

**TALENT MANAGEMENT PRACTICES, EMPLOYEE ENGAGEMENT,
ORGANIZATIONAL JUSTICE AND SUSTAINABLE COMPETITIVE
ADVANTAGE OF COMMERCIAL BANKS IN NAIROBI COUNTY IN
KENYA**

BY

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DECLARATION

Declaration by the Candidate

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DEDICATION

I dedicate this thesis to my family members: my wife Ebby Jepkorir Koskei, daughters Jasmin Cherop, Jean Cheptoo, Janelle Tawarar and son Jamin Naibei Makewit for their love, encouragement and understanding during the entire academic journey this far. To my mum for challenging me to fulfill her desires for me to complete my educational journey and be the man she wanted me to be.

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ABSTRACT

The inability of commercial banks to attain sustainable competitive advantage that can be defended over time and that which competitors are unable to imitate have exposed banks to survival challenges in their operating environment. Commercial banks have been struggling to sustain their competitive advantage possibly due to stiff competition, bad debts, internal & external frauds and inability to retain their strategically talented employees. The purpose of this study was to analyze the moderated mediation of organizational justice and employee engagement on the relationship between talent management practices and sustainable competitive advantage of commercial banks in Nairobi County in Kenya. The specific objectives of the study were: - to establish the effect of talent management practices on sustainable competitive advantage, the mediating effect of employee engagement and the moderating effect of organizational justice. The research was anchored on the resource based view theory supported by Herzberg's motivation and/Hygiene theory and the Equity theory. Positivism research philosophy and explanatory research design was adopted. Simple random sampling technique was used, and 5-point likert scale questionnaires were employed in collecting data from the 42 commercial banks with a target population of 3,098 employees and a sample size of 354 employees. Descriptive and inferential statistical techniques were used to analyze data. Pearson correlation analysis was used to check for the associations between the study variables, and hierarchical multiple regression analysis was used to test the hypotheses at a .05 significance level. The results showed a significant direct effect of talent management practices ($\beta=.566$, $p=.000$), employee engagement ($\beta=.216$, $p=.000$) and organizational justice ($\beta=.101$, $p=.001$) on sustainable competitive advantage. Organizational justice moderated the relationship between talent management and employee engagement ($\beta=.104$, $p=.000$, $\Delta R^2=.0127$), and between talent management and sustainable competitive advantage ($\beta=-.814$, $p=.000$, $\Delta R^2=.0101$). There was a positive & significant complementary partial mediation of employee engagement ($\beta=.118$, bootstrap lower limit $=.067$, bootstrap upper limit $=.179$). Moderated mediation of organizational justice on the indirect relationship between talent management and sustainable competitive advantage via employee engagement was positive and significant ($\beta=.0261$, bootstrap lower limit $=.0005$, bootstrap upper limit $=.0527$). The study findings is of great importance to academicians, students, scholars and bank management as it informs them on the effectiveness of talent management practices, employee engagement and organizational justice in achieving sustainable competitive advantage. The study concluded that a high level of organizational justice enhances the relationship between talent management practices and sustainable competitive advantage through employee engagement. It is critical for bank managers to consider developing and implementing responsible talent management practices, alongside highly engaged employees and organizational justice strategies that promote fairness, transparency, justice, equity, respect, dignity and civility to make employees realize their full potential for sustainable competitive advantage. Further research should be done in the context of other sectors and the effect of the dimensions of organizational justice in enhancing sustainable competitive advantages by applying structural equation modeling.

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ABBREVIATIONS AND ACRONYMS

ATM:	Automated Teller Machines
CBK:	Central Bank of Kenya
CRB:	Credit Reference Bureau
CRM:	Customer Relationship Management
EFT:	Electronic Funds Transfer
GDP:	Gross Domestic Product
IFRS:	International Financial Reporting Standards
HRM:	Human Resource Management
KBA:	Kenya Bankers Association
NSE:	Nairobi Securities Exchange
OCB:	Organizational Citizenship Behaviour
OHI:	Organizational Health Index
RBV:	Resource Based View
ROI:	Return on Investment
SCA:	Sustainable Competitive Advantage
VRIN:	Valuable Rare Inimitable Non-Substitutable
TMP:	Talent Management Practices
TM:	Talent Management
SMEs:	Small Medium Enterprises
SWOT:	Strength, Weaknesses, Opportunities and Threats

OPERATIONAL DEFINITION OF TERMS

Employee Engagement: The level of commitment and involvement an employee has towards the organization (Dernovsek, 2008). Measured using:- The working environment, freedom, retention, empowerment, 360 degrees' feedback, job satisfaction, commitment, employee participation, involvement and going the extra mile (Schaufeli and Bakker 2003, 2006)

Organizational Justice: It is concerned with the people's perceptions of fairness in their employment relationship (J Greenberg, Colquitt, & Zapata-Phelan, 2005). Measured using:- fairness, treatment with respect, allocation of resources, rewards & compensations, forced ranking, privacy, confidentiality & ethical values (Colquitt (2001) : Cohen-Charash & Spector, 2001)

Sustainable Competitive Advantage: Refers to the gain that can be defended or maintained over time to enable the organization to continue to strongly outperform competitors under enormous pressure and rapid changes. It is achieved if competitors are unable to imitate the source of advantage or if no one conceives of a better offering (Hesterly & Barney, 2008). The measures include; profitability, superior strategies, products & services, market share, internal resources & capabilities, customer loyalty (Barney, 2008: Vanpoucke, Vereecke & Wetzelsa, 2014).

Talent Management Practices: It refers to a set of organizational designed practices to attract, develop, deploy, retain talent as well as management of career to attain future demands aimed at getting the right individual in the right job (Cappelli & Keller, 2014). Measurement was done using:- Selection

& recruitment, Training, talent selection, recognition, working hours, work -life balance, loyalty, attrition, coaching & mentorship, Promotions, Development, Performance appraisals (Parvaiz Talib and Ahmad Faraz Khan (2018), Miir & Ibrahim (2016) and Lewis & Heckman (2006).

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter sets out the background of the study, the statement of the problem, the study objectives, the hypothesis, the significance, the scope and the limitation of the study.

1.1 Background of the Study

Currently, commercial banks and other organizations face volatility, uncertainty, complexity, and ambiguity in their operating environments. Organizations must therefore understand the global, external and the internal environments in which they operate in order to transform their businesses for success and survival. The objective and the purpose of many business organizations including commercial banks is not only to make profits; and to attain competitive advantage but to also achieve sustainable competitive advantage. Competitive advantage is a journey and not a destination; it is like tomorrow which is inescapable but never arrives hence it only becomes meaningful when the journey is experienced.

Sustainable competitive advantage refers to the gain that can be defended or maintained by a commercial bank over a longer period of time to enable the organization to continue to strongly outperform competitors under enormous pressure and rapid changes. Sustainable competitive advantage may stem from either a protected market position (Barney, 2000) or from firm-specific resources and capabilities. Sustainable competitive advantage is achieved when competitors are unable to imitate the source of advantage or if no one conceives of a better offering (Hesterly & Barney, 2008). Sustainable Competitive Advantage provides many benefits, such as: -superior performance, growth of the market share, market leadership position, superior resource

capabilities, profitability and creating value for the commercial banks, and the stakeholders (Mwangi, 2020; Vanpoucke, Vereecke, & Wetzels, 2014).

The sources of Sustainable Competitive Advantage are both internal and external. The internal sources include superior resources owned, activities and skills (Adams & Lamont, 2003). The resources owned by the organizations includes all capital, financial assets and the most valued the human resource which represents the:- knowledge, skills and organizational assets which is treated as the core employee competencies. In the external sources, it is believed that luck is sometimes a source of Sustainable Competitive Advantage and that it lies in four sources namely: the competitive failure of others, the unique skills of the organization, its unique resources, and luck (Pitts & Lei, 2006). It is noted that luck is not a very reliable source for sustainable competitive advantage, especially where the organizations has reached a high degree of sophistication and technology necessitating the need for proper scientific strategic planning to achieve Sustainable Competitive Advantage.

The resource-based view theory which is the main theory of this study, postulates that firms in an industry compete on the basis of the heterogeneity and immobility of their resources and internal capabilities to achieve sustainable competitive advantage (Peteraf & Bergen, 2003). Resources can either be financial, physical, human or organizational in nature which is used to implement value-creating strategies. As was suggested by Barney, 2001; and (Barney, Ketchen Jr, & Wright, 2021), resources which are: - valuable, rare, inimitable, and non-substitutable, have the potential to provide commercial banks with a sustainable competitive advantage. Employees who are:- well trained, nurtured, retained, motivated, recognized, valued, their contributions appreciated and treated well with respect, they become invaluable & dependable key

strategic weapons enabling the organization to achieve sustainable competitive advantage.

Several studies have been carried out with regard to strategic responses that firms employ in their efforts to achieve competitive edge over competitors. It is also important to note that these studies have been done in different contexts compared to the current study. The studies did not address the gap of moderated mediation of organizational justice and Employee engagement on the relationship between Talent Management practices and sustainable competitive advantage in commercial banks in Nairobi County in Kenya.

Global Studies have been done to examine the factors contributing to sustainable competitive advantage as follows:-Zineldin (2005), conducted a study in Quality and Customer Relationship Management (CRM) as a competitive strategy in the Swedish banking industry, Mariotto & Verdier (2015), conducted a research on the mobile banking innovations in Paris banks and Ovidiu, Anca, Razvan & Catalina (2009), conducted a study on the use of Porter's Generic Competitive Strategies in the Romanian banking industry which indicated that there was a relationship between the three generic strategies (differentiation, market segmentation or focus on the niche market cost leadership) and a firm's competitive advantage. Awuah (2011), examined the evaluation of strategies for achieving competitive advantage in the Banking industry in Ghana.

Awiti (2012), looked at the factors influencing competitive advantages of commercial banks in Kenya, Gitonga (2015), researched on the strategies used by commercial banks listed in NSE for gaining competitive advantage in Kenya, Mukira (2018), conducted a research on sustainable competitive advantage and the performance of National Bank

of Kenya Limited; Weor Senenge (2018), researched on the response strategies adopted by commercial banks in Kenya in gaining competitive advantage and the findings from the study indicated that: - Information and Knowledge Management strategies impacted positively on competitiveness of commercial banks, that operational strategies influenced positively on the competitive advantage of commercial banks and that commercial banks relied heavily on asset management strategies to improve on the overall competitiveness.

Talent management practices (TMP) is defined as a set of organizational designed practices to: - attract, develop, deploy, manage employee performance, retain talent as well as career management aimed at getting the right employees in the right job (Cappelli & Keller, 2014). Many organizations including commercial banks are today facing the challenge of retaining their talent in the global markets (Schuler, Jackson, & Tarique, 2011). The main purpose of talent retention is to prevent competent employees from leaving the organization. Uncontrolled employee attrition has an adverse effect on productivity and service delivery of the organization (Ng'ethe, Namusonge, & Iravo, 2012), and hence attainment of sustainable competitive advantage. Talent Management allows the organization to prepare for succession planning with a view to achieving Business Continuity Plans (BCP), attain stability in the market and to achieve sustainable competitive advantage.

Several studies have been done in Talent Management Practices. In Kenya, Wandia (2013) conducted research on talent management practices as a source of competitive advantage (case study of Symphony Kenya Limited and concluded that organizations that attract & hire top talent will achieve a competitive advantage. Asava & Kihima (2009), carried out research on Talent Management for competitive advantage within

commercial banks in Kenya and found out that learning opportunities for an organization that already has a talent advantage may be more valuable than for a competitor having similar learning opportunities. The studies did not examine the moderated mediation gap of organizational justice and Employee engagement on the relationship between Talent Management practices and sustainable competitive advantage in commercial banks in Nairobi County in Kenya hence knowledge on the relationship of these variables were not brought out.

Employee engagement is defined as the level of commitment and involvement an employee has towards the organization (Lindholm, 2013). High levels of employee engagement in the domestic and the global organizations promotes: - retention of talented employees, fosters customer loyalty and improves organizational performance and stakeholder value (Ncube & Jerie, 2012). Employees with the highest levels of commitment are likely to perform better and are less likely to leave the organization, which indicates that engagement is linked to the organizational performance and hence sustainable competitive advantage. It is common to come across the phrase “Employees do not leave organizations but leave bad managers” in many organizations employee exit interviews feedback hence the need for managers to treat employees well with respect, civility and dignity in order to retain them.

Organizations with a good Talent Management Practices backed up with a high level of employee engagement reports positive organizational outcomes and hence achievement of sustainable competitive advantage (Kular, Gatenby, Rees, Soane, & Truss, 2008). Therefore, without employee engagement, it becomes difficult for organizations to obtain: - employee commitment, employee buy in & involvement, support and employee retention hence there will be no Sustainable Competitive Advantage vice versa and Talent Management practices will be a mere company

activity or routine without a value add. With employee engagement, TMP increases sustainable competitive advantage of organizations and the absence results in the failure to achieve the desired sustainable competitive advantage. This means that employee engagement is a critical bridge between talent management practices (TMP) and sustainable competitive advantage (SCA). This justified the need for employee engagement to be treated as a transmitter or a mediator by organizations in arriving at sustainable competitive advantage since it explains the strength and the direction of the relationship between TMP and the SCA.

Herzberg's two-factor theory suggests that certain factors have the ability to provide job satisfaction while others can only reduce job dissatisfaction (Herzberg, 2005). The factors that motivate workers and provided job satisfaction include responsibility, a sense of achievement, recognition of achievement, promotion opportunities and what type of work is being done. Employees will not have job satisfaction if the motivating factors are not provided in sufficient quality by employers. The factors that may reduce job dissatisfaction are called hygiene or maintenance factors. These factors include company policies, procedures, supervision, pay, work relationships and working conditions (Herzberg, 2005). Management should make sure that these factors are acceptable to the commercial bank employees to prevent dissatisfaction.

The theory of organizational justice suggests that individuals have subjective perceptions on fairness. The employee justice theory holds that employees rate organizational justice according to the degree of justice which the organization manifests (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Organizational justice consists of: - 1. Distributive justice which relates to the allocation of outcomes such as promotion opportunities or financial rewards like salaries, loans among others 2. Procedural justice which relates to the processes by which the allocations were made,

3. Informational justice which relates to the information is provided or shared, 4. Interpersonal justice which relates to the received relational treatment by employees during the interaction process (Colquitt, Greenberg, & Zapata-Phelan, 2013). The concept of distributive justice is based on Adams' equity theory which asserts that employees are not concerned with absolute levels of outcomes, but rather with the fairness of such outcomes (Adams, 1963).

Organizational justice is concerned with the employee's perceptions of fairness in their employment relationship (Adams, 1965); (Greenberg & Baron, 2003). The perception of fairness in the talent management practices makes the organization to be an employer of choice through employee retention leading to attainment of Competitive Advantage (SCA). This means that the higher the organizational justice in the Talent Management Practices (TMP) the higher Sustainable Competitive Advantage (SCA) and vice versa. Therefore, a good Talent Management Practices increases SCA. The relationship between talent management practices and sustainable competitive advantage is enhanced with the presence of the high level of Organizational Justice (OJ) and Employee Engage (EE) that makes employees to be committed and involved. The organizational Justice (OJ) moderated the relationship between the independent variable and the dependent variable in this research.

The study introduced the mediator and the moderator in the relationship between Talent Management Practices and Sustainable Competitive Advantage; and provided more information on the topic and the relationship as a result of moderated mediation model to address the conceptual, contextual and methodological gaps identified in the previous studies done with the related variables in this study. Previous studies on talent management practices were not done in the 42 commercial banks in Nairobi County and did not analyze the relationship of the four concepts namely: -talent management

practices, employee engagement, organizational justice and sustainable competitive advantage. Previous studies did not also link RBV which is the main theory in this study with the four variables under the study. It is worth noting that all previous studies only looked at the direct effects of talent management practices and sustainable competitive advantage.

1.2 The Commercial Banks in Kenya

Commercial banks in Kenya, have been critical in fostering economic development by improving the allocation of society's scarce resources, by facilitating faster capital accumulation through increased savings as well as providing access to the external financing in form of loans to individuals and the sectors of the economy that need them most (Gichuhi, 2013). A commercial bank is an institution which processes credit and lending operations, as well as accepting deposits and making credit facilities available to customers. Commercial banks, enables the issuance of money and facilitates payment processing including automatic payments and all forms of electronic banking services internally and externally (Kung'u, 2015). According to CBK Annual supervision report 2020, Kenya's financial sector is well developed although the country is considered overbanked with over 40 registered banks. The banking sector, is highly concentrated with the 12 listed commercial banks owning 89% of the total assets in 2018. Apart from the traditional brick and mortar banking halls where customers get their financial services, Kenyan banking sector has undergone through tremendous changes in their operating environment.

The advancement in technology and the changing economic conditions have created impetus for this change. Commercial banks have adopted alternative banking channels as well as innovating new delivery channels at a high rate providing customers with options to obtain financial services. The commercial banks currently use:- internet

banking, automated teller machines (ATMs) for both cash dispensing and for cash deposits (CDMs), POS devices, Electronic Funds Transfer POS devices and mobile banking phones as technologies to deliver its banking services through a combination of distribution channels including stationary bank branches, mobile bank branches, ATMs, bank agents and merchants, Online banking, and mobile banking .

The industry is well capitalized, and the performance of the commercial banks is steadily picking up momentum since the market shock of 2016 when the government introduced interest rates capping that discouraged savings, reduced private sector and SME access to credit and impeded banking sector competition by reducing profitability. Currently there is cutthroat competition in the Banking sector to stay afloat, grow and to survive in the market, According to Joash & Njangiru (2015).

Mergers & Acquisitions have previously saved financially struggling commercial banks in brink of collapsing, which would otherwise result to systemic risk within the sector. Kashindi (2019) on the collapse of Dubai Bank, Imperial Bank and Chase Bank between 2015 and 2016; and the findings of Cheserek, (2007) on the collapse of:- Trust bank, Kenya Finance Bank, Industrial Development Bank or Akiba Bank cite non-performing loans and the regulatory issues as the root causes for the collapse, threat on survival and sustainable competitive advantage to commercial banks.

The stability of commercial banks through the ability to attain Sustainable competitive advantage is of great interest to the stakeholders such as employees, suppliers, competitors, customers, government, correspondent banks in other countries and the whole world.

1.3 Statement of the Problem

Commercial banks have been struggling to attain a sustainable competitive advantage exposing the banks to survival challenges in the banking industry leading to collapse, mergers & acquisitions (Joash & Njangiru, 2015). In the study done by Kashindi (2019) on the collapse of Dubai Bank, Imperial Bank and Chase Bank between 2015 and 2016; and the study done by Cheserek, (2007) on the collapse of:- Trust bank, Kenya Finance Bank, Industrial Development Bank or Akiba Bank they attributed the root causes to:- non-performing loans and the regulatory issues for the collapse which is still common in commercial banks today. In the recent past , Commercial banks have had negative performance trends as per the CBK Annual supervision report 2020 as follows:- had 29.5 percent decline in profitability, reduced market share, high provisions bad debts provision expense as a result of international financial reporting standards (IFRS) 9, violations to the Banking Act by some banks ,failure to retain talented employees and upsurge of bad debts to the tune of Kenya Shillings (Kshs.) 423 billions with over 14 million Kenyans listed with CRB. The CBK report supports the findings of Mwangi which showed that credit risk has a significant negative effect on the financial performance and sustainable competitive advantage of commercial banks in Kenya both in the short run and in the long run (Mwangi, 2012). The report also highlighted the upsurge of the internal and external frauds which negatively affects the financial performance of commercial banks in Kenya (Olongo, 2013).

Several studies have been conducted on sustainable competitive advantage relevant to this study. On a global perspective, Ovidiu et al (2009), conducted a study on the use of Porter's Generic Competitive Strategies in the Romanian banking industry indicated that there is a relationship between the three generic strategies and a firm's competitive advantage. Awuah (2011), examined the strategies for achieving competitive advantage

in the Banking industry, the case of Ghana commercial bank Ltd and concluded that the competition in the banking sector has brought about a lot of flexibility into the industry thereby resulting in prompt responses to customer problems and innovative ways of rendering banking services. In Kenya Awiti (2012), researched on the factors influencing competitive advantages of commercial banks in Kenya and concluded that the competitive advantage enjoyed by banks emanate from: the Brand loyalty, Differentiation, Ease of Cross Border transactions, Strategic alliances, Outsourcing and Product innovation. Gitonga (2015), researched on the strategies used in gaining competitive advantage of commercial banks listed at the NSE in Kenya and concluded that mergers is the least used strategy in gaining competitive advantage. Mukira (2018) conducted research on sustainable competitive advantage and performance of National Bank of Kenya (Ltd) and concluded that National Bank has implemented several competitive strategies which have seen its increase in market share and profitability of the bank.

Wandia (2013) conducted research on talent management as a source of competitive advantage (case study of Symphony Kenya Ltd) and concluded that organizations that attract & hire top talents achieve a competitive advantage. Schaufeli & Bakker 2004, found that engaged employees are likely to have greater attachment to their organizations and thus have a lower tendency to leave the organization. Adekoya, Jimoh, Okorie & Olajide 2019, in a study in Nigeria recommended that the top management of organizations should keep in mind employee engagement various drivers such as; empowering the employees, providing full information, support from the top management, aligning efforts with strategy while planning to engage their employees to ensure efficiency and improved performance in their organization. Kular et al 2008, suggests that organizations with good Talent Management Practices

supported by a high level of employee engagement report positive organizational outcomes and hence achievement of sustainable competitive advantage (SCA).

Employee engagement results to employee commitment and involvement towards the organization (Lindholm, 2013). Organizational justice promotes job commitment and job satisfaction, while injustice creates irritation, fatigue and low level of motivation at the workplace. Organizational justices are seen in: - income or salary distribution, in decision making and appreciative behavior at workplace (Hoy & Tarter, 2004). Commercial banks post Covid-19 need to have superior talent management practices through attraction & retention of talented employees, have superior employee engagement programmes to gain committed of talented employees who are treated fairly and equally through superior organization justice for them to aggressively grow the account numbers, customer deposits, the loan book, market share, to reduce bad debts portfolio and to arrest the escalating internal and external frauds in the industry for commercial banks to find a panacea solution to the problem of sustainable competitive advantage.

The review of previous studies reveals that most studies done were limited in scope and mainly examined direct effects between the independent and the dependent variables. For example, in the study done by Wandia (2013) on talent management as a source of competitive advantage (case study of Symphony Kenya Ltd) and concluded that organizations that attract & hire top talents achieve a competitive advantage provided the following gaps that led to this study. The study done created a methodological gap as it only looked at the direct relationship and did not use moderated mediation. The study also failed to link the relationship and correlations of the four concepts under the current study:- Talent Management practices, employee engagement, organization justice and sustainable competitive advantage creating conceptual gaps. The previous

study did not look at talent management practices and sustainable competitive advantage but looked at the concept of talent management and competitive advantage leaving out rich literature on the subject. The study also created contextual gap as it was done on ICT Company Symphony Kenya Ltd when the current study looked at the 42 commercial banks in Nairobi County. The current study has addressed the study gaps by analyzing the indirect relationship between: -Talent Management Practices (TMP), Employee engagement as a mediator and Organizational justice as the moderator on sustainable competitive advantage (SCA) in the context of commercial banks in Nairobi County in Kenya.

1.4 Objectives of the Study

1.4.1 General Objective

The main objective of the study was to analyze the moderated mediation of organizational justice and Employee engagement on the relationship between Talent Management practices and sustainable competitive advantage in commercial banks in Nairobi County in Kenya.

1.4.2 Specific Objectives

The study adopted the following specific objectives: -

- i. To establish the effect of talent management practices on sustainable competitive advantage of commercial banks in Nairobi County in Kenya.
- ii. To analyze the effect of the employee engagement on sustainable competitive advantage of commercial banks in Nairobi County in Kenya.
- iii. To examine the effect of the organizational justice on sustainable competitive advantage of commercial banks in Nairobi County in Kenya.

- iv. To assess the effect of talent management practices on employee engagement of commercial banks in Nairobi County in Kenya.
- v. To determine the mediating effect of employee engagement on the relationship between talent management practices and sustainable Competitive advantage of commercial banks in Nairobi County in Kenya.
- vi. To examine the moderating effect of organizational justice on the relationship between talent management practices and employee engagement of commercial banks in Nairobi County in Kenya.
- vii. To analyze the moderating effect of organizational justice on the relationship between talent management practices and sustainable competitive advantage of commercial banks in Nairobi County in Kenya.
- viii. To examine the moderating effect of organizational justice on the indirect effect of talent management practices on sustainable competitive advantage through employee engagement of commercial banks in Nairobi County in Kenya.

1.5 Research Hypotheses

The following were the hypotheses for the study:

- H₀₁:** Talent management practices have no significant effect on sustainable competitive advantage of commercial banks in Nairobi County in Kenya.
- H₀₂:** Employee engagement has no significant effect on sustainable competitive advantage of commercial banks in Nairobi County in Kenya.
- H₀₃:** Organizational justice has no significant effect on sustainable competitive advantage of commercial banks in Nairobi County in Kenya.
- H₀₄:** Talent management practices have no significant effect on employee engagement of commercial banks in Nairobi County in Kenya.

- H₀₅:** Employee engagement has no mediating effect on the relationship between talent management practices and sustainable competitive advantage of commercial banks in Nairobi County in Kenya.
- H₀₆:** Organizational justice has no moderating effect on the relationship between talent management practices and employee engagement of commercial banks in Nairobi County in Kenya.
- H₀₇:** Organizational justice has no moderating effect on the relationship between talent management practices and sustainable competitive advantage of commercial banks in Nairobi County in Kenya.
- H₀₈:** Organizational justice has no moderating effect on the indirect relationship between talent management practices and sustainable competitive advantage through employee engagement of commercial banks in Nairobi County in Kenya.

1.6 Significance of the Study

The main objective of the study was to determine the moderated mediation of organizational justice and Employee engagement on the relationship between Talent Management practices and sustainable competitive advantage in commercial banks in Nairobi County in Kenya. The main findings of the study showed that the relationship between talent management practices and sustainable competitive advantage was established to be positive and significant. The mediation effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage was also found to be positive and significant while the moderating effect of organizational justice was also found to be significant. Finally the moderated mediation was found to be positive and significant. The study therefore

concluded that at the higher levels of organizational justice (OJ) for all cadre of employees, the effect and the impact of TMP on sustainable competitive advantage via employee engagement was higher.

The study is of great importance to:- academicians, students and scholars as a platform for gaining new knowledge on the role of talent management practices on employees in contributing to the Sustainable Competitive Advantage of commercial banks in Kenya. The students, academicians and scholars may benefit from the theories and models used in the study.

The researchers may also find this important in helping them understand the concepts of talent management practices, employee engagement, organization justice, sustainable competitive advantage and in effect it will open up other research gaps for further study given that talent management practices is not treated the same way:- in all commercial banks in Kenya, in micro finance banks, Saccos and in other industries or sectors in Kenya and beyond.

The study may be of great significance to CEOs, HR practitioners, Human Resource policy makers and Bank managers as the study findings sheds more light on talent management practices, the impact of employee engagement and organizational justice on the sustainable competitive advantage. The realization of the possible positive organizational outcomes may make managers desire to:- unlock all employee full potential, motivate employees to thrive, manage employee performance, and retain employees, to treat employees with respect, civility and dignity to get committed & satisfied employees to deliver superior customer experience, deliver on the commercial bank business plans, targets and corporate , business and the functional strategies and

outcomes such as profitability, growth, reduced non performing loans, cost reduction, reduced frauds, talent retention aimed at achieving sustainable competitive advantage.

The study may guide the strategic HRM Policy Makers and Managers in charge of strategy formulations and implementations of strategies and policies on:- Employee Relations, Resourcing, employee safety & health, culture transformation that supports delivery of superior customer experience, Diversity, Discrimination, harassment and equity, training and development of employees to have skills & capabilities (that are:- valuable, rare, inimitable and non-substitutable), employee empowerment, job enrichment & enlargement, rewards, recognition and incentives to motivate employees, employee engagement, talent management, work-life balance, corporate social responsibility, retention & commitment, OCB behaviors, performance management, succession planning, cost management, fraud and loss minimization, and driving organizational efficiency, innovations, attainment of purpose, values, culture, objectives, goals, mission, vision and attainment of Sustainable Competitive Advantage.

The study may also make the banks to build a good image and reputation before the eyes of the organizations stakeholders as employer of choice in the community they operate in or be the preferred employer through the adoption of a good TMP. Satisfied and happy employees identify themselves and advocate for certain organizations which is critical in the light of shortage of talented employees, the need for development of a culture of excellence, high performance of all employees and a good organizational health index (OHI), employee satisfaction index and post high profitability that sustains long term performance of the commercial banks.

1.7 Scope and Limitation of the Study

1.7.1 Scope of the Study

The study focused on the relationship between talent management practices, employee engagement as the mediator and the organizational justice as the moderator and sustainable competitive advantage in the commercial banks in Nairobi County in Kenya. The study was confined to Nairobi County since it was a home to all the 42 commercial banks in Kenya hence 100% representation.

Talent management practices includes Human Resource practices of :- sourcing (finding talent); screening (sorting of qualified and unqualified applicants); selection (assessment/testing, interviewing, reference/background checking, etc. of applicants); on boarding (offer generation/acceptance); retention (measures to keep the talent that contributes to the success of the organization); development (training, growth, assignments, etc.); deployment (optimal assignment of employees to projects, lateral opportunities, promotions, among others.) and renewal of the workforce, with analysis and planning as the glue for its success (Schweyer, 2004).

The three variables: Talent Management practices, employee engagement and organization justice were selected by the researcher as they have a high impact on employees in commercial banks in attainment of sustainable competitive advantage. The three variables were found to be relevant and linked to contributions of the human resource or bank employees as a source of competitive advantage. The County is situated at 1°17' South 36°49' East in South-Central Kenya, 140 Kilometers (87 miles) south of the Equator. It is surrounded by 113 km² (70 mi²) of plains, cliffs and forest that makes up the city's Nairobi National Park. The study was carried out in commercial banks in Nairobi County which is the home to all 42 commercial banks in Kenya with

a population of 3098 employees. The study was done between 2021 and 2022 with a focus on the randomly selected managers and selected non-management employees to answer questions as employees of the commercial banks.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter provides an overview of the concepts of sustainable competitive advantage, talent management practices, employee engagement, organizational justice, theoretical perspectives, empirical review, summary of literature review, the study gaps and the conceptual framework.

2.1 Variable Description

Talent management practices include Human Resource practices of: - sourcing, screening, selection, on boarding, retention, development, deployment and renewal of the workforce, with analysis and planning as the glue for its success (Schweyer, 2004). Employee engagement is defined as the level of commitment and involvement an employee has towards the organization (Lindholm, 2013). Organizational justice holds that employees rate organizational justice according to the degree of justice which the organization manifests (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Sustainable competitive advantage is achieved when competitors are unable to imitate the source of advantage or if no one conceives of a better offering (Hesterly & Barney, 2008).

2.1.1 Concept of Sustainable Competitive Advantage (SCA)

The goal and the objective of a profit-making organization including commercial banks is not only to achieve a competitive advantage in the short run, but to also achieve sustainable competitive advantage enabling the organization to continue to compete strongly as a going concern into unforeseeable future or eternity under enormous pressure and rapid changes in the external environment. Competitive advantage can be defined in the context of value creation as what causes revenues increase over expenses (Lippman & Rumelt, 2003). Competitive advantage can also be defined as the retention

of earnings higher than normal (Peteraf, 1993). Attainment of competitive advantage implies that commercial banks can offer products or services that the customers sees them as more valuable than those offered by competitors (Saloner, Shepard, & Podolny, 2001). The competitive strategy causes commercial banks to produce products and services that are not producible by their competitors. To achieve sustainable competitive advantage, commercial banks must pay attention to its external position (Porter, 1985) as well as internal capabilities (Barney, 1991).

Sustainable Competitive Advantage is achieved through the identification and the use of selected superior competitive strategies to outdo competitors in the market. The only way to sustain a competitive advantage is to upgrade it or to make it sophisticated (Collis & Montgomery, 2009). Sustainable Competitive advantage can be analyzed using four major dimensions: - Effective Supply Chain Management, Product differentiation and Innovation, Organizational responsiveness; and Cost Leadership. Sustainable Competitive Advantage provides many benefits such as: - attainment of superior performance, consistent profitability, growth of market shares and creating value for the organizations (Vanpoucke, Vereecke & Wetzelsa, 2014). The strategy used to achieve the long-term benefits should not just be a superior strategy than that of the current and the potential competitors, but it should also have the potential not to be easily replicated by competitors (Roulin & Bangerter, 2013).

The resources of the commercial banks must be:- rare, integrated and have a non-simulated approach to provide the Organization with a Sustainable Competitive Advantage. The Commercial banks must have the capacity to effectively and efficiently utilize its resource potential to develop a Sustainable Competitive Advantage. According to (Adams & Lamont, 2003), the sources of Sustainable Competitive Advantage are:- The Internal sources which includes the resources owned, activities

and skills, all capital and financial assets and the most valued the human resource which represents the: - knowledge, skills and organizational assets.

Organizations are distinguished from their competitors by how they possess and manage the human resources using the advanced scientific methods or through possession of large capital. It is not enough that resources and skills possessed are able to make the commercial banks to compete with others, but the resources must be superior and capable of making commercial banks to achieve Sustainable Competitive Advantage. The external Sources - Pitts and Lei (2006), believes that luck is sometimes a source of Sustainable Competitive Advantage and that it lies in four sources namely: the competitive failure of others, the unique skills of the organization, its unique resources and luck. It is noted that luck is not very reliable, especially where the organizations has reached a high degree of sophistication and technology which will therefore call for the need for proper scientific strategic planning to achieve Sustainable Competitive Advantage. Some studies have suggested that the external environment may be a source of competitive advantage.

The external environment comprises of:- political, social, economic, demographic and technological factors that affect organizations in either a positive or negative way (Harrison, 1998). The analysis of the internal environment aims at identifying the areas of core competencies in such a way that the organization can use them effectively to achieve Sustainable Competitive Advantage and to achieve superior performance over competitors. By identifying the internal capabilities, it makes the commercial banks to identify the strengths of their resources and their capabilities to enable them to attain Sustainable Competitive Advantage. The identification of the weaknesses that prevent the organization from achieving Sustainable Competitive Advantage (Srivannaboon, 2009) helps the organization to turn their weaknesses into strengths.

The external environment offers the opportunities that allow the organization to choose a new strategy and to implement the same in their efforts to achieving sustainable superior performance in the competitive environment they operate in; and its ability to avoid potential threats that enable them to maintain their earned competitive advantages. Due to the dynamic environment commercial banks operate in, it is necessary to continuously sustain the process of identifying opportunities and identifying threats to the commercial banks. Unresponsiveness and failure to proactively scan the external operating environment will reduce the commercial banks readiness to deal with the threats and to take advantage of the prevailing opportunities presented in the market. Strategic environmental analysis is a set of tool used by the management to determine the extent of change in the external environment, and to determine the competitive advantage or efficiency of the organization in controlling its external environment, thereby increasing the ability of senior management to define their objectives and strategic position in the market.

Despite both the internal and external environment playing a role in creating and achieving a Sustainable Competitive Advantage for the commercial banks, it relies more on the internal resources. If the external environment factors represent opportunities and conditions for the commercial banks, the advantage can be achieved only through the internal resources and capabilities; and through their ability to deal with the threats and to fully exploit the opportunities presented to them.

According to (Porter, 1980), the Porter model includes: - The Five Forces Model of Competition includes: First-The rivalry among existing competitors. Second-The Competitive Pressures associated with the threat of new entrants. Third-The Competitive Pressures from substitute products. Fourth-The Competitive pressures form supplier bargaining power Fifth-The Competitive pressures from buyers

bargaining power. The sixth -The competitive pressures from stakeholders because they are of great importance in analyzing the competitive environment. Porter (1980) explained the six forces that determine the industry attractiveness and the long term industry profitability as here below:- The threat of the new entrants to an industry can raise the level of competition, hence reducing its attractiveness.

The bargaining power of suppliers especially where the cost of the items bought from suppliers (for example raw materials) can have a significant impact on a company's profitability where the raw materials can be purchased cheaply. Where the suppliers have high bargaining power over a company, then in theory the company's industry is less attractive due to high cost of raw materials, lower profitability leading to lower market attractiveness. The Bargaining Power of Buyers would also lead to highly unpredictable selling prices due to a high demand for discounts and credit which can impact negatively on the profit margins made by organizations. The degree and the intensity of rivalry between existing competitors can push some weak firms out of business as they do not have adequate muscles to compete in the industry. The threat of new substitutes can lower industry attractiveness and profitability because they limit price levels. The price of substitutes can be so low that it will make the demand of items produced to diminish due to high and unfavorable price variation as a result of high costs of production. Stake holders have a say in the organization and stakeholder engagement is critical for success and smooth operations.

2.1.2 The Concept of Talent Management Practices (TMP)

Talent is a critical success factor for the commercial banks to achieve sustainable competitive advantage. Today's Human Resource departments do much more than just hiring and firing. Commercial banks have learned that in order to meet the organizational challenges and a strategy at any point in time, talent is an important

factor in this regard (Gebelein, 2006). Talent management practices are synonymous with the human resource management, implying that organizations including commercial banks must be strategic and deliberate in their efforts to: - source, attract, select, develop, promote and move employees through the organization ladder (Cheese, 2008; Ingham, 2006). Talent drives improvements in:-productivity, quality, innovation and customer satisfaction, which in turn contributes to the bottom-line or profitability results of any commercial bank (Gebelein, 2006).

Talent management is the process of acquiring and nurturing talent, wherever it is and wherever it is needed, by using a number of inter-dependent HRM policies and practices in the fields of resourcing, learning and development, performance management and succession planning (Armstrong, 2006 et al). Byham *et al.* (2002) argued that an increasing number of organizations face shortages of leadership at both the executive and the general management levels. Talent based theory states that talent is the only resource which may help in gaining and maintaining the competitive advantage, and, therefore organizations must put a focus on attracting and maintaining the talented work force. The role of commercial banks and other organizations is neither the creation of talent nor the acquisition of talent rather; the banks and other organizations are considered as talent integration institutes. This is because talent resides in the head of employees and the banks / organizations only integrates ; and provides system and structural arrangements for coordination and co-operation between the talented workers.

The shortage of talent in commercial banks and other organizations is driven by a number of factors including:-the rapid growth, a dramatic rise in retirement's age, poaching of key employees by competitors and the difficulty of retaining the existing talented employees. The talent an organization possesses in the form of its employees'

skills and competencies, leading to organizational capability, has become the key success factor in today's highly competitive business environment (Lawler, 2008);(Lockwood, 2006). Talent generates a high performance, which in turn attracts new talent and creates the means to reward it (Cheese, 2008).According to the human capital perspective, talented employees are assessed based on their value in terms of their potential to contribute to an organization's core competences and uniqueness or the extent to which the employees are difficult to replace (Lepak & Snell, 1999). Those employees who have skills that are high on value and uniqueness are identified as an organization's talented employees. In practice, commercial banks often refer to these talented employees as high potentials. High potentials are believed to "show potential to become something more than what they currently are" (Silzer & Church, 2009) or more specifically, talented employees are those employees who are "recognized, at that point in time, as the organization's likely future leaders". The concept of talent focuses on the specific desired skills that are high on value and uniqueness. Talent management involves identifying mission critical values, competencies and talents needed in the current and the future work force; clarifying the methods that will be used to recruit, hire, develop, manage and retain high performing workforce (Lewis & Heckman, 2006).

Talent management practices includes:- sourcing (finding talent); screening (sorting of qualified and unqualified applicants); selection (assessment/testing, interviewing, reference/background checking etc. of applicants); on boarding (offer generation/acceptance); retention (measures to keep the talent that contributes to the success of the organization); development (training, growth, assignments, etc.); deployment (optimal assignment of employees to projects, lateral opportunities, promotions, among others) and renewal of the workforce, with analysis and planning

as the glue for its success (Schweyer, 2004). Talent management practice is very important in the development and discovering of the new talent in the market (Mary, Enyinna, & Ezinne, 2015). Talent management system has failed in most of the organizations because of the inadequate planning and ineffective management policies, poor processes and programs (Kehinde, 2012). Talent management practices have a positive impact in: - finding, acquiring, and maintaining the talented employees and to make use of them to attain sustainable competitive advantage. The strategic focus of Talent Management practices could result to higher scores in financial outcomes measures such as:- profit, talent productivity and market value. Talent management practices also increases nonfinancial outcomes such as:- company attractiveness by reducing replacement time& costs, attaining business goals, operational excellence, customer satisfaction, job satisfaction, motivation, commitment, improved work quality and employee competencies (Venkateswaran, 2012).

Talent Management practices serve a critical purpose when it comes to attracting and recruiting future employees (Sharma & Raval, 2016). In order to source the right employees for the right job, the first thing that needs to be done is strategic talents need analysis. If the right talent is available internally compared with the current talent needs and for the future, then the job should be filled from within and vice versa. Recruitment, pre-screening and pre-employment testing will identify the person(s) who will fit into the talent gaps. The assessment interventions of job analysis, recruitment/ pre-screening, pre-employment testing, and promotional assessment, and the assessment opportunities of strengthening job-relevant group norms and offering career development and enrichment are the assessment applications relevant to the Discovery dimension (Jones, Catherine, & Newhouse, 2004). Talent discovery is the process of

identifying the strength and weaknesses of employees to determine the current talents and the talent gaps to forecast future needed talents.

The recruitment of talent pool is the first and the most important task of the talent management process. The talent pool is a group of candidates that are the potentials executive of the company who will steer the company towards the competitive performance in future (Simon & Cao, 2009). The creation of talent pool can be done in two forms, the internal approach and the external approach. The internal recruitment of talent pool is done from the already existing employees of the company.

The internal recruitment process may give the organization an advantage as the employees already know the culture and the way of doing work in the organization; and it also might uplift the morale of the employees if their position is uplifted (Davis, Cutt, & Flynn, 2007). However, the external sources will be the best way of gathering a talent when the organization wants to bring the cultural change and also wants innovation (Ballesteros & Inmaculada, 2010). Talent management encompasses career development by the organizations Human Resource department and not just leaving the role of staff development to individuals, the line managers and to employees own initiatives for career advancement. Without continuous learning, maintaining a high level of performance may become impossible. Talent development is a process of improving the skills and the attitude of the employees (Williamson, 2011). Talent development is the process of helping talented employees to acquire the new skills and knowledge they need to succeed and improve their performance.

Performance management involves a process of identifying, measuring, communicating, developing and rewarding employee performance (Mathis & Jackson, 2010). Performance management activities and measures must be aligned with the

overall organization's business strategy. The objective for conducting performance management review is to nurture the talent of the employees so that they reach their full potential in their jobs. The results of employee reviews are used to build the weak areas of an employee through identifying the right training an employee needs. Performance management is at the core of talent management practices as it provides the base for:- the organizations reward system, talent management, succession planning and employee development. Talent retention is defined as the effort by an employer to keep their desirable workers in order to meet the organizations set objectives (Frank, Finnegan, & Taylor, 2004). Commercial banks are working on retaining their talented employees by following different strategies to retain their top talents (Ashton & Morton, 2005). Talent retention is a process of keeping the talented employees within the company for a longer period of time. Talented employees leave organizations if they are not satisfied with the rewards, poor leadership of the organization and poor organizations policies. The rate of employee turnover impacts negatively on the cost of recruiting and selecting new employees which involves a lot of money, time and energy (Waithiengi Kibui, 2015).

Strategic management succession plans enable commercial banks to specify the managerial functions and the performance standards, ensure continuity in the management practices, identify the outstanding candidates for senior management positions and to satisfy the aspirations of employees for career advancement (Pattan, 1986). Through the planning process, succession plans guide the actions of the commercial banks to enhance the quality of the leadership talent pool relative to the business requirements. It is believed that succession planning can build a sustainable competitive advantage through the superior development of their leadership talent (Huang, 2001). There is also abundant evidence that commercial banks with a formal

succession plans for their top managerial positions enjoy a higher return on investment (ROI) than those that do not have one (Ibrahim & Daniel, 2018). Literature on sustainable competitive advantage has acknowledged that the internal resources have a crucial role to play in the performance of the organization (App, Merk & Büttgen (2012). The resource-based view of the firm gives importance to building unique, hard to imitate and valuable resources as well as a dynamic way to integrate those resources to get a success for the commercial banks. According to the resource based view, competitive advantage is dependent on the valuable, rare and hard to copy resources that reside in the organization and human resources is one of those scarce resources.

2.1.3 The concept of Employee Engagement (EE)

Employee engagement has been defined as a positive fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Bakker & Schaufeli, 2008). Employee engagement has also been defined as an emotional and intellectual commitment to the organization (Baumark, 2004); (Richman, Civian, Shannon, Jeffrey Hill, & Brennan, 2008) or the amount of discretionary effort exhibited by employees in their job (Frank et al., 2004). Employee engagement can also be defined as “the simultaneous employment and expression of a person’s preferred self in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, emotional) and active, full performances”(Kahn, 1990). Employee engagement is about the means to achieve the organizations strategic goals by building the conditions for employees to thrive and each employee to be ‘fully switched on in their best efforts in the best interest of the business’ (Hellevig, 2012); (Lindholm, 2013). There are various incentives that can improve the employee work-life balance for any employee so as to encourage them to experience fun and job satisfaction (Herman & Gioia-Herman, 2001). The incentives include: - superiors recognizing their birthdays, granting a paid

vacation, providing child care services, ensuring that the work place is safe to work in and that the general working environment has a cordial friendly atmosphere.

Employee engagement leads to improved employee performance, reduces employee turnover and improvement in the well-being of employees (Wright & Cropanzano, 2000). Commercial banks that manage to create involving and creative environment will definitely attain low employee turnover, creating an atmosphere that encourages employee participation, guarantees high levels of commitment, loyalty and dedication from employees to the firm (Bou & Beltrán, 2005). Employee engagement includes employee involvement demonstrated through employee participation, liveliness and being focused. Employee engagement is a positive attitude held by the employee towards the organization and its value. When employees are engaged in their work, they increase the occurrence of behaviors that promote efficient and effective functioning of the organization. These behaviors are known as the organizational citizenship behavior (OCB) which can be defined as the individual behavior that is discretionary, not directly and explicitly recognized by the formal reward system (Organ, 2018). The focus on talent is forcing organizations including commercial banks to adapt their business models in order to empower and engage their employees (Bakker & Demerouti, 2008). Contemporary organizations need employees who are psychologically & emotionally connected to their work, who are willing and able to invest themselves fully in their roles, who are proactive and committed to high quality standards. Retaining and attracting the talent will require renewed focus and energy on employee value propositions, with greater flexibility to attract increasingly diverse talent (Cheese, 2010).

Organizations with high levels of employee engagement report positive organizational outcomes (Kular et al., 2008). Employee engagement is viewed as an important

construct because it has been linked to increased retention of top talent as an outcome of talent management practices (Bhatnagar, 2007). Engaged employees are likely to have greater attachment to their organizations and thus have a lower tendency to leave the organization (Schaufeli & Bakker, 2004). The lack of employee engagement would weaken the worker's long-term commitment to the commercial banks making it even more difficult to attract, develop, align and retain highly talented employees (Trahan, 2009). Engaged employees will thus help the organization achieve its mission, execute its strategy and generate important business results (Shamila, 2013). Kahn (1992), proposed that high levels of engagement leads to both positive outcomes for individuals, (for example, quality of people's work and their own experiences of doing that work), as well as positive organizational-level outcomes (for example, the growth and productivity of organizations). Employee engagement has not only been found to impact important work outcomes, but it has also been found to be more associated with health issues, such as depressive symptoms and physical problems, which may affect employee well-being (Hallberg & Schaufeli, 2006). There is a linkage between engagement and retention (Kibui, 2015). The organizations with a high level of engagement outperformed the ones with low employee engagement level and these companies also experienced higher levels of employee retention. Wegner (2011), asserted that a high number of engaged employees will help an organization to attract more talented people while disengaged employees will cost the organization with negative outcomes such as lower productivity, higher absenteeism, recruitment and training costs. The individual factors of employee engagement are key success factors for organizational performance, employee loyalty, productivity and employee retention (Andrew & Sofian, 2012).

A well-functioning organization is the product of its healthy, committed and motivated employees. Engagement takes place when employees are committed to their job. It involves loyalty, faith and pride in an organization, a willingness to advocate for their organization as a personal responsibility. Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement and to motivate them to stay. The people's perceptions of the workplace are clearly linked to their levels of engagement and ultimately their performance (Linda Holbeche & Springett, 2003). Employee engagement is driven by good leadership in the organization. There is a positive relationship between the emotion-based visionary and organic leadership paradigms with transformational/visionary leadership and the following two key elements of employee engagement: connection and additional discretionary effort. Visionary leadership is also associated with a decrease in turnover intentions (Zhang, Avery, Bergsteiner & More, 2014). Studies have shown that employee engagement can play a critical role in helping organizations achieve sustainable competitive advantage. Engaged employees are more committed to their work and the organization, which can lead to higher productivity, better customer service, and increased innovation - all of which can help organizations gain a sustainable competitive edge in the marketplace.

2.1.4 The Concept of Organizational Justice

Organizational justice is concerned with the fair treatment of employees (Randeree, 2008). The term organizational justice was first coined by Greenberg to represent employee's perceptions and reactions to fairness towards the organization (Greenberg, 1987). Justice refers to an action or decision that is morally and ethically right. Justice can be linked to:- religion, ethics, equity and law. Justice or fairness in organizations may include issues associated with perceptions of fairness in:- pay, equal opportunities

for promotion and employee selection processes (Tabibnia, Satpute & Lieberman, 2008). There are three main components of organizational justice; distributive justice, procedural justice, and interactional justice. Interactional justice further includes interpersonal and informational justice (Adams, 1965).

Employees of an organization will reflect positive behaviors' and productivity if they perceive their organization to be fair and just in its procedures, policies, interactions and distribution systems. Enhancing organizational justice results in improved outcomes from employees. Managers should take actions to improve employees' job satisfaction and organizational commitment with an objective to decrease employees' turnover rates with the help of distributive and procedural justice (Elanain, 2009).

Organizational justice is directly related to the workplace as it describes the role of fairness at work (Zhang & Agarwal, 2009). Organizational justice is linked to the way in which employees determine whether they have been treated fairly or not (Moorman, 1991). Distributive justice is characterized by the fairness related to the distribution of resources and the decision outcomes. The resources or outcomes can be tangible or intangible like pay or praise (Adams, 1965). Much of the research on distributive justice was derived from the works of Adams (1965). Adams suggested that equity theory can determine the fairness of an outcome. Equity theory can be used to explain employee behaviors caused by perceptions of unfairness (Adams, 1965).

Procedural justice exists in the organization when there are fair procedures, rules, lack of discrimination, reliable processes and presence of moral standards that have been adopted in arriving at the decision outcomes (Leventhal, 1980), which is also employed to determine distribution of resources (Leventhal et al., 1980). If employee participation is used in the decision-making process, then it provides greater significance and

acceptance by employees (Emamgholizadeh & Razavi, 2011). For example, when employees' opinions are valued during promotional and pay raise process, the employees will feel that they have important roles and understand their purposes in the organization, which motivate them to invest their effort in the organization. Besides, fair procedures the organization should provide clear information to employees on how their efforts are rewarded (Colquitt & Greenberg, 2003), which helps employees to have clarity in their work purpose and to stay focused on their work (Deepa, 2020). Thus, the perception of fairness in procedures induces employees to concentrate on their jobs without any distraction, because lack of purpose will paralyze employees' attention, learning and innovation. Organizations use different procedures to select talented employees which may be to be either just or unjust depending on the level of employee engagement and implementations of TMP. Human resources and human capital involves actual human beings who react emotionally, cognitively, and behaviorally when treated differently from others (Paauwe, 2009).

The exclusive Talent Management (TM) philosophy or strategy is based on the notion of ABC in TM, popularized by Jack Welch's vitality curve, which considers that few employees are star performers (the A players), while most are stuck in average performance (the B players) and others are really bad performers (the C players). This indirectly implies that the performance of employees in organizations is dispositional, and so organizations should hire A players and get rid of C players (Collings & Mellahi, 2009).

The exclusive TM strategy, which is the dominant approach in commercial banks, focuses on A players, whereas inclusive TM, regards all employees as being talented, is in the minority. Swailes (2013) suggests that only 20 percent of top employees are classified as top talent. This means that 80 per cent of employees are excluded from the

organizations' TM system. Based on this appraisal, companies differentiate between A, B and C players; top, average, and bottom performers; or high potential versus average employees (Elovainio & Vahtera, 2002). Malik & Singh (2014) estimated that only 10–15 percent of employees are high potentials. Similarly, only 20 percent of the workforce is typically classified as A player, 70 percent as B players, and 10 percent as C players (Hazels & Sasse, 2008). The latter 20-70-10 rule is often used in combination with a forced ranking approach in which an employee's performance is evaluated in relation to the performance of his or her peers (Grote, 2005; Hazels & Sasse, 2008). Usually, such an approach results in high rewards for the top 20 percent of the workforce and contract terminations for the bottom 10 percent who have to leave the organization if their performance does not improve to make more room for the new talent (Grote, 2005).

Procedural justice focuses on the processes which are used to determine the outcomes. In cases where employees are given a chance to participate in the process used to reach outcomes, they might perceive the outcomes as fair (Thibaut & Walker, 1978). Procedural justice prevails only when employees feel that the process includes aspects of ethicality, consistency, precision and indiscriminability (Leventhal, Karuza, & Fry, 1980). Interactional justice focuses on employees' perceptions on the interpersonal behavior exhibited or manifested during decision making and procedures used in arriving at the decision at the work place (Bies, 1986). Interactional justice involves various socially sensitive actions such as:- how supervisors and managers respond to employees with dignity and respect (for example, providing sufficient explanations for decisions, paying attention to an employee's concerns, and showing empathy for their predicament) (Colquitt & Greenberg, 2003). Interactional justice is further broken down into two constituents: interpersonal and informational justice. Perceptions of

respect, politeness, dignity in one's treatment or when taking decisions are a part of interpersonal justice while the sufficiency of the explanations given in terms of their specificity, timeliness, and truthfulness comes under informational justice (Colquitt, 2001).

Interpersonal justice exists in the organization when employees are treated with respect, dignity and civility during the implementation of procedures and determination of outcomes (Colquitt, 2001). An interpersonal relationship enhances psychological safety in the workplace. In such kind of environment, employees feel secure to invest their physical, cognitive and emotional energies in their job (Kahn, 1990). The presence of mistreatment will minimize the pool of highly skilled employees (Parker and August 1997) and will maximize turnover ratio. In addition, when employees are mistreated in the exchange relationship, they express their unwillingness to extend their effort (Greenberg and Westcott, 1983). Employees who experience mistreatments in the work environment are likely to withhold their special role requirements (Hassan & Abbas, 2017), while employees who perceive fair treatments are likely to express a lot of determination in their jobs. Moreover, when employees encounter a safe work environment, it becomes one of the prime enhancers of individuals' emotional resources (Kahn, 1990). Employees working in a hostile environment will develop negative feelings toward their organization and its members. Conversely, an interpersonal relationship creates positive feelings by making the workplace more interesting and experiencing enjoyable at work (Gersick et al., 2000). Thus, employees who are treated with dignity in their workplace will feel happy, which constitutes emotional engagement.

Temporal justice is associated with having discretionary control over one's time (Goodin, 2010). Everyone has precisely 24 hours in a day; some people use their time

better than others by obtaining greater satisfaction. Temporal justice at the work place is concerned with “the fair distribution of time”. It is how an employee perceives his or her just entitlement to the time given to him/her daily to complete his or her tasks. Commercial banks must distribute work time evenly across all employees irrespective of them being single or married, being on contract or casuals or working full time, having dependent family members or not because everyone has a right to access his/her discretionary time so that they can reduce stress, become satisfied with their work and increase productivity. One has to spend minimal amount of time to satisfy few needs; bodily necessities (time spent in eating, sleeping, taking care of your body), financial necessities (securing the cash which you spend on the things you need to survive) and household necessities (cooking, cleaning, taking care of the kids). The time left after these necessities is called the discretionary time i.e. how much temporal autonomy you possess. Sometimes people fall below the threshold of financial necessity (they are in poverty), or household necessity (they are accused for child neglect), or bodily necessity (they are sleep deprived). It is socially unacceptable to let employees fall below the threshold of this poverty line. Employees who fall below this threshold are not able to participate fully in their social life (Goodin, 2010). In reality employees have very little time left after fulfilling their financial necessity of their lives that they would spend time on other dimensions of household and bodily necessities (for example, employees are sleep deprived).

According to Goodin (2010), the most concern from the view of temporal justice, is the way a set of organizational policies and practices will impact differently on different people's temporal autonomy. If an employee has to work late hours, it will reduce his/her personal time, time spent with family, time spent in studies, etc. in return will increase stress and decrease productivity. A lot of programs have come up as part of

employee's compensation and benefits in previous years which strive to balance work-life such as child and dependent care programs, flexible working hours program, family and medical leave. Work-life balance or spending time with family and friends and keeping nights and weekends for non-work activities is worth more satisfying than spending extra hours at work which are non-productive and does not give significant and high-quality contributions at work (Caproni, 2004). The work life balance is impossible if the manager is not giving equality to an employee over his/her time. The autonomy of time is very unequal and therefore commercial banks must intervene and design policies to distribute time evenly across employees irrespective of their status for example, part time students, lone mothers, or employees having dependent family members.

Spatial justice is based on:- space, location, or position (Soja, 2009) or having to do with space(Hawker, 2006). Spatial justice refers to a focused and deliberate emphasis on the spatial or geographical aspects of justice. It involves the fair distribution in space of socially valued resources and the opportunities to utilize them. Geographically uneven development or underdevelopment also provides a framework for understanding the processes which produce injustices. Locational discrimination is imposed by organizations because of the geographies. Spatial justice affects distribution of resources across territories and decision-making processes (Constantin, 2021). It is of great importance for the commercial banks to establish just policies of space to ensure satisfaction and commitment among employees in the commercial banks. The following are examples of spatial justice/injustice in an organization:- 1. Facilities or services needed for health and well-being of organizational members are not adequately available in one location especially for employees working in hardship towns, as compared with their availability in other locations or branches/ divisions. Facilities or

services needed for support functions for employees are far from their consumption locations (such as printers, photocopiers, scanners). 2. Allocation of resources like:- budgets and targets for ATM machines, printers, office furniture, banking space, individual performance targets etc. are unfairly distributed such that, some far flung areas are disadvantaged compared to others for example., branches of banks located in villages or under developed areas within the city (Usmani & Jamal, 2013). When employees feel that they are treated unfairly, they respond behaviorally (low commitment or high turnover) (Fernandes & Awamleh, 2006)). Satisfied employees bring innovation in their work while focusing on continuous quality improvement and are also involved more in the strategic decision-making in the organization (Al-Zu'bi, 2010) leading to achievement of sustainable competitive advantage.

2.1.5 Control Variables

Control variables or the covariates, constitute a central element of the research design of any empirical study. In this study, the demographic factors: employees age, gender and experience are the control variables which may affect employee perceptions on the relationship between Talent Management Practices, employee engagement, organizational justice and the sustainable competitive advantage of commercial banks in Nairobi County. The control variables are likely to co vary with the hypothesized focal independent variables thus limiting both the elucidation of causal inference as well as the explanatory power of the model (Stone-Romero, Alvarez, & Thompson, 2009). Controlling the effects of the demographic factors (age, gender and experience) ruled out the threats to valid inferences in order to determine to what extent the focal independent variables behaved as hypothesized. This was done by controlling for the extraneous variables (employee age, gender and experience) that are deemed theoretically important but are not focal variables of the study (Kish, 1959). The

Researcher accounted for these variables after the data gathering process and data analysis. In this way the researcher accounted for the effects of the control variables to avoid a false positive (Type I) error (i.e. falsely concluding that the dependent variables are in a causal relationship with the independent variable) and reducing the risk of Type II errors (Carlson & Wu, 2012). Inadequate attention to control variables is a major threat to the validity of inferences made about the cause and effect which may have a negative impact on the internal validity of the study.

Controlling for demographic variables such as age, gender and experience helped to ensure that the relationship between talent management practices and sustainable competitive advantage is not biased by the characteristics of the participants who are either male or female. By taking these variables into account, researchers can better understand the specific effects of talent management practices on different groups of employees and commercial banks can develop more targeted talent management strategies to achieve sustained success. Age, gender, and experience can be significant as control variables in the relationship between talent management and sustainable competitive advantage in the following ways: Age can be a relevant control variable in talent management research because older employees may have different career aspirations, work preferences, and motivations compared to younger employees. For example, older employees may prioritize job security and stability over career advancement, whereas younger employees may be more interested in opportunities for learning and development.

By controlling for age, researchers can better understand the specific effects of talent management practices on different age groups. Gender can also be a relevant control variable in talent management research because men and women may have different experiences and perceptions of the workplace. For example, women may face more

barriers to career advancement and may be more likely to experience work-family conflict. By controlling for gender, researchers can better understand the specific effects of talent management practices on men and women. Experience can be a relevant control variable in talent management research because employees with different levels of experience may have different needs and expectations from their employers. Employees with more experience may be more interested in opportunities for leadership and mentorship, whereas employees with less experience may prioritize opportunities for learning and skill development. By controlling for experience, researchers can better understand the specific effects of talent management practices on employees with different levels of experience.

2.2 Theoretical Perspectives and Gaps

The theoretical perspectives and gaps subsection brings to light the theories and models on the effects of talent management practices (the independent variable), on employee engagement (the mediator variable), organizational justice (the moderating variable) and Sustainable Competitive Advantage (the dependent variable). A theory is a set of statements of principles devised to explain a group of facts or phenomenon especially one that has been repeatedly tested or widely accepted and can be used to make predictions about natural phenomenon (Popper, 1963).

In an attempt to explain the relationship between talent management practices, employee engagement, organizational justice and sustainable competitive advantage (SCA), the researcher focused on three theories as debated by various researchers: The research was underpinned and anchored on the Resource based view (RBV) theory which was the main theory for the study. Other relevant theories in this study include: Herzberg's Motivation-Hygiene theory and the equity theory.

2.2.1 The Resource Based View Theory

The resource based view (RBV) theory is associated with the work of Barney (1986, 1991, 2008), Peteraf (1993) and Madhani (2010). The RBV employs the resource as the unit of analysis and the theory seeks to explain the extent to which a firm may be able to sustain a position of competitive advantage. The theory assumes that sustainable competitive advantage is based on the ownership of firm-specific resources based on Barney (1991), have the following attributes: it must be valuable, rare, inimitable and non-substitutable. These conditions are what Barney (1991) terms as VRIN (valuable, rare, inimitable and non-substitutable). Valuable resources can be used to exploit opportunities and/or neutralize threats in a firm's environment. Rare resources are those that are limited in supply and not equally distributed across a firm's current and potential competition. Inimitability refers to the extent to which resources are difficult to replicate by other firms, which may be due to factors such as social complexity (Peteraf, 1993), causal ambiguity and specific historical circumstances (Barney 1991). Non-substitutability of resources implies that one resource cannot be simply replaced (or substituted) by another one. The theory states that companies can have competitive advantage through the development of resources that are peculiar and diversely distributed or dispersed (Madhani, 2010).

The resource-based view of the firm gives importance to the commercial banks to build: - unique, hard to imitate and valuable resources as well as a dynamic way to integrate those resources to gain success for the banks. According to the resource-based view, competitive advantage is dependent on the: valuable, rare and hard to copy resources that reside in the organization and the human resources is one of those scarce resources. According to the resource-based view, rival firms compete on the basis of the heterogeneity and immobility of their resources and capabilities (Peteraf & Bergen,

2003). RBV theory acknowledges the significant attributes of resources and capabilities in determination of a firm's competitive advantage and they include:- durability, transparency, straightforwardness, transferability, adaptability and replicability (Augier & Teece, 2007)..

Resources can be physical, human and organizational in nature, and they can be used to implement value-creating strategies. Resources which are valuable, rare, inimitable, and non-substitutable (VRIN), have the potential to provide firms with a sustainable competitive advantage (Barney, 1991). A set of resources that seem to match the above criteria are talent assets of organizations. Unlike other non-contingent capabilities that can be developed easily and cannot contribute to a large extent towards the development of a sustainable competitive advantage, differentiating strategic capability such as strategic human resources through talent management can enable the organization to achieve sustainable competitive advantage. However, for human resources to qualify as potential sources of sustainable competitive advantage, they should fulfill the following criteria: Have strategic value or the resource has to contribute substantially and add value in his/her area of expertise, Rare- the resource should be unique in terms of skills, knowledge and abilities in order to qualify as rare, Appropriable- The extent to which the resource is owned by the firm, Inimitable- The resource cannot be replaced even after the competitors having spotted the same and cannot be Substituted. This means that the resource cannot be substituted by the rival firms and that there is no match for the talent.

The following are criticism of RBV:-It is difficult to identify and measure relevant resources creating sustainable competitive advantage (Barney 2001).Identifying and explaining causal relationships in large firms is problematic as it is very difficult to isolate the performance effects of specific resources. On the contrary, the value of a

resource to the firm will depend upon the specifics of its use, including the deployment of specialized assets. The complexity of the organization means that a whole range of small initiatives may influence the performance of the firm, but each in a very small way (Lockett, & Morgenstern, 2009). RBV theory does not in any way address how future new important assets can be made and how the current supply of assets can be invigorated, re-coordinated or reconfigured under unstable business sectors or markets (Ambrosini & Bowman, 2009) in that it forgets about the cycle of asset advancement and transformation to the external environment.

There are not many things in the business environment that can fulfill all the above criteria and offer unique competitive advantage except the human resources; and that is under the jurisdiction of talent management practices. There is also a need to understand the strategic intent of the commercial bank before defining strategic capabilities. In the context of talent management practices, RBV suggests that the effective management and utilization of an organization's human resources can create a valuable resource that competitors cannot easily replicate leading to sustainable competitive advantage. When commercial banks invest in the effective talent management practices, it can create a work environment that fosters high levels of engagement among employees. This, in turn, can lead to higher levels of employee performance and productivity, which can contribute to sustained competitive advantage. If the employees perceive the organization's talent management practices to be fair and just, they are more likely to be engaged and committed to the organization, which contributes to sustainable competitive advantage.

As the main theory, the resource based view is linked to :- Talent management practices, Employee engagement, Organizational Justice and Sustainable Competitive Advantage.

2.2.2 Herzberg's Motivation or Hygiene Theory

Herzberg an American psychologist, conducted research that led him to develop the two-factor theory of job satisfaction and dissatisfaction (Herzberg, 2005). Herzberg's two-factor theory suggests that certain factors have the ability to provide job satisfaction while others can only reduce job dissatisfaction. The factors that motivated workers and provided job satisfaction, Herzberg called them motivators. These factors include:- responsibility, a sense of achievement, recognition of achievement, promotion opportunities and what type of work is being done. These things are likely to motivate workers and they are related directly to the job. Employees will not have job satisfaction if the motivating factors are not provided in sufficient quality by the employer.

The factors that may reduce job dissatisfaction are called hygiene or maintenance factors. These factors include company policies, procedures, supervision, pay, work relationships and working conditions (Herzberg, 2005). These factors can only reduce job dissatisfaction and they are not directly linked to the job. Making sure that these factors are acceptable to the labour force prevents dissatisfaction rather than causing positive motivation. According to Herzberg, these two sets of factors are quite independent of each other. It may be noted that hygiene factors, when satisfied, tend to eliminate dissatisfaction but do not motivate an individual employee for better performance. The motivating factors will permit an individual to grow and develop in a natural way.

Herzberg hygiene factors calls for the creation of suitable work environment although they do not increase satisfaction. For instance, low pay can cause job dissatisfaction which will affect employees' performance. Hygiene factors are essential to make sure that the work environment does not develop into disgruntle or toxic situation. Typical hygiene factors are salary, working condition, status, company policies and

administration (Saiyadain, 2009). There are criticisms on the Herzberg theory as here below:- The original study has been criticized because it contains no measure of overall satisfaction (Ewen, 1964). There is no basis for assuming that the factors described as hygiene or motivators contribute to respondent overall satisfaction or dissatisfaction. Similarly, workers may dislike the job despite many desirable characteristics. Herzberg motivation / hygiene theory implies that organizations whose employees have:- greater job satisfaction, feel valued, are passionate, committed, are highly motivated, have a high sense of responsibility & ownership, empowered, have a high sense of achievement, recognition, work in a conducive, clean & friendly environment, have equal promotion opportunities, are involved, and are highly performers hence engaged employees enables the organization to achieve sustainable competitive advantage (Mone & London, 2018).

In relation to Herzberg's theory, Talent management practices such as: - training and development programs, career planning, and performance management, can be considered motivators. These practices provide employees with opportunities to grow and develop, which can increase their job satisfaction and motivation. Managers should therefore design jobs, recognize the good work done by employees through praise, words of appreciation, create opportunities for career development & promotion, enrich & enlarge work to make employees feel good and motivated at the work place. Employee engagement is influenced by various factors, including the work environment that is friendly and conducive, organizational culture, teamwork, freedom of association and leadership. A good working environment where supervisors treat employees with respect, civility and dignity, where there is good co-worker relationships increases employee engagement and leading to higher levels of productivity, job satisfaction, employee engagement and retention. In summary,

Herzberg's two-factor theory suggests that talent management practices can act as motivators that contribute to employee satisfaction and engagement. By focusing on these practices, organizations can create a positive work environment that fosters employee growth, development and engagement.

In this study Herzberg theory is linked to talent management practices and employee engagement.

2.2.3 The Equity theory

According to the equity theory, human beings believe that rewards and punishments should be distributed in accordance with recipients' inputs or contributions (Adams, 1963, 1965; (Homans, 1974). Equity theory asserts that employees compare their inputs and outcomes received by other employees. Inputs are what employees invest into their job and the outcomes are what they receive in return (McFarlin & Sweeney, 1992). Equity theory, postulates that people are motivated by a desire for fairness (Carrell & Dittrich, 1978); (Goodman, 1977). When employees believe they are being treated unfairly, they will behave in ways that they believe will restore their sense of equity. The equity theory can therefore be used to explain employee behaviors caused by perceptions of unfairness (Adams, 1963, 1965). The more the rewards, the greater the employee satisfaction. Employees who perceive that they receive more output from their jobs than what they put into them will experience job satisfaction. Employees compare their input-outcome ratio with that of other employees and if they perceive it to be fair, employees will experience job satisfaction (Robbins, 2007). If employees perceive an inequity in their input-outcome ratio compared to other employees, they become dissatisfied and are less motivated. According to equity theory, employees compare their own efforts to both internal standards and other external standards. This comparison serves as the basis of motivation (Powney & Weiner, 1991). Attention

should be given to how workers relate to each other in addition to policies and instructions that guide employees' practice (Latting, 1991). Open salary scales and performance structures permit workers to compare and can be important in managing employees effectively, but social work managers may have a difficult time disclosing this information. This may be due to the profession's emphasis on individual value rather than the pre-set performance criteria and a hesitancy to publicize the power (for example, salary) differentials between management and line staff (Latting, 1991).

The employees who feel that they are underpaid decrease the quality or quantity of their work, while those who feel that they are overpaid improve their work in terms of quality or quantity (Lee & Mowday, 1987). An individual's concern for fairness and justice represents only one component in the total structure of employee behavior and personality. Researchers have questioned the simplicity of the theory. The theory does not consider differences in the number of demographic situations such as: age, sex, education, nationality, ethnicity or religion and psychological variables such as the political, social, economic and psychological peculiarities like:-empowerment, integrity, humility and need for cognition that affect people's perceptions of fairness and interactions with others.

Organization justice thus plays a significant role in shaping employees' perceptions of fairness of the talent management practices. If employees perceive that the organization's talent management practices are fair and equitable, they are more likely to be engaged, committed and motivated to perform at their best. On the other hand, if employees perceive that the talent management process is unfair or biased, they may feel discouraged, disengaged and less committed to the organization. It also influences the extent to which employees are willing to engage in discretionary behavior that benefits the organization such as:- knowledge sharing, innovation, and collaboration.

When employees perceive that the organization treats them fairly and equitably, they are more likely to be willing to engage in such behaviors, which can contribute to sustainable competitive advantage.

The equity theory is linked to Talent Management Practices, Employee engagement and Sustainable Competitive Advantage in this study.

2.3 Empirical Review

This section deals with the work or the knowledge shared by the other researchers related to this field of study.

2.3.1 Talent Management Practices and Sustainable Competitive Advantage

Talent management practices (TMP) is defined as a set of organizational practices designed to: - attract, develop, deploy, manage employee performance, retain talent as well as career management aimed at getting the right employees in the right job (Cappelli & Keller, 2014). Organizations have learned that in order to meet the organizational challenges and strategies at any point in time, talent is an important factor in this regard (Gebelein, 2006). Talent management practices are synonymous with the human resource management, implying that organizations including commercial banks must be strategic and deliberate in their efforts to: - source, attract, select, develop, promote and move employees through the organization ladder (Cheese, 2008; Ingham, 2006). Talent drives improvements in:-productivity, quality, innovation and customer satisfaction, which in turn contributes to the bottom-line or profitability results of any organization (Gebelein, 2006).

In a study of talent management as a strategic tool for the organization in selected Indian IT Companies by Rani & Joshi (2012), the primary goal of the project was to determine the contribution of talent management as a strategic tool for organizations.

The research concluded that as organizations continue to pursue high performance and improved results through talent management practices, they are taking a holistic approach to talent management—from attracting and selecting employees wisely, to retaining and developing leaders, to placing employees in positions of greatest impact. The research further concluded that meeting this organizational supply and demand for talent requires the right "Talent DNA" and supporting technology solutions. By implementing an effective talent management strategy, including integrated data, processes, and data analytics, organizations can help ensure that the right people are in the right place at the right time, as well as organizational readiness for the future challenges or business continuity.

A good rewards system is important to attract and to retain the talent within the organization. Chikumbi (2011), did a study on an investigation of talent management and staff retention at the bank of Zambia. The study aimed at investigating how successful the Bank of Zambia has been at implementing Talent Management and employee retention strategies. The study evaluated each of the objective factors and established to what extent the factor was successfully implemented as a talent management strategy at the Bank of Zambia.

The literature review explored how talent management factors can be utilized to promote talent management administration in an organization. The research concluded that: - it is important to ensure that a thorough plan process precedes efforts for talent management, communication of the plan and the direction the bank chooses to proceed with should be made known to all employees (employee engagement), succession planning should be evident to create optimism and to boost morale among employees. The findings further stated that incorporating talent planning into strategic planning and effectively communicating the same to the concerned parties is the foundation for talent

management; it helps employees to understand that the organization is thinking about their future hence it improves employee retention. The recruitment process should ensure that the selection process is thorough and objective. It was also evident that recruiting good talent was highly determined by the selection process. In order to encourage the talented employees to be productive and find fit in the organization, induction, developmental training and empowerment were key factors that needed to follow recruitment. Compensation and rewards should be structured in a variety of ways so that they meet different needs such as recognition, base compensation, pay incentives and indirect compensation/benefits. Benefits should not just be extrinsic but should also include intrinsic rewards such as flexible working hours.

The performance management system serves to evaluate achievement of objectives to the Bank which are undertaken by employees as tasks. The Bank of Zambia appraisal system was well appreciated by employees although more could be done in terms of strengthening the weak areas detected, such as training, which stems from the evaluation. An evaluation of employee engagement and organizational culture revealed that while engagement was well entrenched at the bank in many areas, organizational culture still needed to be improved to provide a fit into the performance culture. Among the important virtues the bank should encourage was innovation and self evaluation by every business unit. The findings also concluded that it was worthwhile to invest in talent management and employee retention as strategies for increased productivity and securing a competitive edge.

A study by Njoroge (2012), on talent management practices in commercial state corporations in Kenya, sought to know if promotion from within was encouraged and if performance management was aligned to the need to nurture and retain talent. The studies found out that majority of the respondents were not sure of the practices on

capability development and performance management. The study also found that Commercial State Corporations to a large extent have not embraced the talent strategy and talent management practices in their operations. There were no clear policies on most of the practices studied and majority of the other talent management practices scored lowly and none indicated results adoption to a very large extent. The observation made in this study reveal that talent management seem to be a new concept and unclear hence not strongly understood or practiced. This study was not related to the current study in terms of context, methodology and conceptual framework.

Rukunga & Nzulwa (2018), did a study on the role of talent management strategies on organizational performance: A case of telecommunication firms in Kenya. The purpose of the study was to determine the role of talent management strategies on the organizational performance in the telecommunication firms in Kenya. The study was guided by the following objectives: to determine the role of talent attraction strategy, talent retention strategy, learning and development and career management strategy on the performance of telecommunication firms in Kenya. The study was anchored on four theories namely: human capital theory, Vroom's Expectancy Theory, resource based theory and talent-based theory. The study concluded that career management strategy had the greatest effect on the performance of telecommunication firms in Kenya, followed by talent attraction strategy, then talent retention strategy while learning and development strategy had the least effect to the performance of telecommunication firms in Kenya. This study was not related to the current study in terms of context, methodology and conceptual framework

Wandia (2013), conducted a research on talent management practices as a source of competitive advantage (case study of Symphony Kenya Limited with the main objective of the study was to establish how talent management can be a source of

competitive advantage at Symphony Kenya Limited. The study concluded that talent management has a strong association with productivity growth and with the percentage of annual sales derived from new products. With increased competition for highly skilled talent, creating an open and innovative culture, aligned with what matters most with employees, will provide the organization with the necessary competitive edge to attract and retain talent necessary to achieve organizational goals. It is essential to get differentiated among other organizations in the industry. Towards this end, for organizations to succeed in today's rapidly changing and increasingly competitive market place, intense focus must be applied to aligning human capital with corporate strategy and objectives. Organizations that attract & hire top talent will achieve a competitive advantage. Mkamburi & Kamaara (2017), did a research on the influence of talent management on employee performance at the United Nations: a case of world food programme. The findings showed that performance of talented employees play a crucial role towards maintaining competitive lead of organization in challenging situations. In today's competitive labour market, a key concern of organizations is the need to achieve high levels of performance through people. Hence, talent management is fast gaining a top priority for organizations across the world.

To attract and retain the best talent anywhere in the world, an organization must have a strong and positive employer brand. Talented individuals drive companies forward through their outstanding competence and ability. Lyria (2015), did a study seeking to determine the effect of talent management on organizational performance in companies listed in the Nairobi Security Exchange (NSE) in Kenya. The study specifically aimed at analyzing the effect of talent attraction, talent retention, learning and development and career management on organization performance in firms listed in NSE in Kenya. The study found that talent management had a positive and significant influence on

organization performance. It is recommended that talent management practices should be emphasized as doing so brings about superior organizational performance. Asava & Kihima (2009), carried out research on Talent Management for competitive advantage within commercial banks in Kenya. The main objectives of the study was to determine the extent to which Knowledge Management has been incorporated as a strategy in Commercial Banks in Kenya and to determine whether Commercial Banks using Knowledge Management enjoy Competitive Advantage.

The resource-based view theory was the main theory. The Researcher used sample survey research design methodology to obtain information about the large population by selecting and measuring a sample from that population. The research concluded that Commercial banks in Kenya had realized that knowledge was important as an intangible asset, knowledge bases created a culture where employees freely interacted with each other in creating and sharing information and that banks have embraced employee development through trainings and created access to knowledge systems. Top management fully supports a culture of knowledge building and sharing. The second objective was also met as the study showed that banks utilizing knowledge were able to create customer focus strategies, cost leadership strategies, recorded improved revenues thereby enjoying unmatched competitive advantage. Nyanjom (2013), did a study on factors influencing employee retention in the state corporations in Kenya.

The objective of the study was to establish the factors influencing employee retention in the state corporations in Kenya. The study adopted a cross-sectional design as it took a representative sample of its target group and based its overall findings on the views of those targeted. The study concluded that employee's retention is influenced by training and career development, performance appraisal, employees' empowerment, employees' commitment and employees' compensation. Leah, Michael & Joyce

(2021), did a research on the Effect of Dynamic Capabilities on Competitive Advantage of Manufacturing Firms in Nairobi, Kenya. The main objective of the study was moderated mediation of organizational ambidexterity and leadership style on the relationship between dynamic capabilities and competitive advantage of manufacturing firms in Nairobi, Kenya. The study specific objectives were to: determine the effect of sensing capabilities, seizing capabilities and reconfiguration capabilities on competitive advantage; the mediating effect of leadership style; the moderating effect of organizational ambidexterity; and the moderated mediation of organizational ambidexterity and leadership style on these relationships.

The study was grounded on the Resource Based View Theory supported by Porters Forces and Dynamic Capabilities theories. The study findings revealed that sensing capabilities; seizing capabilities; reconfiguration capabilities and dynamic capabilities had a positive and significant effect on competitive advantage. The findings further showed that transformational leadership style, transactional leadership style mediates the relationship between dynamic capabilities and competitive advantage. Furthermore, the findings revealed that organizational ambidexterity moderates the relationship between dynamic capabilities and competitive advantage and moderated mediation of organizational ambidexterity and leadership style on the relationship between dynamic capabilities and competitive advantage. The results showed that at higher organizational ambidexterity, dynamic capabilities had a higher effect on competitive advantage compared to lower levels.

Sustainable Competitive Advantage is achieved through the identification and the use of selected superior competitive strategies to outdo competitors in the market. The only way to sustain a competitive advantage is to upgrade it or to make it sophisticated

(Collis & Montgomery, 2009). Global Studies have been done to examine the factors contributing to sustainable competitive advantage as follows:-Zineldin (2005), conducted a study in Quality and customer relationship management (CRM) as competitive strategy in the Swedish banking industry. The main objective of the study was to develop a better understanding of the relationship between customer relationship, service quality and bank strategic competitive positioning. The findings of the study were that the key ways to building a strong competitive position are through CRM, product/service quality and differentiation. Ovidiu et al (2009), conducted a study on the use of Porter's Generic Competitive Strategies in the Romanian banking industry which indicated that there is a positive relationship between the three generic strategies (differentiation, market segmentation or focus on the niche market, cost leadership) and a firm's competitive advantage. Awuah (2011), examined the evaluation of strategies for achieving competitive advantage in the Banking industry in Ghana. The findings were that the respondents fell between the ages of 18 to 60 and with such workforce the bank can make long term plans to meet the competition in the market and help achieve its goals and objectives.

The competition in the banking sector has brought about a lot of flexibility into the industry thereby resulting in prompt responses to customer problems and innovative ways of rendering banking services. Awiti (2012), researched on the factors influencing competitive advantages of commercial banks in Kenya. The main objective of the study was to assess the influence of human resource capability in the context of strategic capability on competitive advantage of sugar companies in Western Kenya. Porter's Diamond Theory, Human Capital Theory, Resource Based View Theory and the Dynamic Capabilities Theory were used in the study. The study concluded that the relationship between human resource capability and competitive advantage of sugar

companies in Western Kenya is not statistically significant as indicated by the weak correlation and logit analyses results and by the hypothesis results. The results also showed that competitive advantage of the sugar companies in Western Kenya was positively influenced by the human resource capability. Gitonga (2015), researched on the strategies used by commercial banks listed in NSE for gaining competitive advantage in Kenya. The research concluded that banks listed in the NSE use product differentiation and diversification strategy to a very large extent in gaining competitive advantage in the market.

It is recommended that banks should provide excellent and unexpected customer experiences that will give them a competitive edge in the market thus improving their performance. Moturi (2013), sought to establish the role of talent management as a source of competitive advantage at Kenya Data Networks. The findings of the study were that effective talent management affects the financial performance of a firm and this was reflected in increased sales revenue over the years since adoption of the strategy, productivity and increased market share. In addition, the product development and innovation registered improvements over the period due to the resultant collaboration in the organization. Inter-department communication has also been enhanced due to the bi-annual meetings on the organization strategy evaluation and adjustment review and this has resulted to increased rate of strategy implementation. Mukira (2018), conducted a research on sustainable competitive advantage and the performance of National Bank of Kenya Limited.

The study concluded that National Bank of Kenya Limited has implemented several competitive strategies which have seen its increase in market presence. The research found out that the bank adopted strategic alliances, cost minimization, use of advanced

technology, applied partnership strategy, applied collaboration strategy, applied joint venture strategy and applied outsourcing strategy in meeting its strategic goals and objectives. The strategy resulted into an upward surge in the number of customers at the bank, the loan book portfolio improved and the profitability of the bank also improved. Chagara (2020) did a study on the firm-level capabilities and sustainable competitive advantage in public hospitals of Nairobi city county, Kenya.

The findings of the study revealed that firm level capabilities influence sustainable competitive advantage through adoption of human resources, managerial and strategic intent, technological advancement and learning capability. The overall regression results showed that there was a positive and significant relationship between firm level capabilities and sustainable competitive advantage in Public Hospitals of Nairobi City County. As such, an improvement in firm level capabilities would lead to a corresponding improvement in sustainable competitive advantage in Public Hospitals of Nairobi City County, Kenya. It was concluded that for organizations to achieve desired performance, the firm level capabilities, and the resources available, must interact positively with the stakeholder requirements to remain sustainable. As a result of constant change in the world, it was also found out that the firm capabilities must continuously adapt to the environment. Weor (2018), researched on the response strategies adopted by commercial banks in Kenya in gaining competitive advantage and the findings from the study indicated that: - Information and Knowledge Management strategies impacted positively on competitiveness of commercial banks, that operational strategies influenced positively on the competitive advantage of commercial banks and that commercial banks relied heavily on asset management strategies to improve on the overall competitiveness.

2.3.2 The Mediating Effect of Employee Engagement on the Relationship between Talent Management Practices and Sustainable competitive advantage

The physical presence of employees at their workplace does not necessarily signify their full engagement. Schaufeli & Bakker (2010), defines employee engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. Employee Engagement is different from employee satisfaction. Employee Engagement is a heightened emotional and intellectual connection that an employee has for his/her job (Berry & Morris, 2008), towards the organization, manager, or co-workers that in turn influences his/her to apply additional discretionary effort to his/her work. Scholars have defined employee engagement as involvement of the workforce in their working like they completely utilize their physical, mental and emotional resources in attaining their organizational tasks and objectives.

Talent Management practices and policies that demonstrate commitment to human resources result in more engaged employees and lowers employee turnover. Employee Engagement has a substantial influence on employee productivity and talent retention. Employee Engagement and Talent Management combined can make or break the bottom line or profitability of an organization (Lockwood, 2006). Effective Employee Engagement fosters an environment of stimulation, development and learning, support, contribution and recognition (Lockwood, 2006). Effective Talent Management requires strong participatory Leadership style, Organizational buy-in and Employee Engagement (Lockwood, 2006). A satisfied employee is happy with the current pay, benefits and atmosphere (Bakker & Schaufeli, 2008). This contentment may cause hesitation to show any extra initiative or achievement; thus, it creates a worker who is comfortable with the status quo. Alternatively, engaged employees demonstrate

virtuous qualities like: First- Innovation & creativity, Second-. Taking personal responsibility to make things happen, third- Authentic desire to make the company successful as well as the team, fourth- Having an emotional bond to the Organization and its mission and vision. Engaged employees within an organization provide a competitive advantage to organizations, as explained by the resource-based view (RBV) of the firm (Joo & Mclean, 2006), and hence there is a need to continuously engage employees. Engaged employees are strong organizational assets for sustained competitive advantage and a strategic asset (Joo and Mclean, 2006).

Employee Engagement has been associated with a number of important Organizational outcomes, many of which are directly related to talent Management such as :- ease of recruitment, employee retention and low employee turnover. Other important Organizational outcomes associated with increased levels of employee engagement include higher employee productivity and high customer engagement levels, as well as high revenue growth. Employees can be engaged emotionally and cognitively. The former by forming meaningful connections to others (for peers & co-workers) and latter becoming acutely aware of their mission and role in their work environment. The top 4 factors for Employee Engagement are: exciting work, career growth/learning, relationships/working with great people; and supportive Management/ great boss (ONDAY, 2016). Effective Organizations are those that empower and engage their people, build their Organization around teams, and develop human competence at all levels (Schaufeli & Bakker, 2010).

In India, Kumar (2022) did a study on the impact of talent management practices on employee turnover and retention intentions. The findings of the study stated that employee retention is necessary for the organization; success of employees and that organization depends on how the employee skills and knowledge are managed. Talent

management strategies are helpful in retaining the employees in organizations, as engaged employees who are getting the adequate opportunities to develop their careers, getting a handsome salary linked to performance, performance is measured and communicated continuously to improve will have the more intentions to work with the organization for long. Alias, Noor & Hassan (2014), did a research on the examination of the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the Information and Technology (IT) organizations in Malaysia.

The results of the hierarchical regression analysis on determining the mediating effect of a mediator (employee engagement) indicated that employee engagement mediated the relationship between talent management practice (employee career development and rewards and recognition) and employee retention. Thakur (2015), did a research on the Impact of Talent Management Practices on Employee Engagement and Employee Retention-A Study at Bokaro Steel Plant in India. The findings of the study based on linear regression analysis indicated that talent management practices (managerial support, employee career development and rewards and recognitions) have a positive impact with employee engagement and employee retention. Aguenza & Som (2012), did a study in an international journal on motivational factors of employee retention and engagement in organizations. The study found that employee retention and engagement is critical for organizations because employees are the driving force to achieve the development and accomplishment of the organization's goals and objectives.

The study mentions several items that motivate employees to make the decision to be retained within one organization. The first one is financial rewards as a key component in retaining employees. Financial reward is one of the basic types of extrinsic monetary

rewards which cover the basic needs of income for employees to survive (to pay bills), a feeling of stability and consistency (job security), and recognition (my workplace values my skills). The second consideration is recognition (Nohria, Groysberg & Lee, 2008). This is where every employee has a need to be commended and recognized and the more often they get it, the better. Being recognized for doing a good job makes individuals feel better about themselves and the organization they work for ensuring more loyalty. Employers are in the best position to recognize and retain today's employees. The third and last consideration for retaining an employee as advanced by (Renwick, Redman & Maguire, 2013) is development and career opportunity.

Mann & Harter (2016), have been tracking employee engagement since the year 2000 in their research in the USA and further stated that only 13% of employees feel engaged in their workplace, with the United States having a percentage of 32% engagement in the entire workforce. Mann and Harter (2016) measured the engagement by considering the top key organizational factors that predict high performance outcomes such as having an opportunity to do what they do best daily and having someone at work who encourages their development and believing their opinions count at work. In addition, Mann & Harter (2016), estimated that a 21% increase in organizational profitability could result from improving employee engagement levels in organizations. It is also estimated that the effect of the disengaged workforce costs \$11 billion per annum in the US. Neupane & Khanal (2022), did a study to inspect the effect of coaching and mentoring on performance of employee in UK. The outcomes of the study revealed a positive effect of coaching and mentorship on employee performance. The Corporate Leadership Council (Council, 2004) in USA conducted a study on Driving Performance and Retention through Employee

Engagement and concluded that employees who are committed perform 20% better and are 87% less likely to resign (Council, 2004).

In Ghana, Bonenberger (2015), researched on the effects of health worker motivation and job satisfaction on employee turnover intentions and the results showed that 69% of the correspondents reported to have turnover intentions this was because most of the employees were not motivated in the workplace and therefore were not experiencing job satisfaction hence the intention to leave the organization.

In Uganda, a study by Owor (2016), on Human Resource Management practices, employee engagement and organizational citizenship behaviors (OCB) in selected firms in Uganda, the results showed that when employees sincere organization support in terms development opportunities, they experience engagement and are more likely to reciprocate by willingly participating in their organization's non-mandatory activities, the antecedents engagement OCB relationship is mediated by attitudinal variable employee engagement and concluded that variations in OCB in Uganda context can be explained by the changes in employee engagement which in itself is influenced by changes in HR practices. Employee engagement is therefore a significant mediator between the HR practices and OCB.

In Kenya, various studies on employee engagement in various sectors including the banking sector have been conducted. These include research by Gichohi (2014), whose study established how engagement affects the level of creativity and innovation. It postulated that the level of employee engagement spurs creativity and innovation in the library and emphasized that the level of employee engagement is positively related to the level of staff creativity and innovation in the library. Kangure (2015), researched on the relationship between Work-Life Balance and Employee Engagement in state

Corporations in Kenya. The results established that the programmes that enhance job resources, helps to increase employee engagement since employee engagement has a positive impact both on the individual and the organization.

The research carried out in the banking sector by Wachira (2013), on the relationship between Employee Engagement and Commitment in Barclays Bank of Kenya. In his findings, Wachira indicated that there is a positive relationship between employee engagement and employee commitment ; and confirmed that engaged employees have high levels of job satisfaction which attributes to :-enjoyable, fulfilling feelings to the support they receive from the organization, developing a feeling of both appreciation and obligation towards the organization for its support and benefits. The results indicated that employee engagement was greatly influenced by performance management, Personal development and growth, workplace recreation and remuneration package. Sang, Guyo & Odhiambo (2014), did a research to establish the moderating influence of employee engagement on the relationship between training and career development and labour productivity and established that training and career development significantly affects labour productivity.

Githinji & Muli (2018) did a research to investigate the effect of employee engagement strategies and performance of Airlines in Kenya, the case of Air Kenya Limited. The objectives of the study were to establish the effect of employee compensation, work environment, training and career development and employee involvement and participation on performance. The study found out that leadership networking, employee compensation, employee involvement, training and work environment were less than 0.05 an indication that the variables significantly influenced performance of Air Kenya Limited. The study concluded that incentives and bonuses were useful to motivate employees for meeting and exceeding targets. Firms need to embrace :- a

conducive working environment for all employees, management should give employees chance to come up with new ideas and implement them, training programs for staff for each level to increase their competent levels, evaluated training to establish its influence on employee performance output, employees ought to have their own union to air their grievances and need to be involved in service quality improvement and Employees ought to be always represented in management meetings.

A study on Antecedents of Employee Engagement and Turnover Intention in the Banking Sector in Nairobi City County Kenya was done by Everlyne Cheruto Chelangat (2019). The purpose of the study was to explore the antecedents of employee engagement and turnover intention in the banking sector in Nairobi City County in Kenya. The theories reviewed included:-organizational support theory, theory of justice, conservation of resource theory, job characteristic theory, leader manager exchange theory and social identity theory. The research concluded that Job Characteristics has a negative and significant effect on Turnover Intentions that meaningful work characteristics are associated with stronger employee commitment that organizations need to be open to employee initiatives, encourage employees to express their own concerns, ideas, and initiatives to explore novel views and solutions to problems and promote ideas further. It also encouraged employees to learn and develop themselves by providing inspiring challenges. The study also concluded that employee commitment moderates the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya.

Higher levels of affective attachment result in the desirable workplace outcomes because employees choose to and want to do so. Job commitment is positively related to innovativeness, job performance, helping behavior, organizational citizenship, better

use of time, and other highly coveted organizational outcomes, has a negative association with employee turnover and absenteeism levels. Namusonge, Kabare & Kagwiria (2014), did a study on the effect of talent retention on organization performance in companies listed in Nairobi securities exchange in Kenya. The study concluded that firms listed on the NSE have put in place effective talent retention practices. This came after the realization that a company needs to invest in employee retention in order to be successful. This has been achieved through a good compensation package which involves, offering an attractive, competitive; benefits package with components such as life insurance, disability insurance and flexible working hours motivates employees to commit themselves to an organization. It was concluded that talent retention had a positive and significant effect on organization performance.

2.3.3 Moderating Effect of Organizational Justice on the relationship between talent management practices and sustainable competitive advantage; and on the relationship between talent management practices and employee engagement

Organizational justice is concerned with the fair treatment of employees (Randeree, 2008). The term organizational justice was first coined by Greenberg (1987) which represents individual's perceptions and reactions to fairness towards the organization. Justice refers to an action or decision that is morally and ethically right. Justice can be linked to, religion, ethics, equity, and law. Justice or fairness in organizations may include issues associated with perceptions of fairness in pay, equal opportunities for promotion and employee selection processes (Beugré, 2009). Organizational Justice is defined by how the organization behaves with their employees. Either the employees are treated fairly and equally or not (Cropanzano, Goldman & Benson, 2005).

Employees develop their behaviors, attitudes and performance level on the basis of organizational justice (Orishede & Bello, 2019). Organizational justice promotes job commitment, job satisfaction, while injustice creates irritation, fatigue and low level of motivation at the workplace. Organizational justice is seen in: - income or salary distribution, in decision making and appreciative behavior at the workplace (Hoy & Tarter, 2004). Organizational justice makes employees more coordinating and promotes an innovative climate for potential and enthusiastic employees. Improvement in the organizational justice may have a direct and positive effect on the performance and sustainability of any organization (Karkoulian, Assaker, & Hallak, 2016).

Previous research studies have supported a positive relationship between higher level of organizational justice and job satisfaction, job commitment, positive work attitudes and behaviors (Widyanti, Irhamni, & Silvia Ratna, 2020). On the other hand, lower level of organizational justice is related with negative effects such as stress, poor employees' psychological well-being, employee turnover, retaliatory intentions etc. (Silva & Caetano, 2014). Organizational citizenship behaviors (OCBs) are employee behaviors that go beyond the call of duty (Skarlicki & Latham, 1996) building a superior customer centric culture among employees. Several studies have found that justly treated employees are more likely to comply with the workplace policies, show extra conscientiousness, and behave altruistically toward others (Cohen-Charash & Spector, 2001). Indeed, workers tend to tailor their citizenship behaviors carefully, doling them out to those groups or individuals who have treated them justly and withholding them from those who have not.

Globally, Al-Zu'bi (2010), conducted a Study on the Relationship between Organizational Justice and Job Satisfaction in Jordan. The study objectives were to

explore the levels of organizational justice as by employees of Electrical Industrial Companies in Jordan, to find out the relationship between employees' perceptions towards organizational justice and job satisfaction; to investigate the types of relationships that might exist between such personal variables as age, gender, and level of education, on organizational justice. The study findings showed that only one significant relationship exists between the age of respondents and their perceptions of organizational justice. The findings suggested that there was a positive association between organizational justice and job satisfaction. Employee job satisfaction depends upon the organizational justice of managers. Cultivating a sense of organizational justice may benefit an organization through decreased absenteeism and employee turnover (Alsalem & Alhaiani, 2007). Organizations that ignore procedural justice concerns run the risk of endangering negative organizational outcomes of decisions, non-compliance with rules and procedures, and in some instances, lower satisfaction (Colquitt & Shaw, 2013). Consequently, cultivating employees' sense of organizational justice is key to any job satisfaction.

Erkutlu (2011), did a research in Turkey on "The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. The objective of the study was to examine whether organizational culture moderates the relationships between organizational citizenship behaviors (OCBs) and organizational justice perceptions. The findings of the research showed that multiple hierarchical regression results supported the moderating role of organizational culture of the organizational justice perceptions-OCB link. As hypothesized, results showed a stronger relationship between interactional justice and OCB for organizations that are higher in respect for people and a weaker relationship between distributive and procedural justices and OCB for organizations that are higher in team orientation. In

Nigeria, Fafasakin (2021) did a study that examined the impact of organizational justice on employee commitment using Guinness Nigeria Limited. The findings of the study revealed that procedural justice, distributive justice, informational justice and interactional justice all predicted employee commitment. There was also a positive and significant relationship between procedural justice, distributive justice, informational justice and interactional justice and employee commitment with. The study recommended that management should be fair in justice so as to ensure that there is no preferential treatment to employees. This will in no doubt ensure that employees put in all their best at the workplace and help achieve the organizational goals and objectives.

O'Connor & Crowley-Henry (2019), did a research on the role of organizational justice in shaping the outcomes of talent management practices. The paper explored the relationship between an organization's exclusive talent management (TM) practices, employees' perceptions of the fairness of exclusive TM practices, and the corresponding impact on employee engagement. The study proposed that in organizations pursuing exclusive TM programs, employee perceptions of organizational justice of the exclusive TM practices may affect their employee engagement, which may influence both organizational and employee outcomes. The study further argued that responsible talent management practices promote achievement of multi-level sustainable outcomes such as decent work, employee well-being and organizational well-being. It also argued that inclusivity; corporate responsibility; and equity and equal employment opportunity are the key underlying principles of a responsible talent management system.

Gelens, Hofmans, Dries, & Pepermans (2014), conducted a study on Talent management and organizational justice: Employee reactions to high potential

identification. The study examined how organizational justice mediates the relationship between talent management (TM) and non-high potential employees (NHPE) outcomes (for example, affective commitment, job satisfaction, and the intention to leave) in the public sector. The results indicated that perceptions of distributive justice were significantly higher for employees identified as a high potential. The distributive justice fully mediated the relationship between an employee's identification and the level of job satisfaction. The results also revealed that perceptions of procedural justice moderated the relationship between distributive justice and work effort. The study also found that high potentials and non-high potentials responded differently to workforce differentiation practices and that these reactions were affected by the way people perceive them. Employees who were identified as having a high potential had higher distributive justice than employees who were not.

The study noticed dissimilarities in the differences between junior and non-high potentials and between senior and non-high potentials. Although the effects were in the same direction, the difference between the junior and non-potentials was only marginally significant while the difference between the senior and non-potentials was clearly statistically significant. This difference might be due to the fact that senior high potentials get a stronger recognition of their potential as they receive a higher status than junior potentials. Moreover, senior potentials can also attend more and higher level training programs and they receive more resources. Consequently, it might be that distributive justice is not only affected by the high potential label itself, but also by the amount and type of resources that follow. The study found that the feelings of distributive justice among our respondents were related to job satisfaction and work effort. Moreover, the mediating effect of distributive justice on job satisfaction was not moderated by procedural justice, while the study found a moderated mediation for work

effort. In particular, people who report high distributive justice put more effort in their work when they perceive the workforce differentiation procedures to be fair and less effort when they perceive them to be unfair. A possible explanation for this differential effect can be found in the two-factor model by Day (2011), which posits that outcomes in favor of the organization are more influenced by procedural justice, while more personal outcomes like job satisfaction that are closely linked to positive emotions are primarily driven by favorable distributive justice perceptions. Koseoglu, Wasti, & Terzi (2021), researched on a moderated mediation model of the relationship between organizational justice and turnover intention.

The purpose of the study was to examine the mediating role of organizational identification (OI) on the relationship between organizational justice (OJ) and turnover intention (TI), as well as the moderating role of psychological contract fulfillment (PCF) in those relationships. The study found that organizational identification was partially mediated the relationship between OJ and TI. The results also indicated that the indirect effect of organizational justice (OJ) on turnover intention (TI) through OI was moderated by psychological contract fulfillment. Wu, Sun, Zhang, & Wang (2016), researched on moderated mediation model of relationship between organizational justice and counter-productive work behavior. The study aimed to provide a comprehensive understanding of the mediating and moderating processes through which organizational justice influences (counter-productive work behavior) CWB. The study proposed a moderated mediation model, which assumed that the mediating role of job burnout in the organizational justice job burnout relation and the moderating role of moral identity in the job burnout–CWB relation. It was found that job burnout fully mediated the effect of organizational justice and CWB, and moral identity moderated

the effect of job burnout on CWB. The findings suggest that the indirect effect of organizational justice on CWB through job burnout was moderated by moral identity.

The study examined the conditional indirect effect of organizational justice on CWB through job burnout at three values of moral identity, namely, the mean and one standard deviation above and below the mean. The conditional indirect effects were significantly different from zero implying that organizational justice indirectly affected CWB through job burnout when the level of moral identity was low to moderate but not when it was high.

Patnaik, Mishra, & Mishra (2023), researched on the Organizational Support and Performance: Moderated Mediation Model of Psychological Capital and Organizational Justice—Evidence from India. The objective of the study was to examine the mediating role of psychological capital on the relationship between organizational support (POS) and performance. The study also investigated the moderating role of organizational justice perception in the indirect relationship. The findings suggested that psychological capital mediated the relationship between POS and performance. The indirect relationship of POS and performance via psychological capital was moderated by organizational justice. However, there was a counter-intuitive findings in the research. It was observed that at a high level of organizational justice, it had a smaller effect on performance in contrast to low level of organizational justice.

Ledimo & Hlongwane (2014), did a research on the role of organizational justice on employee engagement within a public service organization in South Africa. The objective of the study was to explore the relationship between organizational justice and employee engagement in a South African public service organization. The results of the correlation analysis indicated a significant correlations existed between

organizational justice and employee engagement dimensions namely; vigor, dedication and absorption. The purpose of the study was achieved because the results demonstrated the important role of organizational justice dimensions in explaining the level of employee work engagement in a public service organizational research on a critical analysis of organizational justice in the South African financial service industry was done by Mrwebi, Smith, & Mazibuko (2018). The primary objective of the study was to critically analyze the organizational justice within the South African financial services industry. The empirical results of the study revealed that trustworthiness of management, intrinsic and extrinsic rewards, organizational transparency and organizational climate have a positive influence on procedural-interactional justice and organizational distributive justice, while employee engagement was found to have no significant influence on both procedural-interactional justice and organizational distributive justice. Furthermore, both procedural justice, interactional justice and distributive justice were found to have a positive influence on organizational citizenship behavior and reputable employee retention in the financial services industry.

Nakate (2012), conducted a study on the Organizational justice, employee trust, employee commitment and service quality in Uganda Revenue Authority (URA). The purpose of the study was to investigate the relationship of organizational justice, employee trust, employee commitment and service quality. The outcome of the research revealed a significant positive relationship between organizational justice, employee trust, employee commitment and service quality.

In Kenya, Onyango, Egessa & Ojera (2022), did a research on the Effect of Organizational Justice on Employee Engagement in the Hospitality Industry. The objective of the study was to assess organizational justice and employee engagement

in the hospitality industry in North Rift region in Kenya. From the findings employee engagement and organizational justice have a strong significant relationship. Employee engagement was explained by organizational justice at 71.8%. The study's findings supported the necessity to improve organizational justice in order to increase employee engagement. Establishing organizational justice at the workplace is a powerful strategy that may be used by companies that want to boost employee engagement. Organizational justice-promoting policies are effective in attracting and retaining the happiest and most motivated employees, resulting in increased employee engagement.

Organizational justice is one of the most essential high-performance techniques for cultivating positive work-related attitudes among organization's employees. This argument is based on the belief that a healthy superior-subordinate relationship is dependent on the degree of organizational fairness, which is critical for employee engagement and organizational performance. Gichira (2016) did a research on the influence of Organizational Justice on Commitment of Employees in the Health Sector Non-Governmental Organizations in Kenya. The purpose of the study was to investigate the influence of organizational justice perceptions on commitment of employees in health sector. The results of the study showed that distributive justice perceptions, procedural justice perceptions, interpersonal justice perceptions and informational justice perceptions have a significant relationship with affective, continuance and normative commitment in health sector non-governmental organizations in Kenya. The study findings provided support to the contention that employees evaluate their employer/employee interactions from a justice perspective and interpret the experiences as just or unjust treatment. The justice perception in turn impacts on their affective, normative and continuance feelings of commitment toward

the organization; a study on the effect of organizational justice on organizational commitment in the Public Secondary Schools and Commercial Banks in Kenya by Karanja (2017).

The objectives of the study were to establish whether perceptions of distributive, procedural, interpersonal and informational justice had an effect on organizational commitment and to find out whether the effects of organizational justice on organizational commitment differed significantly among teachers in public secondary schools and employees in the banking sector in Kenya. The study adopted a correlation research design. The study findings indicated that teachers' organizational justice significantly influenced teacher's organizational commitment.

Distributive justice and interpersonal justice were found not to be important predictors of organizational commitment while procedural, and informational justice were found to be useful predictors of organizational commitment for teachers. Only procedural justice was found to be significant in predicting organizational commitment for bank employees. The study results also indicated that the effect of organizational justice on organizational commitment for teachers was significantly different from that of bank employees. The study recommended that management should ensure fairness in provision of rewards; involve employees in decision making, show dignity and respect when explaining decision outcomes to concerned staff members. The management should maintain consistency in applying rules; ensure accuracy in the use of information, and safeguards against bias when dealing with employee issues. The management should also adopt a proactive approach to understand employees' perceptions of organizational justice, and provide appropriate working environment in order to reap benefits including the cost associated with employee retention and efficiency of service delivery. Gichira (2016) did a study on the Influence of

organizational justice on commitment of employees in the health sector a non-governmental organization in Kenya.

The purpose of the study was to investigate the influence of organizational justice perceptions on commitment of employees in health sector Non-Governmental Organizations in Kenya. The results of the study showed that distributive justice perceptions, procedural justice perceptions, interpersonal justice perceptions and informational justice perceptions have a significant relationship with affective, continuance and normative commitment in health sector non-governmental organizations in Kenya. The study findings provide support to the contention that employees evaluate their employer/employee interactions from a justice perspective and interpret the experience as just or unjust treatment. This justice perception in turn impacts on their affective, normative and continuance feelings of commitment towards the organization. However, human resource practices (socialization, involvement, training and development) were shown not to be significant moderators on the relationship between organizational justice and commitment. The study findings extend the knowledge of the relationship between employee justice perceptions and commitment and the need for organizations to treat their employees fairly.

A workplace with transparent and accurate communication system will assist employees to interpret the goal of the organization in the right way (Jafri, 2014). So, when employees get a clear view on the goal, they invest their effort (Locke, & Erez, 1988) to achieve the individual and organizational goals. On the research done by Deepa (2020) on the effects of the organizational justice dimensions on the facets of job engagement, the results of the study supports that when an organization ensures distributive, procedural, interpersonal and informational fairness in the workplace, employees are more likely to reciprocate their engaged state through the investment of

physical, cognitive and emotional energies in their job. Moreover, the present study contributes to the literature in job engagement and organizational justice through the disclosure of the relationship between organizational justice's facets in physical, cognitive and emotional job engagement. Therefore, in the current highly competitive business environment, it is important for managers and leaders to ensure fairness to sustain job engagement for the success.

2.4 Summary of Literature Review and Study Gaps

The review of previous studies reveals that most studies done were limited in scope and mainly examined direct effects between the independent and the dependent variables. For example, in the study done by Wandia (2013) on talent management as a source of competitive advantage (case study of Symphony Kenya Ltd) and concluded that organizations that attract & hire top talents achieve a competitive advantage provided the following gaps that led to this study. The study done created a methodological gap as it only looked at the direct relationship and did not use moderated mediation. The study also failed to link the relationship and correlations of the four concepts under the current study:- Talent Management practices, employee engagement, organization justice and sustainable competitive advantage creating conceptual gaps. The previous study did not look at talent management practices and sustainable competitive advantage but looked at the concept of talent management and competitive advantage leaving out rich literature on the subject. The study also created contextual gap as it was done on ICT Company Symphony Kenya Ltd when the current study looked at the 42 commercial banks in Nairobi County. The current study has addressed the study gaps by analyzing the indirect relationship between: -Talent Management Practices (TMP), Employee engagement as a mediator and Organizational justice as the moderator on

sustainable competitive advantage (SCA) in the context of commercial banks in Nairobi County in Kenya.

The summary of the studies done on Talent Management practices, employee engagement, organizational justice and sustainable competitive advantage alongside the identified gaps which formed the basis of this study to fill the gaps are as shown here below:-

Summary of Literature Review and Gaps

Title of the research, Authors & year	Main objectives	Methodology	Theories that guide the study	Findings & Conclusions-Areas for further studies (Gaps)
Talent management as a source of competitive advantage-Case study of Symphony (K) Ltd By Stephen Mary Wandia-2013	-Establish how TM can be source of competitive advantage at Symphony (K) Ltd	Research Design-Case study, Data Collection-Face to face interviews Data analysis- Qualitative of the content	-Talent based theories -Systems theories -Resource based view of the firm	-Talent management has a strong association with productivity -TM is a source of competitive advantage -Need to examine challenges derailed effective TM implementations in an organization. -TM enablers were not discussed in detail -Need to study TM in the banking industry and other industries. Gap -Only direct effects examined, employee engagement as mediator and organizational justice as moderator , equity theory , Hertzberg theory not studied as per the current study
Journal-Talent management as source of competitive advantage in Malasia by: - Nouman, TahiraKousa & TanzilaAli (2015)	Establish if TM is a source of competitive advantage	None	-Resource based theory -Talent based theory	-TM is a source of competitive advantage -Enablers and challenges of implementing TM not examined Need to study TM as a source of competitive advantage in Kenya - Gap -Only direct effects examined, employee engagement as mediator and organizational justice as moderator , equity theory , Hertzberg theory not studied as per the current study

<p>Journal Talent management & competitive advantage: - The moderating effect of knowledge integration. By Mohammad AtwahAlma; aita, Feras Suliman, Al-Shalabi, Walaa Hatem Alijamal (2013)</p>	<p>Proof the hypostasis that: - HA-TM is positively related to competitive advantage H1-TM is positively related to speed market response H2-TM is positively related to product / service quality H3-TM is positively related to innovation speed</p>	<p>-Questionnaire and interviews -Regression analysis</p>	<p>-RBV</p>	<p>-There was significant effect of TM on competitive advantage (speed of mkt response, pdt/service quality) -Knowledge integration is a significant mediator in the relationship between TM and competitive advantage -Need to look at a specific industry and country Gap-Employee engagement as mediator and organizational justice as moderator , equity theory , Hertzberg theory not studied as per the current study</p>
<p>Journal Effectiveness of Talent Management Pamela BethkeLangenegger, Philippe Mahler and Bruno Staffelbach (2011)</p>	<p>Identifying the effectiveness and impact of TM strategies on organizational performance.</p>	<p>Interviews, Logit regression analysis</p>	<p>RBV,Talent based, agency and Expectancy theory</p>	<p>-Investment on TM has a positive impact on financial, organizational and human resources outcomes -TM strategies for talent retention and succession planning has a weak impact on organizational performance and profits -Further research on cause and effect of TM outcomes -Analysis of employee perceptions on the impact of TM at work place, Gap-Only direct effects tested, Employee engagement as mediator and organizational justice as moderator , equity theory , Hertzberg theory not studied as per the current study</p>
<p>Journal The effect of TM on Peshawar-Based public & private banks performance in Afghanistan</p>	<p>-Ho-There is no significant relationship between TM & banks financial performance</p>	<p>Questionnaire, regression analysis</p>	<p>RBV</p>	<p>-TM had a positive significant relationship with the banks performance -TM was responsible for 33% of increase in return on investment & 35.7% on increase in market to book ratio.</p>

By-Hejratullah & Shams Ud Din (2017)	H1-There is a significant relationship between TM & performance			<p>-For banks to have a competitive advantage, they must attract & retain talented workers to improve the performance of banks</p> <p>-Need to study the whole industry in Afghanistan</p> <p>Gap-Only direct effects tested, Employee engagement as mediator and organizational justice as moderator , equity theory , Hertzberg theory not studied as per the current study</p>
Effect of TM on organizational performance in companies listed in NSE in Kenya By Rita KagwiriaLyria (2014)	<p>H01-There is no significant effect of learning and development and organizational performance in companies listed at NSE in Kenya</p> <p>H0-2-There is no significant effect of talent attraction and organizational performance in companies listed at NSE in Kenya</p> <p>H03- There is no significant effect of talent retention and organizational performance in companies listed at NSE in Kenya</p> <p>H04-There is no significant effect of career management and organizational</p>	Use of both qualitative and quantitative research design Questionnaire Content analysis Multiple regression analysis Pearson bivariate correlation coefficient	Maslow hierarchy of needs Talent retention Talent mgt Motivation Career mgt Learning and development Equity theory	<p>-Components of talent attraction had a positive influence on the organizational performance.</p> <p>-Effective talent retention had a positive and significant influence on the organizational performance</p> <p>-Learning and development had a positive and significant influence on organizational performance</p> <p>-Career management had a positive and significant relationship between career management and organizational performance</p> <p>-Favourable working conditions attracts and retains talented employees.</p> <p>-Need to study all institutions not just those listed at NSE</p> <p>Gap-Only direct effects tested, Employee engagement as mediator and organizational justice as moderator , RBV, Hertzberg theory not studied as per the current study</p>

	performance in companies listed at NSE in Kenya			
Journal Effective TM: - A vital strategy to organizational success By MalikehBeheshtifar, HojatYossefiNasab, Mahmood Nekoie. Moghadam (2012)	Effect of TM on organizational success	None	Firms theory RBV	-TM is a successful business strategy -TM is a priority for successful companies -TM needs to transform from support activity to a competitive activity -Boards needs to be involved in TM -Value of TM must be understood throughout the organization. Gap- Only direct effects examined, employee engagement and organizational justice, equity theory not examined as per the current study
Talent Management as a source of competitive advantage for Kenya Data Networks Ltd by Kelvin A. Moturi (2013)	To establish the role of TM as a source of competitive advantage at Kenya Data Networks Ltd	Case study Interviews Content analysis	RBV Competency based Talent based theory	-The demand for competent workers is high hence need for TM -Knowledge management is key in creating a competitive advantage -Organizations should consider talent management as a source of competitive advantage Gap- Only direct effects examined, employee engagement and organizational justice, equity theory not examined , the industry is not banking as per the current study
Evaluation of strategies for achieving competitive advantage in the Banking industry in Ghana. The Case of Ghana Commercial Bank Limited. by Awuah Lawrence (2011)	The main goal of the study is to assess the strategies adopted by banks to gain competitive advantage in the banking industry with particular reference to GCB.	-Survey design -Questionnaire used -Descriptive tools used to analyze data collected	None	Successful banks adopted: - cost leadership, observed service standards to avoid negative perceptions from customers that could negate the gains achieved from the cost leadership strategy. Need to study the effect of competitive advantage in the entire Banking industry in Ghana. Gap- Only direct effects examined, employee engagement and organizational justice, RBV,

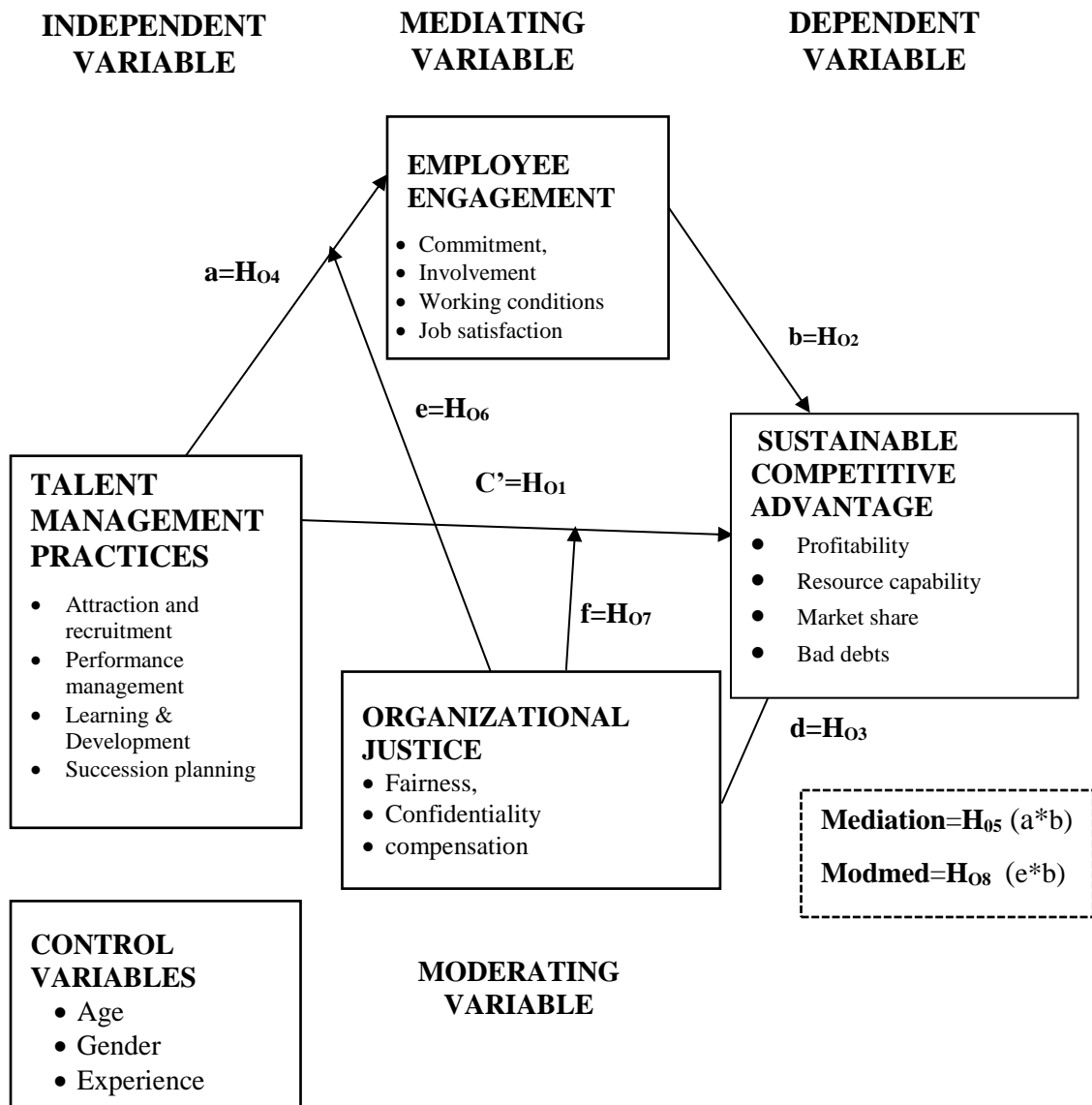
				equity theory not examined, TMP not studied as per the current study
Factors influencing competitive advantages of commercial banks in Kenya by Awiti Adhiambo Beatrice (2012)	To determine the competitive advantages enjoyed by Commercial Banks in Kenya.	-Survey design -Questionnaire used -Statistical analysis used to analyze data collected	None	Customer loyalty, customer satisfaction, marketing strategies used to attract & retain customers, product innovations, technological advancement, ownership structure, low staff turnover, differentiation, strategic alliances, strategic partnerships with mobile telephone company Safaricom for mobile money, low cost strategy, ease of cross border transactions and outsourcing as factors influencing competitive advantages in commercial banks. Need for research on factors influencing SCA in Commercial Banks in Kenya Gap -Only direct effects examined, employee engagement and organizational justice, RBV, equity theory not examined ,TMP not studied as per the current study
The strategies used by commercial banks listed in NSE for gaining competitive advantage in Kenya by Gitonga Murithi Kenneth (2015)	The objective of this study was to identify the strategies used by commercial banks listed at NSE to gain competitive advantage	-Descriptive survey design -Questionnaire used to collect primary data	RBV	All banks listed at NSE made profits over Kshs. 1 billion, used different strategies for gaining competitive advantages which included: - product and service differentiation, diversifications, cost differentiation, strategic alliances and joint ventures, brand protection, publicity and customer relationship management to achieve competitive advantage. Need for a study on banks not listed at NSE for comparison purposes Gap -Only direct effects examined, employee engagement and organizational justice,

				equity theory , Hertzberg theory ,TMP not studied as per the current study
Sustainable competitive advantage and performance of National Bank of Kenya (Ltd) by Mukira Gathoni Theresia (2017)	-To determine SCA enjoyed by NBK Ltd and to establish whether SCA enjoyed influences performance of NBK Ltd	Case study	RBV and Dynamic capability	NBK adopted strategic alliances, advanced technology, partnership strategy, collaborations strategy, joint venture strategy, outsourcing and niche market to achieve sustained competitive advantage and to grow their business. Need to- study the entire banking industry. Gap -Only direct effects examined, employee engagement and organizational justice, equity theory , Hertzberg theory ,TMP not studied as per the current study.
The response strategies adopted by commercial banks in Kenya in gaining competitive advantage by Senenge S. Weor (2018)	The study investigated the response strategies adopted by Commercial banks in Kenya for gaining competitive advantage.	-Descriptive survey design -Questionnaire used to collect primary data -Descriptive and inferential statistical tests -Qualitative data analysis methods used with SPSS software tool -Data subjected to reliability tests	Knowledge Management theory	Information and Knowledge Management strategies impacted positively on competitiveness of commercial banks, that operational strategies influenced positively on the competitive advantage of commercial banks and that banks relied on asset management strategies to improve on the overall competitiveness. Although the banking industry players have embraced the generic competitive strategies of cost leadership and product differentiation. There is need for future researchers to look at the sustainability of the competitive advantage gained by the players in the banking sector. There is need for a similar cross-sectional survey in different business sectors of the economy. Gap -Only direct effects examined, employee engagement and organizational justice, RBV,

				equity theory , Hertzberg theory, TMP not studied as per the current study
Journal Examining the Mediating Effect of Employee Engagement on the Relationship between Talent Management Practices and Employee Retention in the Information and Technology (IT) Organizations in Malaysia By NurulEzaili Alias , Norzanah Mohd Noor and Roshidi Hassan (2014)	-Determine the relationships between talent management practices (managerial support, employee career development and rewards and recognitions), employee engagement and employee retention within IT organizations in Malaysia	-Self-administered questionnaire.	None	-Talent management practices (managerial support, employee career development and rewards and recognitions) have positive correlation with employee engagement. -It was also found that employee engagement has positive correlation with employee retention. -Employee engagement mediated the relationship between talent management practice (employee career development and rewards and recognition) and employee retention individually. -Need to study other industries Gap -Organizational justice as moderator, RBV, equity theory , Hertzberg theory and SCA not studied as per the current study

2.5 Conceptual Framework

The study examined moderated mediation of organizational justice as the moderator, employee engagement as the mediator on the direct relationship between talent management practices (independent variable) and sustainable competitive advantage (dependent variable) of commercial banks in Nairobi county Kenya. From the summary of literature review, it was evident that there were conceptual, contextual and methodological gaps to be filled in this study as most of the previous studies used direct effect models. There was little evidence from the literature examining the relationships either direct or indirect between:- talent management practices, employee engagement, organizational justice and the sustainable competitive advantage with the use of a moderated mediation model. The relationship of the independent variable, mediator, moderator and the dependent variables has been captured using the conceptual framework shown under Figure 2.1.



Model 8 -Hayes, 2012 with modification

Figure 2.1: Conceptual Framework

Source: Researcher (2022)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter focuses on the research philosophy, research design, target population, sample size and sampling design, data collection instruments and procedures, reliability and validity of the instruments. In addition, the chapter presents the measurements of the variables of the study, data analysis procedures and the ethical consideration.

3.1 Research Philosophy

The study used a positivism philosophical approach towards arriving at the conclusions on the research problem. A positivist view of science is seen as a way to identify truths, and if the truths can be understood, we may predict outcomes (Caldwell, 1980). Positivism believe that research can be undertaken by using a well-developed hypotheses derived from literature or existing theory and tested using a large number of randomly selected samples (Saunders, Lewis & Thornhill, 2011). Positivism focuses on quantifiable observations of phenomenon as well as generalizing about the phenomenon through statistical analysis. Positivists view the researcher as existing independently to what is being researched and that the researcher will not impact upon the topic being investigated or modify reality.

Positivism suits this study as it comprises of the research objectives and assumptions which views the researcher as an objective observer and reporter of data through sample selection procedures, measurement of variables and statistical analysis (Vanderstoep & Johnson, 2008). The study was of a cause-effect nature and which sought to explain the moderating effect of Organizational justice on the relationship between Talent Management Practices, the mediating effect of Employee Engagement on the

relationship between Talent Management Practices and Sustainable Competitive Advantage, justifying the philosophical choice as argued by Holden & Lynch (2004) that the aim of social science in a positivist perspective should be to identify causal explanations and fundamental laws that explain regularities in human social behavior. It is argued that a choice of what to study, and how to study it in a positivist approach can be determined by objective criteria rather than by human beliefs and interests. The study was suited for positivism since the concepts have been operationalized in a way which enabled facts to be measured quantitatively and generalizations made about regularities in human and social behavior, which were made based on samples of sufficient size with the aim of generalizations leading to predictions, inferences, explanations and understanding (Holden & Lynch, 2004). The adopted approach was quantitative research. Quantitative research is defined as a type of research in which phenomena are explained by the collection and analysis of numerical data using statistically based methods (Vukojevic et al., 2016). This study was consistent with the prerequisites for quantitative research in which social reality is objectively ascertained using strict guidelines in the data collection and evaluation process (Vukojević et al, 2016).

3.2 Research Design

Explanatory research design was used in this study as it is appropriate in explaining the nature of the existing relationships in investigating the cause-and-effect relationship between the study variables in arriving at the study conclusions (Saleh, Mark & Jordan, 2009). The main objective of the study was to assess if the independent variable Talent management practices had a cause-effect relationship with employee engagement (mediator), organizational justice (moderator) and sustainable competitive advantage

(dependent variable) hence the study was quantitative in nature (Sekaran & Bougie, 2016; Walker & Baxter, 2019).

A research design is a specific method a researcher uses: - to collect, analyze, and interpret data (Stangor, 2014). It is a master plan that specifies the methods and procedures for collecting and analyzing the collected information (Zikmund et al., 2014). Hence, research design sets out the procedure on the methods to be applied to collect data, analyze data and to answer the research questions. According to Bhadra & Kumar (2011), a research design is a plan, a structure and a strategy of investigation conceived to obtain answers to research questions or problems.

3.3 Target Population

The target population is the entire group of people that the researcher wishes to investigate so as to make inferences upon (Sekaran & Bougie, 2016). Population is an extensive collection of all the subjects from which a sample is drawn (Zikmund et al., (2014). The target population for the study was 3098 employees from 42 commercial banks having a total of 329 branches in Nairobi County which is a home to all the commercial banks in Kenya regulated by the Central Bank of Kenya (see appendix IV). The unit of analysis in the study was the employees who were the respondents for each bank. Ideally, the managers who are the supervisors of commercial banks use talent management practices, employee engagement, organizational justice in directing and controlling the efforts of their employees to achieve both superior performance and sustainable competitive advantage. The choice of this County was informed by the fact that Nairobi County has a full representation of the 42 commercial banks licensed and regulated by the Central Bank of Kenya. The establishment of commercial banks in this county has witnessed:- an increase in economic development, growth of businesses and easier access to credit facilities& other financial services by the citizens alongside

businesses. It is the number and spread of these commercial banks across Nairobi County that prompted its selection for the study with the belief that holding other factors constant, the selected commercial banks will provide reliable information to shed light on the relationship between: - talent management practices (TMP), employee engagement, organizational justice and sustainable competitive advantage (SCA).

Appendix iv shows how the target population of 3098 employees were spread in the 42 commercial banks having a total of 329 branches in Nairobi County.

3.4 Sample Size and Sampling Design

Sampling is the process of selecting several individuals for a study in such a way that they represent the entire population from which they were selected. According to Kibet (2016), the main aim of sampling is to get a representative group, which enables the researcher to gain information about the entire population when faced with constraints of time, funds and energy. The appropriate sample size of this study was estimated using a standard formula for the known population size (Takai, Dlakwa, Bukar, Audu, & Kwayabura, 2015); based on Yamane's formula given below:

$$n = \frac{N}{1+Ne^2} \dots\dots\dots 3.1$$

Where: n = sample size, N= Population size, e = margin error (the risk the researcher is willing to accept in the study or the error the researcher is willing to accept (Hashim, 2010). For this study, a 5% margin of error was considered ideal based on the argument of (Kotrlik & Higgins, 2001) who stated that the general rule to acceptable margins of error in educational and social research should range between 3% to 5%. The 5% margin of error was used to determine the sample size of the study. This is further supported by Vukojević (2016), who state that margin of error can be set at 0.1, 0.05 or 0.03, which are ± 10 , 5, or 3% of the true population value, respectively. Thus, the sample size of

this study was:

$$n = \frac{3098}{1+3098(0.05^2)} = 354 \dots\dots\dots 3.2$$

The sample size for the study was 354 employees drawn from the 42 commercial banks in Nairobi County (see appendix V).

According to Khalilzadeh & Tasci (2017) and VanVoorhis & Morgan (2007), a sample size of 50 is classified as very poor; 100 as poor, 200 as fair, 300 as good, 500 as very good and 1000 as excellent. The decision of having a large sample size in this study was based on the suggestions of several authors who posit that detection of conditional indirect effects (moderated mediation), requires high statistical power to avoid Type II errors. A type II error (false-negative) occurs if the investigator fails to reject a null hypothesis that is actually false in the population. A type I error (false-positive) occurs if an investigator rejects a null hypothesis that is actually true in the population. Although type I and type II errors can never be avoided entirely, the investigator reduced their likelihood by increasing the sample size (the larger the sample, the lesser is the likelihood that it will differ substantially from the population).

This can be achieved by the large sample size (Borau *et al.*, 2015; Santos, Dawson & Silva (2014); Bagraith, Hayes & Strong (2013); Nyakego, 2017). Since the study took a quantitative epistemological paradigm and used the Hayes moderated mediation model 8 (building on prior studies as elaborated above) the sample size of 354 respondents gave a reliable conclusion and generalization about the population of the study as the larger the sample size the more accuracy in the results (Delice, 2010).

Simple random sampling technique was appropriate for the study since every bank employee in the population had an equal chance of getting selected.

3.5 Data Collection Instrument

Accurate data collection is essential to maintain the integrity of any research. Both the choice of an appropriate data collection method and the clearly defined guidelines is needed in order to reduce the likelihood of errors arising in the final analysis of the results. The study utilized the primary sources of data collected from 354 employees of the 42 commercial banks in Nairobi County to produce quantitative information by the use of a comprehensive, closed ended questionnaire given to the respondents of the study. Primary data is defined as the data which is collected a fresh and for the first time and thus happens to be original in character (Kothari, 2004). Primary data are those items that are original to the problem under study (Lancaster, 2007). A questionnaire is a data collection tool or instrument, designed by the researcher and whose main aim or purpose is to communicate to the respondents on what is intended and to elicit desired responses in terms of the empirical data from the respondents in order to achieve the desired research objectives. In other words, the questionnaire is a means of eliciting the feelings, beliefs, experiences, perceptions, or attitudes of some sample of individuals (Zikmund, 2003).

The questionnaires can reach a large number of people and a researcher can use them to cover a wide geographic coverage (Phellas, Bloch, & Seale, 2011). They are relatively cheap and no prior arrangements are needed before posting or distributing to the respondents. They also make respondents to avoid embarrassment as it allows them time to consider responses, especially where they are pre-coded options. Questionnaires also allow for possible anonymity of respondent and they have no interviewer bias if they are administered correctly or with the use of third parties (research assistants) as was the case in this study. The questionnaire used in the study had five sections which included: - 1. Demographic information on gender, position,

age, and experience 2. Talent management practices which includes:- talent attraction, talent retention, learning & development and performance management 3. Employee engagement 4. Organizational justice 5. Sustainable competitive advantage.

3.6 Data Collection Procedure

After the researcher received approval from the university to go to the field to collect data, the researcher obtained the permit from the National Council for Science, Technology and Innovation (NACOSTI) to allow him to conduct research at the commercial banks located in Nairobi County in Kenya. A total of 354 questionnaires were administered to the respondents spread among the 42 commercial banks using three research assistants who are graduate students of School of Business due to their knowledge and vast experience in research. The researcher took time to train the three research assistants on:- data collection process, how to handle respondents with courtesy and respect, maintain confidentiality of the respondents, how to securely handle the research materials, the general study procedure and how to administer the questionnaires to the targeted respondents. An introduction letter prepared by the researcher and the introduction letter from the university were attached to the questionnaires clearly showing the purpose of the information sought.

The number of branches per bank alongside the number of the target sample size were analyzed and grouped under the 17 sub counties in Nairobi County. Nairobi county has the following sub counties:-Ruaraka, Embakasi South, Embakasi North, Embakasi Central, Embakasi East, Embakasi West, Starehe, Dagoretti North, Dagoretti South, Langata, Kibra, Roysambu, Kasarani, Westlands, Makadara, Kamukunji and Mathare Sub County. The research assistants shared the 17 sub counties among themselves and developed a time table on when to visit the predetermined respondents and the

predetermined bank branches. Out of the 42 commercial banks in the county, 1 bank had 1 branch with a total of 2 target sample size while the largest bank had 32 branches with a total of 46 targeted respondents. The research assistants targeted a minimum of 2 employees per bank / branch comprising of one employee in the management and one employee from non-management. Where the number of respondents or sample size per bank was 2, only one branch was randomly selected using the random number generator.

Proportionate Stratified random sampling technique was used to select the respondents that best represented the entire population consisting of two groups of managers and non managers under study. Proportionate Stratified random sampling was done by dividing the entire population into homogeneous groups or strata of management and non-management employees in each bank and each branch. Proportional stratified random sampling involved taking random samples from stratified groups in proportion to the population. The sample taken from each stratum or group was proportional to the relative size of that stratum. Each group or stratum was treated the same way with exactly the same sampling of target number of respondents giving any single element within the population an equal chance of being selected (Haque, 2010).

The respondents of the study were randomly selected in proportion to the number of branches, cadre or strata of respondents and the number of employees per bank and per branch in the county. The researcher selected a proportionate minimum of 2 respondents and a maximum of 6 respondents from each strata or group per bank /branch hence a total sample size of 354 respondents. The researcher obtained a list of employees as per strata or group from each branch and bank in advance and used the random number generator to predetermine the identity of the non-management and

management employees to complete the questionnaires. Where the targeted employees were not available, the random number generator was repeatedly used to identify the next respondent per group / strata until all the target respondents had completed the questionnaire at each branch/bank. The respondents filled the questionnaires by way of ticking respective responses that were reflective of their opinions and perception about the various statements in the questionnaire (Saunders *et al.*, 2007; Vagias, 2006). Both descriptive and quantitative data were collected using the questionnaires that were administered to the respondents. The researcher coordinated the whole process of data collection by:- providing guidance , logistical support and feedback to the research assistants

3.7 Measurement of Variables

The study relied on and adopted the existing operational items that were previously used and accepted in previous studies hence appropriate scales for the constructs were developed through review of the relevant literature. Appropriate adaptations were made to suit the uniqueness of this research by making the tool content-specific where necessary. All the study variables except for controls were measured using 5-point likert scales. This is because according to Zikmund *et al.* (2013), Likert scales with five-point is desirable than those that are shorter hence will offer more variance, more sensitive and higher degree of measurement and information.

3.7.1 Measurement of Sustainable Competitive Advantage (Dependent Variable)

The dependent variable for the study is sustainable competitive advantage. According to Barney (1991; 2001), resources which are valuable, rare, inimitable, and non-substitutable have the potential to provide firms with a sustainable competitive advantage. The study examined 10 measures in the questionnaire. Each question was

assessed on a Likert scale of 1 to 5 ranging from 5- strongly agree to 1- strongly disagree. The measures include; Consistent profitability for the last 5 years, superior strategies that are not easily replicated by competitors, availability of superior products & services, ability to defend the competitive position, consistent growth of the market share, internal resources & capabilities which are unique, rare and not easily duplicated, response to threats in the operating environment, employees as the most valued resource in the organization, customer loyalty and ability to reduce challenges of bad debts and frauds in commercial banks. Modifications of the measurements were also done to suit the study objective.

Table 3.1: Measurement of Sustainable Competitive Advantage Measures

Research Variable	Measurement	No. of items	Scale	Sources
Sustainable Competitive Advantage	<ul style="list-style-type: none"> • Profitability • Superior strategies • Superior products • Ability to defend competitive position • Consistent growth of market share • Internal resources & capabilities • Response to threats • Employees valued asset • Customer value proposition • Bad debts & frauds 	10	5-Point Likert	Barney (2008) Vanpoucke, Vereecke, &Wetzelsa, 2014

Researcher (2022)

3.7.2 Measurement of Talent Management Practices (Independent Variable)

Talent Management Practices comprised four levels or dimensions namely: - talent attraction, talent retention, learning and development and performance management.

The research adopted a 5 point Likert scale items as used by Armstrong (2006), Nyanjom (2013), Rabbi *et al.*, (2015), Aguinis & Pierce (2008) and Matthews & Taylor (2012). Modifications of the measurements were also done to suit the study objective.

There were a total of 22 measurement items given to the four dimensions under TMP.

Table 3.2 presents the measurement items under TMP.

Table 3.2: Measurement of Talent Management Practices

Independent Variable	Level	Measurement	Number of items
Talent Management practices	Talent attraction	<ul style="list-style-type: none"> • Selection & recruitment • Training of employees • Competitive salaries • Inclusive talent selection • Exclusive talent selection • Employee recognition • working hours, work & life balance 	22
	Talent retention	<ul style="list-style-type: none"> • Recognition of long serving employees • Employee loyalty • Employee attrition 	
	Learning & Development	<ul style="list-style-type: none"> • Career path • Coaching & mentorship • Promotions • Development programs • Talent Department • Individual Development Plans 	
	Performance management	<ul style="list-style-type: none"> • Performance appraisals • Poor performers • Performance improvement plans (PIP) • High performers • Bonus payment • Targets 	

Source: Researcher (2022)

3.7.3 Measurement of Employee Engagement (Mediating Variable)

Employee engagement was considered as a mediator in this study which had nine (9) 5-point Likert scale items as used by Demovsek (2008), Shrotryia and Dhanda (2020). These include: The working environment, employee freedom, empowerment, 360 degrees' feedback, job satisfaction, loyalty, commitment & emotional connection to the organization, employee participation, involvement in the decision making process and going the extra mile. Although Shrotryia and Dhanda (2020), came up with 16 measurements for employee engagement, modified to suit the study objective and the same are summarized under the 9 items that are relevant to this study as indicated in Table 3.3.

Table 3.3: Measurement of Employee Engagement

Research Variable	Measurement	No. of items
Employee engagement	<ul style="list-style-type: none"> • Working environment • Employee freedom • Employee empowerment • 360 degrees' feedback • Employees job satisfaction • Employee loyalty, commitment & emotional connection • TMP support • Employee participation and involvement • Employees going the extra mile 	Schaufeli and Bakker 2003, 2006 Shrotryia and Dhanda (2020) 9

Source: Researcher (2022)

3.7.4 Measurement of Organizational Justice (Moderating Variable)

Organizational justice (OJ) is the moderating variable in this study. The moderating variable was measured using the following 5-point Likert scale adopted from Colquitt & Rodell (2015) and Zapata-Phelan, Colquitt, & Livingston (2009). These dimensions comprises of: Equality and fairness, disciplinary process, treatment of employees with respect, succession planning & talent management, allocation of resources, rewards & compensations, forced ranking, decision making by managers, employee dignity, security, privacy, confidentiality & ethical values. Modifications of the measurements were done to suit the study objective.

Table 3.4: Measurement of Organizational Justice

Variable	Measurement	Number of Items
Organizational Justice	<ul style="list-style-type: none"> • Equality and fairness • Disciplinary process • Treatment with respect • Succession planning • Allocation of resources • Rewards & compensations • Forced ranking • Decision making by managers • Employee dignity, security, privacy, confidentiality & ethical values 	Colquitt & Rodell (2015) : Zapata-Phelan, Colquitt & Livingston (2009) 9

Source: Researcher (2022)

3.7.5 Measurement of Control Variables

Control variables are held constant or are measured throughout a study for both control and experimental groups. The control variables were measured using gender, age and experience of employees interviewed.

3.8 Pilot Test

Before the actual data collection exercise began, a pilot study was carried out in all commercial banks in Uasin Gishu County to ensure that the research instrument had appropriate content validity. The study was done by randomly selecting 2 respondents from each branch (one representing management and one non-management) for pre-testing of the research instrument. In total 80 employees filled the questionnaires used to analyze the pilot test findings which were considered adequate and representative. According to Hertzog (2008), Samples ranging in size from 10% to 40% of the anticipated sample size is considered adequate. In this study 80 employees out of 354 sample size constituted 22.5% which is more than the minimum threshold of 10%. There are 36 commercial banks in Uasin Gishu County. According to Morin (2013), it is during pre-testing of the instrument that the researcher is able to assess the clarity of the instrument and its ease of use. The study sought the opinion from the supervisors and the experts in the research field on the face and content validity. The items that were identified as sensitive, confusing, or biased in any way were modified or omitted to increase content validity of the instrument. The results from the pilot test were used to test validity and reliability of the research instrument.

3.8.1 Reliability and Validity of Research Instruments

The quality of a research study depends to a large extent on the accuracy of the data collection procedures and the instrument used to collect data. Reliability and validity measures the relevance and correctness of the data collected.

3.8.2 Validity of the research instrument

According to Heale & Twycross (2015), validity is the degree to which results obtained from the analysis of data actually represents the phenomenon under study. It is therefore the extent to which an instrument can measure what it ought to measure. This study

attempted to address the four approaches to establishing validity: face validity, content validity, and criterion-related validity and construct validity. An instrument is considered to have face validity if it provides clear and understandable questions and covers the concept of the study (Heale & Twycross (2015). To ensure face validity of research tools, the instrument was assessed by the research experts (supervisors) on the relevance of the questions to the research objectives.

According to Cresswell & Eklund (2006), content validity is the degree to which the questions on the instrument and the ratings on those questions reflect on all possible questions that could be asked about the content or the construct. This means that the questionnaire contained an adequate range of items that were used to test the concept. According to (Ueno & Sekaran, 1992) and Mohajan (2018) there is no statistical test to determine whether a measure adequately covers a content area, content validity usually depends on the judgment of experts in the field. The confusing and vague issues were modified, and the ineffective and non- functioning issues were removed by the recommendation of the reviewers.

Souza, Alexandre, and Guirardello (2017), indicates that criterion validity is the ability of some measure to correlate with other standard measure of similar construct. Criterion validity was established using correlation output as dependent variable was explained by independent variables. According to Souza et al., (2017), construct validity measures the extent to which the scale measures what it intends to measure (the degree to which a group of items really represents the construct to be measured) and in this study it was established through factor analysis where values greater than 0.5 were included in the study and those less than 0.5 were dropped from the study.

3.8.3 Reliability of the Instruments

Reliability is the dependability or consistency of measurement instruments. In other words, it is the extent to which the instrument yields the same results on repeated trials (Ngulube, 2005); (Samuelson, Krueger, Burnett, & Wilson, 2010) and (Hair, 2013); extent in which measures are free from random error which may affect the reliability of a measure or the extent to which if it is large indicates the extent of the unreliability. Co-operation and Development (2013) asserts that reliability is the ability of the test to consistently yield the same results when repeated measurements are carried out. Reliability of the study measures were determined using Cronbach alpha coefficient, which was used to assess the internal consistency or homogeneity among the research instrument items (Ueno & Sekaran, 1992).

The questionnaires were tested for reliability by using Cronbach coefficient alpha to determine the internal consistency of the items. In this study, the items were considered reliable because from the results in Table 3.5, all the items had reliability coefficient above 90%. In this case and as per Cronbach, a reliability coefficient of 0.7 and above is reliable. This figure is usually considered respectable and desirable for consistency levels.

Table 3.5: Results for Pilot Testing

Variable	No. of Items	Cronbach alpha
Talent Management Practices (TMP)	22	0.956
Employee Engagement (EE)	9	0.954
Organizational Justice (OJ)	9	0.923
Sustainable Competitive Advantage (SCA)	10	0.969

Source: Pilot Data, 2023

3.9 Data Analysis Procedures

The basic steps in the analytical process consists of identifying issues, assessing the availability of appropriate data, deciding which techniques were suitable for answering

questions of interest, applying relevant methods, evaluating them, summarizing and reporting the findings.

3.9.1 Data Processing

Processing of data included coding the responses, cleaning, screening the data and selecting the appropriate data analysis strategy for testing the hypothesis. Coding involved assigning a numeric symbol to enable quick data entry and to minimize errors hence facilitating further analysis. Each item in the questionnaire was assigned a code that, upon completion was entered into a statistical analysis software package SPSS version 23. Cleaning and screening the data included checking for inconsistencies, missing responses, checking for outliers and other errors to ensure accuracy and completeness.

3.9.2 Data Analysis and Presentation

Descriptive statistics such as frequencies mean and standard deviation was used to describe the characteristics of the respondents' general behavior pattern as well as to profile the respondents' personal information. Since the study was of cause and effect relationship, a correlation test was conducted to assess the presence of relationships between the variables under investigation. Correlation coefficient test and the significant levels were conducted to check the magnitude of the linear relationship between the study variables. The determinant of correlation matrix was generated to provide the information on multi-collinearity.

A principal component factor analysis with varimax rotation was conducted to cluster the variables of the questionnaire into several factors according to their loadings. Factors with Eigen values less than one was considered insignificant and were excluded from the study.

3.9.3 Data Transformation

After collection of data was complete & all questionnaires returned to the researcher, data transformation was performed to change the data from 5-point Likert scale to ratio scale prior to analysis of inferential statistics. Data transformation involved moving data from its original data type to a new format using arithmetic method to make it suitable for further analysis. It involved reducing categories, coding, breaking down variables from multiple questions and creating a composite variable by re-specifying the numerical or logical transformation of data. The mean of single scores were loaded with items that were used to create composite scores. It is standardization, Normalization or creation of Z-Scores. A z-score is the difference between a score or statistic and the mean for that score or statistic divided by the standard deviation for that score or statistic (Abdi, 2007) . It can be used to form inferential statistics, to find the proportion of a population that has a given score, and to identify possible outliers in a set of scores.

Finally, data was analyzed using Statistical Package for Social Sciences (SPSS) software version 23. Hierarchical and multiple regression analysis was done using Hayes model 1 and model 4 to test for direct effects, moderation effects (model 1), mediation process (model 4) , and Hayes model 8 to test moderated mediation effects respectively using Hayes Process Macro computational tool version 3.4. The findings of the study were then presented through tables, percentages, descriptions, graphs and discussions.

3.10 The Assumptions of Regression Model

Before carrying out regression analysis, the researcher tested several assumptions of regression models. This is because, when the assumptions are not met, the results may

not be accurate or trustworthy, resulting in an error of type I or type II, or an over-or under- estimation of significance or size of effect(s).

3.10.1 Linearity Test

The first assumption of regression is that all independent variables should have a linear relationship with the dependent variable. This was examined through the use of P-P scatter plot of the scores represented by a straight line (Pallant, 2020) and proved through Correlation analysis results. If we examine a normal Predicted Probability (P-P) plot, we can determine if the residuals are normally distributed. If they are, they will conform to the diagonal normality line indicated in the plot. The coefficient of determination r^2 and the correlation coefficient r quantify the strength of a linear relationship. It is possible that $r^2 = 0\%$ and $r = 0$, suggesting there is no linear relation between x and y , and yet a perfect curved (or "curvilinear" relationship) exists. A regression model fits the data well if the differences between the observations and the predicted values are small and unbiased. Unbiased in this context means that the fitted values are not systematically too high or too low anywhere in the observation space. R-squared evaluates the scatter of the data points around the fitted regression line. It is also called the coefficient of determination or the coefficient of multiple determinations for multiple regressions. For the same data set, the higher the R squared value represents smaller differences between the observed data and the fitted values. R-squared is the percentage of the dependent variable variation that a linear model explains.

$$R^2 = \frac{\text{Variance explained by the model}}{\text{Total variance}} \dots\dots\dots 3.3$$

R-squared is always between 0 and 100%:

0% represents a model that does not explain any of the variation in the response variable around its mean. The mean of the independent variable predicts the dependent variable as well as the regression model. 100% represents a model that explains all the variation in the response variable around its mean. The larger the R^2 , the better the regression model fits. The human behavior generally has R^2 values less than 50% or P-value over 0.05 (Anderson, 2016).

3.10.2 Normality Test

Testing for normality is an essential procedure in many parametric tests that are based on the normal distribution (Doornik & Hansen, 2008). According to Demir (2022), a departure from normality is manifested by two measures: Skewness which affect the test of means, (it measures the asymmetry of a distribution with acceptable range being -2 and +2) while kurtosis largely impacts tests of variance and covariance (used to measure the peakness or flatness of a distribution with acceptable range also being - 2 and +2 (Tabachnick & Fidell, 2007; George & Mallery 2010).

Normality was tested using Jarque-Bera. The Jarque-Bera test is more appropriate method for small sample sizes (<50 samples). The null hypothesis stated that data are taken from normal distributed population. The normality test showed that $P > 0.05$, thus null was hypothesis accepted, and data considered as normally distributed.

3.10.3 Homoscedasticity

Variance of errors should be the same across all levels of independent variables (Tabachnick & Fidell, 2001), but when variance of errors differs at different values of the independent variables, heteroscedasticity is indicated. The inverse of heteroscedasticity is homoscedasticity which indicates that dependent variables' variability is equal across values of independent variable (Schützenmeister, Jensen, &

Piepho, 2012). Heteroscedasticity was eliminated or minimized by ensuring that the data used in hypothesis testing was approximately normal and was accurately transformed (Tabachnick and Fidell, 1996). At each level of the predictor variable, the variance of the residual terms should be constant but if the data is found to be heteroscedastic then it had to be subjected to transformation. The study also used Breusch-Pagan test to check on homoscedasticity. According to Breusch and Pagan, the null hypothesis of homoscedasticity is accepted if the p values corresponding to the chi-square test statistics are greater than the 5% level of significance. In this study, the null hypothesis of homoscedasticity was accepted since the chi-square test statistics had p values more than the 5% level of significance.

3.10.4 Multi-collinearity Test

This refers to the situation where the independent variables are highly correlated. Multi-collinearity assessment can be carried out using the variance inflation factor (VIF) and tolerance. Tolerance addresses the amount of variability in independent variables that is not explained by other independent variables, so the tolerance should be high to minimize the amount of shared variance with the other independent variables (Mandil, 2016). Multi-collinearity is said to occur if there exist high inter-correlations between independent variables (Tabachnick & Fidell, 2007). Multi-collinearity makes determining the effects of a given predictor difficult since the effects of the predictors get confounded as a result of the high correlations amongst themselves. On the other hand, VIF is the inverse of the tolerance value ($VIF=1/\text{tolerance}$), and its square root \sqrt{VIF} represents the degree to which the standard error has been increased because of multi-collinearity (Hair et al., 2014). According to Garson (2012), if the tolerance value is less than cutoff value 0.1, the independent variable should be dropped from the analysis due to multi-collinearity.

The rule of thumb is that $VIF > 10$ indicates a serious of multi-collinearity. VIF is a reciprocal of the tolerance where $VIF > 10$ is indicative of multi-collinearity (Stevenson & Güner, 2002) but in cases where the condition index is used rather than the VIF the criteria is to measure how dependent one independent is on another independent variable. With $VIF > 5$ there is an indication that multi collinearity may be present; with $VIF > 10$ there is certainly multi-collinearity among the variables. The presence of multi-collinearity makes the assessment and hypothesis testing on regression coefficients unknown thus frustrates interpretation of the model coefficients (Gujarati & Porter, 2003) thus giving incorrect regression results (Palaniappan, 2017). The tests done showed that there was no multi-collinearity in this study.

3.11 Model Specification

The four models namely hierarchical regression model, mediation model, moderation model and moderated mediation model were used to achieve the general objective of the study.

3.11.1 Hierarchical Regression Model Testing

Hierarchical regression model was used to test for all the direct relationships. The model was found to be relevant in testing for the direct effects to show if the variables of interest explained the statistical effect and significance of the variance in the dependent variable (sustainable competitive advantage) after examining all other variables. Several regression models were built by adding variables to the previous model at each step with the main interest being to determine if the newly added variables show a significant improvement in R^2 - the proportion of explained variance/variation or coefficient of determination in the dependent variable by the model (Luo & Azen, 2013; Van Dusen & Nissen, 2019). The Hierarchical model takes the form of:

Model 1: $Y = \beta_0 + \beta_1 \text{Gender} + \beta_2 \text{Age} + \beta_3 \text{Experience} + \epsilon$1

Model 1 was used to examine how much effect & variance was explained by the demographic characteristics of the respondents (covariates) in the study.

Model 2: $Y = \beta_0 + C + \beta_1 X + \epsilon$2

The above Model was used to test the effect of the independent variable on the dependent variable while controlling for the covariates (H_{01}).

Model 3: $Y = \beta_0 + C + \beta_1 X + \beta_2 M + \epsilon$3

This model was used to test the effect of the mediator on the dependent variable while holding constant control variables or the covariates and the independent variable (H_{02}).

Model 4: $Y = \beta_0 + C + \beta_1 X + \beta_2 M + \beta_3 W + \epsilon$4

This model was used to test the effect of the moderator while controlling for the covariates, the independent and the mediator variables (H_{03}).

To test for the effect of the independent variable (Talent Management Practices) on the mediator (Employee engagement) as shown as path a_1 of the conceptual framework, the following equations was applied:

- i. $M = \beta_0 + C + \beta_1 W + \epsilon$ (1) Testing the effect of covariates and moderator on the mediator (employee engagement)
- ii. $M = \beta_0 + C + \beta_1 W + \beta_2 X + \epsilon$ (2) Testing for the effect of the independent variable (Talent management practices) on the mediator while restricting the covariates and the moderator variable (organizational justice).

Note below:

Y= Dependent variable (sustainable competitive advantage)

β_0 =The constant

β_1 , β_2 and β_3 are parameters of estimates

ε is the random error

C= Covariates (Gender, Age, experience)

X= independent variable (Talent management practices)

M = Mediator (Employee Engagement)

W = Moderator (Organizational Justice).

3.11.2 Mediation Model Testing

The objective of testing for mediation for this study was to explain the mediating effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage. This was explained on how or by what means an independent variable (X) affects the dependent variable (Y) through a potential intervening variable (Preacher & Hayes 2008). Hayes (2017) and Preacher & Hayes, (2007) postulate that mediation is said to occur when the causal effect of an independent variable (X) on a dependent variable (Y) is transmitted by a mediator.

Hayes (2018) model 4 was used to test the mediating effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage. Baron and Kenny (1986) later harnessed by Hayes (2012) will be used for testing the mediation effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage in order to address hypothesis H_{o2} and H_{o4}. The following steps by Mackinnon (2012) were followed:

Step 1: The predictor variable has to significantly predict the mediator (employee engagement) path a_1 .

Step 2: The mediating variable (employee engagement) has to significantly predict the outcome variable (sustainable competitive advantage) path b_1 .

Step 3: To test the effect of X on Y but it is not a must for it to be significant for mediation to take place path C'.

Step 4: To test mediation, Hayes 2018 procedure were followed. This involved multiplying a_1*b_1 or C-C'

Zhao *et al.*, (2010) recommends that Baron & Kenny's (1986) three tests plus Sobel steps be replaced by one and only one test so as to establish mediation that is the indirect effect bootstrap test $a * b$ is significant by generating bootstrap. He further said that mediation should be classified by the type of mediation by estimating a , b and c coefficients and ensuring that path c is important for direct effect to know the kind of mediation you have or not. If $a * b$ is significant and c is not, then you have indirect mediation (Zhao, 2010) which is full mediation (Baron and Kenny, 1986) but if $a * b$ is not significant but c is, then it is direct non-mediation (Zhao, 2010) . If neither $a * b$ or c is significant, then you have non-effect mediation but if both $a* b$ and c are significant, then determine the sign of $a * b * c$ by multiplying the three coefficients or by multiplying c by the mean value of $a * b$ from the bootstrap output. If $a * b * c$ is positive, then it is complementary mediation which overlaps with Baron and Kenny's partial mediation but if $a * b * c$ is negative then it is competitive mediation. The test involves running a series of regression model conditions as shown below and in Figure 3.1

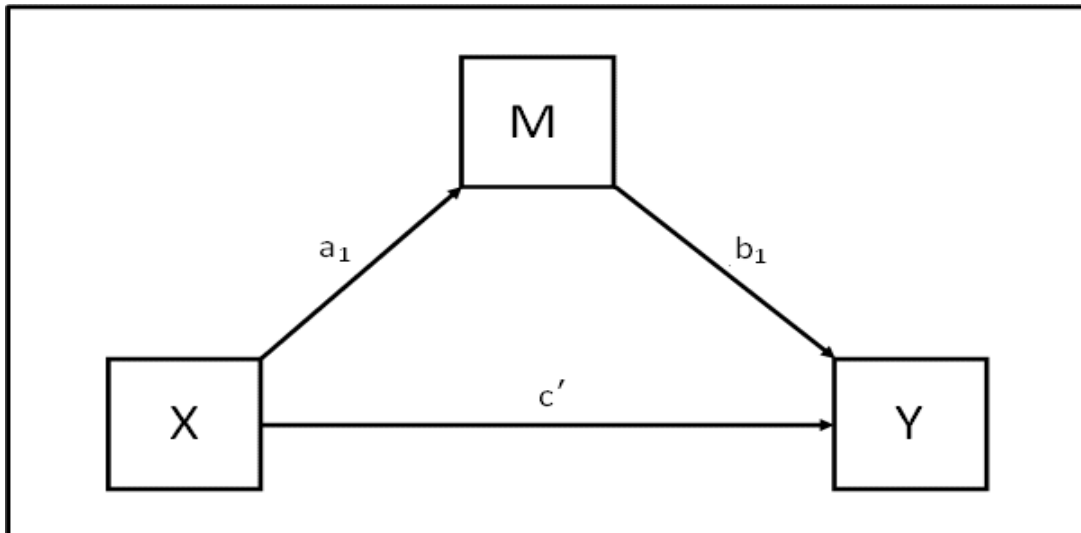


Figure 3.1: Testing of mediation effect

Source: Hayes, (2018)

Full mediation exists when the independent variable exerts its total effect through the mediating variable while partial mediation is given if the independent variable exerts some of its influence on the dependent variable through the mediating variable, and it also exerts some of its influence directly on the dependent variable and not through the mediating variable. Full mediation occurs when the inclusion of the mediator (employee engagement) in model 4, drops the relationship between the independent variable (talent management practices) and the dependent variable (sustainable competitive advantage) is zero.

To achieve the second objective of the study to test mediation effect, Hayes (2018) model 4 was used. The indirect effect was tested using a percentile bootstrap estimation approach with 10,000 samples. Process macro by Hayes (2018) was adopted for this study so as to generate the output for interpretation of the results of mediation. Bootstrapping was done through repeated (10,000 times) and random sampling observation with replacement from the data set so as to compute the desired statistic for each resample hence providing the point estimates and confidence intervals by which evaluation of the possible significance of the mediation was based. The bootstrapping

method is a resampling technique used to estimate statistics on a population by sampling a dataset with replacement. It can be used to estimate summary statistics such as the mean or standard deviation (Hesterberg, 2017). Bootstrap methods can be remarkably be more accurate than the classical inferences based on Normal or *t*- distributions. The point estimates shows the mean over the number of bootstrapped samples and where zero did not fall between the resulting confidence interval of bootstrapping method, then the researcher reported that there is significant mediation effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage.

The following equations were used as guided by MacKinnon (2012) that;

$$M = a_0 + C + a_1X + \varepsilon \dots\dots\dots\text{path } a_1 \text{ (i)}$$

X must influence M..... H₀₄

$$Y = b_0 + C + b_1M + \varepsilon \dots\dots\dots\text{path } b_1 \text{ (ii)}$$

M must influence Y

$$Y = C_0 + C + b_1M + CX + \varepsilon \dots\dots\dots\text{path } C' \text{ (iii)}$$

Direct effect

$$Y = a_1 \times b_1 \text{ or } C - C' \quad Y = (a_1 \times b_1) + C' \dots\dots\dots\text{full mediation} \dots\dots H_{05}$$

Indirect effect

$$Y = C_0 + C + CX + \varepsilon$$

Total effect

3.11.3 Testing for Moderation Effect

Moderation was confirmed if there was an interaction term being significant and supported when the addition of the interaction term provides a significant increment in variance (*R*²) associated with the independent variable on the dependent variable beyond the variance accounted for by the main effects (Cohen *et al.*, 2003).

To achieve the third test (moderation) and the fourth test (moderated mediation) objectives, Hayes (2018) model 1 and 8 were used respectively. This is shown by the following statistical equations derived from Figure 3.1 (One direct effect of X on Y, conditional on W- testing for moderation effects).

i. $M = a_0 + C + a_1X + a_2W + a_3 XW + \epsilon$H06

(Path indicated as a_1 on the conceptual framework)

ii. $Y = C'_0 + C + C'_1X + C'_2W + C'_3XW + \epsilon$ H07

(Path indicated as C' on the conceptual framework)

3.11.4 Testing for Moderated-Mediation Effect

The statistical model diagram Figure 3.1 aided in the formation of two equations for testing moderated mediation where equation 1 tested the existence of mediation in the presence of a moderator and equation 2 tested the existence of the moderated mediation showing that the conditional effect of X on M

Hence on the indirect effect(s) of X on Y, conditional on W: (Moderated mediation Model)

$$Y = a_0b_1 + a_1Xb_1 + a_2Wb_1 + a_3XWb_1 + a_0b_2 + a_1Xb_2 + a_2Wb_2 + a_3XWb_2 + \epsilon$$

$$Y = a_1b_1 + a_3b_1W + a_1b_2W + a_3b_2W + \epsilon$$

$$Y = (a_1 + a_3W) (b_1 + b_2W) \dots H08 \text{ –Moderated mediation}$$

The statistical diagram here below figures 3.2 was used to come up with model specifications alongside the conceptual frame work figure 2.1.

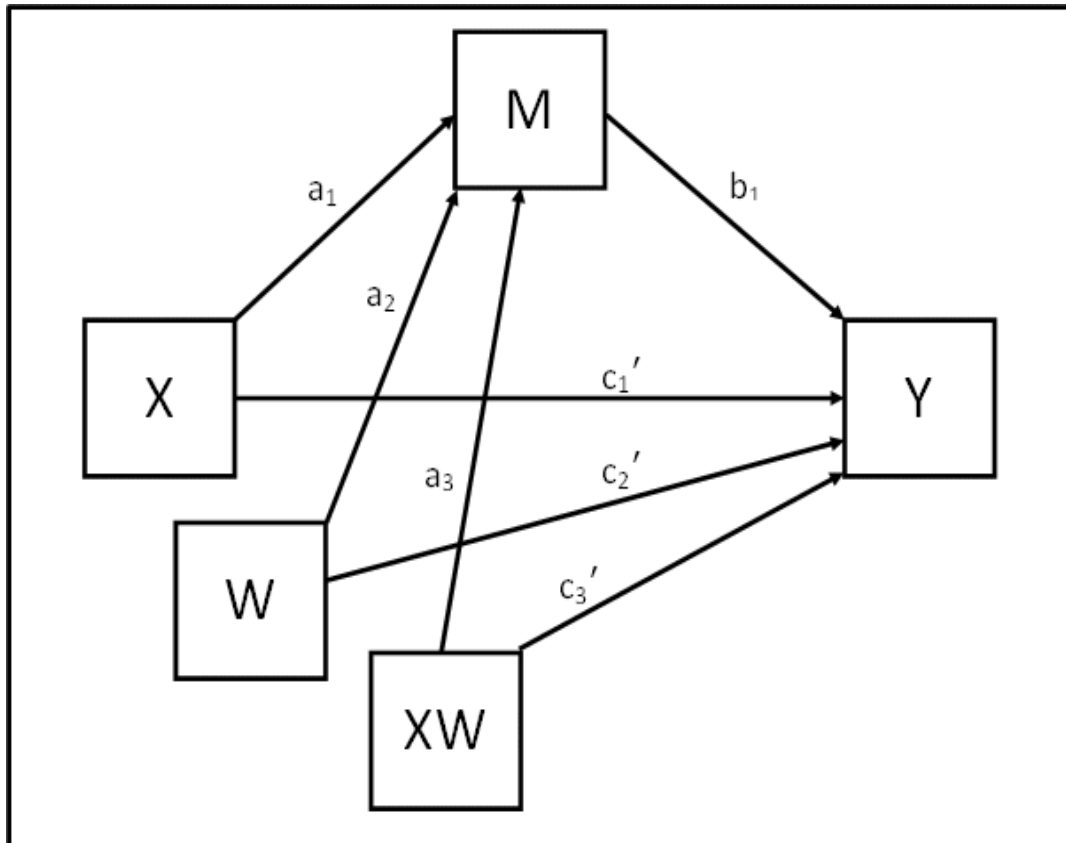


Figure 3.2: Statistical diagram (Hayes Model 8)

Source: Hayes (2018)

Where:

Y= (SCA) is the dependent variable – Sustainable competitive advantage

X= (TMP) Is Independent variable = Talent management practices,

M= (EE) Mediator variable = Employee Engagement

W= (OJ) is the Moderator variable – Organizational Justice

C= Covariates (Gender, Age, Experience)

α_{1-3} and $b_1, b_2, C_1' - C_3'$ = coefficients of parameter estimate

3.12 Ethical Consideration

There are two aspects relating to ethics in research: researcher's individual values relating to honesty, frankness and personal integrity and secondly the researcher's treatment of other research subjects which are consent, anonymity, confidentiality and courtesy (Walliman, 2017). These are the principles that the researcher should abide with while conducting research (Owen, 2006). The researcher sought the relevant approvals, enabling voluntary participation of the respondents, ensuring safety of the participants, guaranteeing of anonymity, confidentiality in responses, avoiding deception and analyzing and reporting of the findings. The initial approval was sought from Moi University and from the National Commission for Science, Technology and Innovation (NACOSTI) to conduct the study to avoid suspicion or resistance from the respondents. The approval letter was submitted to the commercial banks respondents accompanied with an introductory letter from Moi University, a copy of the questionnaire and cover page explaining the importance of the study and the expected findings.

The privacy of the participants was assured by way of not identifying the individual respondents and by keeping the questionnaires under lock and key accessed only by the researcher. Informants were made anonymous in the study to ensure their privacy (Hurdley, 2010). Respondents' right to privacy and confidentiality of information provided was upheld while respecting autonomy, avoiding harm and deception and treating all respondents equitably. There was no harm to the respondents because the study was engaged in a voluntary manner and there was no coercion into taking part in the research but were informed about the objectives of the research, what is expected of them and their consent sought (Saunders *et al.*, 2015). The questionnaires were administered at the respondents' workplace with the anticipation that there was no

influence or interference from other people during the administration of the questionnaires. For follow up purposes, the email of the researcher was also provided to the respondents so that follow up communication between the researcher and the respondent were maintained.

The research collected information from the study subjects without in any way revealing their identity, contacts or any personal information (Tamariz *et al.*, 2013). In reporting the findings, the researcher was careful to accurately represent what actually was reported by the respondents without disclosing their identity. To avoid deception, the researcher identified himself to the respondents by sharing contact details in case of any queries or the need for further clarifications. Three research assistants were engaged and trained to assist in the delivery of questionnaires to the respondents. The researchers coordinated the data collection process and only provided guidance where necessary to the research assistants to mitigate personal bias risk from the researcher.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents data analysis based on the objectives of the study. It presents:- data cleaning procedure, data coding, identification and removal of outliers, and reliability of constructs in the research instrument. Descriptive statistics of central measures of tendency such as mean, standard deviation, minimum and maximum. They are presented in form of frequency distributions. Reliability, factor analysis and correlation analysis. Model estimations such hierarchical, moderation, mediation and moderated mediation have also been done in this chapter. The chapter further presents diagnostic checks such as normality, multi-collinearity, and heteroscedasticity.

4.1 Data Screening, Cleaning, Coding and Outliers

It is important that survey data should be screened for a number of potential problems in relation to missing data which helps in checking for and addressing errors that could have arisen as data was being entered into the software (Barnett & Lewis, 1994; Tabachnick & Fidell, 2013) and also to ensure that the data subjected for further statistical investigations is free from errors thus providing useful inferences. The researcher received completed questionnaires and prepared them for further screening by numbering them so that each and every questionnaire was accounted for. The researcher did data cleaning before data analysis. This was done by identifying outliers. Outliers are a small percentage of observations in a data set that display patterns distinct from those of the majority of observations in the data set (Taha & Hadi, 2019); such values that stand out as being unusually greater or lower than the majority of data readings. In this study, a variety of strategies were used to test for outliers. First, a frequency analysis was conducted using the minimum and maximum values. To find

any unusually high or low values outside of the Likert scale values that may have been mistakenly inputted, the values were cross-checked. As noted by (Myers, DeFauw, Sanders & Donovan , 2023: Sanders, Donovan-Hall & Bowen (2017) data coding entails the process of transformation of data collected into categories that can be analyzed for meaningful information.

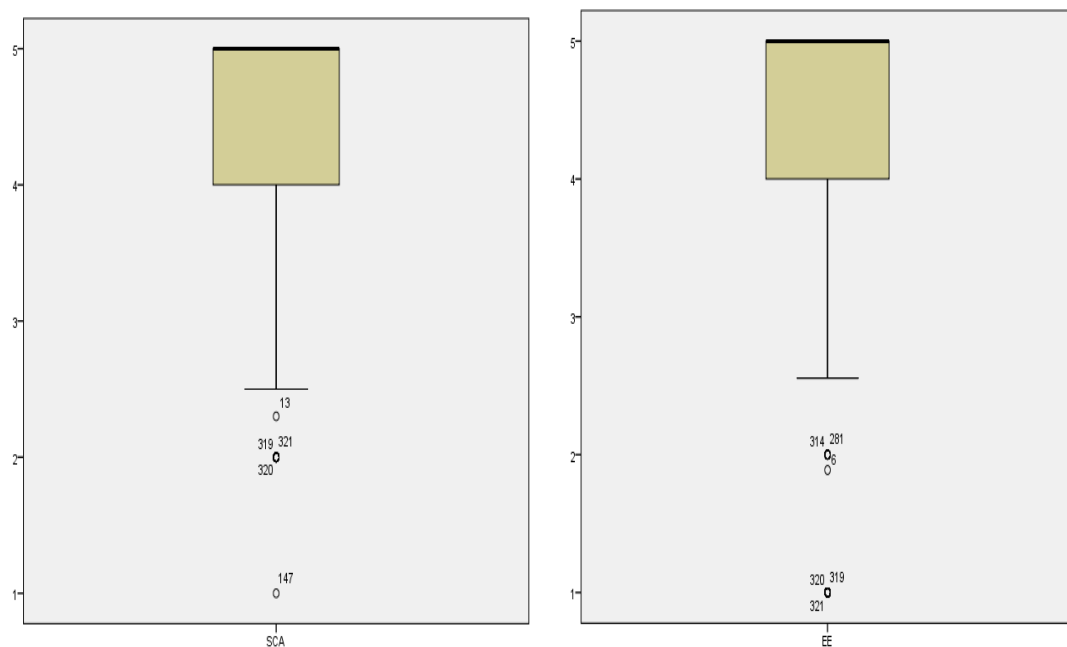


Figure 4.1: Box plot for Identifying Outliers
Source: Research Data, 2022

Data coding was done by assigning codes 1-strongly disagree, 2-disagree, 3- undecided, 4- agree and 5-strongly agree to each of the constructs data using excel sheet. It was then exported to SPSS software for analysis. Outliers were checked by use of box plot presented by Figure 4.1. There was no identification for the missing values as shown by Table 4.1. This was done by the use of the list wise exclusion. The table showed no missing values. Before analysis, all data were standardized by creating Z-scores.

Table 4.1: Identification for Missing Values

	Case Processing Summary					
			Cases Missing		Total	
	n	Percent	N	Percent	n	Percent
What is your gender	323	100.0%	0	0.0%	323	100.0%
What is your age	323	100.0%	0	0.0%	323	100.0%
What is the number of years you have worked in your bank	323	100.0%	0	0.0%	323	100.0%
SCA	323	100.0%	0	0.0%	323	100.0%
EE	323	100.0%	0	0.0%	323	100.0%
OJ	323	100.0%	0	0.0%	323	100.0%
TMP	323	100.0%	0	0.0%	323	100.0%

Source: Researcher, 2022

4.2 Response Rate

Response rates in research are critical since they guarantee that the questionnaires employed in the studies are valid for analysis, according to Hair et al. (2010) and (Holbrook, Krosnick & Pfent, 2007). The percentage of respondents who took part in a specific survey out of the research's predetermined sample size is known as the response rate (Hamilton, 2008; Corker, Hamilton & Thornicroft, 2013). The response rate in this study was calculated by dividing the total number of questionnaires with complete answers by the total number of participants who were eligible for the sample.

Table 4.2: Response Rate

Questionnaires	Response	Percent
Correctly filled and returned	323	91.24
Incorrect Correctly filled	31	8.76
Total Issued	354	

Source: Researcher, 2022

The researcher cross-checked the questionnaires when they were returned from the field to ensure their accuracy and completeness. Only 323 out of 354 surveys were found to be properly completed. Out of the 31 accessible surveys, 19 were only partially completed, while 12 were erroneously completed or had inconsistent information, making them unusable for data analysis and hence they were removed from the study.

In order to calculate the study's response rate, the total number of correctly completed questionnaires was divided by the total number of questionnaires selected from the sample size. Therefore, as indicated in Table 4.2, the study's response rate was 91.24 percent. The high response rate was due to use of the well-trained enumerators and as a result of face-to-face interaction between the enumerators and respondents. The interaction between the researcher and the respondents improved the intelligibility of the questions, which reduced restricted response bias and increased confidence in the data, contributing to the high response rate. This was in sync with the previous studies which supported higher response rates between 50% and 70% (Holbrook *et al.*, 2007). The response rate of 91.24 percent was higher than the 67 percent acceptable response rate required for further analysis in surveys (Ndinda, 2022).

4.3 Reliability Analysis

Reliability test was carried out to establish reliability of the research instrument used. The reliability index was assessed and presented in Table 4.3. This was done by estimating Cronbach's alpha value. Talent management practices had 22 items and a Cronbach alpha value of 0.896, employee engagement had 9 items in the scale and Cronbach alpha of 0.843. Further, the organizational justice had 9 items indicated Cronbach alpha value of 0.973. Finally, sustainable competitive advantage was measured using 10 constructs recording a Cronbach alpha value of 0.921. According to

Ursachi, Horodnic & Zait (2015) a cut-off alpha coefficient of 0.7 is sufficient to prove that the item scales are consistent and dependable. All the constructs utilized were exceptionally reliable with Cronbach alpha value above 0.7 as suggested by Roller & Davis (2020).

Table 4.3: Reliability Test Results

Variable	Number of items in the scale	Cronbach alpha
Talent Management Practices (TMP)	22	.896
Employee Engagement (EE)	9	.843
Organizational Justice (OJ)	9	.973
Sustainable Competitive Advantage (SCA)	10	.921

Source: Researcher, 2022

According to Mohajan (2017) and Golafshani (2003), reliability refers to how well results hold up over time and accurately represents the entire population. It would be impossible to maintain that several items are assessing the same underlying constructs if people's responses to them differ or are not connected with one another. Data collection and analysis can be used to evaluate internal consistency. It is regarded as a gauge of scale reliability. The results revealed that all the coefficients were within the accepted thresholds of 0.7 as postulated by Lee et al (2013). Therefore, it was concluded that the constructs used were reliable (Hopko, Mahadevan, Bare & Hunt, 2003) for analysis.

4.4 Univariate Descriptive Statistics

This entails the statistics describing the demographics of the study and also the description of the study variables.

4.4.1 Demographic Descriptive Statistics

This section contains descriptive statistics, including information on the respondents' gender, age, and experience of the number of years they have worked in the commercial

banks within Nairobi County. This was done to illustrate the sample's broad characteristics. Table 4.4 shows the age distribution of the respondents. Majority of the respondents in this study were male which accounted for 59.8 percent (n = 193). Majority of the commercial banks in Nairobi County have more men employees as compared to women. Males were 59.8% while female 40.2% employees in 42 sampled and studied commercial banks in Nairobi County reflects gender diversity that generates better public image and thus improves performance. The findings supports Torri & Martinez (2014) who opined that women empowerment, social skills, analytics and their distinctive personalities have a played a key role in business. According to the results, majority of the respondents, 44.9 percent were aged between 25-35 years or generation Y or the Millenials. The majority of the respondents were generation Y.

The employees in this cohort are young and would provide the necessary workforce. This could also be associated with the fact that at this age the employees are more loyal since they may not be looking for other opportunities given that majority of them may be inexperienced, they are settling down in employment and may be satisfied with their job status. Further, 9.9 percent of the respondents were above 45 years in age or generation X and this can be associated with the fact that the employees in this age category is deemed to be committed to long-term stay in the organization and are ready to work for the organization until retirement. In commercial banks, most of these employees have bank loans and mortgages making their exit a difficult decision. Literature also suggests that age is a good measure of knowledge and experience. Those between the ages cohort of 35-45 or gen X were 39.0 percent while the least category was 6.2 percent (aged less than 25 years) or generation Z born after 1996. The category has the least employees and are still job hoppers since they majority of them are still youth who may still be looking for better job opportunities.

The respondents were required to indicate the number of years they have worked in the commercial banks. From the results in Table 4.4, it is clearly indicated that majority of the respondents; 47.1 percent have worked for over between 5-15 years. This was followed by those who had worked for a period between 15-25 years, which accounted for 33.4 percent. The two categories constitute approximately 80 percent of the total respondents. The two age categories are composed of active and energetic employees who are full of experience and understand the dynamics of the commercial banks. Employers prefer this category because their experience and expertise meet the ever changing demands in the banking industry needed to attain sustainable competitive advantage. Because of the lower organization costs associated with training staff members who have worked for many years, employers may choose these types of employees due to the higher number of work related experiences. Those with less than 5 years show relatively inexperienced newcomers to the employment market, they have limited banking competences / experience, enjoy less bank loan facilities and are prone to high turnover in search for greener pastures.

Table 4.4: Demographic Descriptive Statistics

		Frequency	Percent	Cumulative Percent
Gender	Male	193	59.8	59.8
	Female	130	40.2	100.0
	Total	323	100.0	
Age	Less than 25 years	20	6.2	6.2
	25-35 years	145	44.9	51.1
	35-45 years	126	39.0	90.1
	Above 45 years	32	9.9	100.0
	Total	323	100.0	
Experience	Less than 5 years	32	9.9	9.9
	5-15 years	152	47.1	57.0
	15-25 years	108	33.4	90.4
	Above 25 years	31	9.6	100.0
	Total	323	100.0	

Source: Researcher, 2022

4.4.2 Descriptive Statistics

In this part, descriptive statistics for each of the variables were examined. Sustainable competitive advantage (dependent variable), talent management practice (independent variable), employee engagement (mediating variable), and organizational justice (moderating variable) were the variables used in this case to determine descriptive statistics. The mean scores, standard deviation, skewness, and kurtosis of each item were the central measures of tendency describing them. There was comparison of responses among the variables using the composite mean and the composite standard deviation to provide more information on the central tendency and variability of the responses across all the items related to variables.

4.4.3 Sustainable Competitive Advantage

Sustainable competitive advantage, the dependent variable was measured using 10 items. Employees who participated were required to rate using 5-Likert scale (1 = strongly disagree, 2 = disagree, 3 = unsure, 4 = agree, 5 = strongly agree). The results show that all the items had a mean approximately 4 (Likert scale for agree). The standard deviations are approximately 1. Results showed that on average, the response agreed that profitability has been growing consistently for the last 5 years (mean response of 4.25 and standard deviation of 0.960). Small standard deviation is an indication that the overall responses from all the respondents were around the mean 4 (Likert scale code for agree). Regarding the perception that the bank products were superior and unique in the market, the average response strongly agreed (mean response of 4.05). On the other hand, they agreed (means response of approximate 4 in Likert scale) that their organization has been able to defend its competitive position, that there has been a consistent growth of their market share, that the internal resources & capabilities are unique, rare and not easily duplicated. The values for skewness and

kurtosis presented in Table 4.5 were below acceptable values of below 3 for skewness and below 10 for kurtosis for variables to follow normal distribution (Lee, Luxton, Reger, & Gahm, 2010).

Sustainable Competitive Advantage (SCA) had the lowest composite mean (3.9814), suggesting that, on average, respondents perceived this aspect somewhat less positively compared to the other variables. On the other hand, it had a moderate composite standard deviation (1.0535), suggesting a moderate level of variability in respondents' perceptions of sustainable competitive advantage.

Table 4.5: Sustainable Competitive Advantage

Measurement items	Std.			
	Mean	Deviation	Skewness	Kurtosis
1. Our Profitability has been growing consistently for the last 5 years	4.2508	0.95989	-1.093	0.274
2. We have superior competitive strategies that are not easily replicated by competitors	3.7090	1.12377	-0.504	-0.849
3. Our products are superior and unique in the market	4.0526	1.08934	-0.874	-0.420
4. Our organization has been able to defend its competitive position	4.0836	1.04368	-0.894	-0.172
5. There has been a consistent growth of our market share	4.1950	1.02562	-0.937	-0.393
6. Our internal resources & capabilities are unique, rare and not easily duplicated	4.1827	1.01880	-0.834	-0.620
7. Our organization proactively responds to threats in the operating environment	3.6130	1.18036	-0.740	-0.114
8. Employees are the most valued resource in this organization	3.8421	0.98269	-0.528	-0.046
9. We are preferred by customers compared to other banks	3.8793	1.12605	-0.929	0.263
10. Talented employees enables your organization to reduce challenges of bad debts and frauds	4.0062	0.98433	-0.838	0.471
Composite mean & standard Deviation	3.9814	1.05345		

Source: Researcher, 2022

4.4.4 Talent Management Practices

The commercial bank employees in Nairobi County were asked to show to what extent they agreed on the constructs relating to talent management practices that would enhance their sustainable competitive advantage. Talent management was categorized into four; Talent attraction, talent retention, learning and development, and performance management. The data for this variable was analyzed and the results presented in Table 4.6. The results show that all the items had a mean approximately 4 (Likert scale for agree). The standard deviations are approximately 1. Employees agreed that wages and salaries are competitive attracting the right talent (mean = 4.2105 std. dev. = 0.10853), that all employees are treated as talented workers (mean = 4.3622, std. dev. =0.84995), that consistently high performers are selected for talent management program (mean = 4.2136, std. dev. =1.09525), new employees are sourced & recruited through a competitive process (mean = 4.1331, std. dev. =1.00198) and the findings showed that new employees are well trained before being deployed to work at the commercial banks (mean = 3.8947, std. dev. =1.27374).

On talent retention, majority agreed that:- Commercial banks have a deliberate efforts to retain talented employees(mean = 3.8576, std. dev. =1.14133), that there is an internal employee recognition policy that builds employee loyalty and morale(mean = 3.7152, std. dev. =1.33955), that the commercial banks have flexible working hours & work /life balance motivating employees (mean = 3.9350, std. dev. =1.17377) and that employees do not leave the company due to bad managers (mean = 4.0186, std. dev. =1.22587). On learning and development, majority of the respondents agreed that: -In our company, we have a career path for all employees (mean = 3.9350, std. dev. =1.23313), Coaching & mentorship is carried out in the company (mean = 4.1146, std. dev. =1.07305), Promotion of employees is strictly done on merit (mean = 3.8390, std.

dev. =1.34167). The organization supports private studies to develop employees (mean = 4.1393, std. dev. =1.16727). In terms of performance management, employees agreed that: -performance appraisals are carried out transparently and objectively (mean = 4.0310, std. dev. =1.29223), that poor performers are supported, coached & mentored to improve their performance (mean = 4.1517, std. dev. =1.1387) and that high performers are recognized and rewarded (mean = 3.7430, std. dev. =1.39617). They also agreed to respond to feedback from peers during performance appraisals (mean = 3.8173, std. dev. =.08955). Finally, there was an agreement that performance targets are SMART (mean = 4.0372, std. dev. =1.21271). Skewness and kurtosis which measures normal distribution of the items were <3 for skewness and <10 kurtosis according to Kline (2005).

Talent Management Practices (TMP) had a composite mean of 3.9933, showing that respondents, on average, tend to agree with the statements related to talent management practices. It however had the lowest composite standard deviation (1.1651), indicating less variation in respondents' opinions about talent management practices.

Table 4.6: Descriptive Statistics for Talent Management Practice

Measurement items	Mean	Std. Deviation	Skewness	Kurtosis
Talent attraction				
1. Wages and salaries are competitive attracting the right talent	4.2105	1.10853	-1.856	2.959
2. All employees are treated as talented workers	4.3622	0.84995	-1.533	2.832
3. Consistently High performers are selected for talent management program are	4.2136	1.09525	-1.617	1.931
4. In our organization new employees are sourced & recruited through a competitive process	4.1331	1.00198	-1.146	1.037
5. New employees are well trained before being deployed to work	3.8947	1.27374	-0.808	-0.703
Talent Retention				
6. Deliberate efforts are made by the management to retain talented employees	3.8576	1.14133	-1.042	0.478
7. We have an internal employee recognition policy that builds employee loyalty and morale	3.7152	1.33955	-0.950	-0.324
8. My company has flexible working hours & work /life balance motivating our employees	3.9350	1.17377	-0.743	-0.572
9. Employees do not leave the company due to bad managers	4.0186	1.22587	-1.196	0.345
10. Employees who have worked for a longer period are recognized	3.9350	1.23313	-0.956	-0.180
Learning and Development				
11. In our company, we have a career path for all employees	4.1146	1.07305	-1.034	-0.009
12. Coaching & mentorship is carried out in this company	3.7926	1.21469	-0.768	-0.481
13. Promotion of employees is strictly done on merit	3.8390	1.34167	-0.891	-0.550
14. The organization supports private studies to develop employees	4.1393	1.16727	-1.181	0.280
15. We have a talent department and a talent officer to identify & develop talent for the organization	4.1455	1.14501	-1.275	0.682
Performance Management				
16. Performance appraisals are carried out transparently and objectively	4.0310	1.29223	-1.179	0.158
17. Poor performers are supported, coached & mentored to improve their performance	4.1517	1.13877	-1.278	0.633
18. High performers are recognized and rewarded	3.7430	1.39617	-0.822	-0.581
19. Poor performers exit the organizations if their performance does not improve despite support provided to them	3.5542	1.30432	-0.618	-0.768
20. 360 degrees feedback from peers and line managers during performance appraisals	3.8173	0.89551	-0.442	-0.023
21. High performers are paid bonus	4.2136	1.00659	-1.707	2.874
22. Performance targets are SMART (Specific, Measureable, Achievable, Realistic and Time bound)	4.0372	1.21271	-1.217	0.496
Composite mean & standard Deviation	3.99339	1.16505		

Source: Researcher, 2022

4.4.5 Employees Engagement

Table 4.7 presents descriptive of the mediating variable results. The results shows that all the items had a mean approximately 4 (Likert scale for agree). The standard deviations are approximately 1. Several constructs were used and results indicate that employees agreed that they have a good and conducive working environment (mean response of 4.170, std. dev. =1.142). They were also in agreement that they have freedom to air our concerns and issues freely (mean = 4.3034, std. dev. =0.919), are empowered to make business decisions without fear (mean = 3.870, std. dev. =1.339). Generally, employees are satisfied with their jobs (mean = 4.071, std. dev. =1.181), employees are loyal, committed & emotionally connected to the company (mean = 3.923, std. dev. =1.446), committed employees support talent management practices (mean = 4.149, std. dev. =1.232), committed employees are high performers (mean = 4.07, std. dev. =1.232), there is participation and involvement of employees in decision making (mean = 4.152, std. dev. =1.158). Further, they agreed that employees volunteer to take more duties and to go an extra mile without expecting any rewards (mean = 4.1455, std. dev. =1.174) .According to Kline (2005), skewness and kurtosis measures normal distribution of the items and were less than 3 for skewness and less than 10 kurtosis. They are slightly left skewed (due to many negatives).

Employee Engagement (EE) had the highest composite mean (4.0949), indicating that respondents, on average, agreed the most with the statements related to employee engagement. In other words, the respondents had a positive perception level of employee engagement in their commercial banks. It also has the highest composite standard deviation (1.1921), which was moderately high, suggesting that there was a significant degree of variability on how respondents perceived employee engagement with some strongly agreed, while others may have disagreed to varying degrees with

the statements related to employee engagement depending on their age, gender and experience.

Table 4.7: Descriptive Statistics for Employees Engagement

Measurement items	Std.			
	Mean	Deviation	Skewness	Kurtosis
1. We have a good and conducive working environment	4.1703	1.14158	-1.447	1.147
2. We have freedom to air our concerns and issues freely	4.3034	0.91954	-1.844	3.919
3. We are empowered to make business decisions without fear	3.8700	1.33809	-0.981	-0.292
4. Generally, employees are satisfied with their jobs	4.0712	1.18133	-1.014	-0.101
5. Employees are loyal, committed & emotionally connected to the company	3.9226	1.44577	-1.012	-0.491
6. Committed employees support talent management practices	4.1486	1.23216	-1.338	0.606
7. Committed employees are high performers	4.0712	1.13849	-1.335	1.013
8. There is participation and involvement of employees in decision making	4.1517	1.15770	-1.266	0.594
9. Employees volunteer to take more duties and to go an extra mile without expecting any rewards	4.1455	1.17447	-1.211	.231
Composite mean & standard Deviation	4.0949	1.19212		

Source: Researcher, 2022

4.4.6 Organizational Justice

The items measuring organizational justice were nine. The results in Table 4.8 shows that all the items had a mean approximately 4 (Likert scale for agree). The standard deviations are approximately 1. This means that the overall responses are around the average value of 4. This implies that (from the construct) the employees are treated equally and fairly at the work place, those employees who feel they are treated fairly are more committed to the organization, managers treat all employees with respect, all employees are considered for succession planning & talent management, allocation of

resources and working tools is fairly done; there is equality in pay, rewards & compensations for the same role / work done and that decision makers provide satisfactory explanations & rationale on decisions made. Finally, the majority of respondents agreed that employee dignity, security, privacy, confidentiality & ethical values are guaranteed at the work place.

Organization Justice (OJ) had the second-highest composite mean (4.0041), suggesting that respondents, on average had a positive perceive level of justice within the commercial banks. It also had the second-highest composite standard deviation (1.2091), showing that respondents had a notable level of variability in their perceptions of justice within the commercial banks. Some employees strongly agreed, while others may have had a less positive perception of justice within their organization depending on their age, gender or experience.

Table 4.8: Descriptive Statistics for Organizational Justice

Measurement items	Mean	Std. Deviation	Skewness	Kurtosis
1. All employees are treated equally and fairly at the work place	4.0867	1.17369	-0.935	-0.598
2. Disciplinary processes are to be fair	4.1115	1.14206	-0.988	-0.368
3. Managers treat all employees with respect	4.0898	1.19574	-0.986	-0.486
4. All employees are considered for succession planning & talent management	3.5759	1.27675	-0.436	-1.079
5. Allocation of resources and working tools is fairly done	4.1393	1.06429	-0.965	-0.286
6. There is equality in pay, rewards & compensations for the same role / work done	3.7895	1.39841	-0.511	-1.457
7. Decision makers provide satisfactory explanations & rationale on decisions made	4.0402	1.24171	-0.890	-0.739
8. Employee dignity, security, privacy, confidentiality & ethical values are guaranteed	4.1517	1.13604	-1.056	-0.281
9. Forced ranking is not used in employee appraisals	4.0526	1.25370	-0.956	-0.629
Composite mean & standard Deviation	4.00413	1.20915		

Source: Researcher, 2022

4.5 Factor Analysis

Factor analysis is a statistical analysis reduction technique that explains correlation between multiple outcomes due to one or multiple underlying explanations or factors. Factor analysis attempts to discover the unexplained factor that influences the covariance among multiple observations (Matsunaga, 2010). These factors represent underlying concepts that cannot be adequately measured by a single variable. The significance of this is that it is normally used in surveys research in which responses to each question represents an outcome since several or multiple questions are often related to each other. Eigen values are used to measure the total variance accounted by each factor. According to Kaiser (1974) those factors with eigen values equal or greater than 1 (one) should be retained. The purpose of conducting factor analysis was to identify the latent variables in the data constructs so as to prepare it for regression (Williams et al., 2010), to explore a content area, structure a domain, map unknown concepts, classify or reduce data, illuminate causal nexuses, screen or transform data, define relationships, test hypotheses, formulate theories, control variables, or make inferences (Williams et al., 2010).

Before conducting factor analysis, the collected data was standardized by creating z-scores for every variable. Data standardization is done with the aim of having a common data format. It deals with data transformation by subtracting the mean of every variable and divides it by its standard deviation. After that, Kaiser (1974) proposed that it is necessary to determine whether the sampling used in any survey is adequate for factor analysis. The constructs used to measure sustainable competitive advantage, talent management practices, employee engagement and organizational justice are unobserved and therefore factor analysis is conducted to reduce large set of variables into few composite variables. To do this, principal component analysis (PCA) which is

a statistical method is used to extract factors from the data is estimated. It finds a set of small unobserved variables accounting for as much variance as possible among a larger set of variables (Jackson, 1993; Rohman & Man, 2012). Principal component analysis according to Wold, Esbensen and Geladi (1987) is a multivariate technique that analyzes a data table in which observations are described by several inter-correlated quantitative dependent variables.

According to Kaiser (1974), KMO values range between 0 and 1. Values close to zero show that there are large partial correlations in comparison to sum of correlation. In other words, there is a widespread correlation, and it implies that there are problems for factor analysis. The study extracted factors using factor analysis techniques; this was done after confirmation from KMO in which the study found that KMO values for each variable were above 0.70 (Kaiser, 1974). In factor analysis, there are factor loadings. Factor loadings are weights and correlations between each variable in the study and the factor. The recommended loading for an item according to Hair *et al.*, (2014) is a factor loading of 0.50 and above. Factor dimensionality is relevant when the factor loading is higher. A negative value indicates an inverse impact on the factor.

4.5.1 Factor Analysis on Sustainable Competitive Advantage

Table 4.9 presents eigen values explaining the total variance. Factor analysis method allows for the extraction of as many components as possible. The results were discussed on each of the variables. Sustainable competitive advantage had eigenvalues for factor one 6.029 giving a total initial variability of 60.288 percent. Normally, the sum of Eigen values equals the number of variables. Proportion indicates the relative weight of each factor for factor 1 and factor 2 accounted for rotation sums of squared loadings 79.797 percent. Solutions for these factors were each examined using varimax rotation of the

factor loading matrix. The two-factor solution, which explained 79.797% of the variance, was preferred.

Table 4.9: Factor Analysis on Sustainable Competitive Advantage

Component	Total Variance Explained								
	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Var	Cum %	Total	% of Var	Cum %	Total	% of Var	Cum %
1	6.029	60.288	60.288	6.029	60.288	60.288	4.788	47.877	47.877
2	1.951	19.509	79.797	1.951	19.509	79.797	3.192	31.920	79.797

Extraction Method: Principal Component Analysis.

Source: Researcher, 2022

4.5.2 Factor Loadings on Sustainable Competitive Advantage

KMO values for all the constructs used in defining the variables should be above 0.7 according to Kaiser 1974 are acceptable for factor analysis. Table 4.10 presents results for sustainable competitive advantage which is the dependent variable was measured using ten items. The Kaiser-Meyer-Olkin measure of sampling adequacy ($0.868 > 0.70$) and significant Bartlett's Test of sphericity which is a chi-square test ($p = 0.000$) revealed that data was adequate for extraction using principal components analysis. The total variance explained by the two extracted factors (having eigenvalues more than one) is 79.797 % of the total variation (component 1 contributing 60.288 and component 2 contributing 19.509).

The construct is 'our profitability has been growing consistently for the last 5 years' had a rotated loading of 0.789, 'We have superior competitive strategies that are not easily replicated by competitors' loaded with 0.710. 'Our products are superior and unique in the market' had a loading of 0.944. 'Our organization has been able to defend its competitive position loaded with 0.935. Each of the constructs had factor loadings above the threshold of 0.5. The loadings after rotation confirmed that these constructs

met the criteria as suggested by Yong & Pearce, (2013). Therefore, the study included all these constructs in measuring sustainable competitive advantage.

Table 4.10: Loadings on Sustainable Competitive Advantage

Measurement items	Unrotated Component Extraction		Rotated Component Matrix ^a	
	1	2	1	2
1. Our Profitability has been growing consistently for the last 5 years	0.820		0.789	
2. We have superior competitive strategies that are not easily replicated by competitors	0.654		0.710	
3. Our products are superior and unique in the market	0.904		0.944	
4. Our organization has been able to defend its competitive position	0.889		0.935	
5. There has been a consistent growth of our market share	0.901		0.929	
6. Our internal resources & capabilities are unique, rare and not easily duplicated	0.908		0.907	
7. Our organization proactively responds to threats in the operating environment	0.619	0.606		0.847
8. Employees are the most valued resource in this organization	0.694			0.782
9. We are preferred by customers compared to other banks	0.596	0.706		0.918
10. Talented employees enables your organization to reduce challenges of bad debts and frauds	0.681	0.560		0.843
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization a. Rotation converged in 3 iterations.				
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0.868	
Bartlett's Test of Sphericity			3760.676	
Df			45	
Sig.			0.000	

Source: Researcher, 2022

Figure 4.2 show a scree plot of eigenvalues after factor analysis had been done. The scree plot is a popular tool for determining the number of factors to be retained. (Wilson & Luckman, 2004); Rabe-Hesketh & Skrondal, 2008).

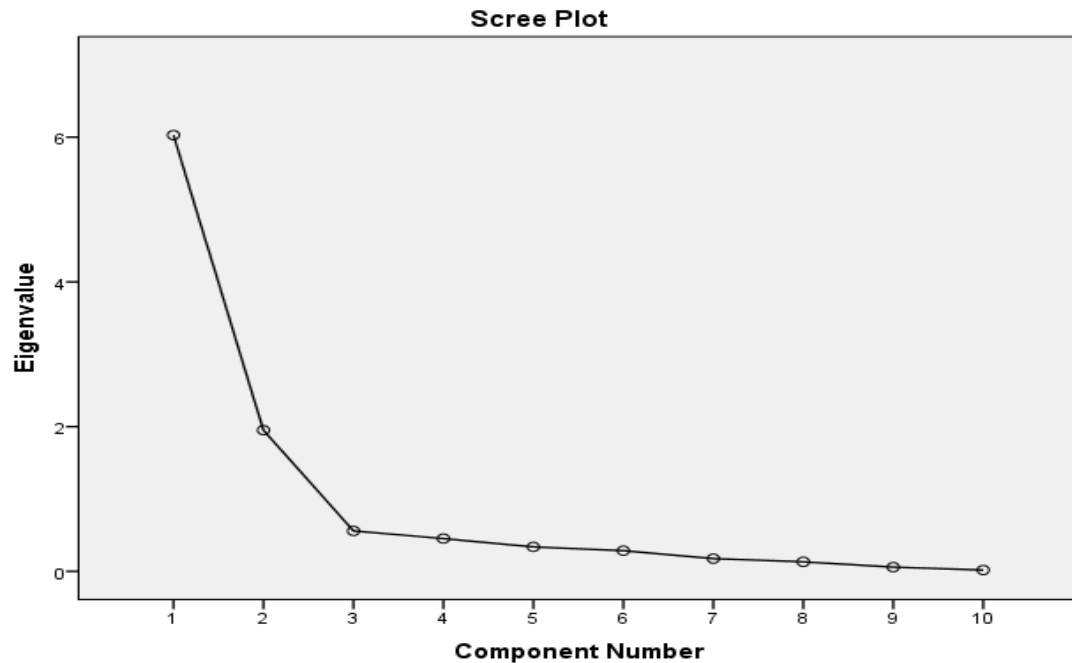


Figure 4.2: Scree Plot of Eigen values for Sustainable Competitive Advantage After Factor Rotation
Source: Researcher, 2022

A scree plot is a plot of the eigenvalues shown in decreasing order (Cattell, 1966). The study fit a factor model by extracting the factors using the principal factor method. The plot suggests that we retain two factors because of the shape of the scree plot and because of Kaiser's well-known criterion suggesting that we retain factors with more eigenvalue values.

4.5.3 Factor Analysis on Talent Management Practices

Since factor analysis technique allows for the extraction of as many components as possible, talent management practices which was measured using several items was subjected to it. The results presented by Table 4.11 indicate two components with eigenvalues more than two. The two components explained 47.40 percent of the total variance. KMO values for all the constructs used in defining the variables should be above 0.7 according to Kaiser 1974 are acceptable for factor analysis.

Table 4.11: Factor Analysis on Talent Management Practices

Component	Total Variance Explained								
	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Var	Cum %	Total	% of Var	Cum %	Total	% of Var	Cum %
1	7.637	34.712	34.712	7.637	34.712	34.712	5.551	25.230	25.230
2	2.792	12.690	47.402	2.792	12.960	47.402	4.878	22.172	47.402

Extraction Method: Principal Component Analysis.

Source: Researcher, 2022

Figure 4.3 for the scree plot suggests that we retain at least two factors, both because of the shape of the scree plot and because of Kaiser's well-known criterion suggesting that we retain factors with high eigenvalues.

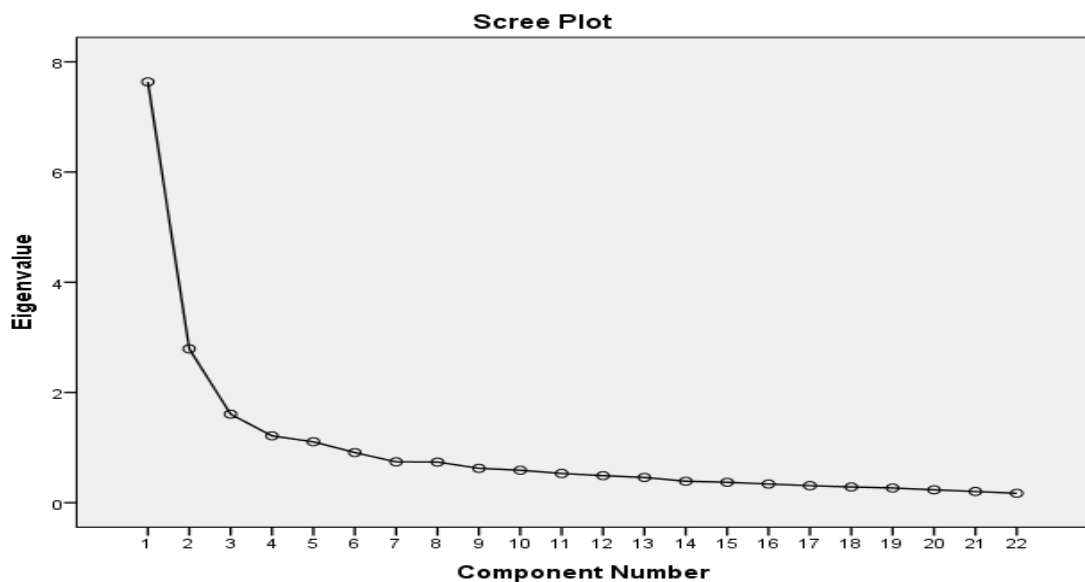


Figure 4.3: Scree Plot of Eigen values for Talent Management Practices after Factor Rotation

Source: Researcher, 2022

4.5.4 Factor Loadings on Talent Management Practices

Table 4.12 shows KMO value for talent management practices was 0.875 which is greater than 0.70 indicating that factor analysis could proceed and that the sample was adequate (Kaiser, 1974). Bartlett's Test of Sphericity had a chi-square of 2323.72 and

was significant at p-value of 0.000. From the results on rotated components, construct 'Wages and salaries are competitive attracting the right talent' had loadings of 0.755 >.50, 'All employees are treated as talented workers' had factor loadings of 0.651 >.50, 'Consistently High performers are selected for talent management program are' had loadings of 0.766, 'My company has flexible working hours & work /life balance motivating our employees' had 0.766 factor loaded, 'The organization supports private studies to develop employees' had loadings of 0.704 under rotated components and the construct 'Performance appraisals are carried out transparently and objectively' had factor loading of 0.771. In summary, all loadings except 'Our compensation & reward system is more attractive in the industry' and 'Performance targets are SMART (Specific, Measureable, Achievable, Realistic and Time bound)' were greater than .50 and as per Hair et al. (2014), all were retained. The two constructs that did not meet the criterion were expunged.

Table 4.12: Loadings on Talent Management Practices

	Unrotated Component Extraction		Rotated Component Matrix ^a	
	1	2	1	2
Talent attraction				
Wages and salaries are competitive attracting the right talent	0.530	-0.542	0.755	
All employees are treated as talented workers	0.549		0.651	
Consistently High performers are selected for talent management program are	0.577	-0.504	0.766	
In our organization new employees are sourced & recruited through a competitive process	0.646		0.619	
New employees are well trained before being deployed to work	0.715		0.597	
Talent Retention				
Our compensation & reward system is more attractive in the industry				
We have an internal employee recognition policy that builds employee loyalty and morale	0.641		0.736	
My company has flexible working hours & work /life balance motivating our employees	0.717		0.766	
Employees do not leave the company due to bad managers	0.707		0.783	
In our company, we have a career path for all employees	0.721		0.689	
Learning and Development				
In our company, we have a career path for all employees	0.707		0.732	
Coaching & mentorship is carried out in this company	0.698			
Promotion of employees is strictly done on merit				0.689
The organization supports private studies to develop employees	0.629			0.704
We have a talent department and a talent officer to identify & develop talent for the organization	0.662			0.694
Performance Management				
Performance appraisals are carried out transparently and objectively	0.673			0.771
Poor performers are supported, coached & mentored to improve their performance	0.664			0.753
High performers are recognized and rewarded	0.630			0.740
Poor performers exit the organizations if their performance does not improve despite support provided to them	0.700			
360 degrees feedback from peers and line managers during performance appraisals				0.647
High performers are paid bonus	0.653			0.533
Performance targets are SMART (Specific, Measureable, Achievable, Realistic and Time bound)				
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization				
a. Rotation converged in 3 iterations.				
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				0.875
Bartlett's Test of Sphericity	Approx. Chi-Square			2323.72
	Df			231
	Sig.			0.000

Source: Researcher, 2022

4.5.5 Factor Analysis on Employee Engagement

There were nine items used in measuring employee engagement, the mediating variable. The eigen values associated with the two items with higher variability were two. The two items explained 57.47%. Before varimax rotation that maximizes variability, the first component explained 45.07% and the second component 12.40%. After varimax rotation, component 1 and 2 explained a total of 34.02% and 23.45% respectively.

Table 4.13: Factor Analysis on Employee Engagement

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Var	Cum %	Total	% of Var	Cum %	Total	% of Var	Cum %
1	4.056	45.068	45.068	4.056	45.068	45.068	3.062	34.024	34.024
2	1.116	12.403	57.472	1.116	12.403	57.472	2.110	23.447	57.472

Extraction Method: Principal Component Analysis.

Source: Researcher, 2022

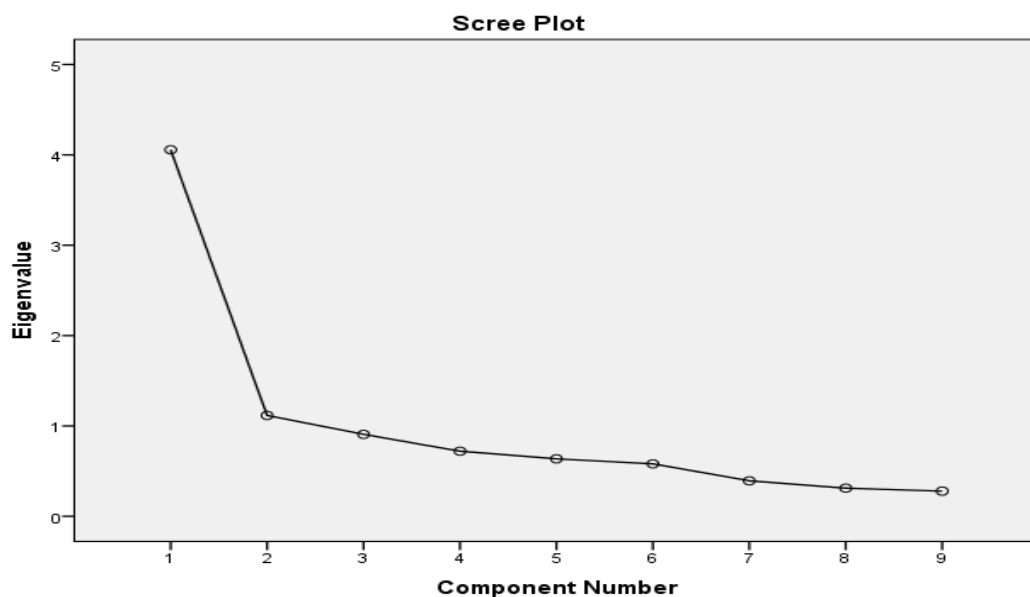


Figure 4.2: Scree Plot of Eigenvalues for Employee Engagement After Factor Rotation

Source: Researcher, 2022

4.5.6 Factor Loading on Employee Engagement

There were nine constructs used to measure employee engagement. These statements were factored, and the results are as shown in Table 4.14 KMO measure of sampling adequacy was significant (as per Bartlett's Test of Sphericity) and the value made the threshold (above 0.70). All the items except 'We have freedom to air our concerns and issues freely' were retained because they met the criteria of having loadings more than 50 percent.

Table 4.14: Loading on Employee Engagement

	Unrotated Component Extraction		Rotated Component Matrix ^a	
	1	2	1	2
We have a good and conducive working environment	0.685			0.553
We have freedom to air our concerns and issues freely				
We are empowered to make business decisions without fear	0.780		0.784	
Generally, employees are satisfied with their jobs	0.814		0.763	
Employees are loyal, committed & emotionally connected to the company	0.844		0.738	
Committed employees support talent management practices	0.719		0.589	
Committed employees are high performers		-0.566	0.736	
There is participation and involvement of employees in decision making	0.639			0.657
Employees volunteer to take more duties and to go an extra mile without expecting any rewards		0.730		0.881

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 3 iterations.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.854
Bartlett's Test of Sphericity	Approx. Chi-Square	1046.45
	Df	36
	Sig.	0.000

Source: Researcher, 2022

4.5.7 Factor Analysis on Organization Justice

Like the previously discussed variable, organizational justice which is a moderating variable was subjected to variable reduction under principal component analysis. Results presented by Table 4.15 indicate two components alone explained 91.66% variability. Component 1 alone constitutes 84.40% variability. For component 2, a total of 7.26% variability was associated with it under unrotated components. Varimax rotation has enhanced the second component to explain 18.44%.

Table 4.15: Factor Analysis on Organization Justice

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var	Cum %	Total	Var	Cum %	Total	Var	Cum %
1	7.596	84.397	84.397	7.596	84.397	84.397	6.590	73.223	73.223
2	.654	7.263	91.659	.654	7.263	91.659	1.659	18.437	91.659

Extraction Method: Principal Component Analysis.

Source: Researcher, 2022

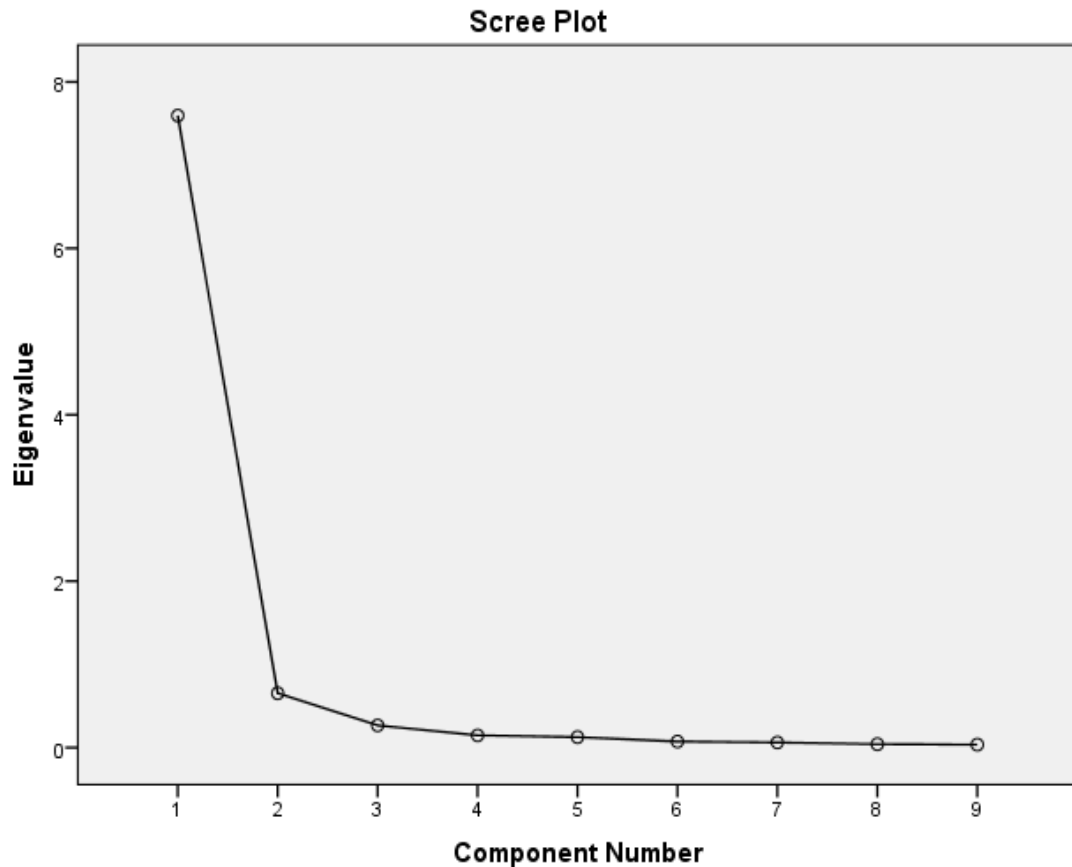


Figure 4.5: Scree Plot of Eigenvalues for Organizational Justice after Factor Rotation

4.5.8 Factor Analysis on Organizational Justice

The Kaiser Meyer Olkin measure of sampling adequacy (0.950), Chi-Square approximation of Bartlett's Test of sphericity ($p = .000$) indicates satisfactory levels for factor analysis was to proceed. The items or constructs each had higher loadings exceeding 0.7. The first items that all employees are treated equally and fairly at the work place the component 1 of 0.963, Disciplinary processes are to be fair (0.961), Managers treat all employees with respect (0.967), Decision makers provide satisfactory explanations & rationale on decisions made (0.971) and employee dignity, security, privacy, confidentiality & ethical values are guaranteed (0.964) as shown in Table 4.16. All the items were retained.

Table 4.16: Factor Analysis on Organizational Justice

	Unrotated Component Extraction		Rotated Component Matrix ^a	
	1	2	1	2
All employees are treated equally and fairly at the work place	0.963		0.901	
Disciplinary processes are to be fair	0.961		0.905	
Managers treat all employees with respect	0.967		0.896	
All employees are considered for succession planning & talent management	0.630	0.771		0.953
Allocation of resources and working tools is fairly done	0.932		0.904	
There is equality in pay, rewards & compensations for the same role / work done	0.876		0.883	
Decision makers provide satisfactory explanations & rationale on decisions made	0.971		0.912	
Employee dignity, security, privacy, confidentiality & ethical values are guaranteed	0.964		0.913	
Forced ranking is not used in employee appraisals	0.952		0.899	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 3 iterations.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.950
Bartlett's Test of Sphericity	Approx. Chi-Square	4978.83
	Df	36
	Sig.	0.000

Source: Researcher, 2022

4.6 Diagnostics tests

There are several assumptions of multiple linear regression analysis. The diagnostic checks used are normality which is tested to check if the residuals of the multiple regressions are normally distributed, multi-collinearity which is tested to identify if the predictors are highly correlated between themselves, and finally the homoscedasticity

which is tested to identify whether the variance of the error terms are similar across the values of the independent variables. The researcher tested a number of the regression model analysis assumptions.

This was done due to the possibility of Type I or Type II errors, as well as an over- or underestimation of significance or impact size. However, if these assumptions are violated, the expected results would be unreliable, leading to the possibility of misleading conclusions and recommendations. To make sure that the data fulfilled the criterion in this investigation, normality, linearity, multi-collinearity, and homoscedasticity tests were undertaken. Regression analysis assumptions, according to Hair et al. (2010), are crucial for ensuring that the results were truly representative of the sample and for obtaining the best results.

4.6.1 Normality Test

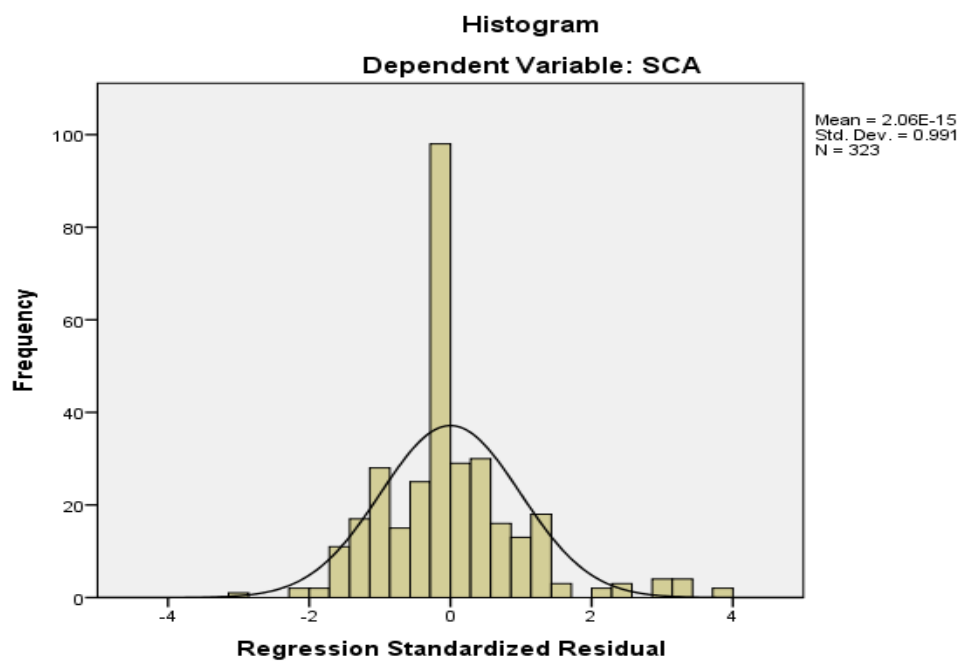
The regression's residuals should have a normal distribution in order for the study to draw reliable conclusions from the model estimate. Table 4.17 indicates the Jarque Bera value of 0.102 and its probability of 0.950 confirms that the Jarque-Bera null hypothesis that data followed a normal distribution was accepted. Kline (2011); Tabachnick and Fidell (2013) claim that although kurtosis measures the peakness of a distribution, skewness assesses its symmetry. The table 4.18 depictions of the research variables' skewness (-0.161) and kurtosis (2.951) demonstrate that the data was normally distributed due to symmetry (Kline, 2011). Thus, the analysis came to the conclusion that the distribution of the data was normal.

Table 4.17: Jarque Bera Test for Normality

Skewness	-0.161
Kurtosis	2.951
Jarque- Bera	0.102
Probability	0.950

Source: Researcher, 2022

The results of the normality test can also be confirmed by looking at skewness and kurtosis values.

**Figure 4.6: Histogram Showing Normal Distribution**

Source: Researcher, 2022

The histogram in Figure 4.6, which depicts the size and distribution of the data, was used in the study to test for normality. When the premise of regression and the majority of other techniques is satisfied that the error terms are normally distributed, the histogram of the standardized residuals should display an approximately normal curve, according to Garson (2012). Any predictive technique, according to Garson (2012), should be expected to have a normal distribution of error, with the majority of

predictions being at or close to zero and then falling into "high prediction" and "low prediction" tails

4.6.2 Linearity Test

In this study, the P-P plot of the scores represented by a straight line was used to quickly evaluate the linearity assumption (Pallant, 2020). Residuals are used in P-P plots. The error terms, or the residuals between the observed and predicted values of the dependent variable, make up the residuals.

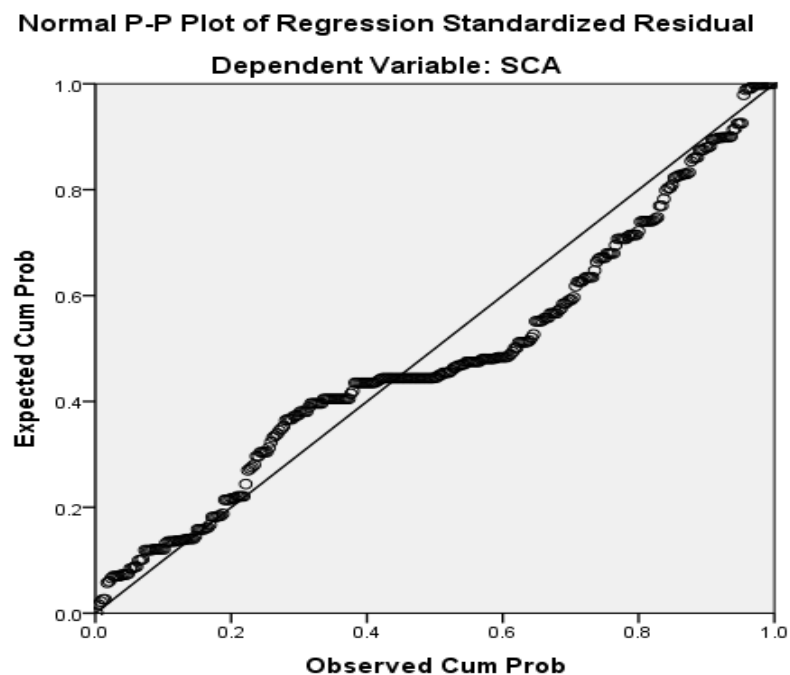


Figure 4.7: Linearity Test Results

Source: Researcher, 2022

If they are linear, Figure 4.7 shows that they will follow the diagonal line. The linearity assumption was satisfied because the observed and expected values were located along the diagonal line, with no significant departures from it, based on the regression standardized residual. Figure 4.8 exhibits a linear relationship among variables.

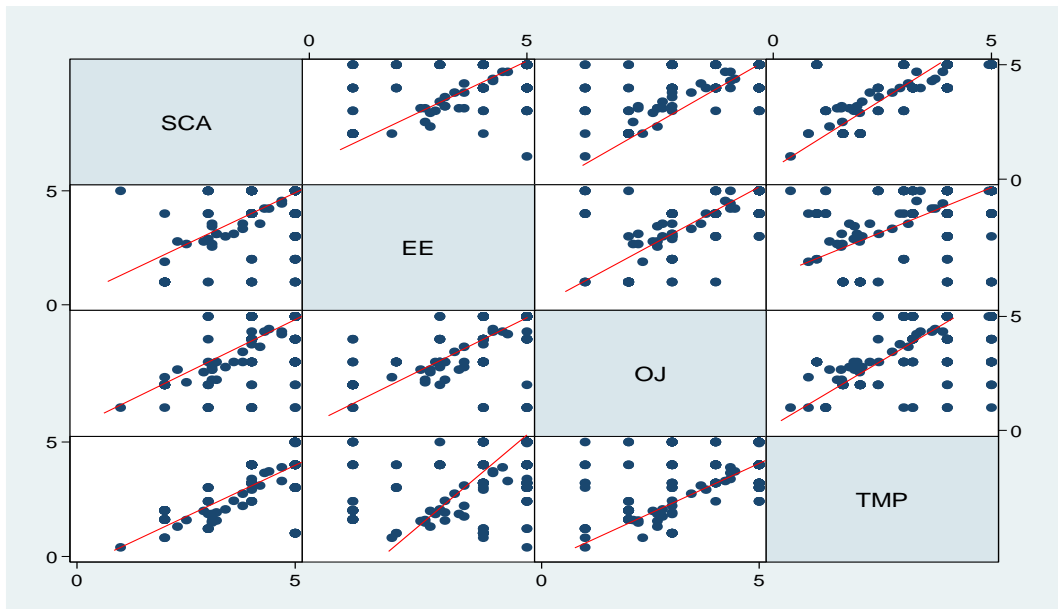


Figure 4.8: Scatter Diagram Showing a Linear Trend of the Relationship
Source: Researcher, 2022

4.6.3 Multi-collinearity Test

This is an essential assumption that no particular high degree of correlation between the research predictors. Tolerance and VIF were examined using the regression results from the collinear diagnostics.

Table 4.18: VIF Values for Testing Multi-collinearity

	Collinearity Statistics	
	Tolerance	VIF
Gender	0.925	1.081
Age	0.571	1.750
Experience	0.649	1.541
Organizational justice	0.585	1.710
Employee engagement	0.870	1.149
Talent management practices	0.586	1.707

Source: Researcher, 2022

Garson (2012) states that if the tolerance value greater than the threshold value of 0.1 or VIF should be 10.0, for variables to have no collinear relationship. When values are less than 0.1, then multi-collinearity is a concern, the independent variable should be

eliminated from the analysis due to multi-collinearity. Variable which are correlated to each other are said to have collinear relationship. This happens when the model including multiple factors are correlated with each other. Multi-collinearity simply means independent variables are not independently and identically distributed. They have some association with each other, and this presence of multi-collinearity adversely affects regression results. From the results in Table 4.18, the minimum value for the tolerance was 0.571 and maximum of 0.925 thus no collinear relationship between independent variables.

4.6.4 Homoscedasticity Test

Homoscedasticity is the presumption that the data distribution is the same over the whole range of the dependent variable. The absence of homoscedasticity is shown by more mistakes (residuals) in some regions of the range than in others. To build an unstructured cluster of points from residuals, the homoscedasticity assumption must be met (Garson, 2012). This is also supported by (Osborne & Waters, 2002), who claims that residuals should fall between -2 and/or +2 points. Based on the data plot (Figure 4.9) of standardized residuals vs. standardized anticipated values, which showed no discernible funneling and most residuals falling below the proposed threshold, the assumption of homoscedasticity appeared to have been satisfied.



Figure 4.9: Scatter Plots Showing Homoscedastic Residuals
Source: Researcher, 2022

Alternatively, the study tested Breusch-Pagan test. The alternative hypothesis of heteroscedasticity was compared to the null hypothesis of homoscedasticity to determine which hypothesis was correct. According to Breusch and Pagan, the null hypothesis of homoscedasticity is accepted if the p values corresponding to the chi-square test statistics are greater than the 5% level of significance. The null hypothesis of homoscedasticity, on the other hand, is rejected if the chi-square test statistics have p values less than the 5% level of significance. According to the findings of this test, which are presented in the Table 4.19, the residuals of the model are of a homoscedastic distribution. This is substantiated by the p values that correspond to the chi-square test statistics of 0.847, which is greater than the significance limit of 5 percent (0.05). Because of this, we can deduce that the model's residuals have a constant variance.

Table 4.19: Heteroscedasticity Test for Residuals**Breusch-Pagan / Cook-Weisberg test for heteroscedasticity**

Ho: Constant variance

Variables: fitted values of SCA

chi2(1) = 1.67

Prob > chi2 = 0.847

Source: Research Data, 2022

4.7 Correlation Analysis

In statistical analysis, correlation analysis indicates the direction, strength of association and to which variables are related to one another. Correlation coefficient ranges from -1 and +1. When the coefficient is +1, it means that variables have perfect positive association, -1 implies perfect negative association. Values close to zero are said to have weak correlation and those away from zero have strong correlation. The results presented below shows a diagonal correlation matrix of Pearson correlation coefficients. The results in Table 4.20 showed that there was a significant association of $\rho=0.728^{**}$ ($p<0.05$) between talent management practices (TMP) and sustainable competitive advantage (SCA). There was low association between organization justice (OJ) and sustainable competitive advantage (SCA) with coefficient $\rho=0.008$. Employee engagement and sustainable competitive advantage (SCA) correlated with $\rho=0.592^{**}$ ($p<0.05$). Further, there was significant association between the independent variables for example the correlation between TMP and OJ was $\rho=-0.070^{**}$, between TMP and EE was $\rho=0.496^{**}$. There was weak negative and significant correlation between OJ and EE with correlation coefficient of $\rho=-0.195^{**}$

Table 4.20: Pearson Correlation Coefficients

		SCA	Gender	Age	Experience	TMP	OJ	EE
SCA	Pearson Correlation	1						
Gender	Pearson Correlation	0.022	1					
Age	Pearson Correlation	0.100	-0.120*	1				
Experience	Pearson Correlation	0.064	-0.107	0.902**	1			
TMP	Pearson Correlation	0.728**	-0.009	0.054	-0.010	1		
OJ	Pearson Correlation	0.008	0.027	0.038	-0.017	0.070*	1	
EE	Pearson Correlation	0.592**	-0.005	0.101	0.053	0.496**	0.195**	1

Note :SCA- Sustainable Competitive Advantage, TMP- Talent Management Practices, OJ- Organisational Justice, EE- Employee Engagement
 **. Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher, 2022

The significance in correlation reveals that sustainable competitive advantage (SCA) depends on many aspects for example, talent management practices and employee engagements between employees and their employers to enhances their skills necessary in promoting performance of the enterprises. Furthermore, when employees view themselves as partners in striving a common goal within the organization results in achieving the objectives of the business of making profits and thus enhance competitiveness of the organization.

4.8 Presentation of Regression Results

Having satisfied all the assumptions of multivariate linear regression; linearity, normality, multicollinearity and homoscedasticity as discussed in the previous section, the study adopted hierarchical regression model to test the effect of the covariates (controls variables) in the study and to test all direct effect hypotheses, multiple regression model using Hayes (2018) Model 1 for moderation effect of organizational

justice, Model 4 to test for mediation effect of employee engagement and Hayes Model 8 for testing moderated mediation hypotheses.

4.8.1 Hierarchical Regression Results (Direct effects)

Before testing for the direct effect hypotheses, the study examined the effect of the control variables in this study. This was done by adopting hierarchical regression analysis as presented by Table 4.21.

Table 4.21: Direct Effects (Hierarchical Regression Model)

Variables	Model 1 Coeff. (β)	Model 2 Coeff. (β)	Model 3 Coeff. (β)	Model 4 Coeff. (β)
Constant	3.875(.255)	1.884***(.204)	1.524***(.195)	1.114***(.229)
Gender	.067(.106)	.070 (.075)	.065(.069)	.057 (.068)
Age	.290(.163)	-.021(.113)	-.068(.105)	-.120(.104)
Experience	-.167**(.055)	.108(.107)	.127 (.099)	.172(.098)
TMP	-	.566***(.030)	.451***(.032)	.450***(.031)
EE	-	-	.216***(.029)	.235***(.029)
OJ	-	-	-	.101***(.031)
R^2	.015	.537	.606	.619
Adj. R^2	.005	.531	.600	.612
F- statistic	1.588	92.202	97.484	85.591
P>F	.192	.000	.000	.000
ANOVA	4.837	11.326	18.159	21.437
P-value	0.011	0.000	0.000	0.000

Note: The values in brackets () are standard errors. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.
Source: Researcher, 2022

The first model of the table indicates the effect of control variables on the dependent variable. Before interpretation of the results, the study analyzed the variation for each model (ANOVA). From the models, the values for ANOVA were significant at 5% significance level implying the model fitness and thus any information extracted were useful in the study.

Gender and age did not show any significant effect at 5% level of significance on sustainable competitive advantage but experience showed a significant 5 percent. It is worth noting that gender, age and experience were only control variables and they needed not to have causal and effect relationship hence their coefficients generally do not have a causal interpretation despite being positive and insignificant at $\beta=0.067$ for gender, $\beta=0.290$ for age and experience $\beta= -0.167$ but significant to the study. In model 2, Talent management practices had a positive and significant direct effect on sustainable competitive advantage ($\beta=0.566$, $p<.05$). Model 3 gives the impact of employee engagement when added to the regression equation. Employee engagement on sustainable competitive advantage was positive and significant at $\beta=0.216$, ($p<.05$). In the final model 4, talent management practices, employee engagement and organizational justice positively significantly affected the sustainability competitive advantage with respective coefficients $\beta=0.450$ ($p<.05$), $\beta=0.235$ ($p<.05$) and $\beta=0.101$, ($p<.05$). The F-Statistics for all the models showed good model fitness.

In the model summary, there was small R-square of 0.015 indicating the variation of sustainable competitive advantage can be explained by control variables (gender, age and experience) at 1.5 percent. In Model 2, the R-squared value increased by 52.2% to 0.537, which means that 53.7% of the variation in the outcome variable (SCA) was explained by the predictor variables (TMP and covariates) in the model. Similarly, in Model 3, the R-squared value increased to 0.606, which means that 60.6% of the variation in the outcome (SCA) variable was explained by the previous predictor variables plus the new added variable Employee Engagement. Finally, in Model 4, the R-squared value increased to 0.619, which means that 61.9% of the variation in the outcome variable (SCA) was explained by the previous predictor variables (covariates, TMP, EE) and the new added predictor the Organizational Justice in the model.

The study examined the change in the R-square when the independent, mediating and moderating variables were hierarchically added into the equation. When talent management practices was added (model 2) holding the covariates constant, the R-square changed to 0.537 indicating a significant effect of talent management practices in explaining variation of sustainable competitive advantage. R-squared is a statistical measure that represents the proportion of variance in the dependent variable that can be explained by the independent variable(s) in the model. The value of R-squared ranges from 0 to 1, with higher values indicating a better fit of the data to the model. The results shows that by adding the independent variable (TMP) to the model (Model 1 to Model 2) results in a large increase in the proportion of variance explained in the dependent variable ($\Delta R^2 = 0.522$). Adding the mediator variable (EE) to the model (Model 2 to Model 3) results in a smaller increase in the proportion of variance explained ($\Delta R^2 = 0.069$), and adding the moderator variable (OJ) to the model (Model 3 to Model 4) results in an even smaller increase in the proportion of variance explained ($\Delta R^2 = .013$). The R^2 value increase indicates that the independent variable(s) in the model are better able to explain the variation in the dependent variable. A negative change in R-squared means that the new independent variable has reduced the overall fit of the model resulting in a decrease in the proportion of variance in the dependent variable that can be explained by the independent variable(s).

It is important to note that a negative change in R-squared does not necessarily mean that the new independent variable is not important or relevant to the model. It may simply indicate that the variable is not a good fit for the particular model being used, or that there are other variables that are more important predictors of the dependent variable than the introduced independent variable. Therefore, a significant change in R^2

means that the new model with the additional independent variable(s) is better at explaining the variation in the dependent variable than the previous model.

4.8.2 Moderation Analysis Using Hayes 2012 Model 1

The results presented in Table 4.22 are for the moderation analysis. The study adopted moderation technique suggested by (Hayes, 2012). According to Memon et al. (2019), a moderating variable can strengthen, soften, buffer or antagonize the relationship between the predictor variable and the outcome variable. If the moderator variable is significant, it might have an impact on how strongly the dependent and independent variables interact (Memon et al., 2019).

Table 4.22: Moderation Analysis (Hayes Model 1)

Variables		M(Employee Engagement) Coef. (SE)	Y(Sustainable Competitive Advantage) Coef. (SE)
Talent management practices (X)	β_1	0.142(.171)	0.814*** (.097)
Organization justice (W)	β_2	-0.579** (.172)	0.295***(.097)
Interaction (X*W)	β_3	0.104** (.044)	-0.066***(.025)
Constant	α_0	4.215***(.676)	1.086***(.384)
		$R^2 = 0.2842$	$R^2 = 0.5442$
		$\Delta R^2 = 0.0127$	$\Delta R^2 = 0.0101$
		F=42.221	F=126.942
		P= 0.000	P= 0.000

Note: Coef.. = coefficient, SE = standard error. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Source: Researcher, 2022

The interaction of an independent and moderating variable can be used to demonstrate a moderator's influence (Lee et al 2015). The first moderation model concerned the relationship between the independent variable and the mediating variable. Figure 4.10 shows a modgraph of the interaction. It can be observed that talent management practices is enhanced from low to high with respect to high organizational justice, then the expected results causes enhancement of employee engagement. Organization justice

is therefore a key pivot in improving employee's engagement. In model 1, the independent variables were the Talent Management Practices and organization justice while the Employee engagement was the dependent variable. According to the findings in model 1, there was a positive and insignificant moderating role of organizational justice between talent management practices and employee engagement ($\beta=0.142$ SE=0.171, $p=0.000$). The effect of organizational justice on employee engagement was $\beta=-0.579$ SE=0.172 which was negative but significant. The interaction between Talent Management practices X and the moderator (Organizational justice) W was $\beta=104$ SE=0.044 which was positive and significant. In Model 1, the R-squared value was 0.2842, which indicates that the independent variables (TMP and OJ) explains about 28.42% of the variation in the dependent variable (EE). The analysis includes a test of the interaction effect between TMP and OJ, which is significant with an R-squared change value of 0.0127, an F-statistic of 42.221, and a p-value of 0.0000. This suggests that the relationship between Talent Management Practices and Sustainable Competitive Advantage varies depending on the level of Organizational Justice.

Since the impact of talent management practices on employee engagement was positive but not significant, but by introducing the organizational justice the relationship reduced but significant. This kind of moderation is said to be buffering. .

The Modgraph figure 4.10 shows that at low TMP levels, employees experiencing low and medium organizational justice have higher employee engagement. As the level of TMP increases the level of employee engagement for all cadre of employees increases with employees experiencing the highest organizational justice having the highest employee engagement than employees with low and medium organization justice. This implies that in commercial banks, the higher the organizational justice in the TMP the

higher the employee engagement. The modgraph indicates that a buffering moderation exists.



Figure 4.10: Modgraph of the Interaction between TMP and OJ
Source: Researcher, 2022

The second moderation model 2 was about the relationship between talent management practices and sustainable competitive advantage. The results showed a positive and significant relationship between talent management practices and sustainable competitive advantage ($\beta=0.814$, $SE=0.097$, $p<.05$) which was positive and significant. The relationship between the moderator organizational justice and sustainable competitive advantage was $\beta=0.295$, $SE=0.097$, $p<0.05$ which was positive and significant. The interaction between the moderator organizational justice and sustainable competitive advantage was $\beta=-.066$, $SE=0.025$, $p<.05$ which was negative but significant. This means that the introduction of organizational justice as moderator

reversed the relationship. The study therefore concluded that organization justice weakened or antagonized the relationship between talent management practices and sustainable competitive advantage. The R-squared value was 0.5442, indicating that the independent variables (TMP and OJ) explains about 54.42% of the variation in the dependent variable (SCA). The analysis also includes a test of the interaction effect between TMP and OJ, which is significant with an R-squared change value of 0.0101, an F-statistic of 126.942 and a p-value of 0.000. This suggests that the relationship between Talent Management Practices and Sustainable Competitive Advantage varies depending on the level of Organizational Justice.

Figure 4.11 indicates that as talent is managed well among the employees, they become more competitive and become a strategic asset. Moreover, with the organizational justice in place, the relationship is enhanced. It is clear that all the three variables converged at the apex signifying that within the commercial banks in Nairobi County, talent management practices, and organizational justices forms part of the sustainable competitive advantage. The model suggests that TMP and OJ are important predictors of SCA, and that the interaction between TMP and OJ is also significant in explaining variability in SCA beyond the main effects. In summary, both models show that there is a significant interaction effect between Talent Management Practices and Organizational Justice, indicating that the relationship between the independent variable (TMP) and the dependent variable (SCA or EE) depends on the level of the moderator variable.

The Modgraph figure 4.11 shows that at low TMP levels, employees experiencing high and medium organizational justice have higher employee engagement. As the level of TMP increases the level of employee engagement for all cadre of employees increases with employees experiencing the lowest organizational justice having the highest

increase in employee engagement. This implies that in commercial banks, the higher the organizational justice in the TMP the higher the employee engagement and sustainable competitive advantage vice versa. The modgraph indicates that buffering moderation exists.

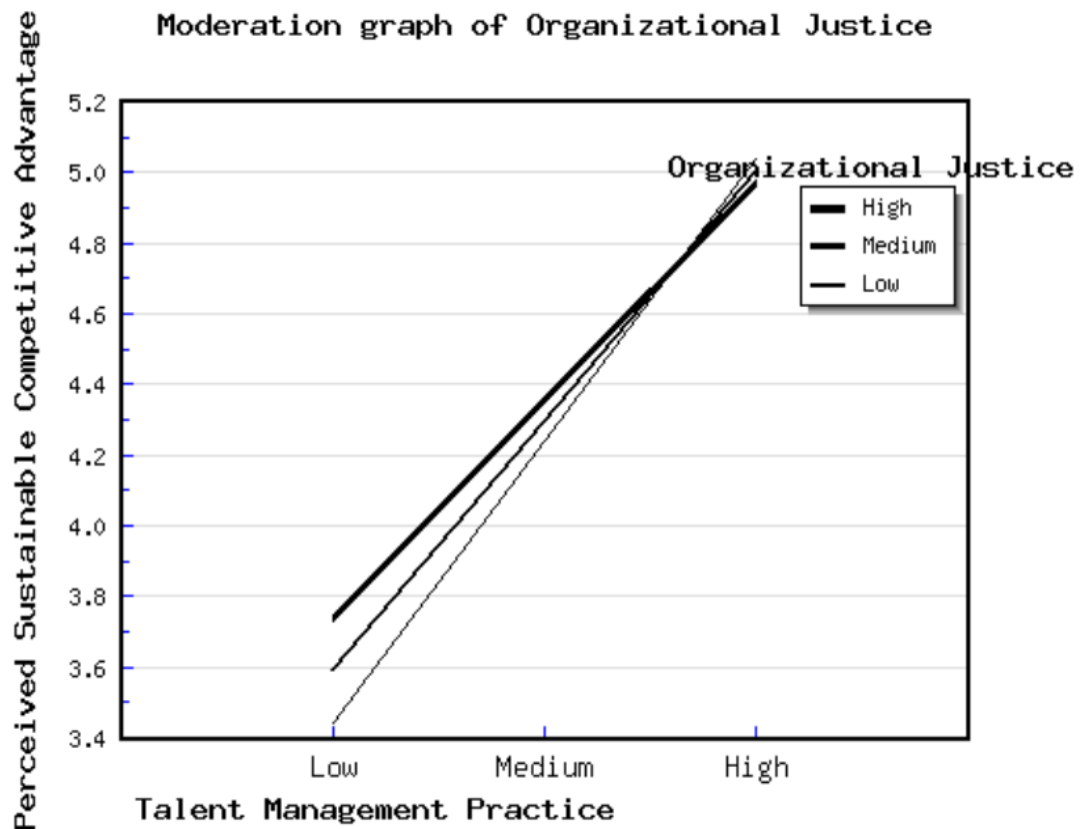


Figure 4.11: Modgraph of the Interaction between TMP and OJ
Source: Researcher, 2022

4.8.3 Mediation Analysis Using Hayes Model 4

The study used Hayes model 4 in Process-Macro to analyze the mediation of employee engagements of the commercial banks in Nairobi County, Kenya. It was hypothesized that employee engagement can transmit the causal effect of talent management practices influencing sustainable competitive advantage of commercial banks. That is, can employees who are talented and well engaged make the commercial banks competitive? The study answered this question by analyzing the collected data. In

mediation analysis according to Barron and Kenny (2012) the effect of independent variable (talent management practice) on the dependent variable (sustainable competitive advantage) is referred to as total effect and that effect is then partitioned into a combination of a direct effect of independent variable on dependent and an indirect effect of independent variable on dependent variable via mediating variable (employee engagement).

Table 4.23: Mediation Analysis (Hayes Model 4)

Variables	M(Employee Engagement)		Y(Sustainable Competitive Advantage)	
		Coef. (SE)		Coef. (SE)
Talent management practices (X)	β_1	0.541***(.053)		0.447*** (.032)
Employee Engagement (M)	β_2	-		0.218***(.029)
Constant	α_0	2.014***(.207)		1.760***(.122)
		$R^2 = 0.2456$		$R^2 = 0.6013$
		F=104.487		F=241.340
		P> F=0 .000		P> F= 0.000
	Index	SE (Boot)	Boot 95% CI	
Mediation	0.118	0.028	0.067	0.179

Note: Coef.. = coefficient, SE = standard error, CI = confidence interval.

95% confidence interval for conditional direct and indirect effect using bootstrap.

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

Source: Researcher, 2022

The output in Table 4.23 represents two regression models. The first model predicts the variable EE from the independent variable TMP, while the second model predicts the variable SCA from the independent variables TMP and EE. The direct effect of TMP on SCA is 0.4471, and the indirect effect of TMP on SCA through EE is 0.1177. These indirect effects were obtained using bootstrapping, which is a method for estimating the sampling distribution of an estimator by resampling the data. The indirect effect represents the effect of TMP on SCA that is mediated by EE.

Table 4.23 indicates that the relationship between the talent management practices (TMP) and the employee engagement (EE) have a positive significant relationship ($\beta=0.541$, $p<0.05$). This relationship is referred to path 'a'. The relationship between TMP and sustainable competitive advantage (SCA) was positive and significant ($\beta=0.447$, $p<0.05$) and it is referred to path c' in mediation analysis suggested by Zhao et al., (2010). The effect of EE on SCA was positive and significant ($\beta=0.218$, $p<0.05$) the path 'b' according to Barron and Kenney (2012) and Zhao et.al. (2010). The significance of path $a \times b$ indicates mediation effect (Zhao et.al. 2010). The total effect of Talent management practices (X) on Sustainable Competitive Advantage (Y) is the sum of the direct and indirect effects ($Y = (a_1 \times b_1) + C'$ for full mediation), which is 0.565 ($0.447 + 0.118$). If $a \times b \times c$ is positive, then it is complementary mediation which overlaps with Baron and Kenny's partial mediation. In this study $a \times b \times c$ is equal to $0.541 \times 0.218 \times 0.447 = 0.0537$ which is positive showing the presence of partial complementary mediation. The mediation proportion which is the ratio of the indirect effect to the total effect in this study was therefore 0.209 (i.e., $0.118 / 0.565$). This means that 20.9% of the total effect of talent management practices on sustainable competitive advantage is mediated by employee engagement

For the first model, the R-squared value is 0.2456, indicating that the independent variable TMP explains 24.56% of the variance in the dependent variable EE. The coefficient for TMP is significant ($p < 0.001$), indicating that the relationship between TMP and EE is statistically significant. For the second model, the R-squared value is 0.6013, indicating that the independent variables TMP and EE explain 60.13% of the variance in the dependent variable SCA. Both coefficients for TMP and EE are significant ($p < 0.001$), indicating that the relationships between both independent variables and the dependent variable are statistically significant. The R-squared values

for both models are moderate to strong, indicating that the independent variables explain a substantial amount of the variance in the dependent variables.

In this study, the coefficient is 0.118 was significant because the bootstraps confidence interval does not contain zero that is the bootstrap lower limit confidence interval (bootLLCI) was positive (0.067) and bootstrap upper limit confidence interval (bootULCI) was positive (0.179). The bootstrapping method is a resampling technique used to estimate statistics on a population by sampling a dataset with replacement. It can be used to estimate summary statistics such as the mean or standard deviation (Hesterberg, 2011). Bootstrap methods can be remarkably be more accurate than the classical inferences based on Normal or *t* distributions. Since the bootstrap standard error was 0.028 and the coefficient is 0.118 and by conventional method, t-statistic can be calculated by dividing coefficient with standard error; $0.118/0.028 = 4.214 > 1.96$. The results suggest that employee engagement partially mediates the relationship between talent management practices and sustainable competitive advantage.

The study therefore concludes by stating that partial complementary mediation effect was realized. Further, since the mediation coefficient was positive, employee engagement is a key factor in enhancing sustainable competitive advantage among the commercial banks in Nairobi County in Kenya. Therefore, improving employee engagement could be an effective strategy for organizations to enhance their sustainable competitive advantage by implementing effective talent management practices.

4.8.4 Moderated Mediation Analysis Using Hayes Model 8

Previously, the study found that talent management practices (TMP) had a significant impact on sustainable competitive advantage (SCA) in the direct model. The study further found that employee engagement (EE) enhanced sustainable competitive

advantage as a mediator. Further, organizational justice (OJ) as a moderator enhanced the relationship between talent management practices and sustainable competitive advantage. The study investigated the significant influence of this moderator on sustainable competitive advantage via employee engagement. The study found that employee engagement positively mediated the relationship and also after introduction of organizational justice to act as a moderator, the relationship was more enhanced. Table 4.24 indicate that sustainable competitive advantage was significantly impacted by talent management practices ($\beta = 0.779$, $p < 0.05$). The moderator also had a positive impact on sustainable competitive advantage ($\beta = 0.440$, $p < 0.05$). The interaction between TMP and OJ ($X * W$) weakened the relationship ($\beta = -0.093$, $p < 0.05$).

The moderated mediation further was positive and significant. This is because the bootstrap lower limit confidence interval (BootLLCI) and bootstrap upper limit confidence interval (BootULCI) is non-zero. That is, the bootstrap lower limit was positive and bootstrap upper limit confidence interval was equally positive. Using other convention method where t-value can be calculated as $0.0261 / 0.0130 = 2.008$ which is greater than critical value of 1.96 at 5 percent level of significance. Thus, the research concludes that organizational justice acts as a strong moderator both on the direct effects and on the conditional indirect effects in the relationship between talent management practices and sustainable competitive advantage via employee engagement. That means that organizational justice moderates the existing partial complementary mediation relationship.

Table 4.24: Moderated Mediation (Hayes Model 8)

Variables	M(Employee Engagement)		Y(Sustainable Competitive Advantage)	
		Coef. (SE)	Coef. (SE)	
Talent management practices (X)	β_1	0.142(.171)	0.779*** (.087)	
Organization justice (W)	β_2	-0.579** (.172)	0.440***(.089)	
Interaction (X*W)	β_3	0.104** (.044)		
Employee Engagement (M)	β_4		0.250***(.029)	
Interaction (X*W)	β_5		-0.093***(.023)	
Constant	α_0	4.215***(.676)	0.399(.274)	
		$R^2 = 0.2842$	$R^2 = 0.6329$	
		$\Delta R^2 = .0127$	$\Delta R^2 = .0193$	
		F=125.024	F=139.143	
		P= 0.000	P= 0.000	
	Index	SE (Boot)	Boot 95% CI	
Moderated mediation	0.0261	0.0130	0.0005	0.0458

Note: Coef. = coefficient, SE = standard error, CI = confidence interval. 95% confidence interval for conditional direct and indirect effect using bootstrap.

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

Source: Researcher, 2022

Figure 4.12, shows that at higher levels of organizational justice (OJ) for all cadre of employees at the commercial banks in Nairobi County, the higher the effect and impact of TMP on sustainable competitive advantage via employee engagement. This implies that commercial bank managers must ensure that there should be high: -procedural, distributive, informational, interpersonal, spatial and temporal justice on talent management practices supported with a consistent higher employee engagement programmes.

MODMED MODGRAPH

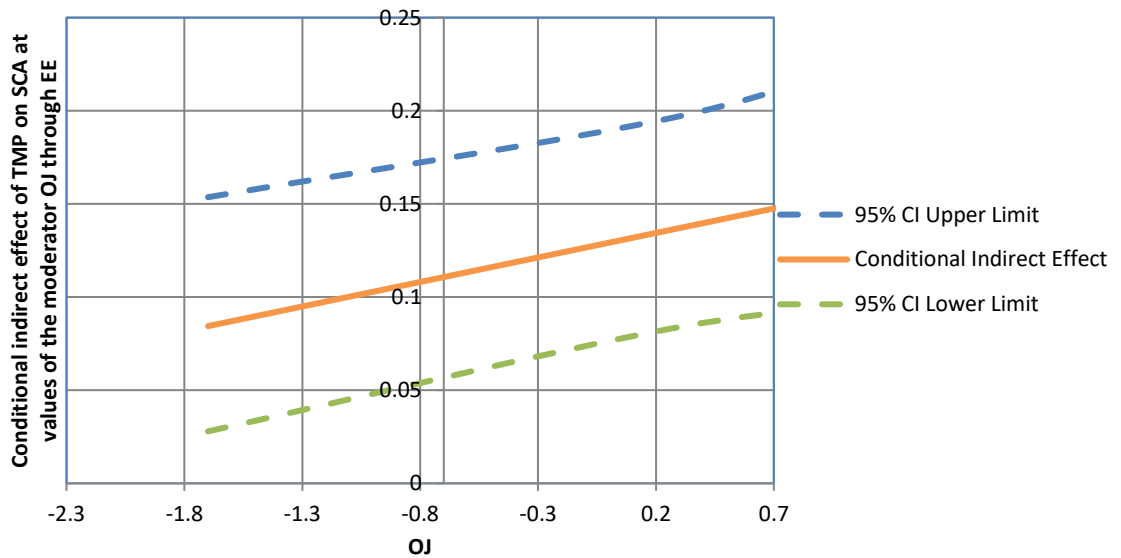


Figure 4. 12: Modgraph of the Moderated Mediation (Modmed)
Source: Researcher, 2022

4.9 Hypotheses Testing and Findings

This study aimed at determining the moderated mediation effect of employee engagement and organizational justice on the relationship between talent management practice and sustainable competitive advantage. Each of the objectives was hypothesized, tested and the results showed some significant findings. Specifically, the study determined the effect of talent management practices on sustainable competitive advantage, the mediating effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage. The study further investigated the moderating effect of organizational justice on the relationship between talent management practices and employee engagement. It also analyzed the moderating effect of organizational justice on the relationship between talent management practices and sustainable competitive advantage. Finally, the study examined the moderating effect of organizational justice on the conditional indirect

effect of talent management practices on sustainable competitive advantage through employee engagement.

The following are the findings of the specific objectives which were hypothesized and tested using hierarchical, simple and multiple regression:-

4.9.1 Talent Management Practices and Sustainable Competitive Advantage

The first objective was to investigate the effects of talent management practices (TMP) on sustainable competitive advantage (SCA). The study hypothesized as H_{01} : ‘‘Talent management practices have no significant direct effect on sustainable competitive advantage of commercial banks in Nairobi County’’. The results from the study showed that TMP positively and significantly affected sustainable competitive advantage ($\beta=0.566$, $p<0.05$) holding the covariates constant. The values for ANOVA were significant at 5% significance level indicating model fitness. The R-squared value increased by 52.2% to 0.537, which means that 53.7% of the variation in the outcome variable (SCA) was explained by the predictor variables. Therefore, the null hypothesis was rejected. This implies that the TMP given the four dimensions as talent retention; talent attraction, learning and development, and performance management has a positive moderate correlation with sustainable competitive advantage in commercial banks in Nairobi County in Kenya.

4.9.2 Effect of Employee Engagement on Sustainable Competitive Advantage

The second objective determined the effect of employee engagement on sustainable competitive advantage. Consequently, the study tested H_{02} : ‘Employee Engagement had no significant direct effect on sustainable competitive advantage of commercial banks in Nairobi County’. The results indicated a significant positive influence of employee engagement on SCA ($\beta=.216$, $p<.05$). The values for ANOVA were

significant at 5% significance level indicating model fitness. The R-squared value increased from 53.7% to 60.6%, which means that the addition of 6.9% of the variation in the outcome variable (SCA) was explained by the predictor variables holding covariates and talent management practices constant. This indicates that the null hypothesis of employee engagement has no significant direct effect on SCA was definitely rejected and the study concluded that EE has a positive effect on SCA. The study argues that when employees:- have a good and a conducive working environment, they are involved, committed to their work, they are treated well with respect, have freedom to air their concerns and issues freely, or are empowered to make business decisions without fear they will be satisfied with their jobs and the results will enhance attainment of the competitive advantage among commercial banks in Nairobi County in Kenya.

4.9.3 Effect of Organizational Justice on Sustainable Competitive Advantage

Further, the study aimed at analyzing the direct effect of organizational justice on the SCA. The third hypothesis sought to test H_{03} : “Organizational Justice has no significant direct effect on sustainable competitive advantage of commercial banks in Nairobi County”. The results indicated a significant positive influence of organizational justice on SCA ($\beta=0.101$, $p<0.05$). The values for ANOVA were significant at 5% significance level indicating model fitness. The R-squared value increased from 60.6% to 61.9%, which means that the addition of 1.3% of the variation in the outcome variable (SCA) was explained by the predictor variables holding covariates, talent management practices and employee engagement constant. This implies that the null hypothesis of Organizational Justice has no significant direct effect on the SCA was definitely rejected and the study concluded that there is a sufficient evidence to justify that

organizational justice affects the sustainable competitive advantage of commercial banks in Nairobi county in Kenya.

4.9.4 Effect of Talent Management Practices on Employee Engagement

The study sought to test the hypothesis H₀₄: ‘Talent management practices have no significant direct effect on employee engagement of commercial banks in Nairobi County’. The objective of the test was to find out if there was a significant relationship between talent management practices which is the independent variable and the employee engagement (mediating variable). The coefficient for the outcome was positive ($\beta=.541$) and significant at 5 percent level ($p<.05$). The values for the F-statistics were significant at 5% significance level indicating model fitness. The R-squared indicates that talent management explains 24.56% of the variations in employee engagement. The results showed that talent management practices directly influenced employee engagement. Thus, the fourth hypothesis that talent management practices has no significant direct effect on employee engagement among commercial banks in Nairobi county in Kenya was rejected and the study concluded that talent management practices plays a key role in influencing employee engagement of commercial banks in Nairobi county in Kenya.

4.9.5 Mediating Effect of Employee Engagement on the Relationship between Talent Management Practices and sustainable Competitive Advantage

The other main objective in this study was to evaluate the significant mediating role of the Employee engagement on the relationship between talent management practices and sustainable competitive advantage. This was tested in H₀₅: ‘Employee engagement has no mediating effect on the relationship between talent management practices and sustainable competitive advantage of commercial banks in Nairobi County’. In

mediation analysis, there are four steps suggested by Zhao et al., (2010). The first step is called path 'a' that shows the relationship between talent management practices (independent variable) and the employee engagement (mediator). In this study, the results indicated that the relationship between the talent management practices and the employee engagement had a positive and significant relationship ($\beta=0.541$, $p<0.05$). The second was path 'b' where the relationship between the mediator (employee engagement) and the dependent variable (sustainable competitive advantage) was tested. Table 4.23 presents the results and it indicated that the effect of the mediator on the dependent variable was positive and significant ($\beta=0.218$, $p<0.05$). The third is path 'c' where it tested the relationship between the independent variable and the dependent variable in the presence of the mediator. The results of the study found that talent management practices positively and significantly affected sustainable competitive advantage with coefficient $\beta=0.447$ ($p<0.05$).

According to Barron and Kenney (2012) and Zhao et al (2010) the significance of path $a*b$ indicates mediation effect which is the fourth step. In this study, the coefficient was 0.118 which was positive and significant while at the same time the bootstraps confidence interval was nonzero (does not contain zero). The bootstrap lower limit was 0.069 and bootstrap upper limit was positive 0.179. The study therefore concluded that there exists positive mediation effect of employee engagement on the relationship between TMP and the SCA and the hypothesis that employee engagement has no mediating effect on the relationship between TMP and SCA was therefore rejected. The mediation proportion which is the ratio of the indirect effect to the total effect in this study was therefore 0.209 ($0.118 / .565$). This means that 20.9% of the total effect of talent management practices on sustainable competitive advantage is mediated by employee engagement. The values for the F-statistics were significant at 5%

significance level indicating model fitness. The study concluded that there was a partial mediation, as employee engagement partially explained the relationship between talent management practices and sustainable competitive advantage thus rejecting the null hypothesis.

4.9.6 Moderating Effect of Organizational Justice on the Relationship between Talent Management Practices and Employee Engagement

The other objective was to investigate and to understand the moderating effect of organizational justice on the direct effect of talent management practices on employee engagement. In order to test H₀₆: ‘Organizational justice has no moderating effect on the relationship between talent management practices and employee engagement of commercial banks in Nairobi County’. The results in Table 4.22 shows that organizational justice moderated the relationship between talent management practices and employee engagement with a significant a non zero interaction coefficient of $\beta=0.104$, $p<0.05$. The change in R squared of 1.27% indicates that the moderation interaction of talent management practices and organization justice has a positive impact on employee engagement. The values for the F-statistics were significant at 5% significance level indicating model fitness. Therefore, the hypothesis H₀₆ indicates that there was sufficient evidence to show that organizational justice does influence employee engagement among commercial banks in Nairobi County in Kenya leading to rejection of the hypothesis.

4.9.7 Moderating Effect of Organizational Justice on the Relationship between Talent Management and Sustainable Competitive Advantage

The study tested H₀₇: Organizational justice has no moderating effect on the relationship between talent management and sustainable competitive advantage of

commercial banks in Nairobi County. The results in Table 4.22 indicates that the interaction between organizational justice and talent management practices was negative and significant ($\beta=-0.066$, $p<0.05$). The relationship between talent management practices and sustainable competitive advantage was positive and significant with a non-zero interaction coefficient of $\beta=-0.066$, $p<0.05$. The change in R squared of 1.01% indicates that the moderation interaction of talent management practices and organization justice has a positive impact on sustainable competitive advantage . The values for the F-statistics were significant at 5% significance level indicating model fitness and the introduction of organizational justice reversed the relationship, therefore the study concluded that an organizational justice weakened sustainable competitive advantage.

According to Barron and Kenney (2012), the goal of a moderator is either to improve or reduce the direct relationship, and it is clear from this research that the interaction with organizational justice (moderator) weakened the relationship between talent management practices and sustainable competitive advantage commercial bank employees. As a result, hypothesis H₀₇: Organizational justice has no moderating effect on the relationship between TMP and SCA was rejected.

4.9.8 Moderated Mediation of Organizational justice and Employee Engagement in the Relationship between Talent Management Practices and Sustainable Competitive Advantage

Lastly, the study tested H₀₈: Organizational justice has no moderating effect on the indirect relationship between talent management practices and sustainable competitive advantage through employee engagement of commercial banks in Nairobi County in Kenya. First, the relationship between talent management practices and sustainable

competitive advantage was established to be significant. Secondly, the mediation effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage was also significant. Thirdly, the moderation of organizational justice was significant. Finally, the result for the moderated mediation was found to be positive ($\beta=0.0261$) and significant (bootstrap confidence interval was non-zero) (Table 4.24). The values for the F-statistics were significant at 5% significance level indicating model fitness. This shows that the hypothesis H₀₈: Organizational justice has no moderating effect on the conditional indirect relationship between TMP and SCA through employee engagement was rejected.

4.10 Discussion of the Findings

The summary of the research findings were discussed as here below: -

4.10.1 Discussions on the Effect of Talent Management Practices on Sustainable Competitive Advantage

The first objective of the study was to investigate the effects of talent management practices (TMP) on sustainable competitive advantage (SCA). The study hypothesized as H₀₁: 'Talent management practices have no significant direct effect on sustainable competitive advantage of commercial banks in Nairobi County'. The results showed that TMP positively and significantly ($\beta=0.566$, $p<0.05$) affected sustainable competitive advantage hence the null hypothesis was rejected. This implies that TMP dimensions:-talent retention; talent attraction, learning and development, and performance management enhances sustainable competitive advantage among the commercial banks in Nairobi County in Kenya. The findings state that in order for commercial banks to meet the challenges they face, talent is an important factor (Gebelein, 2006). The findings also suggest that commercial banks must be strategic

and deliberate in their efforts to: - source, attract, select, develop, promote and move employees through the organization ladder (Cheese, 2008; Ingham, 2006). Talent drives improvements in:-productivity, quality, innovation and customer satisfaction, which in turn contributes to the bottom-line or profitability results of any organization hence attainment of sustainable competitive advantage (Gebelein, 2006).The study results agrees with the observation of (Rabbi, Ahad, Kousar, & Ali, 2015)which brought to light that the demand for key position talented employees is globally high because those are the people who will steer the organization and will be responsible to take the organization towards the peak of success, hence the reason organizations including commercial banks are in a state of fight for the best talented people .Commercial banks should therefore get it right on employees , have the ability and capacity to identify, recognize employee capability and strategically deploy them to create value and attain the desired sustainable competitive advantage.

The current findings supported the work of Awiti (2012), who argued that competitive advantage of the sugar companies in Western Kenya was positively influenced by the human resource capability. Moturi (2013) study results were confirmed by the findings of this study when he concluded that effective talent management practices significantly affects the financial performance of a firm and this was reflected in increased sales revenue over the years since adoption of the strategy, productivity and increased market share hence attainment of sustainable competitive advantage. Chagara (2020), in his study revealed that firm level capabilities influenced sustainable competitive advantage through adoption of human resources, managerial and strategic intent, technological advancement and learning capability. Just like in this study, the results showed that there was a positive and significant relationship between firm level capabilities in this case talent management and sustainable competitive advantage.

The results concurred with the study findings of Rani & Joshi (2012) which amplified that in order for organizations including commercial banks to continue achieving high performance and improved results through TM practices, they must take a holistic approach to talent management practices from:- attracting and selecting employees wisely, to retaining and developing leaders, to placing employees in positions of greatest impact which requires the right "Talent DNA" and supporting technology solutions to prepare organizations for the future challenges or business continuity. The work of Wandia (2013) supported the findings of this study by concluding that talent management has a strong association with productivity growth and with the percentage growth of the annual sales derived from the new products. He went on to argue that with increased competition for highly skilled talent, creating an open and innovative culture, aligned with what matters most with employees, will provide the organization with the necessary sustainable competitive edge to attract and retain talent necessary to achieve organizational goals. This implies that the human resource or talented employees are strategic weapons to achieve sustainable competitive advantage. Asava & Kihima (2009) in their study argued that knowledge bases have created a culture where employees freely interacted with each other in creating and sharing information and that banks have embraced employee development through trainings and created access to knowledge systems making banks utilizing knowledge being able to create customer focus strategies, cost leadership strategies, recorded improved revenues thereby enjoying unmatched competitive advantage which were supported by this study.

The study agreed with the findings of Rukunga & Nzulwa (2018). Rukunga on the study done on the role of talent management strategies on organizational performance: A case of telecommunication firms in Kenya. The study concluded that career management

strategy had the greatest effect on the performance of telecommunication firms in Kenya, followed by talent attraction strategy, then talent retention strategy while learning and development strategy had the least effect to the performance of telecommunication firms in Kenya.

The results supported the findings of Wandia (2013) whose study postulated that talent management had a strong association with productivity growth and with the percentage of annual sales derived from new products. This implies that with increased competition for highly skilled talent, creating an open and innovative culture, aligned with what matters most with employees, will provide commercial banks with the necessary competitive edge to attract and retain talent necessary to achieve organizational goals and the desired sustainable competitive advantage. The study findings were aligned with the results of Mkamburi & Kamaara (2017) which showed that performance of talented employees plays a crucial role towards maintaining a competitive lead of organization in challenging situations. He challenged organizations that in order to attract and retain the best talent anywhere in the world, an organization including commercial banks must have a strong and positive employer brand emphasizing that talented employees drive companies forward through their outstanding competence and ability. The findings of Lyria (2015) were not far either which found that the talent management had a positive and significant influence on the organization performance hence sustainable competitive advantage.

The results did not agree with the findings of Njoroge (2012) that sought to find out if promotion from within was encouraged and if performance management was aligned to the need to nurture and retain talent. The studies found out that majority of the respondents were not sure of the practices on capability development and performance management. The implications of his findings may have a negative effect where some

commercial banks have not embraced the talent strategy and talent management practices in their operations.

4.10.2 Discussions on the Effect of Employee Engagement on Sustainable Competitive Advantage

The second objective determined the effect of employee engagement on sustainable competitive advantage. Consequently, the study tested H₀₂: 'Employee Engagement had no significant direct effect on sustainable competitive advantage of commercial banks in Nairobi County'. The results indicated a significant and positive influence of employee engagement on the SCA ($\beta=0.216, p<0.05$). The results showed that the null hypothesis of employee engagement had no significant direct effect on SCA; was rejected and the study concluded that EE had a positive effect on the SCA. The study argues that when employees :- have a good and a conducive working environment, they are involved, are recognized for the good work done, they are committed to their work, treated well with respect, have freedom to air their concerns and issues , are empowered to make business decisions without fear , they will be satisfied with their jobs resulting to employee retention and attainment of the sustainable competitive advantage among commercial banks in Nairobi County in Kenya.

The findings are in sync with the research done by Aguenza and Som (2012) which concluded that employee retention and engagement is critical for organizations including commercial banks because employees are the driving force to achieve the development and accomplishment of the organization's goals and objectives. The findings concurs with a study done by Owor (2016), which concluded that when employees the existence of sincere organizational support in terms of development opportunities, they experience employee engagement and are more likely to reciprocate

by willingly participating in their organization's non-mandatory activities. The study amplifies that employee engagement is a significant mediator between the HR practices and OCB which contributes to sustainable competitive advantage. The results equally supports the findings of the study done by Wachira (2013) which concluded that engaged employees have high levels of job satisfaction with attributes to :-enjoyable, fulfilling feelings to the support they receive from the organization, developing a feeling of both appreciation and obligation towards the organization for its support and benefits.

The results support the findings of Githinji & Muli (2018) which concluded that:- leadership networking, employee compensation, employee involvement, training and work environment significantly influenced performance of Air Kenya Limited. The study also postulated that incentives and bonuses were useful to motivate employees for meeting and exceeding their targets which is necessary for commercial banks to attain sustainable competitive advantage. The study findings mirrors the results of the study contributions of Everlyne Cheruto Chelangat (2019) which asserted that:- Job Characteristics has a negative and significant effect on the Turnover Intention , that meaningful work characteristics are associated with stronger employee commitment, that organizations need to be open to employee initiatives, encourage employees to express their own concerns, ideas, and initiatives to explore novel views and solutions to problems and to promote their ideas further. The study brought out the need for employees to learn, develop themselves through private studies. The study also concluded that employee commitment moderates or is a back bone in the relationship between employee engagement antecedents and the turnover intention in the banking sector in Nairobi City County in Kenya.

The higher levels of affective attachment and job commitment by employees results in the desirable workplace outcomes like:-.employee innovativeness, job performance, helping behavior, organizational citizenship, better use of time, has a negative association with employee turnover and absenteeism levels. The work of Namusonge et al (2014) supports the findings of this study. Namusonge argued that the firms listed on the NSE have put in place effective talent retention practices for them to be successful through :- a good compensation package which involves, offering an attractive, competitive; benefits package with components such as life insurance, disability insurance and flexible working hours motivates employees to commit themselves to the organization. The study also concluded that talent retention had a positive and significant effect on organization performance leading to the attainment of sustainable competitive advantage. Gichohi (2014) added contributions similar to the current study by postulating that the level of employee engagement spurs creativity and innovation among employees and emphasized that the level of employee engagement is positively related to the level of staff creativity and innovation. The results also supports the work of Kangure (2015) who established that the programmes that enhance job characteristics (job clarity, job autonomy, job significance & job performance) help to increase employee engagement since employee engagement has a positive impact both on the individual employees and the organization performance hence attainment of sustainable competitive advantage.

The results of the study did not support the findings of Bonenberger (2015) who researched on the effects of health workers motivation and job satisfaction on employee turnover intentions and the results showed that 69% of the correspondents reported to have turnover intentions this was because most of the employees were not motivated in

the workplace and therefore were not experiencing job satisfaction hence the intention to leave the organization.

4.10.3 Discussions on the Effect of Organizational Justice on Sustainable Competitive Advantage

Further, the study aimed at analyzing the direct effect of organizational justice on SCA. The third hypotheses sought to test H₀₃: ‘Organizational Justice has no significant direct effect on sustainable competitive advantage of commercial banks in Nairobi County’. The results indicated a significant positive influence of organizational justice on SCA ($\beta=0.101, p<0.05$). This implies that the null hypothesis of Organizational Justice has no significant direct effect on the SCA was definitely rejected and the study concluded that there is a sufficient evidence to justify that organizational justice affects the sustainable competitive advantage of commercial banks in Nairobi county in Kenya. The results agrees with the study done by Al-Zu’bi, Hasan Ali (2010) which concluded that there is a significant relationship between the age of respondents and their perceptions of organizational justice and that there is a positive association between organizational justice and job satisfaction. The study also concluded that job satisfaction depends upon the organizational justice of managers and that cultivating a sense of organizational justice may benefit an organization through decreased absenteeism and employee turnover. The findings also resonates with the study done by Nakate (2012) which concluded that there was a significant positive relationship between organizational justice, employee trust, employee commitment and service quality. The findings also concurs with the study done by Patrick Mwangi Gichira (2016), which concluded that distributive justice perceptions, procedural justice perceptions, interpersonal justice perceptions and informational justice perceptions have a significant relationship with affective, continuance and normative commitment

towards the organization providing support to the contention that employees evaluate their employer/employee interactions from a justice perspective and interpret the experiences as just or unjust treatment

4.10.4 Discussions on the Effect of Talent Management Practices on Employee Engagement

The study sought to test the hypothesis H₀₄: Talent management practices have no significant direct effect on employee engagement of commercial banks in Nairobi County. This was because one of the fundamental objectives of this research was to find out the significant relationship between talent management practices which are the independent variable and the employee engagement (mediating variable). To do this, a model was estimated, and the results were presented in Table 4.23. The coefficient for the outcome was positive ($\beta=0.541$) and significant at 5 percent level ($p<0.05$). This means that talent management practices influenced employee engagement. Thus, the fourth hypothesis stating that talent management practices has no significant direct effect on employee engagement among commercial banks in Nairobi county in Kenya was rejected and concluded that talent management practices plays a key role in influencing employee engagement of commercial banks in Nairobi county in Kenya.

The findings agrees with the research done by Pandita & Ray (2018) which concluded that the most effective tools in ensuring that employees stay engaged and committed to their work is talent management. That the sense of engagement or commitment towards employees work ensures that the employees stay with the organization for a longer term leading to attainment of sustainable competitive advantage. The results supports the study done by Alias, Noor & Hassan (2014) which explained that when employees are provided with satisfactory talent management practices (managerial

support, employee career development and rewards and recognitions), they will be more engaged with their jobs and their organization, and therefore, they tend to remain in the same organization for a longer term. The results mirrors the study findings of Mohammed (2015) who examined on 'the impact of talent management on employee engagement, retention and value addition in achieving organizational performance' and concluded that, all modern organizations have realized the importance of: -attracting, developing and retaining their talent to survive in the competitive market. The study further argued that companies have talent war to grab the attention of talented workforce which enables the organization in improving employee engagement, commitment, retention, value addition leading to improved organizational performance and sustainable competitive advantage.

Chikumbi (2011) concurred with the results of the current study by submitting that it is important to ensure that a thorough plan process precedes efforts for talent management, communication of the plan and the direction the bank chooses to proceed with should be made known to all employees (employee engagement), succession planning should be evident to create optimism and to boost morale among employees. The findings further stated that incorporating talent planning into strategic planning and effectively communicating the same to the concerned parties is the foundation for talent management, helps employees to understand that the organization is thinking about their future hence it improves employee retention. Compensation and rewards should be structured in a variety of ways so that they meet different needs such as recognition, base compensation, pay incentives and indirect compensation/benefits. Benefits should not just be extrinsic but should also include intrinsic rewards such as flexible working hours. The results supported the findings of (Nyanjom, 2013) which concluded that employee's retention is influenced by training and career development, performance

appraisal, employees' empowerment, employees' commitment and employees' compensation. The work of Kumar (2022), was also in sync with the findings of this study. Kumar concluded that employee retention is necessary for the organization performance, success of employees and that the organization depends on how the skills and knowledge are managed. The study agreed with the findings of Thakur (2015), which stated that talent management practices (managerial support, employee career development and rewards and recognitions) have a positive impact with employee engagement and employee retention.

Finally, Owor (2016) in his study on Human resource management practices, employee engagement and organizational citizenship behaviors (OCB) in selected firms in Uganda, brought out that when employees sincere organizational support in terms of :- development opportunities, they experience engagement and are more likely to reciprocate by willingly participating in their organizations non-mandatory activities, the antecedents engagement OCB relationship is mediated by attitudinal variable employee engagement and concluded that variations in OCB in Uganda context can be explained by the changes in employee engagement which in itself is influenced by changes in HR practices. Employee engagement is therefore a significant mediator between the HR practices and OCB. It is a critical link between talent management and sustainable competitive advantage.

4.10.5 Discussions on the Mediating Effect of Employee Engagement on the Relationship between Talent Management Practices and Sustainable Competitive Advantage

The other main objective of the study was to evaluate the significant mediating role of Employee engagement on the relationship between talent management practices and

sustainable competitive advantage. This was tested in H₀₅: 'Employee engagement has no mediating effect on the relationship between talent management practices and sustainable competitive advantage of commercial banks in Nairobi County'. In mediation analysis, there are 4 steps suggested by Zhao et al., (2010). The first step is called path 'a' that shows the relationship of talent management practices (independent variable) and employee engagement (mediator). In this study, the results indicated that the relationship between the talent management practices and the employee engagement have a positive and significant relationship ($\beta=0.541, p<0.05$). The second step was path 'b' where the mediator (employee engagement) affects the dependent variable (sustainable competitive advantage).

Table 4.23 presents the results and which shows that the effect of the mediator on the dependent variable was positive and significant ($\beta=0.218, p<0.05$). The third step is path 'c' where the independent variable affects the dependent variable in the presence of the mediator. The results found that talent management practices positively and significantly affects sustainable competitive advantage with coefficient $\beta=0.447$ ($p<0.05$). According to Barron and Kenney (2012) and Zhao et.al (2010) the significance of path a*b indicates a partial mediation effect which is the fourth step. In this study, the coefficient was 0.118 which was positive and significant while at the same time the bootstraps confidence interval was nonzero. The bootstrap lower limit was 0.067 and bootstrap upper limit was positive 0.179. The study therefore concluded that there exists a strong mediation role of employee engagement on the relationship between TMP and SCA and the hypothesis that employee engagement has no mediating effect on the relationship between TMP and SCA was therefore rejected.

The findings of this study was supported by the study done by Yuniati, Soetjipto, Wardoyo, Sudarmiati & Nikmah (2021) which concluded that Talent management and

employee engagement had a positive and significant relationship indicating that talent management practices lead to engaged employees vice versa .The results imply that Organizations that have talented employees find it easier to achieve organizational performance (Cheese, Thomas & Craig, 2007) and hence sustainable competitive advantage. The results of the study agrees with the study done by Alias et al (2014) which explained that when employees are provided with satisfactory talent management practices (managerial support, employee career development, rewards and recognitions), they will be more engaged with their jobs and the organization, and therefore, they tend to remain in the same organization in the long run or for unforeseeable future. The results of the study concurs with the research findings of Jibril & Yeşiltaş (2022) which postulated that talent management practices (recruitment, employee engagement, performance management and employee retention) were found to have a significant and favourable effect on the hotels' SCA. The findings showed that TMP improved employees' skills, knowledge and competencies, allowing them to function more efficiently and effectively while reducing turnover. At the same time, their companies increased their profitability, sales and market share, thus achieving superior performance and SCA.

The research undoubtedly supported the findings of the study done by Abdullahi, Raman, & Solarin (2022) which concluded that Employee Engagement partially mediates the interaction between TM practices (Succession Planning Practices, Promotion Practices and Performance Appraisal Practices) and Employee Performance. The results of the research closely aligned with the findings of the research done by Alias et al (2014) on the examination of the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the Information and Technology (IT) organizations in Malaysia. The results indicated that

employee engagement mediated the relationship between talent management practice (employee career development and rewards and recognition) and employee retention. The results were also found to be comparable to the findings of the study done by Isa & Ibrahim (2020) on the Mediating Effect of Organizational Support between Talent Development and Employee Engagement. The study results found a significant and positive relationships between talent development, organizational support and employee engagement (vigour, dedication, absorption) and the organizational support significantly mediates the relationship between talent development and employee engagement.

The results of the study suggest that talent development activities are crucial in improving the level of employee engagement at the workplace, which subsequently enable companies to sustain high productivity and gain sustainable competitive advantage. The results of the study corroborates with the findings of Abdullahi, Adeiza, et al (2022) whose research outcome revealed that TM practices that comprise of talent recruitment practice (TRP), training and development practice (T&DP), compensation practice (CP) have a significant effect on employee performance (EP). Lastly, the findings showed that EE partially mediates the relationship between T & DP, CP and EP, whereas EE did not mediate the relationship between the TRP and EP. The findings indicate that appropriate TM practices can, therefore, enhance the performance of workers. The management of commercial banks should therefore provide operational tools for the establishment of a professional partnership with employees who are a key capital asset.

4.10.6 Discussions on the Moderating Effect of Organizational Justice on the Relationship between Talent Management Practices and Employee Engagement

The other objective was to analyze and to understand the moderating effect of organizational justice on the direct effect of talent management practices on employee engagement. In order to test H₀₆: Organizational justice has no moderating effect on the relationship between talent management practices and employee engagement of commercial banks in Nairobi County, the results in Table 4.22 shows that organizational justice moderated the relationship between talent management practices and employee engagement with a significant coefficient of $\beta=0.104$, $p<0.05$. Therefore, the hypothesis H₀₆ indicated that there was sufficient evidence to show that organizational justice does influence employee engagement among commercial banks in Nairobi County in Kenya. The results agrees with the findings that organizations with a good Talent Management Practices backed up with a high level of employee engagement report a positive organizational outcomes and hence achievement of sustainable competitive advantage.

The study findings agrees with the results of (O'Connor & Crowley-Henry, 2019) which argued that in organizations pursuing responsible talent management practices promotes achievement of multilevel sustainable outcomes such as decent work, employee well-being and organizational well-being leading to sustainable competitive advantage. The results further amplified that inclusivity, corporate responsibility, equity and equal employment opportunities are the key underlying principles of a responsible talent management system. The results are supported by the findings of Hlongwane & Ledimo (2015) whose outcome indicated that a significant correlation existed between the relationship of organizational justice and employee engagement dimensions namely; vigor, dedication and absorption. The results demonstrated the

important role of organizational justice dimensions in explaining the level of employee work engagement. The results echoed the research findings of (Mrwebi et al., 2018) which revealed that trustworthiness of management, intrinsic and extrinsic rewards, organizational transparency, and organizational climate have a positive influence on procedural-interactional justice and organizational distributive justice, while employee engagement was found to have no significant influence on both procedural, interactional justice and organizational distributive justice.

Procedural justice, interactional justice and distributive justice were found to have a positive influence on organizational citizenship behavior and reputable employee retention in the financial services industry. The research findings had similarities with the work of (Nakate, 2012) whose study outcome revealed a significant positive relationship between organizational justice, employee trust, employee commitment and service quality which is necessary to attain sustainable competitive advantage. The study results resonates with the findings of (Gichira, 2016), which showed that distributive justice perceptions, procedural justice perceptions, interpersonal justice perceptions and informational justice perceptions have a significant relationship with affective, continuance and normative commitment of employees. The study findings added voice to the contention that employees evaluate their employer/employee interactions from a justice perspective and interpret the experiences as either just or unjust treatment. The justice perception in turn impacts on their affective, normative and continuance feelings of commitment towards the organization.

The results supported the research findings of Deepa (2020) which asserted that when an organization ensures distributive, procedural, interpersonal and informational fairness in the workplace, employees are more likely to reciprocate their engaged state

of mind through the investment of their physical, cognitive and emotional energies in their jobs.

The study findings corroborated with the results of Erkutlu (2011), on "The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. The findings of the research showed that there was a significant moderating role of organizational culture of the organizational justice perceptions and OCB link. The results showed a stronger relationship between interactional justice and OCB for organizations that are higher in respect for people and a weaker relationship between distributive and procedural justices and OCB for organizations that are higher in team orientation. The results imply that organizations that are in favour of their employees must treat their employees with respect and dignity. The results partly supported the findings of (Al-Zu'bi, 2010) which suggested that there was a positive association between organizational justice and job satisfaction. It argued that employee job satisfaction depends upon the organizational justice of managers and cultivating a sense of organizational justice may benefit an organization through:- decreased absenteeism and employee turnover (Alsalem & Alhaiani, 2007). It implied that organizations that ignore procedural justice concerns run the risk of endangering negative organizational outcomes of decisions, non-compliance with internal rules and procedures, and in some instances, lower satisfaction (Colquitt & Shaw, 2013).

The outcome of the study aligns with the findings of Widyanti et al (2020) which showed that there is a positive relationship between higher level of organizational justice and job satisfaction, job commitment, positive work attitudes and behaviors. On the other hand, lower level of organizational justice is related with negative effects such

as stress, poor employees' psychological well-being, mental health, employee turnover, retaliatory intentions (Silva & Caetano, 2014).

The research findings did not support the findings of O'Connor & Crowley Henry (2019), which proposed that in organizations pursuing exclusive TM programs, employee perceptions of organizational justice of the exclusive TM practices may affect their employee engagement, which may influence both organizational and employee outcomes. This implies that exclusive talent management practice paradigm which differentiates employees into A-Star performers, B-Average performers, C-Bad performers based on forced ranking performance management ratings is viewed as unfair by employees as it recognizes less than 20% of employees as talented workers locking out over 80% out of the organizations talent pool (Axelrod et al., 2002). If not managed well, the paradigm introduces negative organizational politics and grapevine among employees that lead to negative energy reducing positive organizational outcome.

The study results did not agree with the assertion of (Gelens et al., 2014) that high potentials and non-high potentials responded differently to workforce differentiation practices and that these reactions were affected by the way people perceived them. Employees who were identified as a high potential have higher distributive justice than employees who were not. In particular, employees who report high distributive justice put more effort in their work when they perceive the workforce differentiation procedures to be fair and less effort when they perceive them to be unfair.

The research findings partly supported the results of the study done by Al-Zu'bi (2010) which examined the relationship between organizational justice encompassed by three components: (distributive justice, procedural justice and interactional justice) and job

satisfaction, and employees' perceptions of workplace justice. The study investigated the relationship of these justice measures in the Jordanian environment. The study findings showed that only one significant relationship exists between the age of respondents and their perceptions of organizational justice. The findings also suggested that there was a positive association of organizational justice and job satisfaction, and that employee job satisfaction depends upon the organizational justice of managers.

4.10.7 Discussions on the Moderating Effect of Organizational justice on the Relationship between Talent Management Practices and Sustainable Competitive Advantage

The study tested H₀₇: 'Organizational justice has no moderating effect on the relationship between talent management and the sustainable competitive advantage of commercial banks in Nairobi County'. The results in Table 4.23 indicates that the interaction between organizational justice and talent management practices was negative and significant ($\beta=-0.066$, $p<0.05$). The relationship between talent management practices and sustainable competitive advantage was positive and significant and the introduction of organizational justice reversed the relationship, therefore the study concluded that an organizational justice weakened the relationship.

According to Barron and Kenney (2012), the goal of a moderator is to either improve or reduce the direct relationship, and it is clear from this research that inserting organizational justice weakened the relationship between talent management practices and sustainable competitive advantage commercial bank employees. As a result, hypothesis H₀₇: Organizational justice has no moderating effect on the relationship between TMP and SCA was rejected. This implies that organizational justice is a key cause of many factors that influence employees' attitudes (for example job satisfaction,

turnover intentions, and organizational commitment) and behaviors, such as innovative work behavior, organizational citizenship behavior (OCB) , and work performance. The results supports the findings of Usmani and Jamal (2013), who concluded that distributive justice, interactional justice, and personal time are all connected to job satisfaction. Employees are willing to do more work and perform better when they believe they are being treated properly.

Akram & Feng (2016) in his study found that organizational justice has a strong and favorable impact on the innovative work behavior of employees while Swalhi & Hofaidhllaoui (2017) ,stated that organizational justice has a strong and positive impact on the innovative work behavior of employees which is supported by this study. The study supports the findings of O'Connor & Crowley-Henry (2019) who articulated that when implementing TM practices, HR managers and practitioners should emphasize on consistency and transparency in their practices. They prescribed that management must elucidate and be open about their TM selection procedures and create awareness among employees. Only then can fairness become a positive influence on employee perceptions on talent management practices. That employees must be provided with clear and transparent procedures, and be treated equitably, dignity and with respect before the actual selection or commencement of the talent management program (that is, whether or not they are included in the talent pool). When organizations implement TM programs, it is important that they use selection procedures that permit those the organization considers 'non-talented' to demonstrate their potential contributions. This will display fair procedures for all employees, and will affect the input/ output ratio perceptions of employees, as they will perceive that their organizational relationship is based on fair and open procedures, and thus will be less likely to form negative perceptions of justice.

The results concur with the findings on the research done by Kashif Khan & Iqbal (2020), which concluded that organizational justice has been confirmed as an important predictor for boosting employee engagement. The results indicated that Training & Development has significant impact on employees' engagement and this severity was further enhanced in consortium with organizational justice. It further stated that among the three types of organizational justice (distributive, procedural and interactional justice) the distributive justice has its own worth and having sound association with Training & Development meanwhile, cause significant impact on employees' engagement.

The results strongly support the findings of Karriker and Williams (2009) which explored the differential effects of organizational justice perceptions on organizational citizenship behavior. The research findings on employee—supervisor relationship concluded that the focal nature of distributive and procedural justice, illuminate the mono-focus of interpersonal justice and supports the premise that justice investments yield exponential behavioral responses that are sometimes mediated by the quality of the employee- supervisor relationship. That a low level of organizational justice would result in employee unhappiness and unpleasant feelings, which would have some detrimental implications to the organization. Low organizational justice may have an adverse effect on behavior of employees towards colleagues (for example collaboration) and may lead to poor employee-customer interactions (Pekurinen & Vahtera (2017). The findings are in agreement with the study done by Shkoler and Tziner (2017) who espoused that the perception of injustice can pose a threat to human resources and give them a feeling of inappropriate resources. It makes employees to feel frustrated and even wear out or fatigued, which, in turn, evolve into burnout and destructive organizational behaviors, such as theft, fraud, sabotage, withdrawal,

harassment and mental illness which has become common in the current work place after the advent of Covid-19. The study corroborates the findings of Onyango et al (2022) who asserts that employee engagement and organizational justice have a strong significant relationship.

Employee engagement was explained by organizational justice at 71.8%. The study findings supported the necessity to improve organizational justice in order to increase employee engagement. Establishing organizational justice in the workplace is a powerful strategy that may be used by companies that want to boost employee engagement. Organizational justice-promoting policies are effective in attracting and retaining the happiest and most motivated employees, resulting in increased employee engagement and sustainable competitive advantage. Organizational justice is one of the most essential high-performance techniques for cultivating a positive work-related attitude among employees. The argument is based on the belief that a healthy superior-subordinate relationship is dependent on the degree of organizational fairness, which is critical for employee engagement and organizational performance. The results of the study supports the findings of Karanja (2017) which indicated that organizational justice significantly influenced organizational commitment. Procedural and informational justice was found to be useful predictors of organizational commitment. Only procedural justice was found to be significant in predicting organizational commitment for bank employees. The study results also indicated that the effect of organizational justice on organizational commitment for teachers was significantly different from that of bank employees.

The study recommended that management should ensure fairness in provision of rewards; involve employees in decision making, show dignity and respect when

explaining decision outcomes to concerned employees. The management should maintain consistency in applying rules; ensure accuracy in the use of information, and safeguards against bias when dealing with employee issues. The management should also adopt a proactive approach to understand employees' perceptions of organizational justice, and provide appropriate working environment in order to reap benefits including the cost associated with employee retention and efficiency of service delivery to attain sustainable competitive advantage. Lastly the results supports the study done by Fafasakin (2021) which revealed that procedural justice, distributive justice, informational justice and interactional justice all predicted employee commitment. There was a positive and significant relationship between procedural justice, distributive justice, informational justice and interactional justice and employee commitment. The study recommended that management should be fair and just so as to ensure that there is no preferential treatment to employees. This will ensure that employees will put in all their best in workplace and help achieve the organizational goal and sustainable competitive advantage.

4.10.8 Discussions on the Moderated Mediation of Organizational justice and Employee Engagement in the Relationship between Talent Management Practices and Sustainable Competitive Advantage

Lastly, the study tested H₀₈: 'Organizational justice has no moderating effect on the indirect relationship between talent management practices and sustainable competitive advantage through employee engagement of commercial banks in Nairobi County in Kenya'. First, the relationship between talent management practices and sustainable competitive advantage was established to be significant. Secondly, the mediation effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage was also found to be significant. Thirdly, the

moderation of organizational justice was found to be significant. Finally, the result for the moderated mediation was found to be positive ($\beta=0.026$) and significant (bootstrap confidence interval non-zero) (Table 4.25). This shows that the hypothesis H₀₈: Organizational justice has no moderating effect on the indirect relationship between TMP and SCA through employee engagement was rejected and the research concluded that organizational justice plays an important role in enhancing the mediation role of employee engagement.

The findings agree with the study done by Nasifoglu Elidemir, Ozturen & Bayighomog (2020), which aimed at testing a moderated mediation model of employee creativity and innovative behaviors on the High Performance Work Practices (HPWP) competitive advantage nexus. The study concluded that High Performance Work Practices indirectly predicted competitive advantage via employee innovative behaviors. The study confirmed that service firms achieve superior sustainable competitive advantage not merely by High Performance Work Practices per se, but also by the actual capital resources that such practices generate. The study found that a higher level of innovation in terms of new products/services or business processes leads to a better Competitive Advantage performance. The study also found that Innovative Behaviour positively relates to Competitive Advantage thus creativity strengthens the effect of High Performance Work Practices on Innovation Behaviour and Competitive Advantage, demonstrating that creativity is a viable predictor of innovative outcomes and hence organizational competitiveness. Creativity will be of top importance in an organization aiming to build and sustain a competitive advantage. This relationship is strengthened when the availability of a creative talent pool becomes prominent. The results concurs with the research findings of Leah, Michael, & Joyce (2021), whose study revealed that sensing capabilities; seizing capabilities; reconfiguration

capabilities and dynamic capabilities had a positive and significant effect on competitive advantage. The findings further showed that transformational leadership style, transactional leadership style mediates the relationship between dynamic capabilities and competitive advantage. The findings further asserts that organizational ambidexterity moderates the relationship between dynamic capabilities and competitive advantage and moderated mediation of organizational ambidexterity and leadership style on the relationship between dynamic capabilities and competitive advantage. The findings of the study has similarities with the results of Koseoglu et al (2021) who researched on a moderated mediation model of the relationship between organizational justice (OJ) and the turnover intention (TI).

The study found that organizational identification (OI) partially mediated the relationship between OJ and TI. The results also indicated that the indirect effect of organizational justice (OJ) on turnover intention (TI) through OI was moderated by psychological contract fulfillment. The research results also supports the findings of Wu et al (2016) whose study sought to provide a comprehensive understanding of the mediating and moderating processes through which organizational justice influences (counter-productive work behavior) CWB. The study proposed a moderated mediation model, which assumed that the mediating role of job burnout in the organizational justice, job burnout relation and the moderating role of moral identity in the job burnout–CWB relation. The study found that job burnout fully mediated the effect of organizational justice and CWB, and moral identity moderated the effect of job burnout on CWB. The findings suggest that the indirect effect of organizational justice on CWB through job burnout was moderated by moral identity. The conditional indirect effects were significantly different from zero implying that organizational justice indirectly affected CWB through job burnout when the level of moral identity was low to

moderate but not when it was high. The study corroborated with the results of the study done by Patnaik, Mishra, & Mishra (2023) whose findings suggested that psychological capital mediated the relationship between organizational support (POS) and performance. The indirect relationship of POS and performance via psychological capital was moderated by organizational justice. However, there was a counter-intuitive finding in the research. It was observed that at a high level of organizational justice, had a smaller effect on performance in contrast to low level of organizational justice.

4.10.9 Summary of Model and Hypothesis Tested

Hypothesis	Statement	Method	Test statistic	Decision
<i>H₀₁</i>	Talent Management Practices has no significant direct effect on Sustainable Competitive Advantage.	Multivariate regression technique	$\beta=.450$ $p<.05$	Rejected
<i>H₀₂</i>	Employee Engagement has no significant direct effect on Sustainable Competitive Advantage.	Multivariate regression technique	$\beta=.235$ $p<.05$	Rejected
<i>H₀₃</i>	Organizational Justice has no significant direct effect on Sustainable Competitive Advantage.	Multivariate regression technique	$\beta=.101$ $p<.05$	Rejected
<i>H₀₄</i>	Talent Management Practices has no significant direct effect on employee engagement.	Multivariate regression technique	$\beta=.541$ $p<.05$	Rejected
<i>H₀₅</i>	Employee engagement has no mediating effect on the relationship between Talent Management Practices and Sustainable Competitive Advantage.	Multivariate regression technique and graphical method (Hayes model 4)	$\beta=.118$ LLCI=.069 ULCI=.179	Rejected
<i>H₀₆</i>	Organizational justice has no moderating effect on the relationship between Talent Management Practices and employee engagement.	Multivariate regression technique and graphical method (Hayes model 1)	$\beta=.104,$ $p<.05$	Rejected
<i>H₀₇</i>	Organizational justice has no moderating effect on the relationship between Talent Management Practices and Sustainable Competitive Advantage.	Multivariate regression technique and graphical method (Hayes model 1)	$\beta=-.066,$ $p<.05$	Rejected
<i>H₀₈</i>	Organizational justice has no moderating effect on the indirect relationship between Talent Management Practices and the Sustainable Competitive Advantage through employee engagement	Multivariate regression technique and graphical method ((Hayes model 8)	$\beta=.026$ LLCI=.001 ULCI=.046	Rejected

Source: Research Data, 2022

CHAPTER FIVE

DISCUSSIONS ON THE SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a brief discussion on the summary of the key findings. It is followed by conclusions of the study, implications of the study in practice and theory, the conclusions drawn and recommendations made thereof. The last section offers the suggestions for further research.

5.2 Summary of Research Findings

The study results show that from the models estimated, talent management practices, employee engagement and organizational justices all had positive and significant direct effects on sustainable competitive advantage. Organizational justice positively and significantly affected the strength and direction of the relationship at all points of interaction between talent management practices and employee engagement; and the relationship between talent management practices and sustainable competitive advantage. Organizational justice had a buffering effect in the relationship. There was also a positive and significant effect of the third variable employee engagement in explaining the existing relationship between talent management practices and sustainable competitive advantage. There was a partial complementary mediation in the relationship. The results also implied that there was partial indirect conditional effect of organizational justice on the indirect relationship between talent management practices and sustainable competitive advantage through employee engagement. The study further found that at the higher levels of organizational justice (OJ) for all cadres of employees, the effect and impact of TMP on sustainable competitive advantage via

employee engagement was higher. The results were discussed, conclusions and recommendations suggested; and presented in the subsequent section.

5.3 Conclusions

The purpose of the study was fourfold. First the study examined the direct effects of:- talent management practices and the sustainable competitive advantage, employee engagement and the sustainable competitive advantage, organizational justice and the sustainable competitive advantage and talent management practices and employee engagement among commercial banks in Nairobi County in Kenya. Secondly, the study analysed the mediating effect of employee engagement on the relationship between talent management practices and sustainable competitive advantage. Thirdly, the study examined the moderating effect of organizational justice on the relationship between talent management practices and employee engagement, and between talent management practices and sustainable competitive advantage. Finally, the study examined the moderating effect of organizational justice on the indirect relationship between talent management practices and sustainable competitive advantage through employee engagement.

The findings of the study conclude as follows: The first objective investigated the effects of talent management practices (TMP) on sustainable competitive advantage (SCA). The results from the study showed that TMP positively and significantly affected sustainable competitive advantage ($\beta=0.566$, $p<0.05$). The study concluded that Talent Management Practices (talent retention; talent attraction, learning and development, and performance management) has a positive correlation with sustainable competitive advantage in commercial banks in Nairobi County in Kenya.

The second objective determined the effect of employee engagement (EE) on sustainable competitive advantage (SCA). The study results indicated a significant positive influence of employee engagement on SCA ($\beta=.216$, $p<.05$). The study concluded that Employee Engagement had a positive effect on Sustainable competitive advantage in commercial banks in Nairobi County in Kenya.

The third objective analyzed the effect of organizational justice on the Sustainable Competitive Advantage. The results indicated a significant positive influence of organizational justice on SCA ($\beta=0.101$, $p<0.05$). The study concluded that organizational justice significantly and positively affected the attainment of sustainable competitive advantage in commercial banks in Nairobi County in Kenya.

The fourth objective assessed the effect of talent management practices on employee engagement. The study results showed a positive effect ($\beta=.541$) and significant at 5 percent level ($p<.05$). The study concluded that talent management practices significantly affected employee engagement in Commercial banks in Nairobi County in Kenya.

The fifth objective of the study evaluated the mediating role of Employee engagement on the relationship between talent management practices and sustainable competitive advantage. The results showed a mediation coefficient of 0.118 which was positive and significant while at the same time the bootstraps confidence interval was nonzero with the lower limit coefficient interval of 0.069 and the upper limit coefficient interval of 0.179. The study therefore concluded that there was a significant complementary mediation effect of employee engagement on the relationship between Talent Management Practices and the Sustainable Competitive Advantage in Commercial banks in Nairobi County in Kenya.

The sixth objective analyzed the moderating effect of organizational justice on the relationship between talent management practices and employee engagement. The results showed that organizational justice moderated the relationship between talent management practices and employee engagement with a significant a non-zero interaction term coefficient of $\beta=0.104$, $p<0.05$. The change in R squared of 1.27% indicated that the moderation interaction effect of talent management practices and organization justice had a positive impact on employee engagement. The study therefore concluded that organizational justice positively and significantly moderated the relationship between talent management practices and employee engagement in Commercial banks in Nairobi County in Kenya.

The seventh objective examined the moderating effect of organizational justice on the relationship between talent management practices and sustainable competitive advantage. The study results revealed that the interaction term between organizational justice and talent management practices was nonzero (negative) and significant ($\beta=-0.066$, $p<0.05$). The change in R squared of 1.01% showed that the moderation interaction term for talent management practices and organization justice had a positive impact on sustainable competitive advantage. The study therefore concluded that organizational justice moderated the relationship between talent management practices and sustainable competitive advantage.

The last objective was to examine the moderating effect of organizational justice on the relationship between talent management practices and sustainable competitive advantage through employee engagement. The study results showed that the relationship between talent management practices and sustainable competitive advantage was positive and significant. The mediation effect of employee engagement on the relationship between talent management practices and sustainable competitive

advantage was also found to be positive and significant. The results further showed that the moderation effect of organizational justice in the relationship between talent management practices and engagement; and in the relationship between talent management practices and sustainable competitive advantage were both non zero and significant. Finally, the result for the moderated mediation revealed that there was positive and significant moderated mediation index ($\beta=0.0261$) with non-zero mean and significant (bootstrap confidence interval was non-zero). The study therefore concluded that Organizational justice had a positive and significant moderating effect on the conditional indirect relationship between Talent Management Practices and Sustainable Competitive Advantage through employee engagement.

5.4 Recommendations

The findings of this study have many theoretical and practical implications for the CEOs, Human Resource policy makers, HR practitioners and bank managers. From the theoretical perspective, the research contributes to the existing literature by empirically examining and validating the nature of the existing relationships between talent management practices, employee engagement, organizational justice and sustainable competitive advantage among commercial banks in Nairobi County in Kenya. The obtained results demonstrate that both the direct and indirect relationships between talent management practices, employee engagement and organizational justice on sustainable competitive advantage were all positive and statistically significant.

5.4.1 Policy Implication of the Study

The results of the study addressed the main objective of the study which was to analyze the moderated mediation of organizational justice and employee engagement on the relationship between Talent Management Practices and sustainable competitive

advantage. The study concluded that Organizational justice had a positive and significant moderating effect on the conditional indirect relationship between Talent Management Practices and Sustainable Competitive Advantage through employee engagement. The study highlights the importance of integrating talent management practices, employee engagement, and organizational justice in the strategic / policy framework of commercial banks to achieve sustainable competitive advantage in the Commercial banks in Nairobi County.

The Policymakers and the bank management should use these findings to develop, implement and measure the impact of the comprehensive strategies and policies that foster a culture of talent management, employee engagement, and organizational justice at the workplace. Based on the research findings and conclusions provided, here are some strategic and policy implications for commercial banks in Nairobi County in Kenya aimed at achieving sustainable competitive advantage. The strategies and policies may also address the competitive strategies alongside challenges threatening survival of commercial banks which include: - high operating costs, internal & external frauds, upsurge in bad debts, decline in profitability, reduced market share, high provisions for doubtful & bad debts as a result of international financial reporting standards (IFRS) 9, violations to the Banking Acts and failure to retain talented bank employees:

Commercial banks should prioritize and have adequate financial resources / budgets to consistently support strategies on Talent Management Practices such as: - Resourcing, recruitment, talent retention, attraction, talent pool management, succession planning and performance management.

Consider creation of Talent Management departments in Commercial banks headed by a senior Human Resource Manager to identify talent consistently and objectively, conduct talent mapping with a view to consistently manage and periodic evaluation of employee life cycles from the recruitment stage to separation stage with clear strategies to manage employee career path, expected training needs, skills, jobs profiles, competencies, preparing employees to take up senior positions in future instead of employees being left to manage their own career path as seen in many commercial banks. This means that promotion should also be based on either talent or experience and not just on performance criteria or academic qualifications and not how well the employees present their competencies in interviews which may be parallel to actual performance after the interviews.

Banks should invest in business growth strategies with attention on acquiring enough skilled labour on time in :- credit, customer experience training .The development programs should be tailored to improve employee skills, capabilities and competencies (that are: - valuable, rare, inimitable and non-substitutable) , leadership skills , coaching and mentorship, customer service skills, credit appraisal skills, sales skills, relationship management skills as this was a key component of talent management practices linked to sustainable competitive advantage.

The sales skills will assist commercial banks to grow their reducing market share, grow the good loan book with a view of reducing their bad loans portfolio and retain their customer base and the market share. The commercial banks should address their profitability challenges by focusing on their profitable strategic business units or portfolio and move away from loss making business units. There should be corporate strategies to keep the strategic business unit “stars”, invest more in the “problem children” strategic business unit, milk the “cash cows” strategic business unit and divest

the “dogs” strategic business unit that are a liability to commercial banks. Commercial banks should therefore make a good portfolio mix of their SBUs to attain sustainable competitive advantage.

Commercial banks should invest in employee engagement and have measurable strategies aimed at implementing and internalizing positive influence of employee engagement at the workplace. Commercial banks should invest in creating a conducive work environment that fosters high levels of employee engagement. This can include offering opportunities for employee: -training, career development, advancement & promotion, recognition programs, employee commitment & empowerment programs, job enrichment & enlargement, relevant rewards and compensation incentives to motivate employees. Other initiatives can include: - work-life balance, corporate social responsibility, fair talent management programmes employee retention, promotion of OCB behaviors, good employee relations, employee safety, wellness & health, employee assistance programs, culture transformation that supports teamwork, a culture of excellence, treating each other with respect, high performance, execution of customer issues with speed, democracy, trusting and openness and strategies to deliver superior customer experience,

Given the significant impact of organizational justice on sustainable competitive advantage, Commercial banks should come up with strategies and policies that promote fairness and justice within the organization. This can be achieved through transparent policies, transparent communication strategies, fair performance evaluations or appraisals, acting appointment criteria giving employees equal chance and equitable treatment of employees. The policies and strategies on organizational justice should address issues related to:- Diversity, Discrimination, harassment and equity, distributive justice, procedural justice, informational justice, interpersonal, spatial and

temporal justice at the workplace. Perceived justice must be felt by employees in talent management practices: - resourcing, talent attraction, recruitment, training & development, promotions, performance management and talent tool management and in employee engagement initiatives. Organizational justice must be real and must be felt by all employees for it to have a positive impact on the commercial banks talent management practices, employee engagement and ultimately enhance competitiveness.

There should be robust and agile strategies for :- cost management, risk identification , management and control, wastage reduction, fraud and loss minimization, and driving organizational efficiency, innovations, turnaround time, quality assurance and good audit ratings

There should be a corporate strategy with a supporting organizational structure, supportive organizational purpose, values, culture, alignment to organizational objectives, goals, mission, vision statement.

The study may guide the policy makers to build a good image and reputation before the eyes of the organizations stakeholders positioning individual commercial banks as employer of choice or be the preferred employer in the environment they operate in through the adoption of a good and responsible talent management practices.

Satisfied and happy employees positively identify themselves with their employers, exceed the internal & external customer expectations. They also refer or advocate their organizations to their friends and families, which is critical in the era of shortage of talented employees. There should be regular surveys to assess organizational health index (OHI), employee exit interviews / feedback, co-worker support (rate my support) and assess employee satisfaction index.

5.4.2 Practical Management Implications

The study findings showed that there is a positive and significant relationship between talent management practices, employee engagement and sustainable competitive advantage in Nairobi County in Kenya. The study further found that at the higher levels of organizational justice (OJ) for all cadre of employees, the effect and impact of TMP on sustainable competitive advantage via employee engagement was higher. The following are the implications derived from the study findings which the CEOs, HR policy makers, Human resource practitioners and bank managers in commercial banks can adopt with a view to better utilize the human resource capital to achieve sustainable competitive advantage. All resources may be lost, but human resources will remain a distinguishing competence that will not be lost in unforeseeable future (Mohammad AtwahAlma'aitah et al, 2013). This calls for the management to come up with robust and proactive strategies to nurture and retain the talented employees.

The CEOs, HR Managers and bank managers should therefore be for people at the work place and get it right on the following: - talent management practices by being fair in employee:-attraction, recruitment, selection, placement, induction, training, development, performance management, succession planning and recognition. They should adopt the inclusive and a hybrid of inclusive & exclusive paradigm in selecting talented employees to the talent pool instead of relying on the exclusive paradigm which is widely criticized by employees. All employees should be treated as talented workers and not just the selected few, to consistently select high performers and high potential for talent management program or pool. The criteria of selecting talented employees must be transparent and frequently communicated to all employees. Poor performers should be developed through training, coaching and mentorship. The new employees should be sourced & recruited through a- transparent and a competitive process with no

form of canvassing and the new employees to be well trained before being deployed to work. There should be a career path for all employees and succession plans be in place for all cadre of employees with a clear road map. Coaching & mentorship should be carried out to all employees in an open and transparent manner. For commercial banks to be able to assess the effectiveness of talent management practices, measurement, monitoring and evaluations of the talent management practices should periodically be done.

Employee promotions should be based on meritocracy and employees should be encouraged, easily access the e-learning modules and supported through educational loans to undertake private studies to develop their competencies positioning them to take up senior leadership positions in future. There should be a robust talent management department manned by a senior talent officer to identify objectively & transparently; and develop talent for the commercial banks to thrive. Performance appraisals should be carried out periodically fairly and objectively. Poor performers should be supported to get them out of the Performance Improvement Plans (PIP) through coaching& mentorship rather than exiting them out of the commercial banks due to continued poor performance. 360 degrees feedback from peers, line managers and stakeholders should be provided to all employees during performance appraisals to improve co-worker support, reduce employee weaknesses, enhance employee strengths, drive high performance culture and to drive employee efficiency. Lastly, there should be scheduled programmes to: - engage all employees through regular meetings to listen to employees and to respond to their issues, recognize high performing employees, recognize the long serving employees, innovative employees, employee who go an extra mile, and the high potential employees through either

promotions to higher roles, hand written thank you letters, dinner, holiday, gift vouchers or through other forms of incentives, rewards and recognition.

On organizational justice, the CEOs, HR Managers, and the Bank Managers should ensure that there is both real and organizational justice at the workplace. They should therefore address the following in commercial banks to achieve the desired employee satisfaction, commitment, loyalty and retention. All employees should be treated equally with respect, civility, dignity, given equal opportunities for growth and treated fairly at the workplace without any form discrimination & intimidations. The disciplinary processes should be fair and objective. There should be zero tolerance on employee harassment and employee grievances / complaints must be expeditiously handled or resolved to the satisfaction of the affected employees.

All employees should be considered for succession planning & talent management programs; and not just confined to the selected few. There should be a good turnaround time in employee resourcing in filling employee gaps to avoid instances where employees act on a role for long only for someone else to be promoted or resourced externally to fill the same gap making unsuccessful acting employees demoralized, feel used and damped by the organization and to develop negative attitudes with high perception of unfairness. The allocation of resources, annual leave, workload allocations and the working tools should be fairly done. There should also be equality in pay, rewards & compensations for the same role / work done, for the same performance levels and any variances should be transparently explained. There should be satisfactory explanations & rationale on the decisions made provided to employees. Employee dignity, security, privacy, confidentiality & ethical values should be guaranteed, and that forced ranking is not used in employee performance appraisals unless they are just and fair.

The study found employee engagement as a variable that enhances or strengthens the relationship between talent management practices and the sustainable competitive advantage. This implies that Employees are critical to the achievement of the long-term competitive advantage. Employees who are engaged consistently outperform employees who are not engaged on a variety of critical performance standards (Harter, Schmidt & Hayes, 2002 and Gebauer, Lowman & Gordon, 2008). Companies with engaged employees have a stronger employee retention due to lower employee turnover and lower intent to leave the organization, as well as higher productivity, profitability, growth, and superior customer satisfaction (Meere, 2015). Companies with disengaged employees bleed talent, receive less commitment from employees, face greater absenteeism, experience high internal frauds and have less customer centricity, low productivity and low operating margins and reduced net profit margins (Sandhya, 2010). Commercial banks should encourage use of cross functional teams, quality circles teams to brainstorm on issues affecting the organization to improve teamwork, team relationship, reduce perceptions of unfairness on talent management, get high quality synergistic solutions and team cohesion.

The CEOs, the HR Managers and the bank managers of commercial banks should get it right on the following to ensure achievement of the desired employee engagement and sustainable competitive advantage: -Make deliberate efforts and have strategies in place to retain talented employees, have an internal employee recognition policy that builds employee loyalty, motivation and to boosts employee morale. There should be flexible working hours & work /life balance to motivate employees, ensure that employees do not leave the bank due to bad managers. The working environment should be good and conducive. Employees should have freedom to air their concerns and issues freely, freedom of associations without fear of being victimized for giving

honest & constructive feedback. Employees should be empowered to make business decisions. Employees should be satisfied with their jobs for them to be loyal, committed & emotionally connected to the commercial banks. Committed employees support talent management practices. There should be employee participation, and involvement in decision making. Employee engagement makes employees to volunteer to take up more duties and to go an extra mile without expecting any rewards leading to higher employee productivity, high performance culture and attainment of sustainable competitive advantage. The CEOs, the HR Managers and bank managers of commercial banks should also ensure that the top 4 factors for Employee Engagement:- exciting work, career growth/learning, relationships/working with great people or great teamwork; and supportive Management/ great boss (ONDAY, 2016) is delivered to employees to achieve the desired sustainable competitive advantage. Managers should regularly benchmark their employee engagement and retention strategies with the best in class in the market and in their industry for continuous improvement.

The demographic findings showed that the majority of the commercial bank employees interviewed were generation X and Y (80%). Managing generation Y employees is tough because of their psychographic attributes, behaviour, career aspirations and work place expectations like: disrespectful to authority/display arrogance/know it all attitude, unreasonable expectations for salary and benefits, spend too much time on internet and social media, restless , hyper , impatient, fun loving, partying, high staff turnover /change jobs too frequently, lack loyalty commitment, lack of clear focus on career, high ambitions which may lead to some being involved in internal frauds to get rich quickly. Generation Z consists of employees who were born after 1995 (Lanier, 2017). Generation Z are ambitious in achieving their personal goals. The generation likes to be independent hence they like to work alongside their studies. Too much shadowing

might not go well with them (Lanier, 2017). They like to join an organization that not only gives them freedom but also provides them with a competitive salary. They like to be loyal to their profession but not to the organization and thus, prefer to move from one organization to another organization that pays them higher salaries. Unlike the earlier generations, they are not content with what they do and often feel bored of doing repetitive jobs. They are not shy of learning new things and like to spend time on their smart phones, laptop, or other gadgets researching and learning new things (Zhitomirsky-Geffet and Blau, 2016). Generation Z are also quick, efficient, and can easily shift gears from one job to another. This explains why some commercial banks are changing the job titles of this cohort of employees from clerical to management status. The CEOs, HR managers and Bank Managers should therefore address the emerging challenges due to variations and differences in: -age, experience, orientations and employee lifestyle. The challenge calls for a visionary and transformational leadership style, training managers on leadership, counselling, relationship management, emotional intelligence, coaching and mentorship, cost management, credit management, communication, relationship management, career path planning, risk management and fraud prevention training, customer experience training, innovation and technology adoption, cost management, compliance and regulatory training on KYC (Know your customer) and AML (Anti-Money Laundering) , supportive organizational structures and a new approach to talent management practices.

Bad managers and bosses are among the number one causes of unhappiness, employee exit, frustrations, disengagement and employee stress at the work place in commercial banks in Kenya. Employees see the bank only through the lenses of their immediate bosses or line managers. Employees know when they are on shaky grounds and when

they are in safe hands with their line managers. Managers who keep throwing their employees under the bus will create an atmosphere of anxiety, toxic, tension and distrust. Employees who are treated well by their bosses would turn down a 10% salary increment to stay with a great boss. Employees who are treated fairly and who are rewarded fairly for their hard work will give 110% of their labour. It's too expensive to invest time, energy, and resources into dealing with the fallout with the bad bosses who compel their employees often the best performers and talented employees to leave the organization (Terina Allen, 2019).

The CEOs, HR policy makers, Hr Practitioners and Bank Managers should advocate for a good and a relevant leadership style that is for people, inspires, motivates employees, makes the working environment conducive & friendly making employees to be: -innovative, think outside the box, find it difficult to leave the organization and to enjoy working in the organization for a longer time enabling commercial banks to achieve sustainable competitive advantage.

Full implementation of the above recommendations will make the commercial banks to build a good image as an ethical, responsible organization and reputation before the eyes of their employees and other organizations stakeholders as employer of choice in the community they operate in or as the preferred employer through the adoption of a good Talent Management Practices, employee engagement and organizational justice. Satisfied and happy employees identify themselves and advocate, promote or market their organizations which is critical in light of shortage for talented employees in the market. The synergistic integration of employee engagement, talent management practices and organizational justice is also key: - in development of a culture of excellence, high performance culture for all employees and a good organizational health index (OHI) that sustains long term organizational performance.

5.4.3 Theoretical Implications

First, the study supports theory and contributes to the existing literature which has been established by other scholars that talent management practices, employee engagement and organizational justice have a positive and significant direct and indirect effect on sustainable competitive advantage.

Secondly, the results of the study support the existing knowledge that employee engagement enhances / strengthens the relationship between talent management and sustainable competitive advantage. The study reveals that organizational justice is a catalyst or a powerful variable that determines the direction and strength of the relationship between talent management practices and employee engagement and between talent management practices and sustainable competitive advantage in commercial banks in Nairobi County in Kenya.

Thirdly, the study findings support the RBV, Hertzberg and Equity Theory. The study findings implicate the RBV theory by recognizing that the following resource and capability traits:-VRIN (Valuable, Rare, inimitable and non-substitutable) as important in determining a firm's sustainable competitive advantage. According to the resource-based view, sustainable competitive advantage is predicated on the organization's valuable, uncommon, and difficult to duplicate resources, and human resources are one of those limited resources. The study also supports the Herzberg's Two-Factor Theory/Motivator-Hygiene. The theory determines what makes an employee to feel good or bad about their job (Saif et al., 2012). Regarding 'satisfiers', Herzberg noted that there were five features of work that bring about satisfaction, namely achievement, recognition, the job itself, responsibility and career advancement. At the other end of the spectrum, Herzberg identified institutional politics, the management approach, supervision, pay, organizational culture, relationships at work and the working

conditions as factors that may demoralize employees (Golshan, Kaswuri, Agashahi and Ismail, 2011). Further, the study supports equity theory that people are driven by a desire for justice. According to equity theory, employees compare their inputs and outcomes to the inputs and outcomes received by other employees. Employees invest in their jobs, and the outcomes are what they receive in return. Injustice at the work place is in:- salary scale differential for the same job and grade, disciplinary processes, employee performance appraisals, selection of talent, setting of targets, promotion processes, staff transfers & deployments , distribution of work, working hours, rewards and employee recognition. Managers must identify the areas of possible injustice and take proactive remedial actions.

Fourthly, The study findings gives important theoretical contributions to the scholarly literature by including moderated mediation of organizational justice on the indirect relationship between talent management practices and the sustainable competitive advantage through employee engagement thus providing greater predictive power than when testing the direct effects alone.

5.4.4 Limitations and Suggestions for Further Research

This study was done in Nairobi County targeting Commercial Banks employees with a target population of 3098. Due to the limited geographical scope and target population, this study should be replicated in all other Counties or the entire Banking industry with a wide scope and large target population as it might present different results. The study used a closed ended questionnaire in collecting quantitative data limiting the nature of responses received for analysis. Further studies should consider using a mixed method by collecting and analyzing both qualitative and quantitative data as these may reveal other issues that may influence commercial bank employees' perception on talent

management practices, employee engagement, organization justice and sustainable competitive advantage.

The following areas are recommended for further research: -

1. Talent management practices, employee engagement, organizational justice and sustainable competitive advantage in banking sector in Kenya and other sectors in Kenya. The study was limited to Nairobi County and there is need to conduct research in the entire banking industry and other industries to ascertain the nature of the existing direct and indirect relationship between talent management practices, employee engagement, organizational justice and sustainable competitive advantage.
2. Responsible Talent Management practices, organizational citizenship behavior and financial performance of commercial banks in Kenya. Most commercial banks appear to adopt the much-criticized exclusive paradigm in selecting employees to the talent pool due to perceptions of biasness on the part of managers, there is therefore need to examine the impact of inclusive paradigm and the hybrid paradigm of talent management effect to organizational citizenship behaviours and financial performance of commercial banks.
3. Analyze various dimensions (procedural, distributive, informational, interpersonal, temporal and spatial) of organizational justice on talent management practices, employee engagement in enhancing sustainable competitive advantages on commercial banks by applying structural equation modeling (SEM). There is scanty information in the current theoretical framework on the impact of both spatial and temporal justice on talent management practices, employee engagement, employee performance and firm performance.

4. Comparative studies on the impact of RBV on the top commercial banks in attaining sustainable competitive advantage with focus on other strategic assets and capabilities apart from the human resources.

The effect of generation Y and generation Z on Talent Management practices and sustainable competitive advantage. There is need to investigate the generational impact to talent management practices, how well to manage these cohort of employees to get their full engagement to achieve superior performance of commercial banks and sustainable competitive advantage.

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APPENDICES**Appendix I: Introduction Letter**

P.o Box 9925-30100

Eldoret

Dear respondent,

RE: INTRODUCTION LETTER

I am a Postgraduate student at Moi University School of Business & Economics pursuing a PhD degree in Business Management (Strategic Management option). The purpose of this research is to examine the effect of Talent Management Practices, Employee Engagement, Organizational Justice and Sustainable Competitive Advantage of the 42 Commercial Banks in Nairobi County in Kenya. This information is being sought solely for academic purposes and was treated with strict confidence. I humbly request for a few minutes of your time to answer the following few questions.

Thank you for your kind participation.

With regards,

Stephen Makewit Mosong (SBE/DPHIL/BM/15/16)

School of Business and Economics

Moi University,

Kenya.

Appendix II: Questionnaire**SECTION A: DEMOGRAPHIC PROFILE**

Kindly fill in the correct information (*Tick as appropriate*)

1. What is your Gender?

Male Female

2. What is your position in the organization?

Manager

Non- Manager

3. What is your age?

Less than 25 years

25 – 35 years

35 – 45 years

Above 45 years

4. What is the number of years you have worked in your bank?

Less than 5 years

5 – 15 years

15 – 25 years

Above 25 years

SECTION B: TALENT MANAGEMENT PRACTICES

Talent Attraction (TA)

5. Kindly, indicate the extent to which you agree with the following statements relating to TA in your bank compared to your competitors.

Note: (1=Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 =Agree, 5 = Strongly Agree).

	STATEMENT	1	2	3	4	5
TA1	Wages and salaries are competitive attracting the right talent					
TA2	All employees are treated as talented workers					
TA3	Consistently High performers are selected for talent management program					
TA4	In our organization new employees are sourced & recruited through a competitive process					
TA5	New employees are well trained before being deployed to work					

Talent Retention (TR)

6. Kindly, indicate the extent to which you agree with the following statements relating to TR in your bank compared to your competitors.

Note: (1=Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 =Agree, 5 = Strongly Agree).

	STATEMENT	1	2	3	4	5
TR1	Deliberate efforts are made by the management to retain talented employees					
TR2	We have an internal employee recognition policy that builds employee loyalty and morale					
TR3	My company has flexible working hours & work /life balance motivating our employees					
TR4	Employees do not leave the company due to bad managers					
TR5	Employees who have worked for a longer period are recognized					

Learning and Development (LAD)

7. Kindly, indicate the extent to which you agree with the following statements relating to LAD in your bank compared to your competitors.

Note: (1=Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 =Agree, 5 = Strongly Agree).

	STATEMENT	1	2	3	4	5
LAD1	In our company, we have a career path for all employees					
LAD2	Coaching & mentorship is carried out in this company					
LAD3	Promotion of employees is strictly done on merit					
LAD4	The organization supports private studies to develop employees					
LAD5	We have a talent department and a talent officer to identify & develop talent for the organization.					

Performance Management (PM)

8. Kindly, indicate the extent to which you agree with the following statements relating to PM in your bank compared to your competitors.

Note: (1=Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 =Agree, 5 = Strongly Agree).

	STATEMENTS	1	2	3	4	5
PM1	Performance appraisals are carried out transparently, fairly and objectively					
PM2	Poor performers exit the organizations if their performance does not improve despite support provided to them.					
PM3	Poor performers are supported, coached & mentored to improve their performance					
PM4	360 degrees feedback from peers and line managers during performance appraisals					
PM5	High performers are promoted to higher roles					
PM6	High performers are paid bonus					
PM7	Performance targets are SMART (Specific, Measureable, Achievable, Realistic and Time bound)					

SECTION C: EMPLOYEE ENGAGEMENT (EE)

9. Kindly, indicate the extent to which you agree with the following statements relating to EE in your bank compared to your competitors.

Note: (1=Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 =Agree, 5 = Strongly Agree).

	STATEMENTS	1	2	3	4	5
EE1	We have a good and conducive working environment					
EE2	We have freedom to air our concerns and issues freely					
EE3	We are empowered to make business decisions without fear					
EE4	Generally, employees are satisfied with their jobs					
EE5	Employees are loyal, committed & emotionally connected to the company					
EE6	Committed employees support talent management practices					
EE7	Committed employees are high performers					
EE8	There is participation and involvement of employees in decision making					
EE9	Employees volunteer to take more duties and to go an extra mile without expecting any rewards					

SECTION D: ORGANIZATIONAL JUSTICE (OJ)

10. Kindly, indicate the extent to which you agree with the following statements relating to OJ in your bank compared to your competitors.

Note: (1=Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 =Agree, 5 = Strongly Agree).

	STATEMENT	1	2	3	4	5
OJ1	All employees are treated equally and fairly at the work place					
OJ2	Disciplinary processes are to be fair					
OJ3	Managers treat all employees with respect					
OJ4	All employees are considered for succession planning & talent management program ; and not the selected few					
OJ5	Allocation of resources and working tools is fairly done					

OJ6	There is equality in pay, rewards & compensations for the same role / work done					
OJ7	Decision makers provide satisfactory explanations & rationale on decisions made					
OJ8	Employee dignity, security, privacy, confidentiality & ethical values are guaranteed					
OJ9	Forced ranking is not used in employee appraisals					

SECTION E: SUSTAINABLE COMPETITIVE ADVANTAGE (SCA)

11. Kindly, indicate the extent to which you agree with the following statements relating to SCA in your bank compared to your competitors.

Note: (1=Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 =Agree, 5 = Strongly Agree).

	STATEMENT	1	2	3	4	5
SCA1	Our Profitability has been growing consistently for the last 5 years					
SCA2	We have superior competitive strategies that are not easily replicated by competitors					
SCA3	Our products are superior and unique in the market					
SCA4	Our organization has been able to defend its competitive position					
SCA5	There has been a consistent growth of our market share					
SCA6	Our internal resources & capabilities are unique, rare and not easily duplicated					
SCA7	Our organization proactively responds to threats in the operating environment					

SCA8	Employees are the most valued resource in this organization					
SCA9	We are preferred by customers compared to other banks					
SCA10	Talented employees enables your organization to reduce challenges of bad debts and frauds					

Thank you for your time

Appendix III: Commercial Banks in Nairobi County in Kenya

Bank Name	Branches in Nairobi County
1. ABC Bank (Kenya)	3
2. Absa Bank Kenya	30
3. Access Bank Kenya	2
4. Bank of Africa	5
5. Bank of Baroda	3
6. Bank of India	4
7. Citibank	3
8. Charterhouse Bank	4
9. Consolidated Bank of Kenya	3
10. Cooperative Bank of Kenya	35
11. Commercial Bank of Africa	3
12. Credit Bank	2
13. Development Bank of Kenya	1
14. Diamond Trust Bank	10
15. Dubai Islamic Bank	3
16. Ecobank Kenya	3
17. Equity Bank Kenya	25
18. Family Bank	12
19. Fidelity Bank	2
20. First Community Bank	5
21. Guaranty Trust Bank Kenya	4
22. Guardian Bank	3
23. Gulf African Bank	3
24. Habib Bank AG Zurich	2
25. Housing Finance Company	6
26. I&M Bank	10
27. Jamii Bora Bank	1
28. KCB Bank (K) Ltd	32
29. Mayfair Bank	3
30. Middle East Bank Kenya	2
31. M Oriental Bank	2

32. National Bank of Kenya	8
33. NCBA Bank Kenya	27
34. Paramount Universal Bank	4
35. Prime Bank (Kenya)	8
36. SBM Bank Kenya	20
37. Sidian Bank	5
38. Spire Bank	5
39. Stanbic Holdings Plc	8
40. Standard Chartered Kenya	11
41. United Bank for Africa	3
42. Victoria Commercial Bank	4
TOTAL	329

Source: CBK Report (2020)

Appendix IV: Target Population

Name of Bank	Branches in Nairobi County	Target Population
1. ABC Bank (Kenya)	3	33
2. Absa Bank Kenya	30	240
3. Access Bank Kenya	2	22
4. Bank of Africa	5	50
5. Bank of Baroda	3	25
6. Bank of India	4	30
7. Citibank	3	24
8. Charterhouse Bank	4	26
9. Consolidated Bank of Kenya	3	32
10. Cooperative Bank of Kenya	35	340
11. Commercial Bank of Africa	3	18
12. Credit Bank	2	18
13. Development Bank of Kenya	1	10
14. Diamond Trust Bank	10	90
15. Dubai Islamic Bank	3	26
16. Ecobank Kenya	3	24
17. Equity Bank Kenya	25	290
18. Family Bank	12	140
19. Fidelity Bank	2	16
20. First Community Bank	5	45
21. Guaranty Trust Bank Kenya	4	27
22. Guardian Bank	3	18
23. Gulf African Bank	3	26
24. Habib Bank AG Zurich	2	18
25. Housing Finance Company	6	40
26. I&M Bank	10	56
27. Jamii Bora Bank	1	10
28. Kenya Commercial Bank	32	400
29. Mayfair Bank	3	24
30. Middle East Bank Kenya	2	16
31. M Oriental Bank	2	14

32. National Bank of Kenya	8	70
33. NCBA Bank Kenya	27	265
34. Paramount Universal Bank	4	36
35. Prime Bank (Kenya)	8	64
36. SBM Bank Kenya	20	190
37. Sidian Bank	5	45
38. Spire Bank	5	40
39. Stanbic Holdings Plc	8	66
40. Standard Chartered Kenya	11	120
41. United Bank for Africa	3	24
42. Victoria Commercial Bank	4	30
TOTAL	329	3098

Source: CBK Report (2020)

Appendix V: Sample Size

Name of Bank	Branches in Nairobi County	Target Population	Sample Size
1. ABC Bank (Kenya)	3	33	4
2. Absa Bank Kenya	30	240	26
3. Access Bank Kenya	2	22	4
4. Bank of Africa	5	50	6
5. Bank of Baroda	3	25	4
6. Bank of India	4	30	2
7. Citibank	3	24	2
8. Charterhouse Bank	4	26	4
9. Consolidated Bank of Kenya	3	32	4
10. Cooperative Bank of Kenya	35	340	38
11. Commercial Bank of Africa	3	18	4
12. Credit Bank	2	18	4
13. Development Bank of Kenya	1	10	4
14. Diamond Trust Bank	10	90	12
15. Dubai Islamic Bank	3	26	2
16. Ecobank Kenya	3	24	2
17. Equity Bank Kenya	25	290	32
18. Family Bank	12	140	16
19. Fidelity Bank	2	16	2
20. First Community Bank	5	45	6
21. Guaranty Trust Bank Kenya	4	27	4
22. Guardian Bank	3	18	2
23. Gulf African Bank	3	26	4
24. Habib Bank AG Zurich	2	18	2
25. Housing Finance Company	6	40	4
26. I&M Bank	10	56	6
27. Jamii Bora Bank	1	10	2
28. Kenya Commercial Bank	32	400	46
29. Mayfair Bank	3	24	4

30. Middle East Bank Kenya	2	16	3
31. M Oriental Bank	2	14	2
32. National Bank of Kenya	8	70	8
33. NCBA Bank Kenya	27	265	30
34. Paramount Universal Bank	4	36	2
35. Prime Bank (Kenya)	8	64	6
36. SBM Bank Kenya	20	190	22
37. Sidian Bank	5	45	2
38. Spire Bank	5	40	2
39. Stanbic Holdings Plc	8	66	8
40. Standard Chartered Kenya	11	120	13
41. United Bank for Africa	3	24	2
42. Victoria Commercial Bank	4	30	2
TOTAL	329	3098	354

Appendix VI: Approval Letter by the University



**MOI UNIVERSITY
POSTGRADUATE OFFICE
SCHOOL OF BUSINESS AND ECONOMICS**

Tel: 0790940508
0771336914
0736138770
Fax No: (053) 43047
Telex No. MOIVARSITY 35047

P.O. Box 3900
Eldoret.
Kenya

RE: MU/SBE/PGR/ACD/21B

DATE: 4th August, 2022

TO WHOM IT MAY CONCERN:

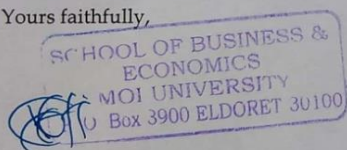
RE: STEPHEN MAKEWIT MOSONG - SBE/D.PHIL/BM/15/16

The above named is a bonafide student of Moi University, School of Business & Economics, undertaking **Doctor of Philosophy in Business Management**, specializing in **Strategic Management**.

He has successfully completed coursework, defended his proposal, and is proceeding to the field to collect data for his research titled: *"Talent Management Practices, Employee Engagement, Organizational Justice and Perceived Sustainable Competitive Advantage of the Commercial Banks"*.

Any assistance accorded to him will be highly appreciated.

Yours faithfully,








DR. RONALD BONUKE
ASSOCIATE DEAN AND CHAIR-POSTGRADUATE STUDIES

/pn



(ISO 9001:2015 Certified Institution)

Appendix VII: Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 708503	Date of Issue: 07/September/2022
RESEARCH LICENSE	
	
<p>This is to Certify that Mr., Stephen Makewit Mosong of Moi University, has been licensed to conduct research in Nairobi on the topic: TALENT MANAGEMENT PRACTICE, EMPLOYEE ENGAGEMENT, ORGANIZATIONAL JUSTICE AND PERCEIVED SUSTAINABLE COMPETITIVE ADVANTAGE OF THE COMMERCIAL BANKS IN NAIROBI COUNTY IN KENYA, for the period ending : 07/September/2023.</p>	
License No: NACOSTI/P/22/19850	
708503	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	

Appendix VIII-Regression Outcome

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 ^a	.619	.612	.59832

a. Predictors: (Constant), OJ, Experience, TMP, Gender, EE, Age

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.844	6	30.641	85.591	.000 ^b
	Residual	113.125	316	.358		
	Total	296.969	322			

a. Dependent Variable: SCA

b. Predictors: (Constant), OJ, Experience, TMP, Gender, EE, Age

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.114	.229		4.871	.000
	Experience	.172	.098	.143	1.745	.082
	Age	-.120	.104	-.094	-1.147	.252
	Gender	.057	.068	.029	.831	.406
	TMP	.450	.031	.580	14.423	.000
	EE	.235	.029	.330	8.062	.000
	OJ	.101	.031	.118	3.302	.001

a. Dependent Variable: SCA

ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.999	3	2.000	4.837	.011 ^b
	Residual	7.855	19	.413		
	Total	13.855	22			

a. Dependent Variable: SCA

b. Predictors: (Constant), What is the number of years you have worked in your bank, What is your gender, What is your age

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.915	4	2.479	11.326	.000 ^b
	Residual	3.940	18	.219		
	Total	13.855	22			

a. Dependent Variable: SCA

b. Predictors: (Constant), TMP, What is the number of years you have worked in your bank, What is your gender, What is your age

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.670	5	2.334	18.159	.000 ^b
	Residual	2.185	17	.129		
	Total	13.855	22			

a. Dependent Variable: SCA

b. Predictors: (Constant), EET, What is the number of years you have worked in your bank, What is your gender, What is your age, TMP

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.322	6	2.054	21.437	.000 ^b
	Residual	1.533	16	.096		
	Total	13.855	22			

a. Dependent Variable: SCA

b. Predictors: (Constant), OJJ, What is the number of years you have worked in your bank, What is your gender, What is your age, EET, TMP

MODERATION OF PATH A

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 1

Y : EE

X : TMP

W : OJ

Sample

Size: 323

OUTCOME VARIABLE:

EE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5331	.2842	1.3182	42.2208	3.0000	319.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
constant	4.2151	.6758	6.2367	.0000	2.8854 5.5448
TMP	.1415	.1709	.8276	.4085	-.1948 .4777
OJ	-.5786	.1717	-3.3709	.0008	-.9164 -.2409
Int_1	.1044	.0439	2.3744	.0182	.0179 .1908

Product terms key:

Int_1 : TMP x OJ

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p
X*W	.0127	5.6378	1.0000	319.0000 .0182

Focal predict: TMP (X)

Mod var: OJ (W)

Conditional effects of the focal predictor at values of the moderator(s):

OJ	Effect	se	t	p	LLCI	ULCI
2.0000	.3502	.0911	3.8421	.0001	.1709	.5295
4.0000	.5589	.0534	10.4700	.0000	.4538	.6639
5.0000	.6632	.0769	8.6231	.0000	.5119	.8145

***** ANALYSIS NOTES AND ERRORS *****

MODERATING PATH C'

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 1

Y : SCA

X : TMP

W : OJ

Sample

Size: 323

OUTCOME VARIABLE:

SCA

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7377	.5442	.4243	126.9423	3.0000	319.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
constant	1.0856	.3835	2.8311	.0049	.3312 1.8400
TMP	.8143	.0970	8.3970	.0000	.6235 1.0051
OJ	.2954	.0974	3.0335	.0026	.1038 .4871
Int_1	-.0664	.0249	-2.6647	.0081	-.1155 -.0174

Product terms key:

Int_1 : TMP x OJ

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p
X*W	.0101	7.1006	1.0000 319.0000	.0081

Focal predict: TMP (X)

Mod var: OJ (W)

Conditional effects of the focal predictor at values of the moderator(s):

OJ	Effect	se	t	p	LLCI	ULCI
2.0000	.6814	.0517	13.1783	.0000	.5797 .7832	
4.0000	.5485	.0303	18.1125	.0000	.4889 .6081	
5.0000	.4821	.0436	11.0476	.0000	.3962 .5679	

***** ANALYSIS NOTES AND ERRORS *****

MEDIATION

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4

Y : SCA

X : TMP

M : EE

Sample

Size: 323

OUTCOME VARIABLE:

EE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4956	.2456	1.3807	104.4872	1.0000	321.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
constant	2.0141	.2071	9.7246	.0000	1.6067 2.4216
TMP	.5405	.0529	10.2219	.0000	.4365 .6445

OUTCOME VARIABLE:

SCA

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7755	.6013	.3700	241.3397	2.0000	320.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
constant	1.7604	.1220	14.4305	.0000	1.5204 2.0004
TMP	.4471	.0315	14.1880	.0000	.3851 .5091
EE	.2178	.0289	7.5390	.0000	.1610 .2747

DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4471	.0315	14.1880	.0000	.3851	.5091

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
EE	.1177	.0284	.0671 .1793

MODERATED MEDIATION

Run MATRIX procedure:

PROCESS Procedure for SPSS Version 3.5 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 8

Y : SCA

X : TMP

M : EE

W : OJ

Sample

Size: 323

OUTCOME VARIABLE:

EE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5331	.2842	1.3182	42.2208	3.0000	319.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
constant	4.2151	.6758	6.2367	.0000	2.8854 5.5448
TMP	.1415	.1709	.8276	.4085	-.1948 .4777
OJ	-.5786	.1717	-3.3709	.0008	-.9164 -.2409
Int_1	.1044	.0439	2.3744	.0182	.0179 .1908

Product terms key:

Int_1 : TMP x OJ

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p
X*W	.0127	5.6378	1.0000	319.0000 .0182

Focal predict: TMP (X)

Mod var: OJ (W)

Conditional effects of the focal predictor at values of the moderator(s):

OJ	Effect	se	t	p	LLCI	ULCI
2.0000	.3502	.0911	3.8421	.0001	.1709	.5295
4.0000	.5589	.0534	10.4700	.0000	.4538	.6639
5.0000	.6632	.0769	8.6231	.0000	.5119	.8145

OUTCOME VARIABLE:

SCA

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7955	.6329	.3428	137.0562	4.0000	318.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
-------	----	---	---	------	------

constant	.0305	.3651	.0836	.9334	-.6877	.7488
TMP	.7789	.0873	8.9263	.0000	.6072	.9506
EE	.2503	.0286	8.7663	.0000	.1941	.3065
OJ	.4403	.0891	4.9422	.0000	.2650	.6156
Int_1	-.0926	.0226	-4.0940	.0001	-.1370	-.0481

Product terms key:

Int_1 : TMP x OJ

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0193	16.7608	1.0000	318.0000	.0001

Focal predict: TMP (X)

Mod var: OJ (W)

Conditional effects of the focal predictor at values of the moderator(s):

OJ	Effect	se	t	p	LLCI	ULCI
2.0000	.5938	.0475	12.4900	.0000	.5002	.6873
4.0000	.4086	.0316	12.9509	.0000	.3466	.4707
5.0000	.3161	.0436	7.2571	.0000	.2304	.4018

DIRECT AND INDIRECT EFFECTS OF X ON Y

Conditional direct effect(s) of X on Y:

OJ	Effect	se	t	p	LLCI	ULCI
2.0000	.5938	.0475	12.4900	.0000	.5002	.6873
4.0000	.4086	.0316	12.9509	.0000	.3466	.4707
5.0000	.3161	.0436	7.2571	.0000	.2304	.4018

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

TMP -> EE -> SCA

OJ	Effect	BootSE	BootLLCI	BootULCI
2.0000	.0876	.0328	.0306	.1615
4.0000	.1399	.0291	.0871	.2013
5.0000	.1660	.0356	.1001	.2381

Index of moderated mediation:

Index	BootSE	BootLLCI	BootULCI
OJ	.0261	.0134	.0005 .0527