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INFLUENCE OF THE MILLENNIAL TALENT MANAGEMENT STRATEGIES ON THE PERFORMANCE OF COMMERCIAL BANKS IN KENYA

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ABSTRACT

The purpose of this research was to establish the influence of millennial talent management strategies on the performance of the commercial banks in Kenya. Millennial employees are targeted to comprise 75% of the global workforce hence they are a critical component of strategic decision making in the modern organizations. The exit of longest serving generation X and baby boomer is exposing organizations to skill deficit especially in leadership and specialized skills. Modern organization therefore needs to identify values and workplace preferences for the millennial employees in order to recruit, develop, train, and prepare them for future leadership roles. The objectives of this study focused on establishing the influence of corporate branding and remuneration on the performance of commercial bank in Kenya. To achieve these objectives, the study employed descriptive study design to gain evidence in regard to the current status of the phenomenon. The target population was 42 commercial banks in Kenya and the unit of observation was human resource department from which 42 respondents were identified. The primary data was collected using structured questionnaire and the mode of administration was drop and pick and the secondary data was collected from the banks' annual reports and publications. Descriptive statistics was applied to establish the influence of millennial talent management strategies on the performance of commercial banks in Kenya. The study found that career progression from lower cadre to management level is well defined. Rewards and incentives are based on agreed performance criteria. Commercial banks had corporate branding strategies. The banks' CSR programs were linked to business strategy and their employees bonded strongly with their customers. Commercial banks offer company branded items to their employees. However the banks fail to rate internal branding experience. The study further revealed that corporate branding allowed marketing efforts to easily target the most appropriate segments for product offers. The study recommended that the banks should ensure that employee remuneration contribute to staff mobility in the organization. Organizations should rate their internal branding experience so as to establish a strong brand image coupled with a desired, quality product to increase the company's profits.

***Key Words**: remuneration strategy, corporate branding and performance of commercial banks*

BACKGROUND OF THE STUDY

Millennial generation employees can be described as those born after 1980 and the first generation to come of age in the new millennium (Gullicano, 2013). Globally, the millennial generation comprise 45% of the active labor force is projected to increase 75% of the total active labor force by 2025 (Deloitte, 2016). The millennial generation is slowly edging out the baby boomer generation from the workplace. As PWC (2013) noted, millennial are entering the job market in vast numbers and hence they will shape the workplace in years to come. Based on such trends, retention of skilled and talented millennial generation forms a fundamental component of strategic workforce planning (Oczelik, 2015).

According to the global workforce survey conducted by Deloitte (2016), millennial employees have increasingly outnumbered other generations in their share of the labor market. Developing dynamic millennial talent management strategies will eventually sustain the performance of the banking institutions since generation X and Y is exiting active employment. According to Hanif and Yunfei (2013), human resource training and development is one of the talent retention strategies used by banks, which encompasses leadership development. In addition, leadership development interventions for millennial employees reflect the organization strategies towards sustained talent retention and organization profitability.

According to Lyria, Namusonge and Kariuki (2015) despite myriad millennial talent management strategies such as clear career progression path, and training and development the level of millennial exit from the banking sectors has remained the biggest challenge for the modern managers. Devoid of an intentional effort to transfer knowledge from baby boomers to the millennial employees, the banking sector will lose skills and competences held by the baby boomers. In order to bridge the skills gap between baby boomers and millennial employees, banks enlisted succession planning to prepare young employee to take up leadership roles. In support of this observation, Lyria et al (2015) noted that commercial banks in Zambia were using internal leadership development program as a talent management strategy to improve the overall performance, a strategy that was echoed by the Standard Bank group (Standard bank, 2014). During the 2008 financial crisis, bank managers witnessed baby boomers exiting the labor market further highlighting need to develop millennial employees.

According to Gitonga (2012) an integrated set of activities that enable the organization to plan, procure, develop, retain, and motivate the retention of the right kind of employees actualizes the organization mandate. This is achievable through voluntary association of productive assets in order to boost firm performance. In addition, corporate branding incorporated employee branding promoted emotional and psychological alliance between the organization and employees that enhanced the rate of retention and firm performance. Equally, Sciarelli (2008) noted that collaborative management style and emphasis on learning produced the organization culture that facilitated employee retention and firm performance.

Statement of the Problem

The Kenyan banking sector has remained stable and resilient as evidenced by the 9.2% growth in the banking sector balance sheet to 3.5 trillion shillings in 2015 (CBK, 2016). This growth was supported by loans and advances throughout the period. However, profits before tax declined by 5% over the same period despite branch expansion, diversified delivery channels and export receipts (CBK, 2016). Although the decline in performance can be attributed to other industry factors, high turnover of talented and highly skilled employees plays a significant part.

It was estimated that 60% of the baby boomer would exit active labor market by the year 2016 (Deloitte, 2016), which influenced organization performance negatively due to leadership deficiencies and knowledge gaps unless strategies to transfer skills to millennial employees exist (Gallicano, 2013). The changing demographics in the modern labor market due to the increase in millennial employees espouse complex challenges in talent management. Lack of dynamic millennial talent management strategies has led to the exit of the young employees. PWC (2016) noted that although millennial employees have clear career progression path 57% believe they will exit their current organizations by year 2020.In support of this observation, a special report by the Economist (2017) noted that millennial are likely to come and go than pursue a one-firm career.

Millennial generation is perceived to be aggressive and is known to have a strong sense of entitlement and desire to work in flexible, fun environment (Kwong, 2016). Failure to have dynamic talent management strategies that utilize the skills and competencies of the millennial employees fully has resulted in myriad challenges. For instance, techno-savvy employees at Well Fargo bank created accounts unbeknown to customers, a practice that was expressed as a sign of bad incentive (Krantz, 2016).

In the Kenyan banking industry has grappled with electronic fraud and insider trading that has negatively affected the performance of the industry as a whole (CBK, 2016). Notably, the identified cases of fraud and electronic theft in the banking sector are perpetuated by young, multi-skilled employees as opposed to the generation X or Y employees.

Millennial employees thrive in a digital world; hence, managers must develop challenging work environments to encourage young employees to exploit their talent and skills to the benefit of the organization. Illustratively, Pwc (2013) noted that two in every five millennial feel that their use of technology is not always understood and hence 75% of millennial in Africa compared to 65% worldwide feel they are held back by outdated and rigid working style (Kwong, 2016). Although 59% of the global employers provide state of the art technology in the workplace, millennial employees admit to using their own technology at work as a complimentary measure (Weiwei, 2007).

Talent management issues have become more challenging due to the dynamics of the millennial employee expectations (Gitonga, 2016). Talent management strategies have been widely perceived as the solution for the financial performance challenges in the banking sector. As such, there is need to examine the application of diverse millennial talent management strategies by the commercial banks in Kenya to how they influence their overall firm performance. Past scholarly research has not satisfactorily addressed the relationship between millennial talent management strategies and the organization performance (Weiwei, 2007). Therefore, this study bridges the gap by establishing the influence of the millennial talent management strategies on the performance of commercial banks in Kenya.

Research Objectives

To examine the influence of the millennial talent management strategies on the performance of commercial banks in Kenya. The specific objectives were;

- To determine the influence of remuneration strategy on the financial performance of commercial banks in Kenya.
- To establish the influence of corporate branding on the financial performance of commercial bank in Kenya.

LITERATURE REVIEW

Theoretical Review

Resource Based Theory

Initiated in the mid-1980 by Wernerfelt (1984) resources based theory has become one of the dominant approaches to the analysis of firms' competitive advantage. This idea was further advanced by Barney in his 1991 article published in the journal of management that theorized resources and capabilities as critical sources of firms' competitive advantage (Barney, Ketchen &Wright, 2011). The assumption is that firms in an industry are heterogeneous in respect to the resources they control. The second assumption is that heterogeneity of the resources may persist because the sources used to implement strategies are not uniform in all the organizations across the industry (Bromiley & Rau, 2016). Resource based theory emerged as one of the influential strategic management theories because it advances the idea that a firm success is dependent on owning and deploying valuable and unique resources. Barney et al (2011) underpins that 20 years later resource based theory (RBT) is widely acknowledged as the most prominent and powerful theory for describing, explaining and predicting organization performance.

From a strategic management standpoint, resources are valuable and unique if they facilitate increased value and superior performance. According to Bromiley and Rau (2016) not all firm resources have the potential for sustained competitive advantage. As such, the identified firm resources must be able to exploit the opportunities and neutralize threats in the firm's environment. In particular, the firm resources must be valuable among the current and potential firm competition. Additionally, Sciarielli, (2008) noted that a firm resource must be valuable in the sense that they help the organization to conceive and implement strategies that improve effectiveness and efficiency.

The fundamental use of the firm resources is to exploit the traditional strengths-weaknesses-opportunities and threats model of firm performance that suggests a firm is able to improve their performance only when their strategies exploit opportunities or neutralize threats. In support of this argument, Othman, Arshad, Aris and Arif (2015) noted that resource based view focuses on the resources that are essential factors that influence firm competitive advantages and performance. Firms' resources can have other qualities that can qualify them as sources of competitive advantage but such attributes become resources when they exploit opportunities or neutralize threats in the form's environment (Othman et al., 2015). The firm resource must be rare in order to qualify as the sources of competitive advantage and sustained competitive advantage. By such definition, firm resources that are possessed by all competitors cannot be the sources of sustained competitive advantage (Bromiley and Rau, 2016)). Based on this understanding, a firm can be able to enjoy sustained competitive advantage by exploiting a value creating strategy that is not simultaneously being implemented by many competitors in the market.

Advancing the idea of rare and valuable form resources being the sources of competitive advantage does not alienate the value of common resources (Bromiley and Rau, 2016). This is because the valuable but common resources can help in the survival of the organization if they are exploited to create a competitive parity in the market. In strategic management the fundamental resource and driver of firm superior performance must be valuable and costly to copy (Ismail, Rose, Uli &Abdullah, 2012). Imperfectly imitable resources can be a source of sustained competitive advantage espousing the organization as strategic innovators.

This is because they are in a position to conceive, exploit, and engage strategies that other firms cannot either conceive or implement because they lack relevant resources (Sciarelli, 2008). Indeed, this observation aligns with the ability of the fast mover advantages accruing to firms with resource advantages. In such a scenario, valuable and rare organization resources can lead to sustained competitive advantage if the firms that do not have them cannot obtain them, which mean these firms are imperfectly imitable.

According to Bromiley and Rau (2016) the firm resources can be imperfectly imitable if the ability of the organization to obtain such resource is dependent on the unique historical conditions or the link between the resources held by the firm and firms' competitive advantage is casually unambiguous. Also, if the resource used by the firm to generate competitive advantage is socially complex (Ismail et al., 2012). In addition, if the relationship between the firms' resources and its sustained competitive advantage is not readily understood, it becomes difficult for the competitions to duplicate the firms' strategies through imitation of its resources or know which strategy to imitate.

Basically, in the causal ambiguity, the imitating firm cannot know which if the resources or strategies they should implement. Resource based theory supports the idea of talent management as a strategy towards creating value and high performance in the modern organizations. Employees are the most valuable resources in the organization; hence ability to develop a pool of talented employees who espouse organization-specific, rare, and inimitable competences can facilitate superior performance (Gitonga, 2016). Equally, deploying resources based on the employee needs and skills can guarantee higher productivity and realization of sustained firm performance. As such, resource based view advances the relationship between resource deployment and firm performance hence the organization has the responsibility to develop its human resources talent to drive performance.

Expectancy Theory

Expectancy theory was originally developed by Vroom but later refined and advanced by Lawler and Porter (Sloof & Praag, 2007). Vroom focused on the motivation of employees and has served as a rich source of theoretical innovation in various domains such as performance, compensation, and organization behavior. From a strategic management point of view, the expectancy theory advances the idea that an employee will be motivated to a degree that s/he believes will lead to acceptable performance (Simone, 2015); performance will be rewarded and the value of reward is highly positive. This encapsulates three elements that form the core of the expectancy theory, which are expectancy, instrumentality, and valence. Combining the instrumentality and expectancy of the employees gives the management a platform to understand whether the implemented strategies can lead to sustained organization performance. Expectancy is concerned with the individual perception that effort is positively correlated with performance.

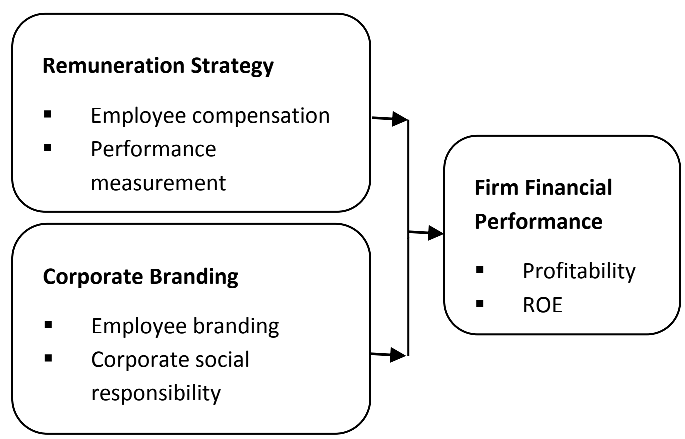
According to Sloof and Praag (2007) this factors is denoted as effort-performance (E-P) since the high the expectancy of performance the higher the employee will be motivated to perform. Illustratively, if an employee perceives high performance as the route to promotion then they will apply their competences and skills towards the superior performance of the organization. Based on the above discussion, it is clear that deploying talent managent strategies that provide the employees with success planning can provoke them to engage their skills to achieve the best performance of the organization. In contrast, if the employees (especially the millennial) perceive the conventional talent management strategies as rigid and less fulfilling then they can opt to exit the organization in search as more dynamic and rewarding workplace.

Instrumentality focuses on the probability that a given level of achieved task performance will lead to various work outcomes (Simmone, 2015). For instance, if an individual perceives that higher performance will lead to promotion then instrumentality is considered to be positive. In the workplace, there are employees who are motivated by the work outcomes such as rewards and promotion. As such, managers should be able to identify employee-specific motivators. In support of this argument, Sloof and Praag (2007) noted that performance-outcome (P-O) expectancy concerns with the staff realization that factors such as remuneration are closely related to their level of performance. The motivation to exert effort is the fundamental element of this perspective as defined by Vroom in the expectancy model. Managers are encouraged to reward employees who achieve higher performance in order to motivate them into reinforcing positive attributes in the workplace.

Valence delves into the strength of employees' preference for a particular reward (Simone, 2015). The higher the perceived value of the reward by the employee the higher the employee will perform. Strengthening the perceived link between performance and rewards is an essential management strategy in the modern organization (Sloof & Praag, 2007). This is because the changing demographics have altered the perception of rewards such as promotion, peer acceptance and salary increment between generation X and Y and millennial employees. According to Quick (1998) the management should be careful when using money as a rewards because organizations have a tendency of giving too little too late, which often demotivate employees. Simone (2015) noted that unlike instrumentality and expectancy, valence can be either positive or negative. If the employee is indifferent on the reward then valence is considered to be zero.

Basically, the expectancy theory is concerned with the employee perception that effort is positively correlated to performance (Sloof & Praag, 2007). Ability of the managers to link employee value, rewards, and expectations to higher performance promotes talent retention. The expectancy theory gives business managers the relevant tools to develop future oriented talent management strategies towards retaining skilled employees who can promote firm performance. According to Simone (2015) the expectancy theory enables the managers to predict performance by understanding how satisfaction influences the employees' perception on the attributes of the workplace. The primary weakness of the Vroom's expectancy theory is that it focuses on the subjective probability that effort will lead to performance.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Remuneration Strategy

The independent variable staff remuneration was used to determine the influence of competitive pay/salary packages on millennial talent retention (Sloof & Praag, 2007). It helped the researcher to explore what compensation and rewards strategies are the Kenyan banks using to retain highly qualified young employees to boosts banks future performance. Specifically, the remuneration information was derived from the staff costs data in the company financial statements in the annual reports.

Corporate Branding

The independent variable of employee branding puts employee at the center-stage of organization vision, mission, and strategic objectives (Shahri, 2011). Using employees as brand ambassadors of the organization resonates with millennial need for recognition, status, and sense of responsibility towards improvement of customer service. In this research, it is used to test the relationship between employees branding as talent management strategy to improve firm performance.

Firm Financial Performance

This is the dependent variable that is being influenced by the independence variables explained above. The presence of the above independent variables and their combination at optimum level leads to sustainable organization performance. Such data comprised of revenue growth, staff costs such as rewards and other benefits and sustainability matrix such as growth projection percentages. For instance, according to CBK (2016) the banking sector total assets grew by 9.2% supported by loans and advances.

Empirical Review

Corporate Branding and Firm Performance

Managers in the corporate level face a variety of strategic decisions that concern the overall corporation, one of these decisions is using employee branding strategy (Shahri, 2011). Employee branding focuses the organization reputation as an employer and the value proposition to the employees as opposed to general corporate brand and reputation among the customers. As such employee branding a source of strategic competitive advantage leads to positive outcomes. On the employee branding in the banking sector, a survey conducted by Semnani (2014) revealed that although there is no extensive research on individual employee branding in the banking sector, employees can internalize the desired brand image and be able to project it to the customers. Engaging employees' in creating an organization brand that can be projected to the customers and stakeholders elicit organizational commitment among employee which maximizes firm performance.

A study conducted by Hani and Yumfei (2013) found that the psychological contract that exists between employees and the firm motivates the employees to apply their skills and competencies towards realizing superior firm performance. Also, the study by Shahri (2011) showed that there is a connection between strategic decision making in employee branding and firm performance. Specifically, the study revealed that the effectiveness of corporate branding is espoused in the SBUs leading up to their desired results (Semnani, 2014). As such, employees require special brands and logos, which form part of the corporate image.

Corporate image increases performance of the organization for instance in terms of profitability. Understandably, branding strategy not only leads to economic growth but also contribute in firm performance (Shahri, 2011). Based on this argument, banking industry managers can involve employees as brand ambassadors thus enhancing their commitment to the overall organization performance.

Remuneration Strategy and Firm Performance

As noted on the expectancy theory, employees' remuneration is closely tied with their level of performance (Sloof & Praag, 2007). Thus, it concerns strategic managers that remuneration has a direct relationship with the employees' motivation to stay in the company. As such, employees perceived value on the rewards given for high performance and the strengthening of the link between reward and performance tends to minimize the incidences of talent turnover in the modern business organizations. In support of this observation, a study conducted by Hong and Waheed (2011) revealed that although employees at different income levels, age groups and career stages react differently to high salaries, the desire for money is rated high among young employees. Based on this argument, remuneration, rewards and compensation plays a significant role in determining the retention of talent and the overall performance of the organization.

A survey by Chu and Kuo (2015) noted that rewards and incentives sharpen the drive to achieve employee wants. As such, high salary comes with an improved status and a sense of personal achievement thus motivating the employee to consider organization commitment which in turn improves firm performance. The relationship between remuneration, rewards, and incentives with employee productivity creates a direct link to the firm performance. The study by Sloof and Praag (2007) on the link between remuneration and performance indicated that well remunerated employees are motivated to exploit their talent and skills towards achieving organization goals and objectives. Therefore, the banking industry must develop tailor-made remuneration and compensation schemes that motivate young employees to remain in the organization, which in turn can exploit their talent and exceptional technology skills to boosts performance.

RESEARCH METHODOLOGY

In the study, descriptive research design was used. The researcher employed quantitative methodologies which allowed the research to establish the influence of millennial talent management strategies on organization performance. The target population comprised of all forty two (42) Commercial Banks in Kenya, which are regulated by the Central Bank of Kenya (CBK, 2016). According to Central Bank of Kenya, banks can be stratified into three (3) local public commercial banks, twenty six (26) local private commercial banks and thirteen (13) foreign commercial banks. The sampling factor considered the human resource department in each bank. The Local Public Commercial Banks contributed (7.14%), Local Private Commercial Banks contributed (69.90%) and Foreign Commercial Banks (30.95%). The resulting sample of 42 without considering the banks under receivership was considered representative. This study undertook a census of the 42 banks in Kenya as listed by the Central Bank of Kenya. Kothari (2004) explains that a sample size of between 10% and 20% of the population is considered adequate for detailed or in-depth studies. Single respondent were selected from each bank, comprising of forty two respondents.

The study collected primary data using semi-structured questionnaires with both open and closed questions. Secondary data was collected from the annual reports and other company publications of regulatory bodies mainly on firm performance variable. Descriptive statistics was applied in the analysis of the descriptive data in terms of percentages, frequencies, means, and standard deviations. Regression analysis was applied to establish the relationship between independent and dependent variables.

RESEARCH FINDINGS AND DISCUSION

The study targeted a sample of 42 respondents from which 37 respondents were able to complete the questionnaires. A response rate of 88% was thus achieved which is regarded as satisfactory for the analysis and computation of the data. Reliability was calculated with the help of Statistical Package for Social Sciences (SPSS). All the Cronbach's alphas values were higher than the recommended threshold of 0.7.

Remuneration Strategy and Performance of Commercial Banks

Majority of the respondents agreed on the statements that they have a remuneration strategy as shown by a mean of 3.71, rewards and incentives are based on agreed performance criteria as shown by a mean of 3.84, their remuneration package is attractive and above industry average as shown by a mean of 3.74 and that they have structures to make salary scale predictable as shown by a mean of 3.56. The respondents however disagreed on the statements that employer remuneration contribute to staff mobility in the organization as shown by a mean of 2.37. The findings were consistent to Hong and Waheed (2011) whose study established that remuneration plays a significant role in determining the retention of talent and the overall performance of the organization. The respondents indicated benefits such as promotions, salary increment, and unsecured loans with low rates, allowances, and career development. Similar to the findings of this study, a study by Sloof and Praag (2007) also established that remuneration, rewards, and incentives is directly related with employee productivity which creates a direct link to the firm performance.

Table 1: Remuneration strategy and the Performance Commercial Banks

Statements	Mean	Standard deviation
We have a remuneration strategy	3.71	0.250
Our remuneration package is attractive and above industry average	3.74	0.260
Rewards and incentives are based on agreed performance criteria	3.84	0.258
We have structures to make salary scale predictable	3.56	0.189
Employer remuneration contribute to staff mobility in the organization	2.37	0.225

Regression Analysis

Model Summary

The results in table 2 indicate that a variation in R^2=0.480 in dependent varibale can be attributed to changes in independent variable as a 48% change in the performance can be attributed to chages in remuneration. From the findings shown in the table there was a positive relationship between the study variables as shown by 0.693.

Table 2: Regression analysis Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 693[a]	.480	.461	.2344

a. Predictors: (Constant), remuneration

ANOVA Analysis

From the findings there was a significant goodness of fit of the model as the significance level of was 0.1% which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The F critical at 5% level of significance, 1 d.f, 35 d.f was 4.1213 while F calculated was 15.172, since F calculated is greater than the F critical (F_{cal}

=15.172>Fcr=4.1213), this shows that the overall model was significant.

Table 3: ANOVA Analysis

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.197	1	11.197	15.172	.001b
	Residual	25.83	35	0.738		
	Total	37.027	36			

Coefficients

Y_i=1.836+ 0.659 X_1

From the regression equation it was found that holding remuneration strategy to a constant zero, performance would be at 1.836. At 5% level of significance and 95% level of confidence, the variable was significant ($p<0.05$). Similarly Sloof & Praag, (2007) noted that employees' remuneration is closely tied with their level of performance.

Table 4: Coefficients

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	1.836	0.303		6.059	0.001
Remuneration	0.659	0.133	0.624	4.955	0.001

Corporate Branding and performance of commercial banks

Majority of the respondents agreed on the statements that they have a corporate branding strategy as shown by a mean of 4.26, their CSR programs are linked to business strategy as shown by a mean of 4.12, their employees bond strongly with their customers as shown by a mean of 4.12 and that they offer company branded items to their employees as shown by a mean of 4.10 The respondents however disagreed on the statement that they rate internal branding experience as shown by a mean of 2.43. The finding is consistent to Semnani (2014) because he revealed that creating an organization brand that can be projected to the customers and stakeholders elicit organizational commitment among employee which maximizes firm performance.

The respondents noted that corporate branding allows marketing efforts to easily target the most appropriate segments for product offers. The branding distinguishes a company by lifestyle, geography and socio-economic factors. They indicated that corporate branding helps pave the way for a company to increase its market share through expanding its product footprint. An established, known brand requires less marketing effort to sell the company, products and services to a new market. A strong brand image coupled with a desired, quality product may infiltrate an established market and quickly take market share and increase the company's profits. To concur with the findings, Shahri, (2011) found that corporate image increases performance of the organization for instance in terms of profitability.

Table 5: Effect of corporate branding on the performance commercial banks

Statements	Mean	Standard deviation
We have a corporate branding strategy	4.26	0.232
We offer company branded items to our employees	4.10	0.290
We rate internal branding experience	2.43	0.358
Our CSR programs are linked to business strategy	4.12	0.177
Our employees bond strongly with our customers	4.11	0.169

Regression Analysis

Model Summary

The results in table 6 indicate that a variation in R^2=0.491 in dependent varibale can be attributed to changes in independent variable as a 49.1% change in the performance can be attributed to chages in corporate branding. From the findings shown in the table above there was a positive relationship between the study variables as shown by 0.701.

Table 6: Regression analysis Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 701[a]	.491	.475	.24770

a. Predictors: (Constant), corporate branding

ANOVA Analysis

From the findings there was a significant goodness of fit of the model as the significance level of was 0.1% which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The F critical at 5% level of significance, 1 d.f, 35 d.f was 4.1213 while F calculated was 15.512, since F calculated is greater than the F critical (F_{cal} =15.512>Fcr=4.1213), this shows that the overall model was significant.

Table 7: ANOVA Analysis

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.441	1	12.441	15.512	.001b
	Residual	28.07	35	0.802		
	Total	40.511	36			

Coefficients

Y_i=1.651+ 0.682X_1

From the regression equation it was found that holding corporate branding strategy to a constant zero, performance would be at 1.651. At 5% level of significance and 95% level of confidence, the variable was significant (p<0.05).

Table 8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.651	0.246		6.711	0.001
Corporate branding	0.682	0.138	0.661	4.942	0.001

Firm Financial Performance

Table 9: Financial performance of commercial banks

Ratio	Formula	2013	2014	2015	2016	2017
ROE	$\frac{Net\ income}{equity}$	0.29	0.28	0.23	0.24	0.23
Net Profit Margin	$\frac{Net\ income}{Revenue}$	0.25	0.24	0.24	0.23	0.22

From the study findings, the return on equity was highest (0.29%) in 2013; it dropped to .028 in 2014, dropped to 0.23 in 2015, rose to 0.24 in 2016, then dropped to 0.23 in 2017. The net profit margin was highest (0.25) in 2013 and lowest in 2017 (0.22).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The commercial banks have a remuneration strategy. Rewards and incentives are based on agreed performance criteria. The benefits offered to millennial employees to retain their skills and talents towards superior firm performance include promotions, salary increment and unsecured loans with low rates, allowances and career development.

Commercial banks have corporate branding strategies. The banks' CSR programs are linked to business strategy and their employees bond strongly with their customers. Corporate branding allows marketing efforts to easily target the most appropriate segments for product offers. The branding distinguishes a company by lifestyle, geography, and socio-economic factors.

Recommendations of the Study

Commercial banks have a remuneration strategy where millennial employees retain their skills and talents towards superior firm performance. The study recommends that human resource managers in collaboration with the top management should ensure that employee remuneration contribute to staff mobility in the organization. Performance driven remuneration structure is critical in sustaining superior firm performance.

Commercial banks have corporate branding strategies; however the study recommends that the marketing managers should collaborate with the human resource managers to rate their internal branding experience so as to establish a strong brand image coupled with a desired, quality product to increase the company's profits. Employee involvement is critical to the success of this recommendation.

Suggestions for further Studies

The study sought to examine the influence of the millennial talent management strategies on the financial performance of commercial banks in Kenya. The findings of the study can only be generalized to suit the banking industry. The researcher therefore suggests that further studies be conducted to examine the influence of the millennial talent management strategies on the financial performance of organizations in other sectors.

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