound measurement. Thus, to maintain reliability of the instrument and to make sure that the data collection tool provides consistent results, reliability analysis was applied on both instruments employed in this study after full scale data collection; and the Cronbach's coefficient Alpha score is presented as follows.

4.2.1 Reliability analysis for talent management practice survey instrument

Table 4.1: Reliability statistics for TM

Cronbach's Alpha	N of Items
.919	50

Source: Own survey, computed in SPSS, 2022

As shown in table 1, the 50 item TM tool, which is employed in this Study was tested for its reliability in measuring TM, and found reliable with Cronbach's coefficient Alpha score of .919. Similarly, this instrument was scored good Cronbach's coefficient Alpha such as; above 0.7 in Auranzeb and Sana Arz Bhutto (2016) study and also above 0.7 in Riham Al Aina and Tarik Ata (2020) study previously. In this Study, the TM assessment tool also scored consistent result to measure TM practice at STZPS.

4.2.2 Reliability analysis for components of talent management

Previous studies on TM practice which employed TM assessment tool have tested the tool for its subscales reliability and scored medium to high Cronbach's coefficient Alpha. Consequently, to make sure the selected six subscales (Talent attraction, Talent Retention, leadership, learning development, Career management and Succession planning, Performance management; and Reward and development) are reliable measures and to maintain internal consistency of the scale, reliability analysis also conducted for TM components after full scale data collection was completed; and the result presented in the following table as follows.

Table 4.2: Reliability Statistics for TM components

Subscales	Cronbach's Alpha	N of Items
Talent attraction (TA)	.741	7
Talent Retention (TR)	.715	7
leadership, learning development (LLD)	.798	7
Career management and Succession planning (CMSP)	.701	8
Performance Management (PM)	.732	8
Reward and development	.794	7

Source: Own survey, computed in SPSS, 2022

As illustrated in the above table (table 2), the individual TM Variables as subscales of TM, also tested for their reliability in measuring TM independent variables construct. Accordingly, they are found reliable with Cronbach's coefficient Alpha score of .741 for TA, .715 for TR, .798 for LLD, .701 for CMSP, .732 for PM, and .794. for RR. As Zikmund, et al. (2009) noted, scales with a coefficient Alpha between.70 and .80 are considered to have 'good' reliability and scales with a coefficient Alpha between 0.80 and 0.95 are considered to have 'very good' reliability. Therefore, based on the above test results, we can conclude that, both TM and subscales of TM scored an acceptable Cronbach's coefficient Alpha and the instrument is found reliable for measuring the independent variable.

4.2.3 Reliability analysis for Organizational Performance scale

Table 4.3: Reliability Statistics for OP scale

Cronbach's Alpha	**N of Items**
.747	8

Source: Own survey, computed in SPSS, 2017

As indicated in the above table (table 3), Roodt's (2004) eight item OP scale was tested for its reliability in measuring organizational performance and accordingly, the scale is found reliable with Cronbach's coefficient Alpha score of .747 Therefore, based on the suggestion of Zikmund, et al. (2009), the instrument is found reliable for measuring the dependent variable.

4.3 Test of Normality of the Data

As Field (2009) and Garson, (2012) noted, many statistical procedures assumed that the sampling distribution is normally distributed and so, if the sample data are approximately normal then the sampling distribution will be also. In this regard, it is useful to test for normality of the sample data. Therefore, it was checked for the data to see if they are normally distributed through quantify aspects of a distribution (i.e., skewness and kurtosis) and presented as follows.

Table 4.4a: Test of normality of the data (without transformation)

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Talent Attraction	273	3.9011	.53242	-.492	.147	-.174	.294
Talent Retention	273	3.8582	.54149	-.228	.147	-.412	.294
Leadership, Learning and Development	273	3.7111	.64273	-.565	.147	-.270	.294
Career Management and Secession Planning	273	3.8196	.47122	.016	.147	-.338	.294
Performance Management	273	3.8082	.53033	-.381	.147	-.396	.294
Reward and Recognition	273	3.4699	.69145	-.286	.147	-.624	.294
Organizational Performance	273	3.9643	.46855	-.312	.147	-.489	.294
Valid N (listwise)	273						

Source: Own survey, computed in SPSS, 2022

According to Garson (2012), as a rule of thumb, for normality skew should be within the +2 to -2 range, when the data are normally distributed. Some statisticians also prescribe +1 to -1 as a more stringent criterion when normality is critical. In this regard, as shown in the above table (table 4), the skew value is perfectly fit within the limit and ranges between .565 and .016; which is very close to zero. Some statistician says when the sample size is in between 50 and 300, the method to be used is the more liberal Z range i.e., -3.29 and + 3.29. In this regard the data is in between the Z range. Considering the notion of Field (2009), 'the further the value is from zero, the more likely it is that the data are not normally distributed and vice versa', the data, therefore, in this study, is said to be normally distributed. Cramer, D. (1998), Cramer, D., & Howitt, D. (2004), Doane, D. P., & Seward, L.E. (2011), Razali, N. M., & Wah, Y. B. (2011), Shapiro, S. S., & Wilk, M. B. (1965)

Furthermore, as Garson (2012) suggests, kurtosis should be within the +2 to -2 range when the data are normally distributed, while some statisticians prescribe +1 to -1 as a more

stringent criterion when normality is critical. Taking both options in to consideration, when we look at table 4, the kurtosis value is perfectly fit within the limit and ranges between -.624 and -.174. Therefore, we can induce that, abnormality of the data distribution cannot be a problem for this study.

Table 4.4b: Test of normality of the data (with Statistical data transformation)

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Invers of Talent Attraction	273	3.90565	.523475	.028	.147	-.243	.294
Invers of Talent Retention	273	3.86352	.534380	.043	.147	-.192	.294
Invers of Leadership, Learning and Development	273	3.71708	.636534	.045	.147	-.127	.294
Invers of Career Management and Secession Planning	273	3.82420	.463941	.043	.147	-.235	.294
Inverse of Performance Management	273	3.81252	.522512	.014	.147	-.232	.294
Inverse of Reward and Recognition	273	3.47519	.679485	.002	.147	-.293	.294
Inverse of Organizational Performance	273	3.97009	.458614	.099	.147	-.271	.294
Valid N (listwise)	273						

Source: Own survey, computed in SPSS, 2022

As shown Table 4.4b transformation of inverse fractional rank after fractional rank, standard deviation and mean computed and put in inverse function (e.g., for InversRM_LLD computed as IDF.NORMAL(RFR002,3.7111,.64273 where fractional rank, deviation and mean of LLD entered in the function) in SPSS. the skewness value is perfectly fit within the limit and ranges between .0.02 and .099; which is very close to zero. the kurtosis value is also nearly fit within the limit and ranges between - 0.293 and -.127; which is also very close to zero. In this regard also, the data is said to be normally distributed.

4.4 Descriptive Analysis

4.4.1 Current level of talent management practice in SZPS

To assess and portraying the existing level of TM practice in SZPS, Six components of TM were used and respondents were asked to rate their level of agreement for five statements for each component of TM (TA, TR, LLD, CMSP, PM, and RR). To this end, the descriptive analysis for the independent variable (TM variables) is discussed in the following section

4.4.1.1 Talent Attraction (TA)

Table 4.8: Descriptive Statistics for TA

Items	N	Mean	Std. Deviation
My Sector is actively involved in Sharing valuable contents, communication and implementation of employer branding i.e. its culture, values, mission, goals, benefits, training, etc.	273	3.75	.903
My Sector's good working conditions, fair Salary and other benefit packages has enabled it to attract the right talents	273	3.90	.900
My organization strives to build a good brand image to attract talented employees	273	3.92	.843
My Sector ensure good organizational climate in order to attract the right talents	273	3.99	.804
In my Sector, we support employee training and career progression	273	4.02	.844
Work-life balance as well as social networking facilities in this Sector is a motivating factor to our employees	273	3.88	.786
At the time of joining in this organization, management informed employees about their duties, responsibilities and the nature of work	273	3.85	.865
Over All Talent Attraction	273	3.9011	.53242

Source: Own Survey, computed in SPSS, 2022

As shown from the above table (table 7), overall, Talent Attraction of SZPS, as a component of TM variables, scored mean and standard deviation of 3.9 and .53 respectively. When we observe the individual items of 'Talent Attraction', the item that says "we support employee training and career progression' with the highest mean score, relatively, with a

mean and standard deviation of 4.02 and 0.844 respectively. The second highest mean score for TA item is ‘ensuring good organizational climate in order to attract the right talents’ with mean and standard deviation of 3.99 and .804 respectively. Furthermore, table 7 revealed that, the item ‘My organization strives to build a good brand image to attract talented employees’ scored mean and standard deviation of 3.92 and 0.843 respectively. Three items are slightly below average score and the lowest item score is ‘Sharing valuable contents, communication and implementation of employer branding i.e. its culture, values, mission, goals, benefits, training, etc.’, with mean score of 3.75 and standard deviation 0.903. Therefore, it may be concluded that, there is a gap in linking sharing valuable contents and communication and implementation of employer branding with the overall Talent Attraction in SZPS, as it is evidenced by the respondents’ perception.

According to Vance & Mathieu (1999) sharing, communicating and implementation valuable information where by building employee branding is vital activity of any Institution.

Thus, as a primary function of TM, Talent Attraction linkage between talent objective and human capital, communication of strategy to the entire workforce and crafting mission and values in accordance with valuing TM is essential, if there is a need to manage talent effectively. In this regard, the data obtained from the respondents’ shows that, the strategy component of TM is not at its intended level, as it is a starting point or a primary function for TM, rather, it is said to be at an average level. Accordingly, the result signaled that, the remaining components also affected and may follow the same pattern, since, as Slizer and Dowell (2010) coined, the strategy component surely demonstrate top managers’ perspective (orientation) towards the TM practice of the organizations.

4.1.2 Talent Retention (TR)

Table 4.9: Descriptive Statistics for TR

Items	N	Mean	Std. Deviation
My sector uses effective leadership style and is careful on how to handle employee issues	273	3.92	.829
My Sector has competitive compensation system in comparison to other sectors in the same industry which is a motivating factor to our employees	273	3.89	.850
We have internal recruitment policy that helps to raise the loyalty and morale of our employees	273	3.96	.856
My Sector management takes more effort to ensures Employee are satisfied and motivated all the time in order to retain employees	273	4.07	.754
Employees feel emotionally attached to and proud on this organization	273	3.82	.893
Employees feel that there is job security in the organization	273	3.76	.981
Opportunity for self-development is positively associated with retention	273	3.59	1.043
Overall Score of TR	273	3.8582	.54149

Source: Own Survey, computed in SPSS, 2022

From the above table (table 9), it is observed that TR scored mean and standard deviation of 3.86 and .51 respectively. The above table (table 9) also shows that, among the TR items, the highest score is mean and standard deviation of 4.07 and 0.75 respectively for the item "management takes more effort to ensures Employee are satisfied and motivated all the time in order to retain employees" and fall above the average mean score. The other items scores are slightly around above and below the average score. "My sector uses effective leadership style and is careful on how to handle employee issues" (mean= 3.92 and SD=.83) and "We have internal recruitment policy that helps to raise the loyalty and morale of our employees" (mean= 3.96 and SD= 0.856). Furthermore, one item score 'Opportunity for self-development is positively associated with retention' is far below the average mean, which is mean= 3.59 and SD= 1.043 respectively.

This result was consistent with result of Al-Masri and AL-Aga (2015) study in that the level of applying talents management in Palestinian universities was high. Whereas, it contrasted with the result of Al-Jarah and Abu Dawla (2015) study which indicated that the level of applying talent management in Jordanian public universities was average.

4.4.1.3 Leadership, Learning and Development (LLD)

Table 4.10: Descriptive Statistics for LLD

Items	N	Mean	Std. Deviation
In my Sector appropriate learning and development strategies have been put in place	273	3.63	.922
The contents of the training programs organized are always relevant to the changing needs of employee jobs.	273	3.56	.991
Sufficient resources and time are allocated for leadership training and development	273	3.76	.977
Employees are flexible about acquiring new knowledge, skills, mastering new ways of doing things and making changes in the organization.	273	3.56	1.049
Employees are encouraged to participate in various seminars and workshops etc.	273	3.78	.951
Employees are assigned challenging jobs to solve problems and develop their skills	273	3.99	.842
In this sector, We emphasis on Teamwork skills Development	273	3.68	.957
Overall score of LLD	273	3.7111	.64273

Source: Own Survey, computed in SPSS, 2022

The above table (table 10) describes the level of LLD, as TM, in SZPS. Based on the statistical data and employee's evaluation, the overall LLD mean score and standard deviation are 3.71 and 0.64 respectively, and it is slightly below the midpoint. When we see the individual items, the two items their scores are slightly above the average level are "Sufficient resources and time are allocated for leadership training and development (mean 3.76 and Standard Deviation 0.977), 'Employees are encouraged to participate in various seminars and workshops' (mean 3.78 and Standard Deviation 0.951). Moreover, the item 'Employees are assigned challenging jobs to solve problems and develop their skills' has the highest score of mean 3.99 and Standard Deviation 0.842 respectively. The above table

(table 10) further shows that, in SZPS, the items 'The contents of the training programs organized are always relevant to the changing needs of employee jobs.' and 'Employees are flexible about acquiring new knowledge, skills, mastering new ways of doing things and making changes in the organization' have the lowest score item compared to other items (mean= 3.56 and SD= 0.991 and mean= 3.56 and SD= 1.049 respectively)

In this regard, the result obtained from this research revealed that, the institute have a lot to do in bringing in training programs based on based on the individual items mean score facilitating for employees to get new knowledge mastering new ways of doing things and making changes in the organization are not widely used in the sectors. Moreover, according to Aid (2013) further emphasized the need for learning and development by saying that organizations which operated in fast-changing environment needed to adapt in order to stay at the forefront.

This result is also in line with the study of Mubashir Majid Baba (2018) studied TM in four Kashmir Universities in India the author finds mean score of 3.97 and Standard deviation 0.71 for LLD. However, Dima Waswas & Mustafa Jwaife (2019) found mean score of 3.305 and standard deviation of 0.6750 for LLD in Al-Hussein Bin. Talal University, Jordan which is below the mean score obtained from this study and Mubashir Majid Baba (2018) finding.

4.4.1.4 Career management and succession planning (CMSP)

Table 4.11: Descriptive Statistics for CMSP

Items	N	Mean	Std. Deviation
My Sector offers career counseling	273	4.06	.572
This Sector believes career planning facilitates add to the expansion and growth of the organization	273	3.73	.871
My Sector plans on employee growth and Progression	273	4.01	.725
Employees have clear career paths within the organization	273	3.93	.815
We have established succession planning in my Sector	273	3.96	.771
Adequate career growth opportunities are available in the organization for those who perform well	273	3.65	.915
Promotional opportunities are provided in the Organization.	273	3.58	1.001
When new management position come up the department normally tries to fill them with people from within the	273	3.63	.915

department rather than recruiting from outside			
Overall Career management and succession planning	273	3.8196	.47122

Source: Own Survey, computed in SPSS, 2022

The above table (table 10) illustrates that the overall CMSE mean score is 3.82 and standard deviation is .471 and it is slightly above the midpoint. When we see individual items of CMSP, the highest scored item, which fall moderately above the midpoint, is "the Sector offers career counseling" and 'My Sector plans on employee growth and Progression' mean and standard deviation of 4.06 and 0.572; and 4.01 and 0.725 respectively. The others items which fall slightly above the midpoint are: - "We have established succession planning in my Sector" (mean= 3.96 and SD= 0.77), and "Employees have clear career paths within the organization" (mean= 3.93 and SD= .815). On the other hand, the item 'When new management position come up the department normally tries to fill them with people from within the department rather than recruiting from outside' scores are slightly below the midpoint with mean and standard deviation of 3.63 and .915 respectively. Furthermore, based on the statistical data obtained from the above table, the item "Promotional opportunities are provided in the Organization." scored the lowest mean score (mean= 3.58 and SD= 1.001).

Looking at the above statistical data, even though Overall Career management and succession planning scores are above the average some items are still scored average that adequate career growth opportunities, promotional opportunities and internal recruitment policy for management positions scored below the average that need attention. A successful employee development results from the balance between individual's career orientation and needs, and the organization's mission and vision (Shelton, 2001).

4.4.1.5 Performance management (PM)

Table 4.12: Descriptive Statistics for PM

Items	N	Mean	Std. Deviation
Employees have autonomy over the way they perform their work	273	3.92	.751
Performance management helps employees to do job better	273	3.88	.854
Performance management is a two-way process, with both manager & employee expressing their views	273	3.94	.895
Assessment of employee performance are consistent, fair& unbiased	273	3.86	.926
Performance being monitored periodically	273	3.84	.892
Performance appraisal in organization aims at improving performance and strengthening employee job skills.	273	3.53	1.015
There is a clear link between employee performance and pay.	273	3.92	.849
Supervisor clearly explains to employees, how their performance is evaluated	273	3.57	.987
Overall Performance management	273	3.8082	.53033

Source: Own Survey, computed in SPSS, 2022

The above table (table 12) illustrates that the overall PM, as one of TM variable, score mean and standard deviation of 3.81 and 0.53 respectively. When we look in to the items, the highest score item is “a two-way process of Performance management process, with both manager & employee expressing their views” with mean and standard deviation score of 3.94 and 0.895 followed by “Employees have autonomy over the way they perform their work” with 3.92 mean and standard deviation of 0.751. “There is a clear link between employee performance and pay” had score about average (mean= 3.92 and SD= 0.849), whereas, “Performance management helps employees to do job better” (mean= 3.88 and SD= 0.854) and “wther or not Supervisor clearly explains to employees, how their performance is evaluated” (mean= 3.57 and SD= 0.987) and ‘Performance appraisal in organization aims at improving performance and strengthening employee job skills.’ scored below average (i.e., mean= 3.53and SD= 1.015).

Based on the result, it is observed that, PM approaches are not fully introduced and implemented in the sectors. As the literature on PM depicted, Performance management contributes in increasing employee engagement and to motivate employee by giving positive feedback and recognition (Armstrong, 2006). Performance appraisal aims at improving performance and strengthening employee job skills but the result shows that these methods are not applicable that the mean score is low. The mean score for Supervisor awareness creation is also lowest compared to other items. The overall PM, as TM practice, in SZPS is slightly better than the mean score obtained by Dima Waswas & Mustafa Jwaifell (2019) which is 3.34 and slightly less than from the research result of Mubashir Majid Baba (2018) mean of 3.96 which were conducted in, Al-Hussein Bin. Talal University, Jordan and University of Kashmir, J&K, India respectively.

4.4.1.6 Reward and Recognition (RR)

Table 4.13: Descriptive Statistics for RR

Items	N	Mean	Std. Deviation
organization has an exciting rewards and Recognition program	273	3.53	1.011
Reward has a positive effect in work atmosphere	273	3.51	.978
Organization effectively distributes compensation and reward based on individual and team contribution	273	3.47	1.011
Employees are ready to increase their work efforts in order to gain the rewards	273	3.77	.919
Creative suggestions and remarkable contributions should be rewarded & appreciated through awards, recognition, increments& promotions	273	3.27	1.145
provides sufficient incentives, leave facilities and benefits to employees.	273	3.28	1.136
Employees are satisfied in Pay increments	273	3.46	1.014
Overall Reward and Recognition	273	3.4699	.69145

Source: Own Survey, computed in SPSS, 2022

As the above table (table 13) depicts, all the RR items are fall below total average. Among the 7 items, “Employees are ready to increase their work efforts in order to gain the rewards” item gets the highest score with mean and standard deviation of 3.77 and 0.919 respectively. ‘Organization has an exciting rewards and Recognition program’ also get the second highest score (mean= 3.53 and SD= 1.011) and remain below the midpoint. The

table (table 13) also portrays the item 'Reward has a positive effect in work atmosphere' placed in the third place mean 3,51 and SD .978 respectively.

Furthermore, the item 'Creative suggestions and remarkable contributions should be rewarded & appreciated through awards, recognition, increments& promotions' scored mean of 3.27 and standard deviation of 1.145, which is lowest scored item together with the item 'provides sufficient incentives, leave facilities and benefits to employees' (mean= 3.28 and SD= 1.136) from RR, as TM Independent variable. The overall RR in the sectors scores mean and standard deviation of 3.4699 and 0.69145 respectively.

Based on the data from the table (table 13), the effective use of Reward and Recognition remains challenge for the sectors. In this regard, it is learned that best Creative suggestions and remarkable contributions are not be rewarded & appreciated through awards, recognition, increments& promotions focused on strategic issues, the fact that it is the first lowest mean score (3.27) from the remaining items. The other important aspect of the RR facet of the TM, which is providing sufficient incentives, leave facilities and benefits to employees has limitations as it came to the ground. To this end, if employees not motivated promoted, it may possibly hinder to allow employees to give opportunity do what they do best in the sectors. It also hampers the institute's capability, as it diminishes in making use of individuals' strength, aspiration and knowledge towards organizational goals, as the literature depicts.

4.4.1.8 Overall talent management (TM) Variables

Table 4.14: Descriptive Statistics for TM

Items	N	Mean	Std. Deviation
Talent Attraction	273	3.9011	.53242
Talent Retention	273	3.8582	.54149
Leadership, Learning and Development	273	3.7111	.64273
Career management and Succession management	273	3.8196	.47122
Performance Management	273	3.8082	.53033
Reward and Recognition	273	3.4699	.69145
Overall, Talent Management	273	3.7639	.40864

Source: Own Survey, computed in SPSS, 2022

The above table (table 14) illustrates the summary of TM variables and respondents score for each dimension of TM in SZPS. In this regard, as the table 14 depicts, four dimensions scored slightly above average, TA and TR, CMSP, and PM with mean and standard deviation of (Mean= 3.9 and SD= .53), (Mean= 3.86 and SD= .54), (Mean= 3.82 and SD= .47) and (mean= 3.80 and SD= .53) respectively. The table (table 14) also reveals that, the other 2 dimensions fall below the overall score average. Accordingly, LLD (mean= 3.71 and SD= .64), scored below the midpoint but it is not far from the average, whereas, RR is the lowest of all components of TM with mean and standard deviation of 3.47 and .69 respectively. Furthermore, the overall TM practice of SZPS scored mean and standard deviation of 3.76 and .41 respectively which is above average.

To assess the level of Organizational Performance (OP) in SZPS literature suggest different measures of measuring like financial, operational, customer satisfaction, and employee satisfaction and retention (Tonga, 2007). Due to luck of secondary data the author forced to use customers satisfaction or judgment about the sectors through answering standard items. To this end, the descriptive analysis for the dependent variable (OP) is discussed in the following section.

Table 4.15: Descriptive Statistics for Organizational Performance (OP) in SZPS

Items	N	Mean	Std. Deviation
In this Sector we believe talent management increases our competitiveness	273	3.90	.848
My Sector's talent retention strategy has led to increase performance of the organization	273	3.75	.806
Talent management in the organization led to Increased employee productivity	273	4.11	.683
This Sector formal succession planning has Contributed to a high rate of Result	273	3.92	.803
Learning and Development in this organization has led to increase in organizational performance	273	3.94	.868
Talent management in my organization help in adopting Continuous Improvement for organizational performance	273	4.18	.657
Different parts of Units co-operate with each other to achieve the best for the organization as a whole	273	4.11	.717

management utilize radical ideas for the development of an organization	273	3.80	.849
Overall Organizational Performance (OP)	273	3.9643	.46855

Source: Own Survey, computed in SPSS, 2022

The result in the above table (table 15) shows that the overall OP of SZPS, is above the average with mean and standard deviation of 3.96 and .468 respectively. The table (table 15) further illustrate that the highest score for Organizational Performance (OP) is (mean = 4.18 and SD= 0.66) which shows there is an agreement with Talent management help in adopting Continuous Improvement for organizational performance. Talent management in the organization led to Increased employee productivity score mean and standard deviation of 4.11 and 0.683 respectively, which is high score. Accordingly, employees were asked to whether different parts of Units co-operate with each other to achieve the best for the organization as a whole or not, and they scored mean and standard deviation of 4.11 and .72 respectively, which means their satisfaction with their current job is high. They are also asked whether they believe talent management increases their competitiveness and they scored mean and standard deviation of 3.9 and 0.85 respectively, which is high score.

Among the eight items, "This Sector formal succession planning has Contributed to a high rate of Result' the average with mean of 3.92 and standard deviation of 0.8. The item "Learning and Development in this organization has led to increase in organizational performance' with mean of 3.94 and standard deviation of 0.87. The item 'management utilize radical ideas for the development of the sectors' with mean of 3.8 and standard deviation of 0.85 Finally, respondents were asked a question to about talent retention strategy that led to increase performance of the sectors or not in SZPS, and they rate they're with mean and standard deviation of 3.75 and .806 respectively. In this regard, it is learned that the mean score is below Its overall average that there should be take measures to to focus on talent management strategies.

4.5 Inferential Analysis

The subsequent section presented and discussed the relationship between Talent Management (TM) and organizational performance (OP). In this regard, the section covered the direction and magnitude of the relationship between the overall Talent Management (TM) and organizational performance (OP) as well as the components of Talent

Management (TM) and organizational performance (OP). Furthermore, the effect of TM and its components on organizationl performance (OP) is also examined in the following section.

Accordingly, inferential statistics (Pearson's Product Moment Correlation Coefficient and linear regression) are used to examine the relationship of those variables under study; and strength of correlation were interpreted through suggestion of Evans (1996) in the following

pattern:-	0.00 - 0.19	"Very weak"
	0.20 - 0.39	"Weak"
	0.40 - 0.59	"Moderate"
	0.60 - 0.79	"Strong"
	0.80 - 1.00	"Very strong"

4.5.1 Pearson's Product Moment Correlation Coefficient

4.5.1.1 The relationship between TM and organizational performance (OP).

Table 4.16: The relationship between TM and organizational performance (OP).

Correlations

		Overall	Overall OP
Overall Talent Management	Pearson Correlation	1	.686**
	Sig. (2-tailed)		<.001
	N	273	273
Overall Organizational Performance	Pearson Correlation		1
	Sig. (2-tailed)		
	N		273

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

Source: Own Survey, computed in SPSS, 2022

The above table (table 16) illustrates the relationship between the overall TM and organizational performance (OP). Based on this correlation between the main study

variables (TM and OP), there is statistically significant and strong posetive association between TM and OP (r= -.686, p<.001).

This result further shows that, the Talent management strategies and components in SZPS aligning its TM efforts with the Talent Attraction, the Retention of talented employees, the development programs designed to talented employees, engaging and participating talented individuals in the strategic issues, career management and succession planning, the effective use and deployment of performance management and reward and recognition efforts together, as TM , associated with organizational performance.

Moreover, the result, obtained from this correlation coefficient, is found similar with the finding of Rita Kagwiria Lyria, Prof. G. S. Namusonge and Dr. Kabare Karanja (2017) which is .699 and significant at 0.01 in NSE listed company Kenya, Al-Masri and AL-Aga (2015) and the result of Al-Jarah and Abu Dawla (2015) study in Jordanian. Also found similar TM and organizational performance strong positive relations. Their results showed that correlation coefficients between the talent management and the Organizational performance measurement tool ranged between (0.685-0.799), which indicates that there is a positive relationship between them.

Additionally, to investigate the relationship of Organizational performance (OP) with TM in more detail manner, the author also run correlation analysis to see the relationship of individual TM practices (six components of TM) with Organizational performance (OP) and presented as follows.

4.5.1.2 Relationship between Component of TM and OP

Table 4.17: The Relationship between components of TM and OP

		TA	TR	LLD	CMSP	PM	RR	OP
TA	Pearson Correlation	1	.199**	.504**	.499**	.536**	.493**	.646**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001	<.001
	N	273	273	273	273	273	273	273
TR	Pearson Correlation		1	.188**	.211**	.156**	.191**	.309**
	Sig. (2-tailed)			.002	<.001	.010	.001	<.001
	N		273	273	273	273	273	273
LLD	Pearson Correlation			1	.459**	.564**	.552**	.496**
	Sig. (2-tailed)				<.001	<.001	<.001	<.001
	N			273	273	273	273	273
CMSP	Pearson Correlation				1	.488**	.453**	.560**
	Sig. (2-tailed)					<.001	<.001	<.001
	N				273	273	273	273
PM	Pearson Correlation					1	.575**	.479**
	Sig. (2-tailed)						<.001	<.001
	N					273	273	273

RR	Pearson Correlation	1	.457**
	Sig. (2-tailed)		<.001
	N	273	273
OP	Pearson Correlation		1
	Sig. (2-tailed)		
	N		273

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

As table 17 depicts, the correlation coefficient strong and represents statistically significant posetive relationship between TA and OOP (r = .646, p < .001). This result is similar to the research finding of Moza Abdallah Soud, Ogolla, D. A. and Mureithi S (2018) who conducted research on Relationship Between Talent Management Practices and Organizational Performance in Islamic Banks in Kenya and found significant positive relationship (= .649, p < .001).

Auranzeb And Sana Arz Bhutto (2016), 'Influence of Talent Management in Enhancing Organization Performance' in studying of Service Sector Companies in Pakistan also found similar result as Talent Attraction have a positive significant association with organizational performance (r = 0.439 P value is sig at 0.01) and with their current job. In this regard, it can be induced that, talented attraction and organizational performance has a positive relationship in general, have statistically positive significant association with their increase or decrease the same direction.

The above table (table 17) revealed that, TR and Organizational performance (OP) have statistically weak and but significant positive relationship (r = .309, p < .001). In Moza Abdallah Soud, Ogolla, D. A. Mureithi S (2020) Study topic "relationship between talent management practices and organizational performance in Islamic banks in Kenya" TR and OP statistically significant and strong positive relationship found (r = .681, p < .05). Yvonne Mwendwa Rukung (2018) in his study "the role of talent management strategies on organizational performance: a case of telecommunication firms in Kenya" also find slightly greater result (r = .774, p < .027). It implies that even though this study findings show that TR and Organizational performance (OP) have statistically weak and but significant positive relationship (r = .309, p < .001) at SZPS, other previously done studies claims there is strong positive relationship. So, the sector's effort and focus to plan and work on talent retention

strategies clearly identify the talent of employees, to know who the best performers are and to make retain different strategies such bas the succession plan takes in place.

The table (table 17) also shows that LLD and Organizational performance (OP) have moderate and significant positive relationship ($r = 0.496$, $p < .001$). Accordingly, this result is in line with finding of Yvonne Mwendwa Rukunga (2018) and Moza Abdallah Soud, Ogolla, D. A. Mureithi S (2020) which confirms the increase in the level of LLD practices asociates with the Increase in the Organizational performance (OP). In this regard, researches evidenced that, there is existence of positive relationship of leadership, learning and development and Organizational performance (OP) such as researches of Anwar Ahmad Arif and Md. Reaz Uddin (2016).

Among the TM components, the other moderate and significant positive relationship with organizational performance is evidenced through CMSP ($r = 0.560$, $p < .001$). Results of the above correlation table (table 17) revealed that, the institute's effort in making career management facilities system and succession planning are aother positively moderately correlated item with the dependent variable OP.

Table 17 further shows that, there is statistically moderate positive correlations between PM and OP ($r = 0.479$, $p < .001$), RR and PM ($r = 0.457$, $p < .001$). These results are also similar findings but strong positive relationship with Dr. Puja Sareen and Dr. Shikha Mishra (2016), Faculty, Amity Business School, Amity University, Noida "A Study of Talent Management and Its Impact on Performance of Organizations" These researrch findings also revealed that similar finding between Reward and recognition (RR) and with Performance of the sector(P).

In general, statistically approved positive associations observed between the components of TM and Organizational Performance in SZPS. Accordingly, the above table (table 17) revealed that employees who perceived the strategy of the institute valued the proper management of talent Attraction Strategy and Talent Retention, effective deployment of talent, efforts to retain talented employees, better Leadership, Learning and Development career management and succession planning, performance management and reward

recognition programs activities, individually, are correlated with Organizational Performance.

4.5.2 Regression Analysis

4.5.2.1 Simple Linear Regression Analysis

Assumptions of simple linear regression analysis

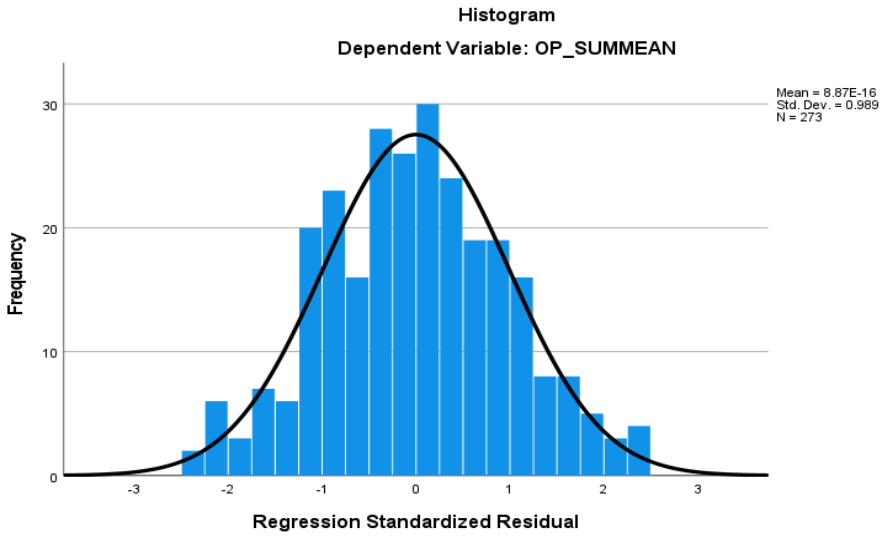
According to Field (2009), to run a simple linear regression, checking critical assumptions is essential and it is helpful to draw conclusion about the population under study. In this regard, normality of both predictor and predicted variables and the linearity of relationship between the independent and dependent variables were checked, and the results presented as follows.

Normality

As Field (2009), noted, the assumption of normality is important in research using regression (or general linear models) and helpful to generalize the results of the analysis beyond the sample collected.

Accordingly, among several ways to check for the normality assumptions for simple linear regression analysis, it is advisable to inspect to see if a distribution is normal through histogram and a P–P plot (probability–probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality through histogram and P-P plot as follows.

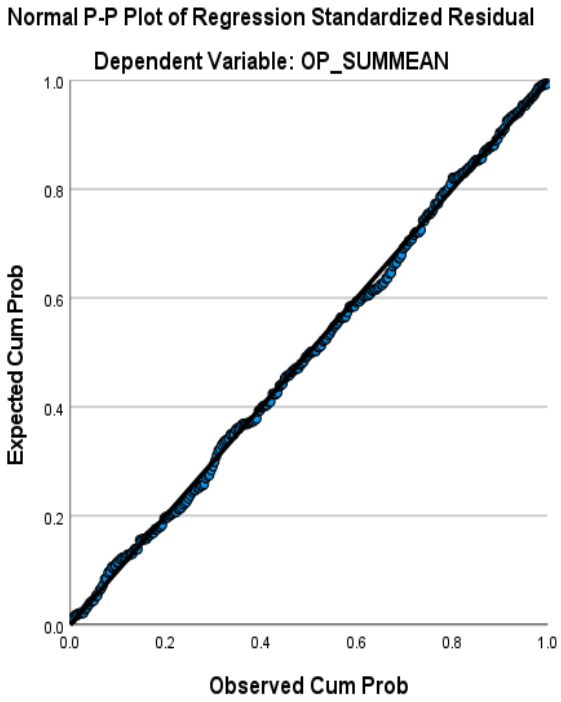
Figure 4.1: Histogram



Source: Own Survey, computed in SPSS, 2022

As Garson (2012) and Field (2009) noted, normal distribution takes the form of a symmetric bell-shaped curve. Accordingly, as we observed from the above figure (figure 1), the histogram looks like a normal distribution (bell-shaped curve) and the distribution is roughly normal. Moreover, the histogram (the curve) is perfectly skewed (symmetrical). Therefore, we can conclude that, we have good model for the data; and possibly, we can infer to the population.

Figure 4.2: Normally distributed errors



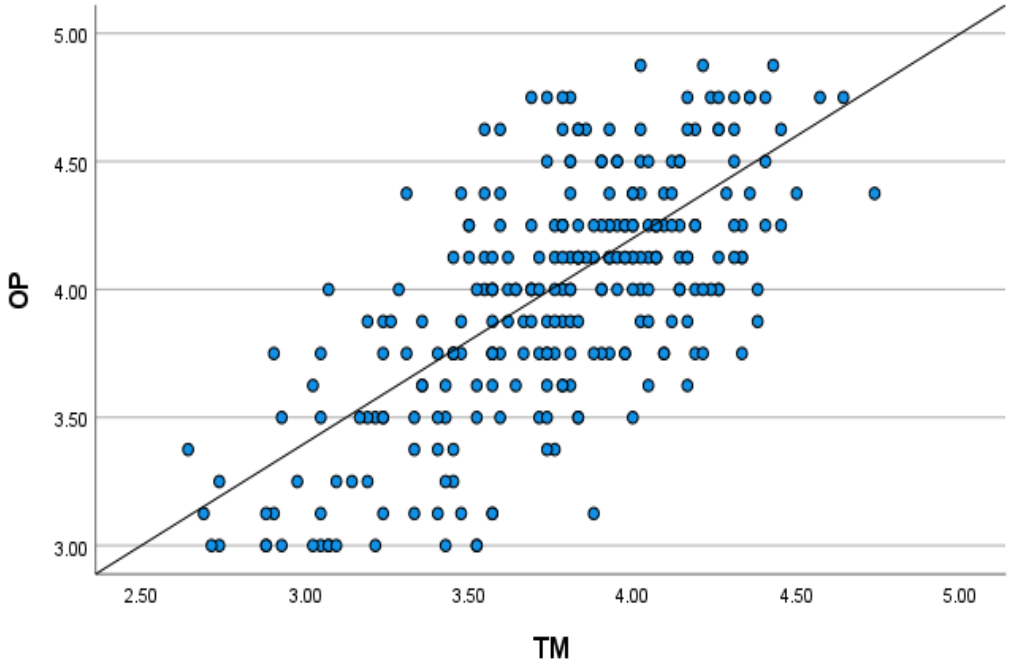
Source: Own Survey, computed in SPSS, 2017

The normal probability plot also shows up the data is approximately normality. The straight line in this plot represents a normal distribution, and the points represent the observed residuals. Therefore, in a perfectly normally distributed data set, all points will lie on the line (Field, 2009). Likewise, as we seen in the above figure (figure 2), the dots are very closely plotted to the straight line, which indicate the data is approximately normality and there are no extreme cases observed. Therefore, the assumption of simple linear regression has been met and we can possibly assume that the model is accurate and can probably generalize to the population.

Linearity

Since general linear model assume linearity, it is necessary testing for non-linearity. In this regard as Garson (2012) pointed out, simple inspection of scatterplots is a common method for determining if nonlinearity exists in a relationship. Consequently, the author run simple scatterplot to see if there is a linear relationship exists between the variables.

Figure 4.3: Linearity of TM and OP



Source: Own Survey, computed in SPSS, 2022

According to Field (2009), the assumption of linearity assumes the mean values of the outcome variable for each increment of the predictor lie along a straight line. In other words, it is assumed that the relationship we are modeling is a linear one. In this regard, as we observed from the above figure (figure 3), the dots have a shape of straight line. It is also observable that the dots are scattered upward trend (positive slope) which means, there is a positive linear relationship exists between the two main variables (TM and organizational performance) which is evidenced in the correlation matrix. Therefore, through our linear model, we can generalize the finding towards the population.

Table 4.18: (Model Summary) TM as predictor to OP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686[a]	.470	.468	.34164

a. Predictors: (Constant), Overall TM

b. Dependent Variable: OP

Source: Own Survey, computed in SPSS, 2022

From the above model summary table (table 18), it can be seen that R is .686 and R square is .470. This indicates that about 47% of the variance in Organizational Performance' OP (dependent variable) can be explained by TM of the sectors (independent variable). The remaining 53 % of the variance is explained by other variables that are not included in this study.

Table 4.19: (ANOVA) TM as predictor to TI

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.084	1	28.084	240.624	<.001[b]
	Residual	31.630	271	.117		
	Total	59.714	272			

a. Dependent Variable: OP

b. Predictors: (Constant), Overall TM

Source: Own Survey, computed in SPSS, 2022

The F test result in the ANOVA table (table 19) and the p value, tests whether the overall regression model is a good predictor and the probability of this result is occurred by chance or not. In this regard, the F test result is 240.624 with a significance of less than .001; this implies that, the probability of these results occurring by chance is less than .001. Therefore, a significant amount of Organizational Performance (OP) is influenced by the Sector's TM, which means independent variable (TM) statistically and significantly predict the dependent variable (OP), and it can be concluded as, the overall regression model is significant, $F(1, 271) = 240.624$, $p < .001$, $R^2 = .47$ (i.e., the regression model is a good fit of the data).

Furthermore, the lower value of the standard error of the estimate and the higher F value evidenced that, the interdependence of the two variables, i.e., TM and OP is strong and significant. Therefore, it may be concluded as; the TM influence over OP is significant, where, $p < .001$.

Table 4.20: (Coefficients) TM as predictor to OP

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.005	.192		5.235	<.001
	TM	.786	.051	.686	15.512	<.001

a. Dependent Variable: OP
Source: Own Survey, computed in SPSS, 2017

Based on the above coefficient table (table 20), Beta-value of 0.686 indicates that there is a direct positive relationship exists between TM and OP which is statistically significant at 99% confidence level. Moreover, the B value (0.786) in the unstandardized coefficient column, represent that, considering all other factors constant at zero, for every one unit increase on TM, we expect 0.786 unit increase in organizational performance. Thus, the regression equation, in this condition, will be: - OP = 1.005 + .786TM.

This implies that, as organization talent management strategies (TM) applied increasingly organizational performance increases significantly. This result is in line with Anwar Ahmad Arif and Md. Reaz Uddin (2016), Yvonne Mwendwa Rukunga (2018) and Moza Abdallah Soud, Ogolla, D. A. Mureithi S (2020) findings that TM of organizations' that increases organizational performance significantly increases. Moreover, this result is also similar to the finding of Dr. Puja Sareen and Dr. Shikha Mishra (2016), found Talent Management Practices has direct effect on organizational performance.

From the above discussions in describing the OP is not affected by study variables (TM) only, may be affected by several other factors that exist in the sectors; and it is confirmed in the regression result as 53% of the variance in their OP is explained by other factors.

4.5.2.2 Multiple Linear Regression Analysis

The above section discussed and presented the influence of overall TM practice over employees' TI and it is found that there is a cause effect relationship between the two. Moreover, it was also evidenced that overall TM practice predicts organizational Performance significantly.

On the other hand, after testing for different assumptions, the following section examined individual TM practices' (components) influence over organizational Performance OP; and help us to identify which TM Variable have significant unique influence over OP than the others.

Assumptions of multiple linear regression analysis

In conducting multiple regression analysis using regression equation, as suggested by Saunders, et al. (2009), key assumptions should be met. Consequently, to perform the regression analysis involving multiple independent variables, the researcher must check for the variables have linear relationship, the data were normally distributed, homogeneity of variances, and there is no collinearity between independent variables (to determine the separate effect of individual TM Variables).

In this regard, the Author ensured, in the previous sections, that the assumptions of linearity and normality have been met. The remining assumptions, the assumption of multicollinearity and homogeneity of variances, will be presented as follows.

Multicollinearity

In multiple regression analysis, the regression coefficients become less reliable as the degree of correlation between the independent variables increases. Thus, if there is a high degree of correlation between independent variables, we have a problem of what is commonly described as the problem of multicollinearity (Kothari, 2004).

In this regard, based on the correlation matrix (table 17), the correlation between components of TM ranges between .188 to .575 and there is medium relationship between independent variables, The maximum relationship is PM and RR ($r = .575$, $p < .001$), next LLD and PM ($r = .564$, $p < .001$), LLD and RR ($r = .552$, $p < .001$), TA and PM ($r = .532$, $p < .001$), TA and LLD ($r = .504$, $p < .001$).

Therefore, the medium relationship between these individual TM variables may bring individual parameter estimate difficulty. As a result, checking for the multicollinearity effect (Collinearity diagnosis) is essential. Consequently, the collinearity statistics result for both independent variable constituents were performed on SPSS and presented as follows.

Table 4.21: Collinearity Diagnosis

Model		Collinearity Statistics	
		Tolerance	VIF
1	Talent Attraction	.590	1.696
	Talent Retention	.936	1.069
	Leadership, Learning and Development	.563	1.778
	Career Management and Secession	.644	1.553

Planning		
Performance Management	.524	1.910
Reward and Recognition	.561	1.782

a. Dependent Variable: TI

Source: Own Survey, computed in SPSS, 2022

According to Saunders, et al. (2009), most regression programs can compute variance inflation factors (VIF) for each variable and as a rule of thumb; VIF above 5.0 suggests problems with multicollinearity. Moreover, Field (2009), also underline that, values for "Tolerance" below 0.1 indicate serious problems, although several statisticians suggests that values for "Tolerance" below 0.2 are worthy of concern.

Accordingly, as we seen in the above collinearity table (table 21), multicollinearity is not the problem of this model, because VIF (variance inflation factor) of the model is well less than 5.0 and the tolerance is not less than .10. The value of VIF ranges between 1.069 to 1.91 and the tolerance of the variables ranges between .524 and .936.

Therefore, the variables are not overlapped and they are free from collinearity effect which possibly hinders the prediction ability of the model.

Assumption: the value of the residuals is independent

Table 4.22: checking for Residual Diagnosis (Durbin-Watson)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.728[a]	.530	.520	.32476	2.017

a. Predictors: (Constant), RR, TR, CMSP, TA, LLD, PM
b. Dependent Variable: OP

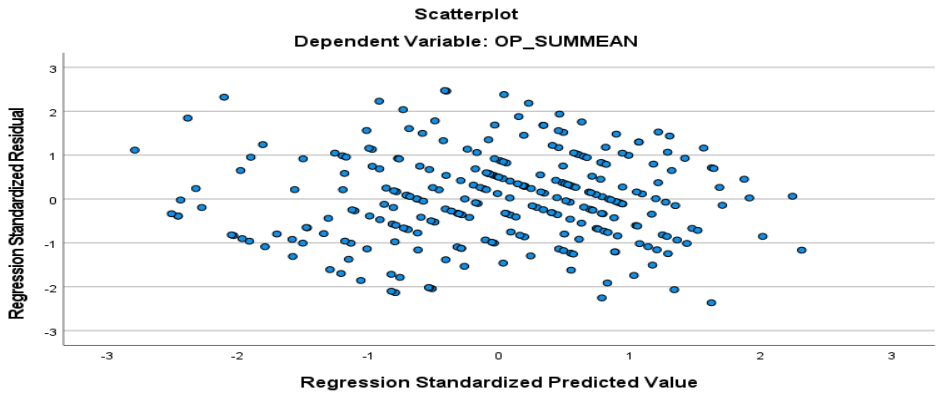
Durbin-Watson statistical range in value from 0 to 4; a value near to 2 is no autocorrelation, a value towards 0 indicates autocorrelation(best) a value towards 4 indicates negatively autocorrelation, so as seen above the study data Durbin-Watson score is near 2 that the assumption fulfilled,

Homoscedasticity

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances, as Saunders, et al. (2009) noted. Based on the explanation by Field (2009), at each level of the predictor variables, the variance of the residual terms

should be constant. This just means that the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for the goodness of the regression model. In this regard, to plot the homoscedasticity analysis, as suggests by Field (2009), the author plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented as follows.

Figure 4.4: Homoscedasticity



Source: Own Survey, computed in SPSS, 2022

According to Garson (2012), homoscedasticity helps as to check for the relationship under investigation is the same for the entire range of the dependent variable and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatterplot.

In this regard, as Field (2009) describes, the graph of *ZRESID and *ZPRED should look like a random array of dots evenly dispersed around zero, if the assumption of homoscedasticity has to be met. Likewise, as we shown in the above figure (figure 4), the points are randomly and evenly dispersed throughout the plot and there are no obvious outliers on this cloud of dots which are spaced around zero. Therefore, we can conclude that the assumption of random errors and homoscedasticity have been met.

Table 4.23: (Model Summary) RR, TR, CMSP, TA, LLD, PM as Predictor on OP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728[a]	.530	.520	.32476

a. Predictors: (Constant), RR, TR, CMSP, TA, LLD, PM

b. Dependent Variable: OP

Source: Own Survey, computed in SPSS, 2022

As indicated in the above model summary table (table 22), considering the effect of all predictors (RR, TR, CMSP, TA, LLD, and PM), the overall model accounts for almost 53% of the variance in OP. This means, around 47% of the variance on OP is explained by other factors. In simple terms, whether there is high OP or low OP, the sectors experienced 53% of the variance explained by the six TM variables. In other words, TM components all together account about 53% of the variance in that means the six factors only can affect 53% that if the organization ignore them will affect by 53% increasing organizational performance or vise versa

Table 4.24: (ANOVA) RR, TR, CMSP, TA, LLD, PM as Predictor on OP

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.659	6	5.277	50.028	<.001[b]
	Residual	28.055	266	.105		
	Total	59.714	272			

a. Dependent Variable: OP

b. Predictors: (Constant), RR, TR, CMSP, TA, LLD, PM

Source: Own Survey, computed in SPSS, 2017

The above ANOVA table (table 23), help us to make sure the above model (on model summary table) statistically significant predictor of the outcome Organizational Performance (OP) and it is evidenced that the model is statistically predictor of OP because the p value is less than .001. Therefore, a significant amount of OP is influenced by the institute's individual TM practice which constitutes RR, TR, CMSP, TA, LLD and PM. Thus, components of TM (individual TM practices) found statistically and significantly predict OP; and it can be concluded as, the overall regression model is significant, F (6, 266) = 50.028, p< .001, R^2 = .53 (i.e., the regression model is a good fit of the data).

Table 4.25: (Coefficients) TA, TR, LLD, CMSP, PM, and RR as Predictor on OP

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	.667	.210		3.170	.002
	Talent Attraction	.352	.048	.400	7.308	<.001
	Talent Retention	.125	.038	.144	3.314	.001
	Leadership, Learning and Development	.083	.041	.114	2.034	.043
	Career Management and Secession Planning	.240	.052	.241	4.610	<.001
	Performance Management	.034	.051	.038	.661	.509
	Reward and Recognition	.026	.038	.038	.673	.501

a. Dependent Variable: OP

Source: Own Survey, computed in SPSS, 2022

Based on the statistical data obtained from the above model summary table (table 22), both TM components together explain about 53% the variance in organizational performance and the regression equation is: -

OP = 0.667 + 0.352(TA) + 0.125(TR) + .083(LLD) + 0.240(CMSP) + 0.034(PM) + 0.026(RR)

From this influence exerted on Organizational performance (OP), TA and CMSP have statistically unique contribution for the outcome with Beta Value of 0.352 ($p < .001$) and .240 ($p < .001$) respectively. With this statistical data, and the standardized beta value, (which has been converted to the same scale), we can conclude as, TA have strongest contribution than CMSP to explain the change in OP, since .400(40%) is larger than CMSP contribution which is.241(24%). This result is going in line with the finding of Dr. Puja Sareen and Dr. Shikha Mishra (2016), who found that recruiting and attracting (TA) and CMSP 30.9% (1st) and 24% (3rd) have impact on dependent variable i.e., Organizational Performance respectively.

Moreover, from the above statistical result we learn that, given the other variables constant, one unit increase in TA, will increase .40 units of OP and one unit increase in CMSP, will increase .242 units of OP.

Therefore, from this result one can induce that attraction, contents, communication and implementation of employer branding, working conditions, fair Salary and other benefit packages, good brand image to attract, organizational climate, support employee training and career progression, Work-life balance as well as social networking facilities has large impact on dependent variable organizational Performance.

4.6 Independent Samples T Test and ANOVA

Assumptions of variance

As Garson (2012) suggests, in order to calculate analysis of variances or independent sample T test, homogeneity of variances test is required; and Levyne's test of homogeneity of variance is the most common test used by researchers. This assumption presupposes, as one goes through level of one variable, the variance of the other should not change. In simplest terms, the variance of the outcome variable or variables should be the same in each of these groups under comparison. Therefore, to test whether the assumption of homogeneity of variance has been met, the Autor employed Levene's test for both TM practice and Organizational Performance; and the statistical result presented as follows.

Table 4.26: Test of Homogeneity of Variance

		Levene Statistic	df1	df2	Sig.
Organizational Performance	Based on Mean	.890	5	267	.488
	Based on Median	.835	5	267	.526
	Based on Median and with adjusted df	.835	5	256.262	.526
	Based on trimmed mean	.868	5	267	.503
Talent Management	Based on Mean	.578	5	267	.717
	Based on Median	.406	5	267	.844
	Based on Median and with adjusted df	.406	5	242.258	.844
	Based on trimmed mean	.538	5	267	.747

Source: Own Survey, computed in SPSS, 2022

According to Field (2009), if Levene's test is significant at $p \leq .05$, we can conclude that the variances are significantly different and that the assumption of homogeneity of variances has been violated. If, however, Levene's test is non-significant (i.e., $p > .05$) then, we can assume that the variances are roughly equal and the assumption is acceptable. In this regard, as we shown in the above table (table 25), for both TM ($F(5,267) = .578$, $p > .05$) and OP ($F(5,267) = .89$, $p > .05$) the variances are equal; therefore, the assumption is met.

In this regard, to investigate whether there is a significant difference OP over the practice of overall TM practice and to know whether there is difference on OP based on

their gender "independent samples T test" and ANOVA was employed and the results presented and discussed as follows.

4.6.1 T-test for Talent Management and Gender

Table 4.27: (Group Statistics: TM and Gender)

	Gender of Respondents	N	Mean	Std. Deviation	Std. Error Mean
Talent Management	Male	153	3.7406	.41270	.03336
	Female	120	3.7937	.40317	.03680

Source: Own Survey, computed in SPSS, 20122

As we seen in the above table (table 27), the mean score between the male and female respondents for perceived TM in SZPS is not different with mean and standard deviation score of 3.74 and Equality of Means for TM 0.41 by males with 3.79 and .40 by female respectively.

Table 4.28: t-test for Equality of Means TM

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance		Mean	Std. Error	95% Confidence Interval of the Difference	
		F	Sig.	T	df	One-Sided p	Two-Sided p	Difference	Difference	Lower	Upper
TM	Equal variances assumed	.056	.812	-1.065	271	.144	.288	-.05307	.04982	-.15114	.04501
	Equal variances not assumed			-1.068	258.358	.143	.286	-.05307	.04968	-.15089	.04476

Source: Own Survey, computed in SPSS, 2022

Based on the result of independent sample t-test for Equality of Means (table 28) we can conclude that there is no statistically significant difference among mean score of male and female of TM p value is 0.812 (at $p < 0.05$). from the study result we can assume that the variances are roughly equal and the assumption is acceptable.

As we learned from the Levene's test (table 26), for both TM and OP, the variance score were equal (roughly equal), since p value in both cases read as > .05 and the

assumption is met, and so we should read the test statistics in the row labeled 'Equal variances assumed'.

Accordingly, as indicated in the above table (table 27), the mean difference between the male and female respondents is found statistically insignificant at $p < 0.05$. Based on these data, we can conclude that there is no a statistically significant mean difference exists between male and female respondents in SZPS in evaluating the TM practice.

4.6.2 T-test for OP and Gender

Table 4.29: (Group Statistics: OP and Gender)

	Gender of Respondents	N	Mean	Std. Deviation	Std. Error Mean
OP	Male	153	3.9077	.47852	.03869
	Female	120	4.0365	.44715	.04082

Source: Own Survey, computed in SPSS, 2022

The above table (table 29) illustrates that, the mean score between male and female staff in organizational performance is with mean and standard deviation score of 3.91 and .478 by male, and 4.03and .447 by female staff respectively.

Based on the information obtained from the correlation and regression analysis, TM and OP have positive relationship and TM practice influences OP significantly. Similarly, based on the evaluation of TM practice by the male and female staff, there is no statistically significant difference among the two groups. In consequence, the fact that the TM practices by male staffs impacts no difference on OP compared to female staff. In other words, other factors remain constant, if the sectors practice of TM increases, the likelihood of OP increasing no difference in respective of gender group.

Table 4.30: T-test for Equality of Means for OP

	Levene's Test for Equality of Variances		t-test for Equality of Means							
					Significance		Mean	Std. Error	95% Confidence Interval of the Difference	
	F	Sig.	T	df	One-Sided p	Two-Sided p	Difference	Difference	Lower	Upper

OP	Equal variances assumed	1.233	.268	-2.271	271	.012	.024	-.12878	.05670	-.24041	-.01714
	Equal variances not assumed			-2.290	262.794	.011	.023	-.12878	.05624	-.23952	-.01804

Source: Own Survey, computed in SPSS, 2022

Based on the data presented in the above table (table 30) the there is no significant mean difference in OP among male staffs and female staffs and the difference is also statistically insignificant at p = .268 since, Levene's test is non-significant (i.e., p > .05) then, we can assume that the variances are roughly equal and the assumption is acceptable. when equal variances assumed, since the Levene's test result confirmed that the assumption of homogeneity of variance has been met. Thus, based on these data, we can conclude that there is no a statistically significant mean difference exists between male and female staff in their evaluation of Organizational Performance.

In this regard, as we shown in the above table (table 28 and 30), for both TM (F (1,271) = .56, p > .05) and OP (F (1,271) = 1.233, p > .05) the variances are equal; therefore, the assumption is met.

4.6.3 **ANOVA TEST** Mean deference test Talent Management and sectors

Table 4.31 ANOVA test for: TM and sectors

ANOVA

TM

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.903	6	.317	1.938	.075
Within Groups	43.519	266	.164		
Total	45.421	272			

Source: Own Survey, computed in SPSS, 20122

As we seen in the above table (table 31), the mean square difference between the seven sectors within SZPS has not statistically significant difference on TM (P value = 0.075). Thus, based on these data, we can conclude that there is no a statistically significant mean square difference exists among different selected sectors in their evaluation of Talent management.

Table 4.32: **Robust Tests of Equality of Means** for TM

TM

	Statistic[a]	df1	df2	Sig.
Welch	1.550	6	95.581	.170
Brown-Forsythe	1.972	6	209.324	.071

a. Asymptotically F distributed.

Source: Own Survey, computed in SPSS, 2022

From the above table (table 32) Post hoc test of Welch and Brown-Forsythe is a robust test of equality of means the result show us non-significant (i.e., $p > .05$) value then, we can assume that the variances are roughly equal and the assumption is acceptable. when equal variances assumed, since the ANOVA POST HOC tests confirmed that the assumption of homogeneity of variance has been met.

Based on the result of ANOVA t-test for Equality of Means (table 31) we can conclude that there is no statistically significant difference among mean score of Sectors of SZPS for TM p value is 0.75 (at $p < 0.05$). from the study result we can assume that the variances are roughly equal and the assumption is acceptable.

As we learned from the Levene's test (table 26), for both TM and OP, the variance score were equal (roughly equal), since p value in both cases read as > .05 and the assumption is met, and so we should read the test statistics in the row labeled 'Equal variances assumed'.

Accordingly, as indicated in the above table (table 32), the mean difference between the sectors of SZPS respondents tested in ANOVA **Robust Tests of Equality of Means** for TM is found statistically insignificant $p < 0.05$at. F (6,95.581), P>.170 and F (6,209.324) p >.071 Based on these data, we can conclude that there is no a statistically significant mean difference exists between Sectors respondents in SZPS in evaluating the TM practice.

4.6.4 ONE WAY ANOVA mean deference test for OP and Sectors

Table 4.33: ANOVA (Group Statistics: OP and Sectors)

ANOVA

OP

	Sum of Squares	df	Mean Square	F	Sig.

Between Groups	.860	6	.143	.648	.692
Within Groups	58.854	266	.221		
Total	59.714	272			

As we seen in the above table (table 31), the mean square difference between the seven sectors within SZPS has not statistically significant difference on OP (P value = 0.692). Thus, based on these data, we can conclude that there is no a statistically significant mean difference exists among different selected sectors in their evaluation of Organizational Performance.

Table 4.34: **Robust Tests of Equality of Means** for OP

Robust Tests of Equality of Means

OP_SUMMEAN

	Statistic[a]	df1	df2	Sig.
Welch	.625	6	95.296	.710
Brown-Forsythe	.659	6	204.269	.683

a. Asymptotically F distributed.

Source: Own Survey, computed in SPSS, 2022

Based on the result of ANOVA t-test for Equality of Means (table 34) we can conclude that there is no statistically significant difference among mean score of Sectors of SZPS for OP since p > .005 (at p < 0.05). from the study result we can assume that the variances are roughly equal and the assumption is acceptable.

As we learned from the Levene's test (table 26), for both TM and OP, the variance score were equal (roughly equal), since p value in both cases read as > .05 and the assumption is met, and so we should read the test statistics in the row labeled 'Equal variances assumed'.

Accordingly, as indicated in the above table (table 32 and 34), the mean difference between the sectors of SZPS respondents tested in ANOVA **Robust Tests of Equality of Means** for TM and OP are found statistically insignificant and equal variance meet p < 0.05 for PM = F (6,95.581), P>.170 and F (6,209.324) p >.071 and for OP = F (6,95.296), P>.710 and F (6,204.269) p >.683 Based on these data, we can conclude that there is no a statistically significant mean difference exists between Sectors respondents in SZPS in

evaluating the TM and OP Variables. Therefore, the variances are equal; the assumption is met.

Based on the information obtained from the correlation and regression analysis, TM and OP have positive relationship; and TM practice influences OP significantly. Similarly, based on the evaluation of TM practice by the male and female staff with independent T-Test and Sectors with One way ANOVA, there is no statistically significant difference among the groups. In consequence, the fact that the OP affected by TM practices irrespective of Gender and multi group sectors. There are no difference impacts on OP compared to regard to groups. In other words, other factors remain constant, since the population sample data is homogenous, if the sectors practice of TM increases, the likelihood of OP increasing no difference in respective of gender and more groups different (seven sectors).

4.7 Summary of the Proposed Hypothesis

First the general hypothesis will be checked

Ho: There is no statistically significant effect of overall TM Variables on organizational performance in the study area

To validate this hypothesis, Pearson's Product Moment Correlation Coefficient was run on SPSS and discussed the result in section 4.5.1.1. Accordingly, based on the output table (table 16) and justifications, there is a statistical and significant positive relationship found between TM and OP, where r is calculated 0.686 and p value < .001. This can be interpreted as, "Overall TM Variables have strong and significant positive impact on organizational performance (OP)". Thus, Ho1 is rejected and alternative Hypothesis H1 accepted. The coefficient of determination is equal to 0.53 indicating that Overall, Talent Management Variables of this study together can predict and affect retention of human resources as much as 53%.

Sub Hypotheses

Ho1 There is no statistically significant effect of talent attraction on organizational performance in the study area.

Table 4.35: Leaner regression Model Summary (hypothesis test)

[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	. Sig
1	.646[a]	.417	.415	.35839	<.001

a. Predictors: (Constant), TA
b. Dependent Variable: OP

statistical and significant positive relationship found between TA and OP, where r is calculated 0.646 and p value < .001 (Table 4.17). This can be interpreted as, "TA has strong and significant positive impact on organizational performance (OP)". Thus, Ho1 is rejected and alternative Hypothesis H1 accepted. The coefficient of determination is equal to 0.417 indicating that Talent Attraction can predict and affect Organizational Performance as much as 41.7%.

H02: There is no statistically significant effect of talent retention on organizational performance in the study area.

Table 4.36: Leaner regression Model Summary (hypothesis test)

[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	. Sig
1	.309	.096	.092	.44642	<.001

a. Predictors: (Constant), TR
b. Dependent Variable: OP

TR and OP has statistical and significant positive relationship, r is calculated 0.309 and p value < .001 (Table 17). This can be interpreted as, "TR has Weak and but statistically significant positive impact on organizational performance (OP)". Thus, Ho2 is rejected and alternative Hypothesis H2 accepted. The coefficient of determination is equal to 0.096 indicating that Talent Retention can predict and affect Organizational Performance as much as 9.6%.

H03: There is no statistically significant effect of leadership, learning and development on organizational performance in the study area.

Table 4.37: Leaner regression Model Summary (hypothesis test)

b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	. Sig
1	.496	.246	.243	.40760	<.001

a. Predictors: (Constant), LLD

b. Dependent Variable: OP

It is evident that LLD and OP has statistical and significant positive relationship, where r is calculated (r = 0.496, p < .001) (Table 17). This can be interpreted as, "LLD has moderate and statistically significant positive impact on organizational performance (OP)". Thus, Ho3 is rejected and alternative Hypothesis H3 accepted. The coefficient of determination is equal to .246 indicating that leadership, learning and development can predict and affect Organizational Performance as much as 24.6%.

H04: There is no statistically significant effect of career management and succession planning on organizational performance in the study area.

Table 4.38: Leaner regression Model Summary (hypothesis test)

b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	. Sig
1	.560	.313	.311	.38898	<.001

a. Predictors: (Constant), CMSP

b. Dependent Variable: OP

It is evident that CMSP and OP has statistical and significant positive relationship, where r is calculated (r = 0.560, p < .001).) (Table 17). This can be interpreted as, "CMSP has moderate and statistically significant positive impact on organizational performance (OP)". Thus, Ho4 is rejected and alternative Hypothesis H4 accepted. The coefficient of determination is equal to 0.313 indicating that career management and succession planning can predict and affect Organizational Performance as much as 31.3%.

H05: There is no statistically significant effect of performance management on organizational performance in the study area.

It is evident that Pearson correlation coefficient show us that PM and OP has statistically positive correlations where r is calculated ($r = 0.457$, $p < .001$). but in linear regression analysis there is no statistically significant effect on organizational performance in the study area at $p < 0.05$ (where $p > .509$) (see Table 29). Thus, Ho5 is rejected and alternative Hypothesis H5 accepted.

H06: There is no statistically significant effect of Reward and Recognition on organizational performance in the study area.

It is evident that Pearson correlation coefficient show us that RR and OP has statistically positive correlations where r is calculated ($r = 0.479$, $p < .001$). but in linear regression analysis there is no statistically significant effect on organizational performance in the study area at $p < 0.05$ (where $p > .501$) (see Table 29). Thus, Ho6 is rejected and alternative Hypothesis H6 accepted.

H1: There is statistically significant difference between male and female staff in evaluating TM practices in the study area in the study area.

To test for this hypothesis, independent samples T test was employed on SPSS and discussed the result in section 4.6.1. Thus, based on the group statistic results (table 27) and justifications, there is a mean difference in evaluating TM practices between male and female staff, where, mean score of males is calculated as 3.7406 and female is resulted 3.7937 with p value of = .03336 and .03680 respectively. Based on the result of independent sample t-test for Equality of Means (table 28) we can conclude that there is no statistically significant difference among mean score of male and female of TM p value is 0.812 (at $p < 0.05$). In this regard it can be interpreted as, "there is no a significant mean difference exhibited between male and female staff in evaluating TM practices of SZPS". Therefore, H1 is rejected.

H2: There is statistically significant difference between male and female staffs in their Evaluation on organizational performance in the study area.

The table (table 29) illustrates that, the mean score between male and female staff in evaluating organizational performance is with mean and standard deviation score of 3.91 and .478 by male, and 4.03and .447 by female staff statistically insignificant at p =.03869 and .04082 respectively. Based on the result of independent sample t-test for Equality of Means table (table 30) the there is no significant mean difference in OP among male staffs and female staffs and the difference is also statistically insignificant at p = .268 since, Levene's test is non-significant (i.e., p > .05) then, we can assume that the variances are roughly equal and the assumption is acceptable. In this regard it can be interpreted as, "there is no a significant mean difference exhibited between male and female staff in evaluating OP practices of SZPS". Therefore, H2 is rejected

H3: There is statistically significant difference among the sample population in evaluating TM practices in the study area.

To test for this hypothesis, one-way ANOVA test was applied on SPSS and discussed the result in section 4.6.3 From previous table (table 31), the mean square difference between the seven sectors within SZPS has not statistically significant difference on TM (P value = 0.075). Thus, based on these data, we can conclude that there is no a statistically significant mean square difference exists among different selected sectors in their evaluation of Talent management.

Accordingly, as indicated in the table (table 32), the mean difference between the sectors of SZPS respondents tested in ANOVA **Robust Tests of Equality of Means** for TM is found statistically insignificant p < 0.05at. F (6,95.581), P>.170 and F (6,209.324) p >.071 Based on these data, we can conclude that there is no a statistically significant mean difference exists between Sectors respondents in SZPS in evaluating the TM practice.). In this regard it can be interpreted as, "there is no a statistically significant mean difference exhibited between the sample population in evaluating TM practices of SZPS". Therefore, H3 is rejected.

H4: There is statistically significant difference among the sample population in evaluating on organizational performance in the study area.

From table (table 31), the mean square difference between the seven sectors within SZPS has not statistically significant difference on OP (P value = 0.692). Thus, based on these data, we can conclude that there is no a statistically significant mean difference exists among different selected sectors in their evaluation of Organizational Performance.

Accordingly, as indicated in the above table (table 32 and 34), the mean difference between the sectors of SZPS respondents tested in ANOVA **Robust Tests of Equality of Means** for OP are found statistically insignificant and equal variance meet $p < 0.05$ OP = F (6,95.296), P>.710 and F (6,204.269) p >.683 Based on these data, we can conclude that there is no a statistically significant mean difference exists between Sectors respondents in SZPS in evaluating OP Variables. Therefore, the variances are equal; the assumption is met.

In this regard it can be interpreted as, “there is no a significant mean difference exhibited between the sample population in evaluating OP of SZPS”. Therefore, H4 is rejected.

Chapter Five:

Findings, Conclusion and Recommendations

This chapter aims at summarizing major findings, drawing conclusion to the population based on the findings, forwarding recommendations and pointing areas of future research direction.

5.1 Summary of Major Findings

In this study, the researcher was interested in assessing the current TM practice and investigating its influence Organizational Performance at SZPS. Accordingly, to meet the research objective, the researcher collected data from sample respondents; and analyzed the collected data through descriptive and inferential statistics. By doing so, the following major findings were obtained.

The demographic characteristics of the respondents indicate that, majority of employees (56%) were male and the remaining 44% were female. With regard to age category, the highest share of respondents, (54.6%), fall under the age group of 28-37. Moreover, more than two-thirds of the population (86.8%) in the study area is below 37 years of age, which means majority of respondents are at the young age group.

The study also found that, academically, majority of respondents, who account 75% hold first degree and above. With regard to organizational tenure, majority of the respondents (63%%) have organizational experience of more than 6 years, which means the organizations Human resource is experienced. Based on the business unit classification, Head of the sectors accounts 1.8% of the total population, whereas, HR Directors and Other Directors 6.9%, coordinators and Experts account to 28.2% of the total remaining is support 4% are others staff.

The descriptive analysis result revealed that, mean score for individual TM practices ranges between 3.46 and 3.9. Accordingly, the highest mean score (M=3.9011 SD =.53242) attributed to “Talent Attraction” component of TM, and the lowest mean score (M=3.4699 SD = .69145) is for Reward and Recognition, which revealed that, from the six components of TM, “Talent Attraction element” of TM practiced better and “Reward and Recognition”

practice is the least practiced component of TM in SZPS. The study also found overall TM practice scored mean of the mean is fall around 3.76 (SD=.408), which is above the midpoint.

The descriptive statistics employed for assessing the current level of Organizational performance at SZPS also revealed that, the mean score of the sectors OP is evaluated and scored above the average with mean score of 3.96 and standard deviation of .468.

In examining the relationship of TM and Organizational performance, the correlation coefficient result revealed that, a positive and statistically significant relationship was found ($r=.686$, $p<.001$) between the two major variables mentioned (TM and Organizational performance). It is also found that the individual TM components of TM have significant positive relationship with Organizational performance i.e., for TA ($r=.646$), TR ($r=.309$), LLD ($r=0.496$), CMSP ($r=0.560$), PM ($r=0.479$), RR ($r=.457$); and p value of $< .001$ for all relationships. Accordingly, it is found that TR is found the lowest correlated item among TM Variables with OP, whereas, TA is the highest correlated item of TM, with Organizational performance OP. This means that high level of attraction measures is highly related to high level of Organizational performance OP.

In investigating the impact of TM practice over Organizational performance OP, the simple linear regression analysis evidenced that, 53% the variation in Organizational performance OP at SZPS is explained by its TM practice, at Beta value of .667 ($p<.001$). Furthermore, the multiple linear regressions also revealed that, among the six components of TM practice, TA and CMSP have unique contribution for the variation in Organizational performance OP, in the sectors, with Beta value of = .352 ($p< 0.001$) and .24 ($p < 0.001$) respectively.

Regression analysis coefficient of determination is equal to 0.417 indicating that Talent Attraction can predict and affect Organizational Performance as much as 41.7%, Talent Retention can predict and affect Organizational Performance as much as 9.6%., leadership, learning and development can predict and affect Organizational Performance as much as 24.6%., career management and succession planning can predict and affect Organizational Performance as much as 31.3%., performance management can predict and affect

Organizational Performance as much as 23%. And Reward and Recognition can predict and affect Organizational Performance as much as 21%. Talent Attraction and career management and succession planning together can predict and affect Organizational Performance as much as 73%.

In comparing male and female staffs for their TM practice evaluation and their OP, it is found that, there is no statically significant mean difference the mean score of male staff for TM practice is (M=3.74, SD=.41) and the score of female staff (M=3.79, SD=.403) and the difference is statistically insignificant at P=.03336 and P=03680. (p<.001) respectively. Furthermore, the mean score between male and female staff in organizational performance is with mean and standard deviation score of 3.91 and .478 by male (P=03869), and 4.03and .447 by female staff (P=.04082) respectively are statistically insignificant mean difference.

In comparing different sectors evaluation one-way ANOVA test conducted the result show us that there is no statically significant mean difference between sector to TM variable and OP. the mean difference between the sectors of SZPS respondents tested in ANOVA **Robust Tests of Equality of Means** for TM and OP. The findings show that are the is statistically insignificant and equal variance meet $p < 0.05$ for PM = F (6,95.581), P>.170 and F (6,209.324) p >.071 and for OP = F (6,95.296), P>.710 and F (6,204.269) p >.683 Based on the finding, the conclusion is that there is no a statistically significant mean difference exists between Sectors respondents in SZPS in evaluating the TM and OP Variables.

5.2 Conclusion

The aim of this study was two dimensional; assessing the practice of TM and investigating its influence over organizational performance. In the meantime, the researcher raised and addressed specific research questions, which are: - 'which one of the TM practices are unique predictor for organizational performance?', and 'does perceived evaluation of TM practice and organizational performance vary between gender and Sectors?' Accordingly, at the center of these enquiries, the result is discussed in chapter four under each sub headings; and it is clear that, the research objectives of this study have been met and the research questions have been answered. Thus, based on the analysis, the following conclusions were drawn.

Among the six components of TM, the Talent attraction variable of TM is ranked first, while, the alignment of Talent Retention programs with the strategy is the least scored item of the Talent management component. Therefore, it is the strategy elements establishing competitive compensation system, internal recruitment policy that helps to raise the loyalty and morale of employees, working environment and job security in the organization has been Weakley associated that need special attention. Moreover, Opportunity for self-development is positively weak correlated. Thus, implementing and practicing the strategic intent towards talent on the ground is overlooked at SZPS.

When we look at PM, as RR and LLD practice, the finding show that it is also not yet fully practiced at SZPS. It is, then, learned that, the weakness of SZPS with regard to RR is highly related to Learning and development; and promotion opportunities which is not yet provide equal opportunity for at least two qualified candidates for each key position. Thus, since RR is not given proper emphasis on quality and purpose by the SZPS, it hindered the differentiation of employees based on their talent, then, stalled rewarding employees based on their contribution.

Furthermore, looking at PM, internal referral programs are not widely used to bring new talented develop employes skills, while employment brand of EMI is found slightly strong and compelling among prospective employees. Therefore, it induced that, the HR

practice to develop talent and to hunt create best minded employee's internal recruitment policy be applicable.

The study also draws conclusion that, even though the majority of employees are moderately engaged and committed, innovative products and services were not being developed adequately by talented employees; and therefore, SZPS has limitations in winning hearts and minds of employees; and in enabling alignment of individuals' goals with the institute's objectives.

With regard to the development dimension of TM practice, it is found that, TD approaches are not fully introduced and implemented in the sectors, while, it is found that coaching, mentoring and challenging (special) assignments methods are not the primary development approaches at SZPS. This implies that, the institute merely depend its man power development interventions on traditional training and development programs, which is not advisable for effective TM practice.

In deploying talented employees, the study revealed that, there are limitations on job-to-job transition and letting best people focus on the most important activities (strategic issues) in SZPS. Thus, it is possible to conclude that, SZPS has limitations on utilizing talented employees towards achieving organizational objectives.

Moreover, TR practices are the least of all TM practices, which signaled talented employees probably leave the institute if proper majors could not be taken by the management of the institute at all level. In this regard, it is also learned that, there is no well-established mechanism which made managers accountable for loosing talented employees. Thus, the sectors are not in a position to retain its best performers. In general, from the descriptive analysis result, it can be concluded as, TM practices are not fully implemented and practiced in SZPS (i.e., averagely practiced) with the aim of retaining talented employees.

This study evidenced through correlation analysis that, the institute's effort to manage talent and talented employees is highly associated with, its aspiration for retention of talented people; and organizational performance. The study also found that, there is a significant relationship between individual practices (components) of TM with

Organizational performance. Furthermore, there is a cause-effect relationship between TM practices and, Organizational performance OP in the sectors.

Additionally, this result calls for the introduction of different HR architecture in the Sectors Internal Recruitment policy that facilitates promotion, reward and development programs be in practice that increase talent retention otherwise, there may occur turnover there by affecting organizational performance.

5.3 Recommendations

Based on the conclusion drawn from the study, and the established research problem, the research required to forward realistic and applicable recommendations. Accordingly, the following recommendations were suggested by the Author.

- As indicated in the above section, mission and values of the institute recognizes the importance of managing talent properly. This is very important commencement for the establishment of TM practice. In this regard, the institute needs to practice in the ground this value through its reward and recognition strategy. Therefore, the reward and recognition strategy must state explicitly how talent should be recognized and rewarded differently.

- The sectors advised also specify the talent management Strategy which positions are identified as strategic for the attainment of the institute's objectives; and recommended segment talent and talented employees based on the positions they obtain. In such way, the importance of talent esteemed by mission and value of the institute can be expressed through reward and recognition programs.

- The Sectors also needs to introduce a succession plan. In this regard, it requires identification of strategic job positions and key managerial positions. Thus, segmenting employees based on their talent, preparing them for filling those identified positions, and creating talent pool in advance need preparing succession plans. With these interventions, the sectors can give equal opportunity for candidates to fill key positions

and the transitions from job to job also be facilitated, as a result, talented employees will commit to the sectors

- Beyond managing talent of the internal employees and retaining them, the institute must introduce extra hiring methods other than regular recruitment and selection mechanisms to bring new talented employees in to the sectors. In this regard, one of the methods to bring in talented employees is internal referral program, which enable internal employees to recommend best people outside of the Sectors. Such alternatives assist the institute to ensure gaining employees that match well with the sector's culture, the job, and their co-workers. In addition to this, working with universities and colleges also help the sectors to identify talented and prospective employees and to bring in the desired talent and develop them based on the need of the sectors.

- In addition to importing talent to the sectors, developing individuals inside the sectors also need special attention. In this regard, coaching, mentoring, challenging (special) assignments and additional development methods other than training and education advised be introduced as primary development methods.

- With regard to making use of talented employees towards achieving strategic objective, the sectors must ensure effective deployment of talent within the sectors. In this regard, mangers at SZPS make sure that, talented employees are engaging in most important and strategic activities and by auditing the talent utilization, corrective measures must be taken; such as, letting talented people to do what they can do best, facilitate job to job transitions, and supported these efforts with well-established work system. The system, in this case, must explicitly state the responsibility of each manager for the deployment of talented individual in each directorate. Such measures probably, enable the institute to retain its best people and achieve what it intended to obtain through those talented employees.

- In general, as we portrayed in the consecutive chapters, TM is highly related to organizational performance and it significantly affects to organizational performance; then, effective and proper management of talent surely assist the sectors to retain its best people.

Thus, the management of talent in the institute recommended to be treated with the retention objective stated on the strategic plan. To this end, significant improvement in the practice of TM will lead to significant increases organizational performance. Specifically, if more effort exerted towards in segmentation and identification of who the best performers are in the institute and rewarded according to their contribution, developing majority of talent internally, introduction of succession plan, making best people to focus on the most important jobs, matching employee's competencies with job requirements, giving employees opportunity to do what they do best, and facilitating smooth transitions from job to job within the sectors will possibly lead increase organizational' Performance. Therefore, if there is a need to prioritized TM practices for immediate result, the Sectors can possibly direct their efforts towards RR and TR and PM.

5.4 Future Research Directions

In studying the practice of TM and its relationship with organizational performance, the Author addressed the stated objective by employing several statistical methods and strictly following the research methodology. Hence, this study addressed the research problems, draws conclusion and forward practical recommendations. In addition to this, the Author believed that, there are issues remain uncovered in this study due to the scope limitation and need to be addressed in future studies to add broad insight in to the subject, since it is a new phenomenon. Thus, the following points are taken as limitations of this study and future research directions.

- This study only encompasses seven TM practices, which are widely used in the literature and in actual practice, but to make full picture of TM, future researchers may include additional TM practices, such as Organizational Trust, Job Experience, Coaching, Mentoring, management commitment and talent communication and in their researches.
- The study also limits itself on the practice of TM practice on SZPS, and the conclusion and recommendations remain within the Zone. In this regard, to make the conclusion and recommendation wider and more applicable for more organizations,

future researches may conduct the research in industry wide or nationwide by increasing the sample size.

- This research employed only quantitative research method and considers maily employees (excluding contract, Field workers and cooperative Unions), accordingly, future researchers may employ mixed approach (qualitative and quantitative) in their data type; to include managerial say, and document review; Including focus group discussion and may consider organizational unit of analysis.

- This research is focused on the relation of TM practice with HR outcome, i.e., organizational performance of the sectors. To test the relationship of TM with other HR outcomes, researchers may consider other HR outcomes as dependent variable, such as, job satisfaction, organizational commitment and motivation. Additionally, to make the relationship (cause-effect relationship) one step ahead, future researches may consider organizational outcomes as dependent variable such as effectiveness, productivity with HR outcomes as mediating variable. To this end, it may help to validate the model developed by Collings and Mellahi (2009), in empirical researches.

- This research encompasses all employees above 9 months experience within the institute, since there is no identification of strategic job positions that are vital for the institute's strategic objective achievement. In this regard, future researches may focus on only talented employees who obtained strategic job positions and excluded employees working on non-strategic job positions, if there is differentiation in job positions.

- Finally, as indicated in the literature, there is lack of theoretical grounds and models in conceptualizing TM and its relationship with other variables. In this regard, researches should be conducted aiming at model specification and theory development. To this end, future researches should consider, specifying HR architectures for different TM dimensions based on industry, business strategy, business nature, and sector.

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Annex

Annex1: Questionnaire

A STUDY ON THE IMPACT OF TALENT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: THE CASE OF SOME SELECTED PUBLIC SECTORS IN SILTIE ZONE

Dear Sir/Madam;

Please spare a part of your valuable time by giving frank response to this questionnaire being given to you as a part of the master's thesis research work going on in Wolkite University. The information received will be used only for academic research. ***(Please use to mark your response)***

PART I BASIC INFORMATION

1. Name of your organization.....
2. Woreda……
3. What position do you hold in your Sector?

Head of the Sector ☐ HR Director/coordinator ☐ Other Director ☐

Coordinator ☐ Expert ☐ Other ☐

4. Experience

Less than 5 yrs. ☐ 6-10 yrs. ☐ 11-15 yrs. ☐ 16-20 yrs. ☐ 21-25 yrs. ☐ 26-30 yrs. ☐ 31-35 yrs. ☐ Above 36 yrs. ☐

5. Salary

Below 5000 ☐ 5000-9999 ☐ 10000-14999 ☐ 15000-19999 ☐ Above 20000 ☐

6. Gender

Male ☐ Female ☐

7. Marital status

Married ☐ Single ☐ Divorced ☐

8. What is your Age Group?

Below 27 ☐ 28 to 37 ☐ 38 to 47 ☐ 48 to 57 ☐ 58 and older ☐

9. What is your highest level of Education?

Technique school Diploma (10+2) ☐ Diploma ☐ Bachelor's degree ☐ Master's degree ☐ PhD ☐ other mention……

PART II TALENT MANAGEMENT VARIABLES

Please indicate your level of agreement with the following statement about your organization

		Strongly Agree	agree	Neutral	disagree	Strongly disagree
		5	4	3	2	1
1	**Statement on talent attraction**					
1.	My Sector is actively involved in Sharing valuable contents, communication and implementation of employer branding i.e. its culture, values, mission, goals, benefits, training, etc.					
2.	My Sector's good working conditions, fair Salary and other benefit packages has enabled it to attract the right talents					
3.	My organization strives to build a good brand image to attract talented employees					
4.	My Sector ensure good organizational climate in order to attract the right talents					
5.	In my Sector, we support employee training and career progression					
6.	Work-life balance as well as social networking facilities in this Sector is a motivating factor to our employees					
7.	At the time of joining in this organization, management informed employees about their duties, responsibilities and the nature of work					

2	**Statement on talent Retention**	**5**	**4**	**3**	**2**	**1**
8.	My sector uses *effective leadership style* and is careful on how to *handle employee* issues					
9.	My Sector has competitive compensation *system* in comparison to other sectors in the same industry which is a *motivating factor to our employees*					
10.	We *have internal recruitment policy* that helps to raise the loyalty and morale of our employees					
11.	My Sector management takes more effort to *ensures Employee are satisfied and motivated* all the time in order to retain employees					
12.	Employees feel emotionally attached to and proud on this organization					
13.	Employees feel that there is job security in the organization					
14.	Opportunity for self-development is positively associated with retention					

3	Statement on Learning and development	5	4	3	2	1
15.	In my Sector appropriate learning and development strategies have been put in place					
16.	The contents of the training programs organized are always relevant to the changing needs of employee jobs.					
17.	Sufficient resources and time are allocated for leadership training and development					
18.	Employees are flexible about acquiring new knowledge, skills, mastering new ways of doing things and making changes in the organization.					
19.	Employees are encouraged to participate in various seminars and workshops etc.					
20.	Employees are assigned challenging jobs to solve problems and develop their skills					
21.	In this sector, We emphasis on Teamwork skills Development					

4	Statement on Career management and succession planning	5	4	3	2	1
22.	My Sector offers career counseling					
23.	This Sector believes career planning facilitates add to the expansion and growth of the organization					
24.	My Sector plans on employee growth and Progression					
25.	Employees have clear career paths within the organization					
26.	We have established succession planning in my Sector					
27.	Adequate career growth opportunities are available in the organization for those who perform well					
28.	Promotional opportunities are provided in the Organization.					
29.	When new management position come up the department normally tries to fill them with people from within the department rather than recruiting from outside					

5.	**Statement on Performance Management**	**5**	**4**	**3**	**2**	**1**
30.	Employees have autonomy over the way they perform their work					
31.	Performance management helps employees to do job better					
32.	Performance management is a two-way process, with both manager & employee expressing their views					
33.	Assessment of employee performance are consistent, fair& unbiased					
34.	Performance being monitored periodically					
35.	Performance appraisal in organization aims at improving performance and strengthening employee job skills.					
36.	There is a clear link between employee performance and pay.					
37.	Supervisor clearly explains to employees, how their performance is evaluated					

		Strongly Agree	**agree**	**Neutral**	**disagree**	**Strongly disagree**
		5	**4**	**3**	**2**	**1**
6	**Statement on Reward and recognition**					
i.	My organization has an exciting rewards and Recognition program in place.					
ii.	Reward has a positive effect in work atmosphere					
iii.	Organization effectively distributes compensation and reward based on individual and team contribution					
iv.	Employees are ready to increase their work efforts in order to gain the rewards					
v.	Creative suggestions and remarkable contributions should be rewarded & appreciated through awards, recognition, increments& promotions					
vi.	Organization provides sufficient incentives, leave facilities and benefits to employees.					
vii.	Employees are satisfied in Pay increments					

7.	**Statement on Organizational Performance (Dependent Variable)**	5	4	3	2	1
38.	In this Sector we believe talent management increases our competitiveness					
39.	My Sector's talent retention strategy has led to increase performance of the organization					
40.	Talent management in the organization led to Increased employee productivity					
41.	This Sector formal succession planning has Contributed to a high rate of Result					
42.	Learning and Development in this organization has led to increase in organizational performance					
43.	Talent management in my organization help in adopting Continuous Improvement for organizational performance					
44.	Different parts of Units co-operate with each other to achieve the best for the organization as a whole					
45.	management utilize radical ideas for the development of an organization					

Annex2: Sample plan, distribution of questionnaires'; and return and valid rate

Variable	Categories	Total population	Sample Proportion	Valid Data Frequency	Response and Valid rate	Response and Valid rate %
Sector of the Respondents	Cooperative Sector	268	29	25	4	1.12
	Trade and marketing Sector	230	25	18	7	1.96
	Job creation and Enterprise sector	592	65	48	17	4.76
	Urban Development and Construction Sector	746	82	61	21	5.88
	Water, Minerals and Energy Sector	382	42	35	7	1.96
	Finance Sector	616	68	53	15	4.2
	Public Service and Human Resource Development Sector	416	46	33	13	3.64
	Total	3250	357	273	84	23.53

Annex 3: official latter's and Evidence for the data

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የስልጤ ዞን ዋና አስተዳዳሪ ጽ/ቤት
South Nations Nationalities and People's Regional State
Siltie Zone Administration Office

ቁጥር ስዞአስ/4317/2014 ዓ.ም
Ref.No
ቀን 14/03/2014 ዓ.ም
Date

To: Wolkite University
College of Business and Economics
Department of Management
Wolkite

From: Silte Zone Administration
Werabe

Subject: - Providing evidence for the collection of research data

Your department wrote a letter (ref.no. MGMT / 127/2013 dated 06/09/13) to our office stating that Mr. Ahmedin Kemal, a 2nd year MBA student of your university wanted to do his thesis work with some selected zonal public sectors and their woreda structures on the topic: the impact of talent management on organizational performance; the case of some selected public sectors in Silte zone, SNNPR, Ethiopia.

Therefore, based on the researcher decision out of 27 public sectors 7 (seven) sectors selected such as Cooperative Office, Trade and Marketing Department, Enterprise and Job Creation Department, Urban Development and Construction Department, Water, Mining and Energy Department, Finance Department; and Public Service and Human Resource Development Department. The researcher also selected 9 woredas out 14 woreda and Town administrations, including the zonal center, Werabe town administration, Dalocha woreda, Silti woreda, Sankura woreda, Hulbarag woreda, Lanfuro woreda, Alcho Weriro woreda and Mesraq Azernet Berbere woreda.

We provided the necessary support by writing to concerned sectors in a letter (Ref.no SZ Adm 3538/2014 date 17/02/14), and the sectors referred to our number and wrote a letter to their woreda structure cooperating with the researcher to support in providing the necessary information.
Thus, we have given this assurance to the nominated graduate student, who has distributed a total of 357 questionnaires out of which 321 questionnaires, secondary and other data collected in all of the above sectors and their woreda structures, and we wish him all the best.

With regards

CC
- Silte zone Administration
- Mr. Ahmedin Kemal

Werabe

መሀመድ መሀመድ የሱፍ
Mehammud Mohammed Yesuf

ጸ ቤ ስ.ቁ ዋና አስተዳዳሪ ፖ.ሣ.ቁ ፋክስ ወራቤ-ኢትዮጵያ
Tel 046-7710013/189 P.O Box 4 Fax 046-7710003 Werabe - Ethiopia
አስ/ጽ/ቤት ኃላፊ 046-7710190

ፈጣን ውሳኔ በመስጠት መልካም አስተዳደርን እናሰፍናለን!!
Websit:www.siltie. gov.et.
መልስ ሲጽፉልን እባክዎን የደብዳቤዎችንን ቁጥር ይጥቀሱ!!

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South Nations Nationalities and People's Regional State
Siltie Zone Administration Office

ቁጥር ስዞአስ/3538/2014 ዓ.ም
Ref.No
ቀን 17/2/2014 ዓ.ም
Date

ለሀብረት ስራ ጽ/ቤት

ለክተማ ልማትና ኮንስትራክሽን መምሪያ

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ለፐብሊክ ሰርቪስ የሰው ሀብት ልማት መምሪያ

ወራቤ፣

ጉዳዩ፡- <u>ትብብርን ስለመጠየቅ ይሆናል</u>

ወልቂጤ ዩንቨርሲቲ የዩንቨርሲቲው የ2ኛ ድግሪ ተማሪ የሆኑት **አቶ አህመዲን ከማል** የመመረቂያ ጽሁፋቸው የችሎታ አስተዳደር በተቋማዊ አፈፃፀም ላይ የሚያሳድረው ተጽዕኖ በሚል ርዕስ በመምሪያችሁ/ጽ/ቤታችሁ እና በስራችሁ በሚገኙ መዋቅሮች ለመስራት የመረጡ መሆኑን በቁጥር MGMT/127/2013 በቀን 06/09/2013 በተፃፈ ደብዳቤ ገልፀውልናል፡፡

ስለሆነም በእናንተ በኩል ለምርምር ስራቸው የሚረዷቸው አስፈላጊ መረጃ በመስጠት ትብብር እንዲደረግላቸው እየጠየቅን ለሚደረግላቸው ትብብር ሁሉ ከወዲሁ ምስጋናችን ለማቅረብ እንወዳለን፡፡

ከሰላምታ ጋር

ማህሙድ መሀመድ ዩሱፍ
MEHAMMUD MOHAMMED YUSUF
የመልካም አስተዳደርና ለአካቢ ጉዳዮች
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- ለስ/ሀ/አስ/ጽ/ቤት

ወራቤ

✉ ፖ.ሣ.ቁ P.O Box --
Tel 046-7710366
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Werabe - Ethiopi

ፈጣንና ውሳኔ በመስጠት መልካም አስተዳደርን እናሰፍናለን!!
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Siltie zone Trade & Industry

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_____

ጉዳዩ፡- <u>ትብብር ስለመጠየቅ ይሆናል፣</u>

ከላይ በርዕሱ ለመግለጽ እንደተሞከረው ወልቂጤ ዩኒቨርስቲ የ2ኛ ዲግሪ ተመሪ የሆኑት አቶ አህመዲን ከማል የመመረቂያ ጽሁፋቸው የችሎታ አስተዳደር በተቋማዊ አፈጻጸም ላይ የሚያሳድረው ተጽዕኖ በሚል ርዕስ ጽ/ቤታችሁ በሚገኙ መዋቅሮች ለመስራት የመጡ መሆኑን በቁጥር ስዞ/አስ/3538/2014 በቀን 17/02/2014 በተጻፈ ደብዳቤ ገልጸውልናል፡፡

ስለሆነም በእናንተ በኩል ለምርምር ስራቸው የመሚረዳቸውን አስፈላጊ መረጃ በመስጠት ትብብር እንዲደረግላቸው እየጠየቅን ለሚደረግላቸው ትብብር ሁሉ ከወዲሁ ምስጋናችንን ለማቅረብ እንወዳለን፡፡

ከሠላምታ ጋር!

የዘስዘሁ ሠ ስ ጽ ቤ
ድጋያ ተኬታዩ ዘሳደ
ዮንግድ ም ፈ ሰ/ዘ
ስገልግሎት ም ኃላ

<u>ግልባጭ፡-</u>

- ለመምሪያችን ኃላፊ
- <u>ወራቤ</u>

ስልክ 046 771 04-06/04-17/04-09/04-05

በደቡብ ብሔር ብሔረሰቦችና ህዝቦች ክልል መንግስት
South Nations Nationalities and People's Regional State
የስልጤ ዞን ፐብሊክ ሰርቪስና የሰው ሃብት ልማት መምሪያ
Siltie Zone public Service and Human Resource Development Department

ቁጥር ስዞፐሰ/የሰ/ሃ/ል 696/ወ-04
ቀን 24/02/2014

ለአቶ አህመዲን ከማል

ባሉበት

ጉዳዩ፡- መረጃ ስለመስጠት ሰይሆናል፣

ከላይ በርዕሱ ለመጥቀስ እንደተሞከረዉ የስልጤ ዞን ዋና አስተዳደሪ ጽ/ቤት በቁጥር ስዞአስ/3538 በቀን 17/2/2014 በተጻፈ ዳብዳቤ የወልቂጤ ዩኒቨርስቲ የ2ኛ ድግሪ ተማሪ ለሆኑት ለአቶ አህመዲን ከማል ለመመረቂያ ጥናታዊ ጽሁፍ ዝግጅት ይረዳቸው ዘንድ አስፈላጊው ትብብር እንዲደረግላቸው የተጠየቅን መሆኑ ይታወቃል፡፡

ስለሆነም ከላይ በስም ተጠቃሹ ተማሪ ጥናቱን ለማድረግ በመረጡባቸው ሴክተሮች የሚገኝ የሰው ኃይል መረጃ እንዲሰጣቸው ጠይቀውናል ፡፡

በመሆኑም ከዚህ ሸኚ ዳብዳቤ ጋር 05 ገጽ አባሪ በተያያዘው ሰንጠረዥ መሰረት 07 የተመረጡ ሴክተሮች እና የዞኑን የ2013 አጠቃላይ የሰው ኃይል መረጃ የሰጠናቸው መሆኑን እንገልፃለን፡፡

ከሠላምታ ጋር

ሙስጠፋ አሊ ኡስማን
Mustefa Ali Usman
ዞን ፐብሊክ ሰርቪስና የሰው ሃብት ልማት መምሪያ ኃላፊ
Siltie Zone Public Service & Human Resource Dev't department Head

ግልባጭ

- ለመምሪያችን ኃላፊ
- ለመምሪያችን ልማት አቅድ

ወራቤ፣

የስልጤ ዞን የሰው ኃይል መረጃ በደመወዝ ክልልና በጾታ

ተ.ቁ	የወረዳው ስም	ጠቅላላ ሰራተኞች መረጃ በደመወዝ ክልልና በጾታ																			ድምር		
		ከ1000-4999			ከ5000-9999			ከ10000-14999			ከ15000-19999			ከ20000-24999			ከ25000 በላይ					
		ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ
1.	ዞን ማዕከል	140	174	314	402	151	553	109	25	134	25	8	33	2	0	2	0	0	0	678	358	1036
2.	ወራቤ ከተማ አስተዳደር	396	292	688	342	238	580	45	8	53	9	2	11	0	0	0	0	0	0	792	540	1332
3.	ስልጢ ወረዳ	748	312	1060	719	182	901	31	3	34	7	0	7	0	0	0	0	0	0	1505	497	2002
4.	ቅበት ከተማ አስተዳደር	251	249	500	313	174	487	45	7	52	3	1	4	0	0	0	0	0	0	612	431	1043
5.	ምስራቅ ስልጢ ወረዳ	337	215	552	347	65	412	8	1	9	6	0	6	0	0	0	0	0	0	698	281	979
6.	ሁልባራግ ወረዳ	377	311	688	486	186	672	24	1	25	0	0	0	0	0	0	0	0	0	887	498	1385
7.	አልኾ ዊሪሮ ወረዳ	414	168	582	629	349	978	48	1	49	0	0	0	0	0	0	0	0	0	1091	518	1609
8.	ሳንፉሮ ወረዳ	391	194	585	513	60	573	19	1	20	6	0	6	0	0	0	0	0	0	929	255	1184
9.	ጦራ ከተማ አስተዳደር	174	147	321	438	147	585	17	6	23	6	1	7	0	0	0	0	0	0	635	301	936
10.	ሚቶ ዙርያ ወረዳ	525	272	797	289	81	370	5	3	8	2	1	3	0	0	0	0	0	0	821	357	1178
11.	ዳሎቻ ወረዳ	398	314	712	868	286	1154	92	25	117	0	0	0	0	0	0	0	0	0	1358	625	1983
12.	ዳሎቻ ከተማ አስተዳደር	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.	ሳንኩራ ወረዳ	354	238	592	536	215	751	413	51	464	9	1	10	0	0	0	0	0	0	1312	505	1817
14.	ዓለም ገቢያ ከተማ አስተዳደር	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15.	ምዕ/አዘርነት በርበሬ ወረዳ	421	353	774	505	224	729	69	4	73	0	0	0	0	0	0	9	2	11	1004	583	1587
16.	ምስ/አዘርነት በርበሬ ወረዳ	443	296	739	451	174	625	27	6	33	0	0	0	0	0	0	0	0	0	921	476	1397
17.	ጠቅላላ ድምር	5369	3535	8904	6838	2532	9370	952	142	1094	73	14	87	2	0	2	9	2	11	13243	6225	19468

ምንጭ :- ከስልጤ ዞን ፐብሊክ ሰርቪስ እና የሰው ሀብት ልማት መምሪያ የ2013 አመታዊ የሰው ኃይል መረጃ የተወሰደ



በስልጤ ዞን አጠቃላይ የሰው ኃይል መረጃ በዕድሜ ክልልና በጾታ

ተ.ቁ	የወረዳው ስም	ጠቅላላ ሰራተኞች መረጃ በዕድሜ ክልልና በጾታ															ድምር		
		27 ዓመት እና በታች			ከ28-37			ከ38-47			ከ48-57			ከ58 ዓመት በላይ					
		ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ
1.	ዞን ማዕከል	32	77	109	381	207	588	166	60	226	90	14	104	9	0	9	678	358	1036
2.	ወራቤ ከተማ አስተዳደር	461	396	857	248	109	357	74	20	94	9	15	24	0	0	0	792	540	1332
3.	ስልጢ ወረዳ	777	325	1102	542	131	673	107	36	143	76	5	81	3	0	3	1505	497	2002
4.	ቅበት ከተማ አስተዳደር	140	159	299	191	108	299	251	159	410	26	5	31	4	0	4	612	431	1043
5.	ምስራት ስልጢ ወረዳ	312	150	462	278	131	409	90	0	90	18	0	18	0	0	0	698	281	979
6.	ሁልባራግ ወረዳ	342	228	570	469	233	702	61	31	92	10	6	16	5	0	5	887	498	1385
7.	አልቾ ዊሪሮ ወረዳ	370	144	514	548	341	889	137	33	170	36	0	36	0	0	0	1091	518	1609
8.	ሳንቱሮ ወረዳ	192	104	296	451	120	571	231	25	256	54	6	60	1	0	1	929	255	1184
9.	ጦራ ከተማ አስተዳደር	63	50	113	419	181	600	135	69	204	17	1	18	1	0	1	635	301	936
10.	ሚቶ ዙርያ ወረዳ	464	258	722	275	72	347	66	22	88	16	5	21	0	0	0	821	357	1178
11.	ጻሎቻ ወረዳ	705	331	1036	375	140	515	198	126	324	78	26	104	2	2	4	1358	625	1983
12.	ጻሎቻ ከተማ አስተዳደር	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.	ሳንኩራ ወረዳ	485	168	653	716	314	1030	97	19	116	13	4	17	1	0	1	1312	505	1817
14.	ዓለም ገቢያ ከተማ አስተዳደር	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15.	ምስ/አዘርነት በርበሬ ወረዳ	142	135	277	578	332	910	215	114	329	63	2	65	6	0	6	1004	583	1587
16.	ምስ/አዘርነት በርበሬ ወረዳ	544	366	910	324	105	429	42	5	47	10	0	10	1	0	1	921	476	1397
17.	ጠቅላላ ድምር	5029	2891	7920	5795	2524	8319	1870	719	2589	516	89	605	33	2	35	13243	6225	19468

ምንጭ ፦ ከስልጤ ዞን ፕብሊክ ሰርቪስ እና የሰው ሀብት ልማት መምሪያ የ2013 አመታዊ የሰው ኃይል መረጃ የተወሰደ



በስልጤ ዞን አጠቃላይ የሰው ኃይል መረጃ በአገልግሎት ዘመንና በጸታ

ተ.ቁ	የወረዳው ስም	ጠቅላላ ሰራተኞች መረጃ በአገልግሎት ዘመንና በጸታ																								ድምር		
		5 ዓመት እና በታች			ከ6-10 ዓመት			ከ11-15 ዓመት			ከ16-20 ዓመት			ከ21-25 ዓመት			ከ26-30 ዓመት			ከ31-35 ዓመት			ከ36 ዓመት በላይ					
		ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ
1.	ዞን ማዕከል	97	95	192	179	103	282	226	89	315	103	52	155	45	15	60	11	1	12	17	3	20	0	0	0	678	358	1036
2.	ወራቤ ከተማ አስተዳደር	353	280	633	252	125	377	86	62	148	34	19	53	5	16	21	30	11	41	0	0	0	32	27	59	792	540	1332
3.	ስልጢ ወረዳ	605	238	843	413	158	571	304	57	361	127	32	159	26	7	33	17	4	21	11	1	12	2	0	2	1505	497	2002
4.	ቅበት ከተማ አስተዳደር	232	183	415	122	50	172	140	127	267	50	43	93	21	15	36	13	12	25	26	1	27	8	0	8	612	431	1043
5.	ምስራቅ ስልጢ ወረዳ	428	200	628	163	49	212	79	19	98	28	13	41	0	0	0	0	0	0	0	0	0	0	0	0	698	281	979
6.	ሁልባራግ ወረዳ	439	222	661	255	194	449	126	58	184	39	16	55	18	6	24	8	2	10	2	0	2	0	0	0	887	498	1385
7.	አልቾ ዊሪር ወረዳ	96	39	135	278	105	383	334	254	588	127	42	169	97	38	135	78	23	101	45	17	62	36	0	36	1091	518	1609
8.	ሳንቶሮ ወረዳ	316	130	446	252	67	319	220	22	242	56	20	76	46	11	57	20	3	23	19	1	20	0	1	1	929	255	1184
9.	ጦራ ከተማ አስተዳደር	233	165	398	124	48	172	131	42	173	111	30	141	26	14	40	9	2	11	1	0	1	0	0	0	635	301	936
10.	ሚቶ ዙርያ ወረዳ	577	273	850	160	57	217	64	24	88	12	3	15	5	0	5	3	0	3	0	0	0	0	0	0	821	357	1178
11.	ዳሎቻ ወረዳ	524	297	821	319	100	419	184	72	256	113	56	169	93	63	156	40	14	54	45	13	58	40	10	50	1358	625	1983
12.	ዳሎቻ ከተማ አስተዳደር	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.	ሳንኩራ ወረዳ	540	248	788	318	116	434	240	75	315	144	44	188	32	13	45	26	9	35	12	0	12	0	0	0	1312	505	1817
14.	ዓለም ገበያ ከተማ አስተዳደር	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15.	ምዕ/እዘርጎት በርበራ ወረዳ	375	303	678	260	169	429	140	65	205	94	41	135	37	2	39	68	3	71	21	0	21	9	0	9	1004	583	1587
16.	ምስ/እዘርጎት በርበራ ወረዳ	584	366	950	209	83	292	89	23	112	28	4	32	6	0	6	2	0	2	3	0	3	0	0	0	921	476	1397
17.	ጠቅላላ ድምር	5399	3039	8438	3304	1424	4728	2363	989	3352	1066	415	1481	457	200	657	325	84	409	202	36	238	127	38	165	13243	6225	19468

ምንጭ ፦ ከስልጤ ዞን ፕብሊክ ሰርቪስ እና የሰው ሀብት ልማት መምሪያ የ2013 አመታዊ የሰው ኃይል መረጃ የተወሰደ



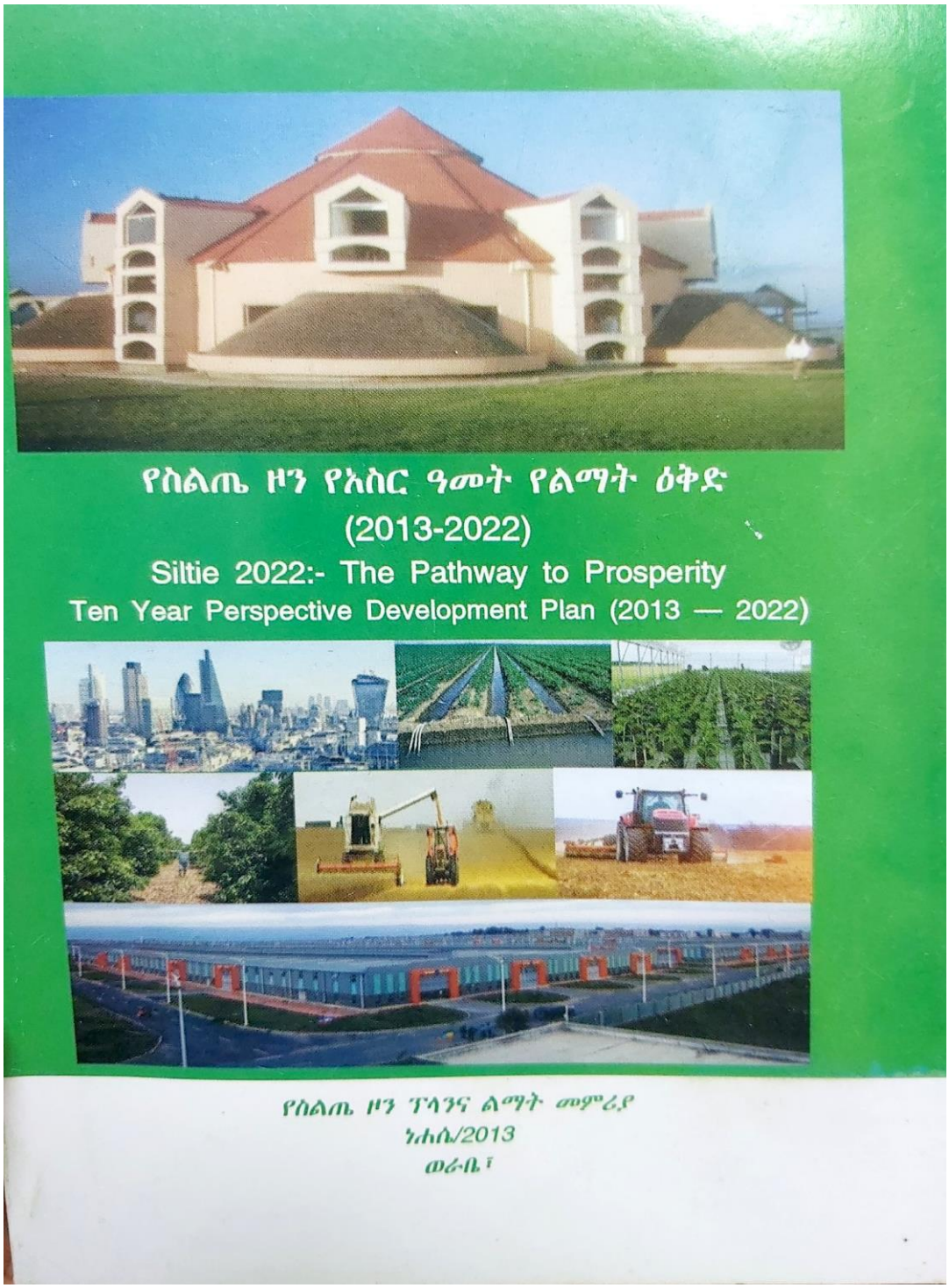
በስልጤ ዞን ለጥናቱ በተመረጡ መስሪያ ቤቶች የሰው ኃይል መረጃ በጸታ

ተ.ቁ	የወረዳው ስም	በስልጤ ዞን በተመረጡ መስሪያ ቤቶች የሚገኙ ጠቅላላ ሰራተኞች መረጃ በጸታ																							ምርመራ
		ህብረት ስራ			ንግድና ገበያ			ኢንተርፕራይዝ እና ስራ ዕድል			ኩታ ልማትና ኮንስትራክሽን			ውሃ ማዕድንና ኢነርጂ			ፋይናንስ			ፕብሊክ ሰርቪሰና የሰው ሀብት			ድምር			
		ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	ወ	ሴ	ድ	
1.	ዞን ማዕከል	11	11	22	17	14	31	38	18	56	50	15	65	35	17	52	42	26	68	13	8	21	206	109	315	
2.	ወራቤ ኩታማ አስተዳደር	5	2	7	12	10	22	28	16	44	74	31	105	29	14	43	25	20	45	16	5	21	189	98	287	
3.	ስልጢ ወረዳ	12	8	20	8	6	14	33	8	41	39	16	55	30	6	36	33	17	50	38	7	45	193	68	261	
4.	ቅበት ኩታማ አስተዳደር	0	0	0	8	5	13	15	10	25	41	20	61	0	0	0	20	7	27	8	3	11	92	45	137	
5.	ምስራት ስልጢ ወረዳ	8	5	13	9	4	13	13	2	15	35	8	43	20	7	27	27	5	32	19	2	21	131	33	164	
6.	ሁልባራግ ወረዳ	14	12	26	8	9	17	33	14	47	23	12	35	20	8	28	29	20	49	29	13	42	156	88	244	
7.	አልቾ ዊሪሮ ወረዳ	24	15	39	9	8	17	22	10	32	31	15	46	12	5	17	42	16	58	34	7	41	174	76	250	
8.	ላንቱሮ ወረዳ	20	4	24	5	6	11	25	12	37	17	3	20	20	5	25	31	8	39	27	4	31	145	42	187	
9.	ጦራ ኩታማ አስተዳደር	0	0	0	4	1	5	20	8	28	33	7	40	0	0	0	22	6	28	4	3	7	83	25	108	
10.	ሚቶ ዙርያ ወረዳ	10	6	16	9	6	15	18	13	31	51	14	65	18	13	31	21	6	27	17	6	23	144	64	208	
11.	ዳሎቻ ወረዳ	21	11	32	18	8	26	46	34	80	43	20	63	36	21	57	30	24	54	28	10	38	222	128	350	
12.	ዳሎቻ ኩታማ አስተዳደር	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	አዲስ የተዋቀረ
13.	ላንኩራ ወረዳ	15	3	18	11	7	18	41	25	66	42	20	62	16	5	21	38	14	52	42	4	46	205	78	283	
14.	ዓለም ገበያ ኩታማ አስተዳደር	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	አዲስ የተዋቀረ
15.	ምስ/አዘርነት በርበሬ ወረዳ	16	10	26	7	5	12	36	16	52	33	19	52	21	4	25	31	14	45	29	8	37	173	76	249	
16.	ምስ/አዘርነት በርበሬ ወረዳ	20	5	25	8	8	16	24	14	38	20	14	34	16	4	20	26	16	42	16	16	32	130	77	207	
17.	ጠቅላላ ድምር	176	92	268	133	97	230	392	200	592	532	214	746	273	109	382	417	199	616	320	96	416	2243	1007	3250	

ምንጭ ፡ ከስልጤ ዞን ፐብሊክ ሰርቪስ እና የሰው ሀብት ልማት መምሪያ የ2013 አመታዊ የሰው ኃይል መረጃ የተወሰደ



Annex 4: Zonal Materials used in the study



በስልጤ ዞን ፐብሊክ ሰርቪስና የሰው ሀብት ልማት መምሪያ

አገልግሎት አሰጠጥ ለይ

የተሰረ የዳሠሣ ጥናት



ግንቦት/ 2013 ዓ.ም

ወራቤ

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በስልጤ ዞን ፐ/ሰ/የሰው ሀብት ልማት መምሪያ በ2014 በጀት ዓመት የመጀመሪያው ግማሽ ዓመት የዞን ተቋማት፣ ወረዳዎችና ከተማ አስተዳደሮች የሪፎርም ስራዎች አፈጻጸም ላይ ለስትሪንግ ኮሚቴ መወያያ አንዲመች አጥሮ የተዘጋጀ ሪፖርት



መጋቢት/2014

በደቡብ ብሔሮችብሔረሰቦችናህዝቦችክልልመንግስት
South Nations Nationalities and People's Regional State
የስልጤዞንፐብሊክሰርቪስናየሰውሃብትልማትመምሪያ
Siltie Zone public Service and Human Resource Development Department

የስልጤ ዞን ፐብሊክ ሰርቪስና የሰው ሀብት ልማት መምሪያ

የ2013 በጀት ዘመን ዕቅድ



ወረቤ

ሰኔ/2012

በደቡብ ብሔር ብሔረሰቦችና ህዝቦች ክልል መንግስት
South Nations Nationalities and People's Regional State
የስልጤ ዞን ፐብሊክ ሰርቪስና የሰው ሃብት ልማት መምሪያ
Siltie Zone public Service and Human Resource Development Department

ቁጥር ስዞፐ/ሰ/የሰ/ሃ/ል 1032/ ፈ.07
ቀን 05/04/2014

ለደ/ብ/ብ/ህ/ ክልል መንግስት ፐብሊክ ሰርቪስና የሰው ሀብት ልማት ቢሮ

ሃዋሳ፤/

ጉዳዩ፤-የሰው ሀብት ልማት ዘርፍ ሪፖርት ስለመላክ ይሆናል፤/

ከላይ በመግቢያው ለመግለጽ እንደተሞከረው የመምሪያችን የሰው ሀብት ልማት ዘርፍ የ2014 ዓ.ም የ5 ወር ዕቅድ አፈጻጸም ሪፒርት----------ከዚህ ሸኚ ደብዳቤ ጋር አባሪ አድርገን የላክን መሆናችንን እንገልጻለን፡፡

//ከሰላምታ ጋር//

አማረ ወጅኦ አብሴ
AMARE WEDAJO O

ግልባጭ

ወራቤ፤

- ለምሪያው ኃላፊ
- ለለሰው ሀ/ስ/አመራር ዳይክቶሬት

ፐብሊክ ሰርቪስ