Exploring the Confirmatory Factor Analysis of the Talent Management Practices (TMP) in Private Sector Banks

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Abstract: *TM aims to systematically recruit, identify, train, engage/retain, and deploy high-performance and high-potential personnel to fill essential jobs that have a major impact on an organization's long-term competitive advantage. The nature of social science is used in this study. The writer must perform a CFA analysis on the research topic of talent management techniques in order to determine the measurement's fitness model. Specifically, one of the five characteristics in this study is the suggested model for evaluating fitness ease of use. To increase the measuring model's capabilities and fitness, "Talent Acquisition, Talent Development, Talent Engagement, Performance Appraisal, and Succession Planning" will be implemented in these areas. The five predictors of talent management practices have an impact on banking performance, according to multiple regression analysis. The researcher suggested that all organizations and the financial sector use these variables, and that talent management practices be applied sustainably to all industries, particularly the banking sector (both public and private). Private sector banks in Tamil Nadu's Virudhunagar district could adopt this idea of talent management methods as we know him and the private sector bakers should enhance the performance of the private sector banks by selecting well-employed individuals at the banking level.*

Keywords*: Talent management, Confirmatory factor analysis, Talent Development, Acquisition, Engagement, Performance Appraisal, Succession Planning.*

Introduction

To fill critical positions that significantly affect an organization's long-term competitive advantage, TM seeks to systematically recruit, identify, train, engage/retain, and deploy high-performance and high-potential employees. (Akar and Sharma, 2018) Talent management, also referred to as succession planning, is a common definition of TM. According to this viewpoint, one of the most important tasks to guarantee the continual supply of component staff is to build "pipelines of talents" (Lewis & Heckman, 2006; Sharif Hosen et al, 2018). In addition to preventing regression assumption violations, CFA will determine the researcher's efforts to improve the latent measurement model's ability to draw conclusions more accurately and effectively. (Mamat,I et al, 2014) "Exploratory factor analysis is used to identify the underlying factors or latent

variables for a set of variables. The analysis accounts for the relationships (i.e., correlations, covariation, and variation) among the items (i.e., the observed variables or indicators). Exploratory factor analysis is based on the *common factor model*, where each observed variable is a linear function of one or more common factors (i.e., the underlying latent variables) and one unique factor (i.e., error- or item-specific information). It partitions item variance into two components: *(1)* Common variance, which is accounted for by underlying latent factors, and *(2)* unique variance, which is a combination of indicator-specific reliable variance and random error. Exploratory factor analysis is often considered a data-driven approach to identifying a smaller number of underlying factors or latent variables. It may also be used for generating basic explanatory theories and identifying the underlying latent variable structure; however, CFA testing or another approach to theory testing is needed to confirm the EFA findings" (Haig, 2005). When expanding a measure, EFA may be used as an exploratory first step. CFA may then be used as a second step to see if the structure identified in the EFA is applicable in a different sample. CFA is handed down in subsequent disputes to verify the factor structure found in the EFA.

Social work Dealings that are fit aimed at use with a assortment of populations and have strong validity and reliability are essential for researchers. CFA can be applied to a variety of tasks, like as but not imperfect to the creation of new measures, assessment of the psychometric possessions of both original and pre-existing measures, and scrutiny of method effects. Affording to Cronbach and Meehl (1955), 'Examining a measure of an attribute (or construct) that is neither directly measured or operationally defined is known as construct validity'. In order to determine construct validity, the researcher looks into specific hypotheses about the relationship between the measure and other theoretically based measures. This study uses the nature of social science. Talent Management Practices as research topic to be examined for CFA analysis in order for the writer to manages to determine the measurement's fitness model. This paper specifically includes five variables, including the suggested model for measuring fitness ease of use. "Talent Acquisition, Talent Development, Talent Engagement, Performance Appraisal and Succession Planning", that will be going on in these dimensions to improve the measurement model's capabilities and fitness.

Literature Reviews

Many of the studies this concept of tools used for the factors are confirmed because the statement is interred related to another statements. So that confirm the talent management practices is five dimensions the following talent acquisition, development, engagement, performance appraisal and succession planning is co-variated in the factors. (Razzaq, A, R, B, A et al, 2020) Is finds in order to regulate the aspect loading for each of the elements—job type, work environment, and time—confirmatory factor analysis acknowledged obtainable. The findings of the investigation demonstrate that both components exhibit the proper fit and satisfy every validation requirement. However, compatibility is not shown by the work type factor. Although the factors manipulating special tutoring trainer loading have been the subject of several local and international studies, the use of the SEM analysis approach with AMOS is still underdeveloped. (Malhotra, Hall, Shaw, & Oppenheim, 2007, Costa, V, and Sarmento, R, 2019). CFA is a practice that "seeks to confirm if the number of factors (or constructs) and the loadings of observed (indicator) variables on them conform to what is expected on the basis of theory" The impact of talent management practices on organizational performance in the Pakistan banking recommends the implementation of strategic HR policies, leadership development, and evidence-based decision-making to enhance the efficiency of talent management. Future research should establish moderating and mediating variables influencing the effectiveness of talent management in emerging economies. (Shabeer,

R, M and Mahmood, H, 2025) Attracting and keeping top personnel is a challenge for the banking sector. Employees having specialized knowledge and abilities, such as financial knowledge and familiarity with banking rules, are frequently needed by banks. (HR and Banking Industry in 2024) "Putting the right person or skill in the right place ends in a good output of the organization" (Schuster, 1986). The company must continue these procedures if it wants to increase its performance in these areas and maintain sustainability. The bank must update the guidelines for all personnel management procedures. (Dejene Degefa, 2018). Staff turnover is expected to be lower in organizations with strong training programs than in those with inadequate staff development. When workers believe that the training and development they have started will benefit them as well, they work for the organization's advantage. (Ugonna I et al[4], 2015). HCM "Human Capital Management" and HRIS "HR Information System" are other names for talent management. The ultimate significant company function to be automated with thorough data collection and analytics is talent management. Because of this, a lot of businesses are more knowledgeable about their laptops than their employees. The procedures and data needed to draw in, engage, reward, and cultivate a high-performing staff are provided by analytics-connected the "recruiting, performance, compensation, learning and development, and succession management systems". The visions administrators require to have the accurate talent performing the exact work at the right time are provided by talent intelligence-enabled talent management tools and processes. Talent genuinely propels improved corporate performance in this way. (Divya Jain[3], et al – 2012) the tactics used by private sector banks to engage their workforce and retain their core personnel. It also seeks to offer recommendations on what these banks ought to prioritise in order to secure victory in the talent battle. (Prathiba.S and Lalitha. B – 2014). It is crucial for today's business since managers' only "mantra" these days is talent. For the long-term success of the company, it is therefore advised that both domestic and multinational corporations embrace the talent management techniques and incorporate them into their business plans. Kamjula,N – (2012).

Problem of the Study

It is crucial to strategically connect talent management techniques with organisational goals in order to improve organisational performance. Encouraging ongoing training and development initiatives will give staff members the skills they need and improve output. Putting in place transparent, performance-based incentive programs can help with retention and motivation. Putting money into leadership development programs will strengthen management and decision-making skills. Organisations will also be able to monitor the effectiveness of people management strategies and enhance decision-making using data-driven HR decisions. The criteria are confirmed by the study's focus on personnel management strategies. (Shabeer, R, M and Mahmood, H, 2025)

Reason for analysis:

Does the confirmatory factor analysis necessitate talent management practices? because the study's private sector banks' talent management procedures are covariate with the dimensions of the factors?

Objectives of the study

There remain following objectives:

- To Learning the Confirmatory Factor Analysis
- To analyze the Confirmatory Factor Analysis of Practices in Talent Management

Hypothesis of the Study

- There is no significant difference between Age group, working experience of employees and banking performance
- There is no significant relationship between Talent Management Practices and Banking

performance of the Private Sector Banks of Virudhunagar District

Methodology and Design of the Research

The study's basis is provided by primary and secondary data combined. Primary data was gathered from employees of a commercial private bank in the Virudhunagar region using a questionnaire. The primary sources of secondary data include encyclopaedias, journals, reports, books and publications by factory inspectors, websites, and so on. The Virudhunagar district is home to eleven private sector commercial banks. Using stratified random selection, the researcher chooses 60 workers from private sector banks in the Virudhunagar district. The researcher contacts the 60 employees and sets up interviews with them in order to gather data.

Data Analysis

With the aid of SPSS and AMOS, the assembled data has been inspected and subjected to the proper statistical techniques, such as the Reliability Test, ANOVA, Regression, and Confirmatory Factor Analysis.

Confirmatory Factor Analysis of Talent Management Practices

A complex statistical method called factor analysis (CFA) is used to confirm the factor structure of a collection of observed variables. It enables researchers to test the hypothesis that there is a relationship between the latent constructs that underlie observed variables. CFA is separate from Exploratory Factor Analysis (EFA) (Ibrahim Mamat etal,2014), where the constructions of a data is non predefined and is instead determined concluded the analysis. The goals of their research were accomplished by the using basic equation modeling in Confirmatory Factor Analysis (CFA). This application assists as a tool for evaluating the latent measurement model's fitness. In addition to avoiding breaking the regression assumption in statistical analysis, this application will assist researchers in preventing incorrect estimations once we wish to expect the strength, significance, reputation, and determination of this variable quantity included in the model. Talent Management Practices, is five dimensions for "Talent Acquisition, Talent Development, Talent Engagement Performance Appraisal and Succession Planning". The researcher secondhand to analyze the confirmatory factor analysis for confirm the construct all the dimensions.

Reliability of Talent Management Practices

The approach that is most frequently utilized is Cronbach's Alpha, "which measures reliability and internal consistency". 'A widely recognized guideline for use Cronbach's alpha to characterize internal consistency is' (Rui Sarmento & Costa, 2017, Costa, V, and Sarmento, R, 2019): "0 to 0.49 unacceptable; 0.50 to 0.59 poor; 0.60 to 0.69 questionable; 0.70 to 0.79 acceptable; 0.80 to 0.89 good and from 0.9 to 1 excellent However, other substitutes have been adopted, such as Construct Reliability (CR)". Hair, (2009) defines that CR as the "measure of reliability and internal consistency of measured variables that represent a latent construct." 'The CR should be measured before the validity of the idea be assessed. 'Internal reliability. This reached when the Cronbach Alpha value is greater than 0.70 or higher' (Nunnally, 1978), 'Construct Reliability. The latent construct is represented by the internal consistency and reliability of the measured variables. For construct dependability to be achieved, CR > 0.60 is needed. (Nully and Bernstein, 1994). The standard Cronbach Alpha formula is given below:

$$\alpha = \frac{N * \bar{c}}{\bar{v} + (N-1) * \bar{c}}$$

Where,
N = Number of Items
c = mean covariance between items.
v = mean item variance.

Table 1: Reliability of Talent Management Practices

Variables	Cronbach's Alpha	No. of Items
Talent Acquisition	0.896	13
Talent Development	0.854	10
Talent Engagement	0.897	11
Performance Appraisal	0.875	8
Succession Planning	0.849	6

Sources: *Computed Value with the support of SPSS*

The calculated value of Cronbach's Alpha is Talent Acquisition 0.896 for 13 items; Talent Development 0.854 for 10 items; Talent Engagement 0.897 for 11 items; Performance Appraisal 0.875 for 8 items and Succession Planning 0.849 for 6 items used for analysis. The value is under the good range (i.e., between 0.80 and 1.00). It's decided that the factors are hand-me-down to portion the employee's opinion are found to be reliable and have an good level of internal consistency.

Fitness of Measurement Model

"The author had explained the purpose of implement fitness in measurement model. In structural equation modeling, there are a series of goodness of fit indexes that reflects the fitness of the model to the data at hands. At the moment, there is no agreement among the researchers and scholars which fitness indexes should be reported since they have an abundance of fitness in structural equation modeling. Wan Mohamad (2013), Holmes-Smith (2006) and Mamat, I et al, (2014) recommend the use of at least three fit indexes by including at least one index from each category of model fit. The three fitness categories are absolute fit, incremental fits, and parsimonious fit.

'Absolute fit is to be said have had three types indexes namely Discrepancy Chi-Square (Chisq), Root Mean Square Error Approximation (RMSEA) (Kausar MN,et al, 2023)., and Goodness of Fit Index (GFI). In the accordance of Wheaton et al. (1977) and, Mamat, I et al, (2014) discrepancy chi-square is very sensitive to the sample size and the level of acceptance once higher than 0.05'. 'Browne and Cudeck (1993) recommend the use of RMSEA should be accept in the range of 0.05 to 1.00, in particular, the lower value is said to be a good level. Jareskog and Stirborn (1984) suggest the value should be higher than 0.90 to be a good fit at the data hands'. 'Incremental fits have four types indexes namely Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), and Normed Fit Index (NFI)', Tanaka and Huba (1985), Bentler (1990), Bentler and Bonnet (1980), and Bollen (1989) stating all the indexes should be above 0.90 to be a good fit. The poor fit whereby below than 0.90 should be addressed issue to enhance the fitness of measurement model before proceed the structural model. Marsh and Hocevar (1985) present the only one of Parsimonious fit is represented by Chi-Square over degree of freedom whereby should be below than 5.0 to be acceptance in fitness of measurement model". Mamat, I et al, (2014).

Results and Discussion of Talent Management Practices

The talent management practices all the factors confirm that latent variables (Statement) this variable covariate that the confirm the factors. the following factors are confirmed: The model fit's outcomes test for confirmatory Factor Analysis, Source: AMOS Output are following descriptive type

Talent Acquisition

The term "talent acquisition" describes the procedure of determining and acquiring skilled workers to meet your organizational needs. To fill unfilled jobs in a company, the talent acquisition team is in charge of finding, obtaining, evaluating, and employing individuals. The

following figure. 1 Confirmed the all statements for achieving Recommended values.

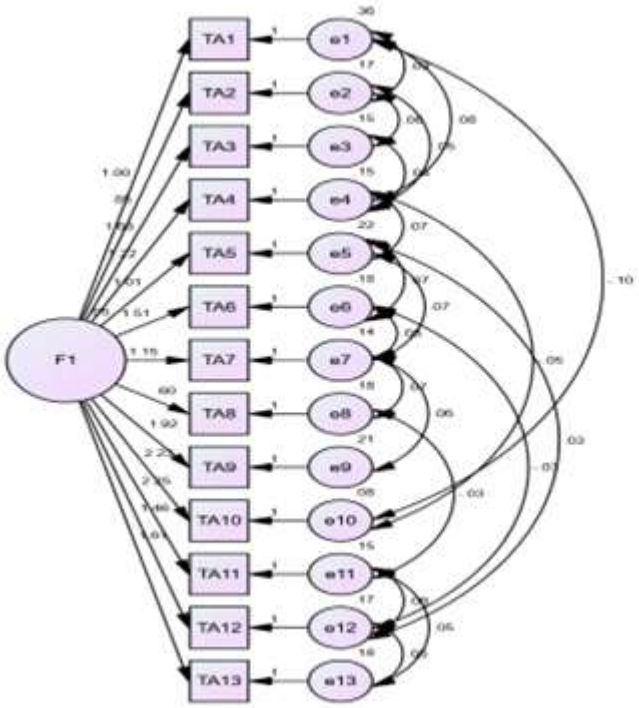

Figure 1: Talent Acquisition

Results of Fit Indices in CFA Model of Talent Acquisition

The outcomes of the confirmatory factor analysis model fit test of Talent Acquisition are shown in the Table 2.

Table 2: Fit Indices of the CFA Model

Category Name	Term of Index	Gained Value	Proposed Value	Effect
Absolute Fit	RMSEA	0.080	= 0.05 – Very Good, <0.05, 0.08- Good, <0.08,0.10 - Suffering, and > 0.10 - Bad	Achieved
	GFI	0.876	GFI >0.90/>0.80	Achieved
Incremental Fit	AGFI	0.755	AGFI >0.90/>0.80	Achieved
	CFI	0.958	CFI >0.90/>0.80	Achieved
	TLI	0.929	TLI >0.90/>0.80	Achieved
	NFI	0.871	NFI >0.90/>0.80	Achieved
Parsimonious Fit	CMIN/DF	1.373	Chi – Square/ df <3.0/<5.0	Achieved

Source: *AMOS Output*

Hence, Table. 2 represents the CFA results of Talent Acquisition, all the fit indices have obtained the required level of acceptance.

Talent Development

Talent development is the organizational process of positioning employees for career advancement in a way that aligns with the company's mission. This includes identifying workers' aptitudes and goals and helping them develop the knowledge and skills they need to achieve those goals and fill the needs of the company. (Jennifer Sokolowsky, 2025) The following figure this dimension confirmed the all statements.

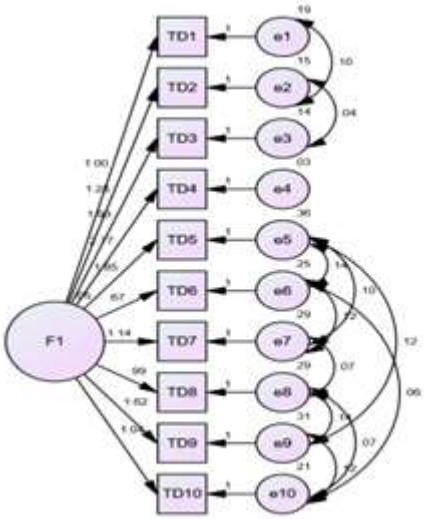

Figure 2: Talent Development

Result of Fit Indices in the CFA Model of Talent Development

The grades of the model fit test for confirmatory factor analysis of Talent Development are shown in the Table 3.

Table 3: Fit Indices of the CFA Model

Category Name	Term of Index	Gained Value	Proposed Value	Effect
Absolute Fit	RMSEA	0.033	= 0.05 – Very Good, <0.05, 0.08- Good, <0.08,0.10 - Suffering, and > 0.10 - Bad	Achieved
	GFI	0.922	GFI >0.90/>0.80	Achieved
Incremental Fit	AGFI	0.820	AGFI >0.90/>0.80	Achieved
	CFI	0.994	CFI >0.90/>0.80	Achieved
	TLI	0.990	TLI >0.90/>0.80	Achieved
	NFI	0.919	NFI >0.90/>0.80	Achieved
Parsimonious Fit	CMIN/DF	1.063	Chi – Square/ df <3.0/<5.0	Achieved

Source: *AMOS Output*

Table 3 represents the CFA results of Talent Development. The value of Root Mean Square Error of Approximation (RMSEA) obtained value is 0.033, which is less than the recommended value of 0.08; Goodness of Fit Index (GFI) is 0.922, which is greater than the suggested value of 0.90; Adjusted Goodness of Fit Index (AGFI) is 0.820, Comparative Fit Index (CFI) is 0.994; Tucker Lewis Index (TLI) is 0.990; Normed Fit Index (NFI) is 0.919; these morals are within the suitable level of fit indices; CMIN (Chi-square /Degrees of Freedom) value is 1.063 which is less than the acceptable level of 3.0/5.0. Hence all the fit indices have obtained the required level of acceptance.

Talent Engagement

Talent engagement is a top retention tool as it helps the employees feel valued, stay committed and motivated to high performance, driving greater business outcomes for the organization. The following figure.3 confirmed the all the variables.

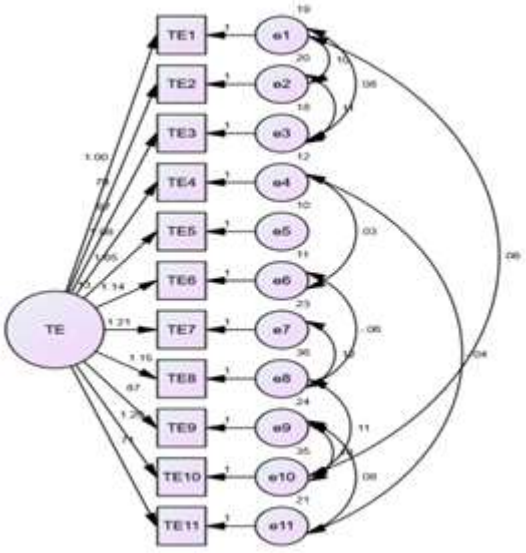

Figure 3: Talent Engagement

Result of Fit Indices in the CFA Model of Talent Engagement

The consequences of the model fit test for confirmatory Factor Analysis of Talent Engagement are shown in Table 4.

Table 4: Fit Indices of the CFA Model

Category Name	Term of Index	Gained Value	Proposed Value	Effect
Absolute Fit	RMSEA	0.078	= 0.05 – Very Good, <0.05, 0.08-Good, <0.08,0.10 - Suffering, and > 0.10 - Bad	Achieved
	GFI	0.888	GFI >0.90/>0.80	Achieved
Incremental Fit	AGFI	0.776	AGFI >0.90/>0.80	Achieved
	CFI	0.967	CFI >0.90/>0.80	Achieved
	TLI	0.945	TLI >0.90/>0.80	Achieved
	NFI	0.890	NFI >0.90/>0.80	Achieved
Parsimonious Fit	CMIN/DF	1.356	Chi – Square/ df <3.0/<5.0	Achieved

Source: *AMOS Output*

Hence, Table 4 represents the all-fit indices have obtained the required level of acceptance.

10.3 Performance Appraisal

"The phrase "performance appraisal" describes the routine evaluation of an employee's work output and overall value to the organization. A performance assessment, sometimes referred to as an annual review, employee assessment, performance review, or evaluation, assesses the abilities, accomplishments, and progress—or lack thereof—of an employee. (Adam Hayes,2024) The following figure show statements are confirmed.

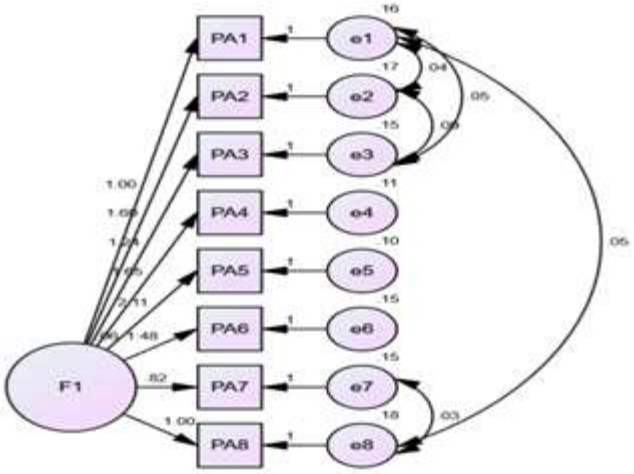

Figure. 4: Performance Appraisal

Result of Fit Indices in the CFA Model of Performance Appraisal

The outcomes of the model fit test for confirmatory Factor Analysis of Performance appraisal are shown in Table 5.

Table 5: Fit Indices of the CFA Model

Category Name	Term of Index	Gained Value	Proposed Value	Effect
Absolute Fit	RMSEA	0.068	= 0.05 – Very Good, <0.05, 0.08- Good, <0.08,0.10 - Suffering, and > 0.10 - Bad	Achieved
	GFI	0.935	GFI >0.90/>0.80	Achieved
Incremental Fit	AGFI	0.843	AGFI >0.90/>0.80	Achieved
	CFI	0.980	CFI >0.90/>0.80	Achieved
	TLI	0.962	TLI >0.90/>0.80	Achieved
	NFI	0.917	NFI >0.90/>0.80	Achieved
Parsimonious Fit	CMIN/DF	1.272	Chi – Square/ df <3.0/<5.0	Achieved

Source: *AMOS Output*Hence, Table 5 represents all the fit indices have obtained the required level of acceptance.**Succession Planning**

The process of determining the key roles in your company and creating plans for people to take over those roles is known as succession planning.

The following figure.5 confirmed the all the statements of variable.

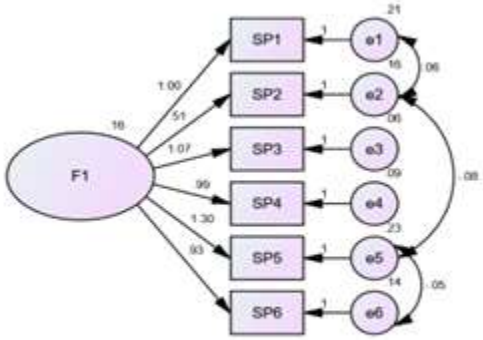

Figure 5: Succession Planning

Result of Fit indices in the CFA Model of Succession Planning

The outcomes of the model fit test for confirmatory Factor Analysis of Succession Planning are exposed in Table 6.

Table 6: Fit Indices of the CFA Model

Category Name	Term of Index	Gained Value	Proposed Value	Effect
Absolute Fit	RMSEA	0.035	≤ 0.05 – Very Good, <0.05, 0.08- Good, <0.08,0.10 - Suffering, and > 0.10 - Bad	Achieved
	GFI	0.964	GFI >0.90/>0.80	Achieved
Incremental Fit	AGFI	0.874	AGFI >0.90/>0.80	Achieved
	CFI	0.997	CFI >0.90/>0.80	Achieved
	TLI	0.993	TLI >0.90/>0.80	Achieved
	NFI	0.964	NFI >0.90/>0.80	Achieved
Parsimonious Fit	CMIN/DF	1.073	Chi – Square/ df <3.0/<5.0	Achieved

Source: *AMOS Output*

Hence**,** Table 6 represents the CFA results of Succession Planning, all the fit indices have obtained the required level of acceptance.

ANOVA

A statistical technique for assessing if group mean differences are statistically significant or more likely to be the result of random variation is analysis of variance (ANOVA). ANOVA is a useful tool for researchers and analysts in a variety of sectors because of its adaptability and capacity to manage multiple variables. ANOVA offers a reliable method for determining significant differences between groups and comprehending the relationships between variables by comparing means and partitioning variance. (Will Kenton,2025)

ANOVA Formula

F=MST/MSE

where:

F=ANOVA coefficient

MST=Mean sum of squares due to treatment

MSE=Mean sum of squares due to error·

- **There is no difference between Age group of employees and banking performance.**

Table 7: Descriptives Age and Banking Performance

Age	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21 - 30	25	76.5600	4.44485	.88897	74.7253	78.3947	64.00	80.00
31 - 40	22	73.7727	7.13096	1.52033	70.6110	76.9344	57.00	80.00
41 - 50	13	74.8462	6.71871	1.86343	70.7861	78.9062	62.00	80.00
Total	60	75.1667	6.07347	.78408	73.5977	76.7356	57.00	80.00

Source *(Primary Data Computed with SPSS)*

The above table discuss that the descriptive statistics of 21-30 age group of employees first with a mean of 76.56 and a Standard deviation (SD) of 4.44, this age groups indicate that the banking performance for give full effort; 31-40 age group with a mean of 73.77 and a SD of 7.13 this one indicate the banking performance for support in bank; 41-50 age group with a mean 74.84 and a SD 6.71 its indicate the banking performance to morally medium support to Bank.

ANOVA

Table 8: Age and Banking Performance

	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	92.617	2	46.309	1.267	.290
Within Groups	2083.716	57	36.556		
Total	2176.333	59			

Source: ***SPSS Output***

The above table represent that F value is 1.267, with a p-value of 0.290, indicate that the predict the dependent variable. the significant value is more than the 0.05level the null hypothesis is rejected hence There is difference between Age group of employees and banking performance.

- **There is no difference between working experience of employees and banking performance**

Table 9: Descriptives Working Experience and BP

Working Experience	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Manager	6	77.3333	4.13118	1.68655	72.9979	81.6687	72.00	80.00
Cashier	10	75.1000	5.06513	1.60174	71.4766	78.7234	67.00	80.00
Loan Officer	8	75.0000	6.11789	2.16300	69.8853	80.1147	62.00	80.00
Bank Teller	8	75.2500	5.89794	2.08524	70.3192	80.1808	63.00	80.00
Assistant Manager	19	74.8947	6.64910	1.52541	71.6900	78.0995	57.00	80.00
Senior Manager	2	63.5000	.70711	.50000	57.1469	69.8531	63.00	64.00
Clerk	7	77.5714	5.99603	2.26629	72.0260	83.1168	64.00	80.00
Total	60	75.1667	6.07347	.78408	73.5977	76.7356	57.00	80.00

Source: *Primary Data Computed with SPSS Output*

The above table discuss that the descriptive statistics of working experience for the Manager mean of 77.33 and SD 4.13 it indicate the manager give the full talent in the Banking performance, cashier mean of 75.10 and SD 5.06, Loan officer mean of 75.0 and SD 6.11, Bank Teller mean of 75.25 and SD 5.89, Assistant manager mean of 74.89 and SD 6.64, Senior Manager mean of 63.5 and SD 0.70, Clerk mean of 77.57 and SD 5.99 it has been the employees working experience fully help and support to the Banking Performance.

ANOVA

Table 10: Working Experience and Banking Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	342.596	6	57.099	1.650	.152
Within Groups	1833.737	53	34.599		
Total	2176.333	59			

Source: *SPSS Output*

The above table state that F value is 1.650, with a p-value of 0.152, indicate that the predict the dependent variable. the significant value is more than the 0.05level the null hypothesis is rejected, hence There is difference between working experience of employees and banking performance.

1. Regression

Regression tries to determine how a dependent variable and one or more other (independent) variables relate to each other. It's a statistical method. Regression is a statistical method that analyzes the relationship between a one or more independent variables and a dependent variable.

It helps predict or understand how changes in the independent variable(s) are associated with changes in dependent variable. Linear regression models often use a least-squares approach to control the line of best fit. The least-squares technique is determined by minimizing the sum of squares created by a mathematical function.

Multiple linear regression:

Y=a+b1X1+b2X2+b3X3+...+btXt+u

where:

Y = The dependent variable is trying to predictor explain

X = The explanatory (independent) variable(s) you are using to predict or associate with Y

a = The y intercept

b = (beta coefficient) is the slope of the explanatory variable(s)

u = The regression residual or error term

$$Y = a+b1\,X1 +b2\,X2 +b3\,X3 +...+bt\,Xt +u$$

Table 11: Regression: Talent Management Practices and Banking performance of the Private Sector Banks

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.770[a]	.593	.555	4.05163	.593	15.715	5	54	.000
a. Predictors: (Constant), SP, TA, TD, TE, PA									
b. Dependent Variable: BP									

According to the results of the multiple R shows a sustainable correlation between the five predictors of Talent management practices, and the dependent variable of Banking performance (R=0.770). The value of R Square is 0,555, indicating that 55.5 percent of the variation of the banking performance are explained the five predictors of Talent management practices are namely: Talent Acquisition, Talent Development, Talent Engagement, Performance Appraisal and Succession Planning. Further, it is found that these factors influence the Banking performance

Table 12: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1289.884	5	257.977	15.715	.000[b]
	Residual	886.450	54	16.416		
	Total	2176.333	59			
a. Dependent Variable: BP						
b. Predictors: (Constant), SP, TA, TD, TE, PA						

Affording to the regression output of the multiple linear regression analysis is the talent management practices dimensions of Talent Acquisition, Talent Development, Talent Engagement, Performance Appraisal and Succession Planning influence the Banking performance. The F-value obtained is 15.715, with a p-value of 0.000, indicating that the predictor variable has an influence on the Dependent variable (Banking performance).

Discussion and Conclusion

The talent strategy in an organization, which is to identify high potentials to develop. Also, a congenial work environment should be maintained to constantly motivate talent holders to retain them. (Rahul M[5] et al - 2013) talent management practices such as job security, employee empowerment, selection, and communication. Other than that, career development and induction may be another factor

of employees' retention. 'Therefore, more research on TM and the organisational effectiveness of these businesses to keep staff will be a good addition to the body of literature'. Ebrahim, B, Z[4] et al – (2021)

Confirmatory factor analysis shows that talent management techniques meet all of the values for each talent management construct. In talent acquisition, all values are obtained through absolute fit, incremental fit, and parsimonious fit. After confirming additional analysis, "Talent Development, Talent Engagement, Performance appraisal, and Succession planning" is evaluated for absolute fit if the P value is not reached and RMSEA and GFI are obtained for all constructs, followed by incremental fit and parsimonious fit. CFA investigation is effective in identifying the right queries on the precise path of these elements. Every need ought to be fulfilled in accordance with the suggested scales. Therefore, the newly added questions for 48 items are acceptable for future use. The talent management practices of the dimensions or factors is fit then goes further analysis of Pooled CFA and Structural Equation Model. The above analysis based that talent management practices is to adopt and right talent person select and right person develop the skills this concept used in all the sectors especially Virudhunagar zone (district) private sector banks these concepts adopt the helpful to followed. And then the hypothesis is rejected for Age, working experience for difference in the Banking performance for suggested that the various age group of employee's different ways to approach for Banking development to support them and working experience wise the employees are dissimilarly giving support to the Banking improvement. The multiple regression say that the five predictors of talent management practices effect the banking performance, the researcher recommended these variables use for all the organization and financial sector, and once again the talent management practices sustainably use to all the industries and financial industries especially Banking sector for Both (Public and Private). The Private sector banks should follow this concept of talent management practices for we are know him and the private sector bakes should improve that well employed person select banking level and performance improve for the private sector banks in Virudhunagar district of Tamil Nadu.

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