

***IMPACT OF TALENT MANAGEMENT ON EMPLOYEES PERFORMANCE IN CERAMIC  
FIRMS IN KOGI STATE.***

**BY**

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## **DEDICATION**

This project is dedicated to Almighty Allah, for His mercies and blessing upon my life.

## DECLARATION

I FARUNA, HUSSEINI ABALAKA hereby declare that this thesis was written by me and it is a record of my own research work. It has not been presented before in any previous application for a higher degree. References made to publish literature have been duly acknowledged.

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## CERTIFICATION

This thesis entitled Impact of Talent Management on Employee Performance in Ceramic Firms in Kogi State by Faruna, Husseini Abalaka meets the regulations governing the award Master degree in Business Administration of Salam University, Lokoja, and is approved for its contribution to knowledge and literary presentation.

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## ABSTRACT

*Seemingly poor talent management culture in terms of talent retention, training and career progression, in the focused firms which had resulted to employee dissatisfaction, lack of commitment and employee disloyalty to their firms respectively necessitates this study. The broad objective of the study was to determine the relationship that exists between talent management and employee performance in Ceramic firms in Kogi State. The study was anchored on the human capital theory by Becker in 1964. Correlation survey research design was employed for the study. The population of the study was 1058 consisting of employees of the two ceramics firms in Kogi State and 290 were proportionately elected to consist the sample for the study. Pearson's product moment correlation coefficient was used to test the hypotheses. The findings revealed that a significant positive relationship still exist between job satisfaction and talent retention( $r = 0.947$ ,  $p$ -value  $< 0.05$ ), also, a significant positive relationship exists between career progression and employee commitment ( $r = 0.974$ ,  $p$ -value $< 0.05$ ) and yet, a significant positive relationship still exist between training and employees competence ( $r = 0.963$ ,  $P - \text{value}<0.05$ ). The study concluded that talent management contributes significantly to performance of the employees in ceramic firms in Kogi State. It was recommended that organizations should provide an encouraging wages and promote employees as at when due to make them linger on to stay with the firm ever, opportunities should be provided for the employees to move towards their career.*

## TABLE OF CONTENT

Cover Page	
Title Page	i
Deduction	ii
Declaration	iii
Certificate	iv
Acknowledgment	v
Abstract	vi
Table of Contents	vii
<b>CHAPTER ONE – INTRODUCTION</b>	<b>1</b>
1.1 Background of the Study	1
1.2 Statement of the Problem	4
1.3 Objectives of the Study	4
1.4 Research Questions	5
1.5 Research Hypotheses	5
1.6 Significance of the Study	5
1.7 Scope of the Study	6
1.8 Limitation of the Study	6
<b>CHAPTER TWO –REVIEW OF RELATED LITERATURE</b>	<b>7</b>
2.1 Introduction	7
2.2 Conception Review	7
2.2. 1 Employee Performance	12
2.3 Theoretical Framework	13
2.4 Talent Retention and Job Satisfaction	14
2.5 Career Progression and Employee Loyalty	18
2.6 Training and Employment Competence	20
2.7 Empirical Review	24
2.4 Summary of Reviewed Literature	32
<b>CHAPTER THREE –METHODS</b>	<b>33</b>
3.1 Research Design	33
3.2 Population	33
3.3 Sample Size and Sampling Techniques	33
3.4 Sources and Instrument of Data Collection	33
3.4 Validity of the Instrument	34
3.5 Reliability of the Instrument	35
3.6 Method of Data Analysis	36

<b>CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS</b>	<b>38</b>
4.1 Introduction	38
4.2 Data Presentation and Analysis	
Table2.1 Questionnaire Distribution and Collection Table	38
Table2.2 Age Distribution of Respondents	38
Table2.3 Respondent Nationality Distribution	39
Table2.4 Respondent Distribution: Staff Category	40
Table2.5 Distribution of Respondents Based on Functional Unit Area	40
Table2.6 Respondents Qualification	40
Table2.7 Distribution Based on Membership of a Professional Bodies	40
4.1 Descriptive Statistics and Testing of Hypotheses	41
4.1.1 Research Question One	41
Table4.1.1 Descriptive Statistic Table for Hypotheses	42
4.1.1.1 Testing of Hypotheses One	42
Table4.1.1.1 Correction Table for Hypotheses One	43
4.1.2 Research Question Two	41
4.1.2.1 Test of Hypotheses Two	42
4.1.3 Research Question Three	43
4.1.2.3 Test of Hypotheses	44
Table4.1.3.1 Correction Table for Hypothesis Three	44
4.2 Discussion of Finding	45
4.2.1 Summary of Findings	48
<b>CHAPTER FIVE: CONCLUSION AND RECOMMENDATION</b>	
5.1 Conclusion	52
5.2 Summary of Finding	52
5.3 Conclusion	52
5.4 Recommendations	52
5.5 Suggestion for Further Studies	53
5.6 Contribution to Knowledge	53
References	54
Appendix I	60
Appendix II	61
Figure 1: Conceptualization of talent Management and Employee Performance	
Performance	61



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Talent management (TM) refers to the anticipation of required human capital the organization needs at the time and then setting a plan to meet those needs (Vance, 2012). Talent management in this context does not refer to the management of entertainers. It is the science of using Strategic Human Resources to improve business value and make it possible for companies and organizations to reach their goals. Everything that is done to recruit, retain, develop, reward and make people perform is part of talent anagement as well as strategic workforce planning (Cascio, 2013). Talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. Talent management is therefore the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles, (Klein & Miles, 2009).

Hiring the right TALENT for the right job is one of the biggest challenges before every organization today, both big and small. Effective TM does not stem from one policy or from one smart attempt, rather it is a process which involves an inclusive and systematic analysis of the capabilities needed to achieve desired performance levels. It is all about developing processes that ensure a continuous flow of talented people to the organization. It encompasses having right processes and methods in place during all stages of employment including recruitment, training, development programs etc. It also includes devising career growth opportunities and offering promotion opportunities at the right stages of the career of an individual. It is more a personalized and inclusive human resource management approach.

These interpretations underline the importance of recognizing that it is not sufficient simply to attract individuals with high potential; developing, managing and retaining those individuals as part of a planned strategy for talent are equally important, as well as adopting systems to measure the return on this investment (Gardner, 2012). Despite the importance of TM in organizations, managing talent is a challenge to all organizations in the context of globalization irrespective of the country (Gardner, 2012). Moreover, the concern about the scarcity of talent is almost universal. Organizations around the world are competing for the same pool of talents. This has resulted to some unethical practices such as poaching of talents. Organizations have lost some of their best talents to their competitors and have been left to recruit and train new ones (Brewster, Sparrow & Vernon, 2010). Trend of global integration shows organizations' standardizations in talent recruitment, development and management, to ensure their competitive position and consistency. Therefore organizations have to adapt global best practices of TM and at the same time adapt the local requirements and local labour market (Stahl, Bjorkman, Fomdale, Morris, Stiles, Trevor & Wright, 2007). The organizations that are very successful worldwide tend to maintain local recruitment strategies, but they combine this local strategy with a more global transfer of information and best practices (Brewster et al., 2014). TM has been found to influence the performance of employees in an organization. When an organization gets to know who its high potential is, it becomes easier to invest in their professional development. Since development calls for investment decisions towards learning, training and development of the individual either for growth, succession planning and performance management, an organization remains bothered where to make this investment and TM just make this easier for them (Phillips, 2001). Apart from this, having a strong TM culture also determines how employees rate their organizations as work places. In addition, if employees are positive about the TM practices of the organization, they are more likely to have confidence in the future of their organization. The result is a workforce that is more committed,

competent and engaged, determined to outperform their competitors and ensure a leadership position in the market for their organization (Boekaerts, 2013).

Managing talent has become a salient issue in today's dynamic and competitive business environment. The ability to effectively manage top talents in organizations is therefore central to employee performance and forms a strong association with employee loyalty. As senior managers struggle to find talented pool, they are equally faced with the dilemma of how to retain knowledgeable workers and replace the aging workforce who will be retiring (Frank, Finnegan, & Taylor, 2009). TM is premised on the fact that employees are now every organization's most expensive and valuable assets, given that, contemporary organizations are expected to do more with less resources. TM is a systematic process and an organization's commitment to attract, engage, develop, and retain top performers in an organization. It comprises all of the work processes, activities, strategies, practices and systems that are geared toward developing and retaining a superior workforce. Talent management is about having the right people matched to the right jobs at the right time; and doing the right things and in the right place (Devine & Powell, 2008).

It was observed in West African Ceramics Nigeria Limited and BN Ceramics Nigeria Limited that they are grappling with problem of holding on to their best brains in the organizations. The rate of employee turnover seems very high as employees leave their jobs, unusually. This is probably as a result of poor talent management culture in the focused firms. Little seem to be done in areas of improving employees skills through training and learning, the progression in employees career seem very slow. This affects employees moral, competence, loyalty and satisfaction leading to reduced effort by the employees which affects general organizational performance. It is against this backdrop that the study was initiated.

### **1.2 Statement of the Problem:**

The studied firms do not recognize until it is too late just how much value is being lost owing to immature talent development, retention, and training. It is obvious that retention of top talents is targeted at winning the hearts and minds of top performers who, with innovative minds, can break new grounds, add value to the organization and exert themselves more optimally. It was observed in West African Ceramics Ltd. and BN Ceramics Ltd that they suffer from high employee turnover which seems to be connected to lack of job satisfaction. This may not be unconnected to their seeming poor talent management culture where little seems to be done in sharpening the skills of their workforce through various training process and so affects their competencies negatively. Employees also seem to be stagnating in their positions with little prospects of progressing in their careers which affects their commitment levels and result to disloyalty to the firms. Issues such as low morale, voluntary resignation, negative attitude to work, and high turnover rates of top talents are abound in the focused firms as a result of the aforementioned problems. This affects employees moral, competence, loyalty and satisfaction leading to reduced effort by the employees which affects general organizational performance. It is against these problems that this study seeks to determine the extent of the relationship that exists between talent management and employee performance.

### **1.3 Objective of the Study:**

The broad objective of the study is to examine the nature of the relationship that exists between talent management and employee performance in Ceramic Firms in Kogi state.

Specifically, the study seeks to:

- I. determine the nature of the relationship that exists between talent retention and job satisfaction in ceramic firms in Kogi state.

- II. ascertain the extent of the relationship that exists between career progression and employee loyalty in ceramic firms in Kogi state.
- III. examine the nature of the relationship that exists between training and employee competence in ceramic firms in Kogi state.

#### **1.4 Research Questions:**

To achieve the purpose of this work, the following questions was raised:

- I. What is the nature of the relationship that exists between talent retention and job satisfaction in ceramic firms in Kogi state?
- II. To what extent does career progression relate to employees loyalty in ceramic firms in Kogi state?
- III. What is the nature of relationship that exists between training and employees competence in ceramic firms in Kogi state?

#### **1.5 Research Hypotheses:**

The following research (alternate) hypotheses will be formulated for testing:

- 1. H<sub>0</sub>. There is no significant positive relationship existing between talent retention and job satisfaction in ceramic firms in Kogi state.  
H<sub>1</sub>. There is a significant positive relationship existing between talent retention and job satisfaction in ceramic firms in Kogi state.
- 2. H<sub>0</sub>. Career progression has no significant positive correlation with employee loyalty in ceramic firms in Kogi State  
H<sub>1</sub>. Career progression has a significant positive correlation with employee loyalty in ceramic firms in Kogi State

3. H<sub>0</sub>. There is no significant positive relationship between training and employee competence in ceramics firms in Kogi state.

H<sub>1</sub>. There is no significant positive relationship between training and employee competence in ceramics firms in Kogi state.

### **1.6 Significance of the Study**

This study would contribute to a better understanding of the concept of employee performance in terms of knowledge base output (motivation, job satisfaction, commitment and competence). The findings of this study would support management of an organisation in designing policies for talent enhancement among individual employee, groups and the organization. Other organization can also benefit from this re-cost study's result as the present wave of economy is talent and knowledge based that requires talent output.

The study would give effect to the right to fair labour practise and regulate basic conditions of employment. The act provides for the regulation of working time, leave the employee which must be to the employee.

### **1.7 Scope of the Study**

The scope of the study consist of top, middle and junior level member of staff of the two (2) ceramics firms in Kogi state, which are West African Ceramics Nig. Ltd and BN Ceramics Nig. Ltd. The scope covered the two ceramic firms in Kogi state. The population size was 1058 respondents which 290 respondents where selected as a sample.

### **1.8 Limitations of the Study**

This research work was hindered by inability to retrieve all the administered copies of questionnaire. Statistically, 7.6 per cent out of the 100 per cent of the total copies of the administered copies of

questionnaire were not returned. This was as a result of inaccessibility of some of the officers in the studied firms.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Introduction**

the focus and importance of talent and management along with conceptual aspects like talent management strategies in global era, importance of organization culture, role of performance management system in the organization in relation, work life balance and its application, reflection management and its strategies are mentioned in this chapter.

#### **2.2 Conceptual Framework of Talent Management**

All of the reasons listed for why employees leave organizations fall under the purview of talent management. (Oladapo, 2014). Talent management simply refers to an organized process of attracting, selecting, hiring, engaging, training and developing, retaining and utilizing top talents to an organization's best advantage. It aims at ensuring the right job placements at the right time, in the right position for the right candidates to deliver their best and remain committed to the organization. Though, talent management is organization-specific, but the focus is on developing and optimizing high potentials or talents of individuals within the organization more quickly than ever, to enhance competitiveness. Talent is one of the critical resources for organizations to attain competitive advantage

(Trevor, Vainman and Vance, 2008) and talent management will fail without top management commitment to retaining its workforce (Lockwood, 2014) as cited in (Izwar&Aerni, 2014). Effective talent management endears talented employees to an organization as employees begin to see themselves as part of the organization, add value to the organization and remain glued to it. It ensures that employees remain professional at all times in their business practices, serve meritoriously, have the right people made up of seasoned professionals, who have excelled in their various professions, possessing the requisite integrity, skills and experience. Contemporarily, the task of running an organization in this competitive and turbulently dynamic business environment has gone beyond just attracting, hiring, engaging and training and developing top talents considering the complex nature of human beings. It involves retaining talents with high performing potentials who can add value to the organization. This requires creating recognition programs, offering remuneration, career development opportunities, promotion, interesting and challenging responsibilities, conducive work climate for employees to perform at their best, work-life balance, trust and confidence in management, involvement in decision making and reward since they provide a strong basis for retention. This can have a lasting impression on the hearts and minds of employee and continue to substantiate employees' perception that they are valued by their employers (Silbert, 2015). This is not unconnected with an organization's reward system, which can influence employee performance and desire to remain attached to the organization (Bamberger &Meshoulam, 2000, MacDuffie, 2015). Focusing on retention is very essential for job satisfaction and employee commitment because it would help to fulfil basic needs of employees and striving to attain organization's goals (congruence). Talents can be retained if talented employees have a positive perception of their employer and are less likely to voluntarily leave, have greater employee loyalty, and improved performance. Organizations that provide career development opportunities to talented employees are more likely to experience a low voluntary turnover of top performers which can deplete organizations' talents. When employees have the



assurance that their organization values their development, they become more committed and loyal to their organization. Thus, managers may need to demonstrate to employees that talent management is a priority for all employees, sourcing talents, and rewarding managers for improvement. (Scullion and Collings 2006).The commitment will be mutual and the arrangements for involvement will be genuine, i.e. management will be prepared not only to listen but to act on the views expressed by employees (Armstrong, 2012). It is essential that management keeps employees informed on matters that affect them and provide channels to express their views particularly necessary for change. Commend employees and make them understand the contributions they can make and how it would benefit them. Organizations that identify talent, enrich job contents to motivate and retain talented people would certainly (Glen, 2006) compete successfully and earn a competitive advantage. Several studies have shown that talents are the fabric of every organization. Often times, top performers feel they are highly sought after and as such, if they don't get what they want in an organization, they leave the organization for another competing firm/organization and do not stay long regardless of the cost the organization may have incurred in training and developing these ones. But if retained, an organization would not remain stunted, rather retention would enhance growth and survival of the organization irrespective of competition. The market condition keeps changing rapidly and the necessity for an organization to make a difference expresses its needs to possess a highly qualified and motivated workforce. Hence, the demand for committed employees is high, especially for key positions. Talent management apparently centres on key employees who can have a disproportionate impact on business performance (Armstrong, 2012). Ultimately, its aim is majorly to attract, develop and retain top talents (Stewart, Dustin, Barrick and Dannold2010) ,(Jackson, & Schuler, 2010). Effective talent management helps to avert the possible disruption associated with the departure of talented people and adopting required strategies to retain them, be more productive and gain greater efficiencies.

Talent Management Practices Developing talents (employees) is one of the main responsibilities that should be pursued by an organization and its leaders to continuously upgrade employees' knowledge and skills (Ballesteros, 2010; Cappelli, 2008; Lawler, 2008). In talent management, the first factor and most important foundation for employees' development is having a competencies model and implementing it (Ballesteros, 2010).

The second factor in development is a well-defined performance management system (Berger & Berger, 2014). A performance management system is needed by all organizations to ensure that all employees focus on an organization's agreed strategic direction. Armstrong (2004,) defines performance management as: "a strategic and integrated process that delivers sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of individual contributors and teams"

The word performance itself refers both to results and behaviors (Braumbrach, 1988 in Armstrong, 2004). When an organization implements a well- defined performance management system, every job position and all job holders will be given a performance scorecard which contains measures of success (key performance indicators or KPI). The performance scorecard measures are derived and cascaded down from the organization's vision, mission, values and strategic objectives. The performance scorecards are defined in quantitative terms so that the objectivity of the performance evaluation will be optimized (Kalleberg, 2009).

A performance management system actually complements competency. This statement is derived from Spector (2011,) definition of competency: "an underlying characteristic of an individual that is casually related to criterion-reference effectivity and/or superior performance in a job or a situation." In other words, competency leads to performance. Development requires a competency model as the basis and

needs a performance management system to ensure its effectiveness (the objective of talent development is their performance).

The issue of retaining talented employees (high performance talent) in an organization has attracted major attention from many organizations' leaders (Lawler, 2008). There have been a number of studies to estimate the costs involved in talented employees turnover, and the general conclusion of the studies is that not only are there significant costs involved but also difficulties in finding and attracting potential talented employees from the market (Lawler, 2008, Michell, Holton and Lee. 2001). According to Lawler (2008), there are two steps in retaining talented employees: to identify them and to reward them at a high level. A reward scheme must be tied in with an effective performance management system.

Effective retention practices may lead to more talented people staying in the organization, leading to a better condition for the organization in terms of effective succession management system (Ballesteros, 2010)

The concept of talent management originated during World War II (Cappelli, 2008). In the current century it is becoming a fast-growing strategy which is implemented in almost all organizations throughout the world (Bhatnagar, 2007). Talent management is an important component of corporate strategies in most of the organizations (Bano, Khan, Rehman, &Humayoun, 2010). The basic purpose behind talent management development is to improve the process of recruitment, selection, retention, and employee development in order to meet current challenges faced by organization and improve organizational performance by fulfilling organizational needs (Bhatnagar, 2007). Aston and Morton (2005) noted that there isn't a single consistent or concise definition of talent management. Since the arrival of the current era of talent is widely acknowledged, it is not surprising that renewed significance is being placed on the management of that talent. According to Ingham (2016), in order to develop strategic capability, potential employers of choice need to ensure they clarify the requirements for their

talent management program including the success criteria to be used to measure their program's contribution.

According to Lewis and Heckman (2016), there are key streams of thought around the concept of talent management. For the first key streams, they explained that those who merely substitute the label talent management for human resource management. Studies in this tradition often limit their focus to particular human resource practices such as recruitment, leadership development, succession planning and the like. A second strand of literature emphasizes the development of talent pools focusing on projecting employee or staffing needs and managing the progression of employees through positions. These approaches are often quite close to what is typically known as succession planning or human resource planning (Jackson and Schuler, 2010). While, the third stream focuses on the management of talented people. This literature argues that all roles within the organization should be filled with A performers, referred to as top grading and emphasizes the management of C players, or consistently poor performers, out of the organization. That is, highly competent performers are to be sought, hired, and differentially rewarded regardless of their specific role or, in some cases, the organization's specific needs (Lewis and Heckman, 2006).

### **2.2.1 Employee performance**

An effective employee is a combination of a good skill set and a productive work environment (Rusbult, & Farrell, 2009). Meyer, Vandenberghe and Becker, (2014) opines that many factors affect employee performance and managers need to be aware of and should work to improve at all times. To get the maximum performance from employees, you need to provide them with the tools they need to succeed. Managers should keep their expectations in line with the duties assigned to the employee. By expecting more from an employee than they were hired for, or than

their background has prepared them for, can diminish employee performance (Meyer, & Herscovitch, 2014).

Organisations should develop a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work. Commitment shown by the company is returned in the form of commitment from employees. (Allen & Meyer, 2010).

An effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the chance to point out what she has learned throughout the year. Managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. Comprehensive employee evaluations are important to the ongoing performance of employees.

Sigler and Pearson (2010) indicate that talent competency refers to the situation where those employees who feel their job has meaning and have perceptions of competence and perceptions of influence have also shown indications of higher performance levels. Moreover, Dyer and Reeves (2017) suggest that employee performance is a function of both skills and motivation. And if we add the freedom to do the job, along with the required skills, this should yield higher levels of performance (Kelly, 2012). Indeed, this variable is related to job competence outlined in the literature and may be conceived of as individual feelings of personal mastery and self-efficacy linked to the performance of their work roles (Bandura, 2014). It refers to developing the competencies, skills and having the training to do the job well and without problems (Peccei and Rosenthal, 2001).

### **2.3 Theoretical Framework:**

This study is anchored on the human capital theory by Becker (1964). This theory postulates that human capital – “the composition of employee skills, knowledge, and abilities - is a central driver of employee performance. The theory has been widely used in the field of human resource management (Crook, Todd, Combs, Woehr, & Ketchen, 2011; Fisher, 2009; Lepak & Snell, 2009; Nafukho, Hairston, & Brooks, 2004; Strober, 2010). This theory views human capital as a competitive resource that organizations can invest in and is valued by the organization since it increases productivity (Kessler & Lulfesmann, 2016; Lepak & Snell, 2009; Nafukho, et al., 2014; Strober, 2010).

The relevance of this theory is that if organizations pursue goal congruence, and focus more on retaining top performers, the huge amount invested in top performers pays off with long term benefits to the organization. If employees are fully invested in, well managed and retained, they will be innovative and creative, competent and committed, readily useful and available to the organization to do the right job for all the right reasons, and goal achievements becomes glaring and tangible.

#### **2.4 Talent Retention and Job Satisfaction**

High employee turnover has a direct impact on the organisation bottom line. Not only does it cost the organization in terms of recruitment, on-boarding and training, it impaired the organisation’s ability to provide consistent, high-quality products/services to the clientele (Philips, 2007). Talent management programs offer the organization a proven and practical way to significantly improve employee satisfaction and retention in order to reduce turnover and its associated costs.

Furthermore, happier, more productive employees deliver high levels of customer service and help to deliver strong overall business results. There are several talent management best practices that have been shown to significantly improve employee satisfaction and retention. By correctly identifying upfront, the knowledge, skills, experience and attitudes that lead to success in a position, you can more effectively recruit and hire suitable candidates for open positions. Turnover can be reduced by ensuring

that prospective employees' attitudes and values align with those of the position and organization on the whole (Vance, 2006). Using core and job specific competencies as qualifiers in the recruiting/hiring process, and assessing a candidate's past demonstration of these can be an effective way to identify and hire the right people, right from the start. A comprehensive on boarding process that takes care of more than just the hiring paperwork is critical to ensuring the success of new employees and has been shown to reduce short-term turnover. A good program includes training on the tasks and tools important to the role, but also covers the corporate culture and values, information on talent management programs, networking opportunities, initial goal setting, and interim reviews. Setting parameters upfront helps employees better prepare for their new roles and help them become more productive from the on-set. When you retain talented employees using such practices, you do not need to continuously train and orient new hires, or take the risk that new hires will be unable to meet job requirements. Lower rates of employee turnover have a direct effect on hiring, and help in fewer drops in productivity (Tonidandel, Morris, Hannandex and Hibl, 2017). It is important to establish clear performance expectations for all employees, right from the start. An up-to-date job description is one of the best ways to communicate a new employee's job responsibilities, scope of decision-making and breadth of authority. Job descriptions that capture your culture and organizational values can help you attract and retain the kind of employees you want. Plus, job descriptions help to reinforce your culture to ensure you always have the right people on your team (Vance, 2012).

Every employee should be assigned individual goals that are directly linked to higher level organizational goals. Often, organizations fail to set goals that connect to the organization's overall goals, or do not set goals at all. Employees who lack clear direction are not able to easily connect with the work they do with the organization's success. Linking employee goals to overall corporate goals helps to set expectations for performance and gives employees an all-important context for their work. Linking their individual goals to corporate goals helps employees understand how their day-to-day work contributes to the

organization's success. This helps employees to understand their value to the organization, keeping them engaged and motivated, which in turn impacts employee engagement and retention (Trevor, et al, 2013). Everyone needs to know what they are doing well, and how they can improve. Giving employees, regular, ongoing feedback on their performance is the best way to acknowledge and encourage solid performance. It also helps identify and address performance shortfalls before they become serious issues that can contribute to high turnover rates. Feedback should be accompanied by coaching, and if needed, development plans to support employee performance. This helps to establish a stronger working relationship between the employee and their manager or supervisor, and can boost loyalty and retention (Shaw,Duffy, Johnson and Lockhart, 2015). By investing in employee growth on an ongoing basis, employees are more connected with the organization as they see the potential for long-term growth and understand the organization is invested in their ongoing success (Ramsay, 2016).

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (2013), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Spector, 2011). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not (Kalleberg, 2009). It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (2011) lists 14 common facets: Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision.

A more recent definition of the concept of job satisfaction is from Hulin and Judge (2013), who have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioural



components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job (Hulin & Judge, 2013; Moorman, 1993; Locke, 2011; Tomazovic, Seljak&Aristovic, 2014). Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be unidimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences (Locke, 2011).

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions (Kumari, Joshi & Pandley, 2014).

A study title "Analysis of Factors Affecting Job Satisfaction of the Employees in Public and Private Sector", in India concluded that in India Employees tend to love their job if they get what they believe is an important attribute of a good job. Weight age factor of each such attribute based on exhaustive survey has been calculated. Region, sector and gender wise study of job satisfaction has provided consistent picture with respect to distribution of data set analyzed showed that most of the employees in Indian industry are not satisfied with their job except for a few like male in commerce sector and female in education sector. Total job satisfaction level of males is found to be higher than that of

woman. Total job satisfaction level in manufacturing sector is found to be very low (Lathan & Budworth,2007).

## **2.5 Career Progression and Employee Loyalty**

It is not easy to define “career progression” or “career success.” Blau and Duncan (2007) first attempted to define this idea as “the outcome of the lifelong process in which ascribed status at birth, intervening circumstances and earlier attainments determine the level of ultimate achievement.” Most definitions refer to a measure of salary or levels of “job responsibility” (Gregg and Wadsworth, 2012), promotions (Greenhaus, Jeffery and Saroj, 2012; Seibert, Scott, Maria, Kraimer, and Michael, 2011; Wayne, Robert, Maria, and Isabel, 1999), career satisfaction (Wayne et al., 2009), and professional development (Greenhaus et al., 2012).

Emerging literature highlights the changing landscape of Nigerian and international career paths, and the research that indicates the importance of job turnover and mobility in overall career progression and skill acquisition. “Our evidence is that the process of job changing among young workers, while apparently haphazard, is a critical phase in workers' movement toward the long-term, stable employment relations that characterize mature careers” (Topel and Ward, 2009).

This evolution in career paths has led some researchers to rethink the traditional model, which consisted of continuous full-time work moving from lower levels of job status to successively higher levels within an organization. Benko and Weisberg (2008) stated that modern career paths are “not a straight climb up the corporate ladder but rather an undulating journey of climbs, lateral moves, and planned descents.” Similarly, Seibert, Craimer and Michael (2011) research found that “individuals’ work experiences now tend to span multiple employers, work

arrangements, and types of competencies and those individuals are increasingly responsible for managing the transitions in their own careers.”

Early job mobility has been associated with increased wage growth. According to Topel and Ward (2008) “Empirically, profiles of earnings growth mirror the pattern of early career mobility. For the typical male worker in the United States, over two thirds of total lifecycle earnings growth occurs during the first ten years of labour market experience.” Career progression seems to be greatly influenced by job mobility, where employees progressively acquire new skills and apply them to increasingly more difficult jobs.

Generally, positive predictors of career progression include higher levels of ability and educational attainment. Further, early job mobility and longer labour force attachment both lead to increased career success. On the other hand, age and female gender have a negative effect on career progression. And finally, the research indicates a complex interaction between career mentors, corporate culture including expectations of employees and co-workers, social inclusion on the job, job satisfaction, and performance appraisals.

Education levels have clearly been tied to career progression. According to Wayne, Robbert, Kraimer and Isabel (2009), “research has shown educational attainment to be positively related to managerial advancement, salary progression, and assessments of promotability.

Employee loyalty is umbrella terms for a set of emotions that make employees feel attached to their current employer and less likely to see greener grass elsewhere. To increase employee loyalty, you must increase the positive emotions and decrease the negative emotions that your employees feel as they make decision to stay or go. Understanding that you're dealing with root

emotions, rather than the specific behaviours those emotions drive, will keep you focused on what really matters.

Cappelli (2012) says that employee loyalty is a “practitioner term. The closest analogy in research is with the concept of commitment, [the idea] that employees are looking after the interests of their employer.’ Not long ago, it wasn’t uncommon for workers to stay with a company for many years as they grew their career with the best interests of the company in mind. The expectation was that their [employee loyalty](#) would be rewarded with long-term employment protection, pensions and health care benefits.

The benefits of employee loyalty were obvious, ranging from reduced recruitment costs, better [business performance](#), as well as providing a [great place to work](#), a place that would [attract top talent](#).

In today’s rapidly changing job market, companies are lucky to find an employee that stays for even five years. So what changed? Is it still possible to renegotiate a balance between the employee loyalty contracts of yesterday and the disillusioned, ambivalent attitudes of today?

The answer is yes, but companies will need to rethink the way they manage their people to avoid [employee turnover](#).

## **2.6 Training and Employee Competence**

Training is an organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill (Armstrong, 2012). ‘Training is the process for providing required skills to the employee for doing the job effectively, skilfully and qualitatively. Training of employees is not continuous, but

it is periodical and given in specified time. Generally training will be given by an expert or professional in related field or job', (Michael, 2011).

Training is required at every stage of work and for every person at work. To keep oneself updated with the fast changing technologies, concepts, values and environment, training plays a vital role, (Dale, 2017). Training programmes are also necessary in any organisation for improving the quality of work of the employees at all levels. It is also required when a person is moved from one assignment to another of a different nature. Taking into account this context, this unit aims at providing insight into the concept, need and methods of training, also areas of evaluation of training, retraining and dimensions of organisational learning.

As posited by Michael (1075), 'Training is a process of learning a sequence of programmed behaviour. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behaviour. It helps in bringing about positive change in the knowledge, skills & attitudes of employees. Training is investment in getting more and better quality work from your talent'.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands (Armstrong, 2012).

Since training involves time, effort & money by an organization, so an organization should to be very careful while designing a training program. The objectives & need for training should be clearly identified & the method or type of training should be chosen according to the needs & objectives established. Once this is done accurately, an organization should take a feedback on

the training program from the trainees in the form of a structured questionnaire so as to know whether the amount & time invested on training has turned into an investment or it was a total expenditure for an organization.

Recurrent training is training that is scheduled at periodic intervals in order to keep employee skill abilities at a maximum level (Armstrong, 2012). Recurrent training often occurs in certain industries, like health care and aviation where human safety is involved. Recurrent training can be outsourced, provided by a visiting instructor, or performed by instructors from a corporate training department. 'Training is that process by which the efficiency of the employees increases and develops. Training is a specialised knowledge which is required to perform a specific job', (Dale, 2017) In the words of Armstrong (2012) "Training is the organised procedure by which people learn knowledge and Improve skill for a definite purpose."According to Edwin (2014), "Training is the act of increasing the knowledge and skill of an employee for doing a particular job." In simple words, to provide ability to the employee to perform a specific job is called training. Thus, the art, Knowledge and skill to accomplish a specific job in a specific way is called training. At all levels of organisation training and development programmes are needed in order to make qualitative improvement in the work of the employees. Employee Training is bifurcated into [on-the-job training](#) and [off-the-job training](#) methods having different sub-methods of training given for different purposes to different types of employees holding or going to hold different jobs.

Iles, (2007) revealed that employee's competencies are those traits, skills or attributes that employees need to perform their jobs most effectively. Clearly, these competencies will vary by job and position, but there are some commonalities that apply to just about any job in just about

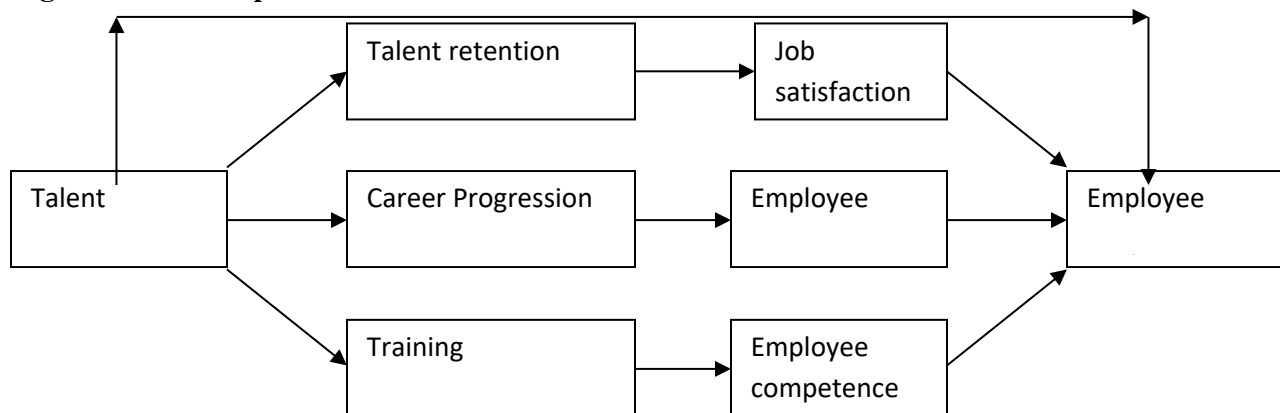
any organization. Companies can hire employees with basic foundational competencies and then teach more specific competencies directly related to the employees' job descriptions.

Employees who are competent self-management are able to direct themselves towards the accomplishment of goals and specific work assignments. Self-management competencies include the making of effective judgments, the ability to adapt and be flexible as new requirements emerge, and the ability to effectively plan and organize their work to achieve required results.

Employees need intellectual competencies because it is what the employee needs to know to perform the functions of the job. This can include industry knowledge, background and expertise, etc.

Workers must possess the ability to effectively organize and manage work and work-related activities. Employees with strong organizational competencies are efficient and effective in the work they do.

**Figure 2.1: Conceptual Frame**



**Figure 1: Conceptualization of talent management and Employee performance**

**Source: Researcher, 2016.**

## **2.7 Empirical Review:**

Talent management has been studied by various authors but in different aspects and directions.

Nzewi, Chiekeze and Ogbeta (2015) worked on 'Talent Management and Employees Performance in selected Commercial Banks in Asaba, Delta State. This study assessed the relationship between talent management and employee performance in selected commercial banks in Asaba, Delta State. Descriptive survey design was adopted. Data were generated from Guaranteed Trust Bank, Plc and First Bank of Nigeria, Plc Staff on a 5-point Likert scale structured questionnaire. Hypothesis was tested with Pearson Product Moment Correlation coefficient. Regression technique was used to analyze the data collected. The findings revealed a positive relationship between talent management and employee performance. The study concluded that talent management was significantly related to employee performance. The authors advocated that the banks and other corporate organizations should enrich job contents and offer growth opportunities, in order to retain their top talents. Besides, talented employees are productive resources capable of adding value and competitiveness in organizations.

Augustis and Jaja (2015) examined talent management and corporate survival of the Nigerian banking industry. Sample of 132 managerial staff from a survey of licensed banks in Rivers State. The cross sectional survey design was adopted for the study as the main instrument for data generation was the structured questionnaire. The predictor variable; talent management; was operationalized using two dimensions, namely – talent planning and talent acquisition with each dimension assessed on a set of 6 indicators each; while the criterion variable - corporate survival is also assessed on a set of 18 indicators. Two null hypotheses were postulated for the study and tested using the Spearman rank order correlation coefficient with results showing significant associations in both instances. As a result of the investigation, it was revealed that both dimensions of talent management have significant



relationships with corporate survival. The study shows that respondents rate talent management practices as very important and necessary for maintaining business progress and thus survival therefore the study recommends that emphasis should be laid on various policies as regards efficient talent planning and acquisition.

Pam (2012) critically evaluated the impact of talent management on employee productivity in the Nigerian public sector. A hypothesis in line with the objective was drawn and tested based on data generated through a questionnaire. The survey investigation method was used in collecting data for the study from a sample of 349 top, middle and lower level management staff of five public sector organizations in Nigeria. The Kruskal- Wallis test statistic was used to analyze the data. The findings indicated that the implementation of proper talent management processes significantly impact employee productivity. It was thus concluded that talent management practices in Nigeria public organizations (where they exist), significantly impact on employee productivity. The study recommended that all actors in talent management should be educated and trained in scientific methods of managing organizational talents.

Wuim-Pam (2014) investigated the impact of effective talent management on employee core competencies in Plateau State University, Boko. Using a non-empirical approach, the result revealed that the skills, knowledge and abilities of employees impact job descriptions and performance management. The study concluded that tying core competencies with talent management is a win-win proposition as it provides organizations with a means of upgrading and retaining their valuable workforce. Wuim-Pam (2014) therefore recommends the creation of a unique competency models where this skill is lacking within the organization itself and identification and possession of high-performing behaviours.

Oladapo (2014) carried out a study on the impact of talent management on retention in Strayer University, Nigeria. This study sought to understand the challenges and successes of talent management programs and the reasons why some companies choose not to have a program. This study also tested the predictive power of job security, compensation and opportunity on retention rates. Findings revealed that for the organizations sampled with a talent management program (69% of those studied), participants overwhelmingly recognized the strategic value of an effective talent management program despite significant challenges to implementation. Participants cited opportunity for job advancement as the most significant factor affecting retention rate. For the organizations sampled without a talent management program (the remaining 31% of those studied), indicated absence of executive management support. The study further revealed that job security, compensation, and opportunity for advancement were not found to have predictive value for employee retention rates. Though data confirmed Lockwood's findings that although pay and benefits initially attract employees, it is not the primary reason given for retaining them.

Mellahi and Collings (2010) This research paper was focused on talent management failure by multinational enterprises (MNEs) in Nigeria. The study examined the barriers to corporate advancement of talents located in subsidiaries and more specifically on promotion of talent already employed by the MNE to be part of the upper echelon management team at its center. Causes of failure of talent identification and management recounted in the available literature includes Lack of knowledge about what motivates talented people, Fitting talent management into the organization strategy, eliminating time-consuming processes, raising expectations of qualified people having exceptional abilities. Low credibility towards the job and organization among the workers. Finally, the researcher pointed out that difficulty in identifying the real 'talented' people are the issues related to talent management.

David, Gakure and Waititu (2014) studied to find out the role of talent management on competitiveness of public universities in Kenya. Stratified sampling was adopted to obtain a representative sample of the

study which was made up of both the teaching and non teaching staff of the Public Universities in Kenya. A questionnaire that employed likert scale was used to collect data. Factor analysis revealed that all the 16 items used had a loading value above 0.4 as recommended hence they were all included in the analysis. The instrument was determined to be reliable since the data collected had a Cronbach's alpha value of 0.942. Data analysis revealed a positive relationship  $R = 0.498$  ( $p\text{-value} < 0.05$ ) indicating a significant linear relationship between talent management and competitiveness.

Aljunaubi, (1014) studied talent management and employee engagement in Abu Dhabi. this study aims to provide a comprehensive understanding of relationship of talent management and employee engagement and investigate the impact of talent management practices on employee engagement in semi-government organizations in Abu Dhabi, UAE. To achieve the objectives of this research a literature review was conducted to provide a better understanding of the two concepts and to identify the main talent management factors that impact employee engagement. Moreover, to provide empirical evidences of the relationship of the concepts, a quantitative study was done by distributing a survey to employees working in the oil and gas industry. The Survey was divided into three main sections; demographic, Talent Management and Employee Engagement section. This structure aimed to have optimal understanding of the background of the respondents and to measure the elements that are relevance to the concepts targeted in this study. The findings indicate that talent management factors such as talent development, recognition, and leadership support have a positive correlation with employee engagement. Thus, this study recommends that organizations interested in increasing levels of employee engagement need to establish proper talent management systems that focus on talent development, support from management, and simultaneously look into enhancing policies and working environments. Finally, the research provides some suggestions for future researchers to improve the understanding and impact of talent management practices on employee engagement.

Mohammed, (2016) researched on the effect of leadership style on talent management practices in Egypt. His an exploratory study aims to investigate the impact of leadership styles on talent management processes by comparing between public and private sector in Egypt. The paper surveyed literature review of the talent management (TM) concept and Hersey & Blanchard leadership model. The study found leadership styles more likely impacts Talent management processes in private sector than public sector as illustrated through papser. Which, deeply interwoven and opens up new questions to be explored by future research identified through paper.

Maya, (2015), wrote on characteristics of a good talent management system on Indian information technology companies- an empirical study. This paper investigates the characteristics essential for a good talent management system. For measuring the characteristics of Talent Management system in Indian Information Technology organizations, twenty five variables were measured. In the present study twenty five variables are reduced into seven factors which would explain the original data in detail. Principal Component analysis with vari-max rotation is used to group the factors.

Tseng (2010) The thesis discussed about the retention of software development employees in IT industry in Taiwan. The main focus of the study was to curtail voluntary turnover of software development employees and to provide retention guidelines appropriate to IT companies in Taiwan. The thesis also identified the factors that are important for retaining software development employees in Taiwan. The study explored six retention factors: job appreciation, fair remuneration, freedom in decision. The research concluded that organizations have realized the value of managing their own talent and have initiated HR practices that place top priority to talent management to ensure the organization is better prepared to respond to the change or crisis due to advancements in knowledge or other. This study explored the current state of knowledge about employer brand and identified the various employer brand building blocks which are conceptually integrated in a predictive model. The predictive model provides corporate leaders and their human resource functionaries a theoretical

pointer relative to employer brand which could guide more effective talent attraction and retention decisions. This study was non-empirical in approach and searched for linkages between theoretical concepts by making use of relevant contextual data. Key findings suggested that employer brand is influenced by target group needs, a differentiated Employer Value Proposition (EVP), the people strategy, brand consistency, communication of the employer brand and measurement of Human Resources(HR) employer branding efforts.

Piansoongnern(2011) This paper investigated talent management strategies and employee engagement practices implemented in three leading cement manufacturing companies in Thailand, ranging from the largest to smallest ones. In-depth interviews were conducted with employees from all levels including executives, managers and human resources (HR) staff, to identify factors that influence employee engagement. The findings revealed that robust talent management planning, complete support of top management, fair salary, good Characteristics of a Good Talent Management System in Indian Information safety and health insurance, training opportunity, career advancement, organizational unity, work-life balance, and other environmental factors were crucial factors that helped the organization retain its talented workforce.

Sebastian Mansson (2011) This study highlighted how multinational corporations identified and developed local leadership talents for global leadership positions, particularly in China. The research was based on more than 20 qualitative interviews with 14 large multinational corporations across different industries. The findings revealed that the implementation of talent management processes in China are very limited, but existed at some levels. However, at the higher leadership levels, practically there are no adaptations of global leadership standards as of today in China, when most of the multinational corporations are striving to continuously improve and implement a global talent management approach.

Ibrahim, et al (2014) explored talent management practices and employee engagement in Malaysian Government Linked Companies (GLCs). The respondents for the study were drawn from GLCs employees in Malaysia. The population for the study comprised of executive employee or higher ranking officers who serve in GLCs. Out of the 495 GLCs, the sample organizations was randomly chosen based on systematic sampling technique. In the research, a judgmental sampling technique was used to select qualified candidate respondents. All odd numbered companies were chosen as sampled companies. The study used statistical analysis to generate result. The data collected from the questionnaires were analyzed using the SPSS version 20.0 software. The study concluded that as Malaysia aspires to transform into a developed and more competitive economy by 2020, talent will play a crucial role in order to strive for success and to sustain strong economic growth. The study recommended that GLCs should focus on nurturing and developing talent of the human capital in GLCs.

Wandia (2013) carried out a study on talent management in Kenya – Nairobi at Symphony (K) Ltd. and articulated that managing talents is a source of competitive advantage. The study adopted a case study research design to fulfill the objective of the study and the results were expected to provide an insight in understanding how the organization uses its dynamic capabilities as a strategic tool. The researcher interviewed seven senior managers at Symphony who were involved in the strategic process of managing organizational talent. The data were collected through the use of the interview guide and content analysis was used to analyze the data. The study revealed that choice of talent management strategy massively affects firms' financial performance as can be reflected on increased sales revenue, increased productivity and increased market share. The study recommended that firms consider business models that invest in talent management and appropriately harness and leverage on intangible assets in the firm to attain competitive advantage.

Haghparast (2012) equally executed a similar study on talent management. The study sought to determine the relationship between element of talent management and organizational success in the

department of Youth and Sport in west Azerbaijan Province. Results showed that between the elements of talent management ( $r = 0.430$ ) and talent management practices, ( $r = 0.287$ ) and organizational assessment ( $r = 0.346$ ) and motivational factors ( $r = 0.576$ ), and organizational success is a significant relationship, but the organizational talent identification ( $r = 0.115$ ) and organizational performance ( $r = 0.095$ ) and organizational planning ( $r = 0.162$ ) wasn't significantly associated with organizational success.

Doherty (2010) carried out an exploratory study on assessed employee engagement and how to attract and retain the best talents. In the study, Rabo bank International was assessed covering over 340 offices in over 40 countries worldwide because Rabo bank was finding it difficult to consistently manage the performance of its employees to the same standards globally. The study recommended that organizations should be focused on people rather than on processes to save the organizations unnecessary spending of money on recruitment and training. The study revealed that job security, compensation, and opportunity for advancement were not found to have predictive value for employee retention rates. Though data confirmed Lockwood's findings that although pay and benefits initially attract employees, it is not the primary reason given for retaining them.

### **2.7.1 Summary of Reviewed Literature**

Recent overemphasis on achieving superior long-term earnings performance is occurring just at the time when such performance has become a far less valid indicator of changes in the company's long-term competitive position of every organisation. Any economic success is dependent upon knowledge, innovation and creativity in making new products and providing commensurate services. The

instruments of innovativeness and creativity are derived from the employees, knowledge, competence, commitment and satisfaction which will project such organisation with such intellects above others.

The empirical works reviewed have showed that employees' knowledge, loyalty and competence can be an increasingly critical element of organizational success, realizable from employee's performances. Those who can recognize competencies, and further, who can create new knowledge will be successful in organizational settings. However, the human competence is found so difficult and complex that its recognition or development for organizational purposes cannot be easily completed by the management.

Also, a number of studies have been carried out on talent management and employee performance with long run implication on organisational productivity both within and outside of Nigeria and Kogi state in particular. It was discovered that emphases were more on employees satisfaction but not much on employees loyalty and competence. These two elements would have seemed to the bases for employees performance improvement. This is a pointer to the fact that there has been little study on talent retention, career progression and learning as they collectively determined employees job satisfaction, loyalty and competence respectively, which would have had a direct link with employees performance.

The uniqueness of this study is to consider employee performance using employees job satisfaction, loyalty and competence as dependents of talent retention, career progression and training, in a close situations of two ceramic firms in kogi state. This study intends to fill this knowledge gap by looking into these issues and discussing them in depth by interpreting data that will be collected under survey.





## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

#### **3.2 Research Design**

The study employed the use of correlation survey research design so as to collect information from sampled respondents through questionnaire instrument. Since a Correlation research design was adopted for the study, is intended to determine the nature of the relationship that exist between the dependent (talent retention, employee competent and employee cimmitment) and independent variables (job satisfaction, career progression and training). Correlation design is appropriate since it involves two variables of dependent and independent nature.

#### **3.3 Population**

The study population consists of the two ceramic manufacturing companies producing floor and wall tiles in Kogi State. Data were collected from the two ceramic manufacturing companies which are West

African Ceramics Nig. Ltd (WACLNG), with a total population of 841 (WACLNG, 2018) and BN Ceramics Nig. Ltd, with total workforce of 217 (BNCLNG, 2016). The total population of the study is therefore 1058 employees.

### 3.4 Sample Size and Sampling Techniques

The sample size consists of 290 (289.86) participant which was drawn from the population using Taro Yamane formula ( $n = \frac{N}{1 + N(e^2)}$ ),

$$290 = \frac{1058}{T} = 1058 (0.5)$$

$$290 = \frac{1058}{T} = 0.5$$

$$290T = 1058 + 0.25T$$

$$290 - 0.25T = 1058$$

$$289.75T = 1058$$

Where:

n=Sample size,

N=Population,

e=error margin at 0.05).

Proportionate stratified random sampling technique was use to select the participant. Bowley population allocation formula,  $nN_h/N$ , will be used; where n=Sample size,

$N_h$ = Population of each organisation,

N=Total Population

This is to determine the number of participants to be drawn from each organization. Hence 231 participants will be drawn from West African Ceramics Ltd while 59 participants will be from BN Ceramics Ltd.

### 3.5 Sources and Method of Data Collection

Data for this study was sourced from primary sources. The primary data were gathered from respondents through the use of adopted questionnaire instrument.

#### 3.5.1 Validity of the Instrument

The instrument that was used to collect data for the study has been subjected to content and face validity by the researcher, the supervisor and other experts to ensure that the items of the questionnaire capture the variables of the study. The variables are reflected in the objectives, research questions and the hypotheses of the study, which is well structured on the basis of the related literature awareness. They also ensure that the questions were relevant, clear and unambiguous. The items included in the measure ly represent the universe of questions that was asked.

#### 3.5.2 Reliability of the Instrument

Spearman-Brown’s Split-Half technique was used to subject the instrument for reliability test and the result obtained is given in the reliability table below. This was based on negative and positive nature of outcome from the respondents.

**Table 3.1: Reliability Statistic**

<b>Reliability Statistics</b>			
Cronbach’s Alpha	Part 1	Value	.877
		N of Items	15 <sup>a</sup>

Part 2	Value	.851
	N of Items	15 <sup>b</sup>
	Total N of Items	30
Correlation Between Forms		.928
Spearman-Brown Coefficient	Equal Length	.928
	Unequal Length	.928
Guttman Split-Half Coefficient		.878

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**Source: Field Survey, 2018**

**Computation: SPSS ver. 20**

Formula:

$$r_{SB} = \frac{2r_{hh}}{1 + r_{hh}}$$

Where

$r_{hh}$  = Pearson correlation of scores in the two half tests.

Applying the formula, we would have:

$$r_{SB} = \frac{2 \times .865}{1 + .865}$$

$$r_{SB} = \frac{1.73}{1.865}$$

$$r_{SB} = 0.92761$$

$$r_{SB} = 0.928$$

### 3.6 Method of Data Analysis

The study used descriptive and inferential analysis techniques to analyze data. The descriptive statistics used were percentages, mean and standard deviations which indicate the average performance of a

group or a measure of some variables of the research questions. The inferential statistics used is the Pearson's Product Moment Correlation using the SPSS software Version 20.

**Decision Rule:**

According to Lewis, R.E. and Heckman, R.J. (2006) Statistical correlation is significant if coefficient is more than 0.5. Moreover, if p-value is low (under 0.01), it means that the correlation actually exists. In case p-value is high, it means that correlation does not actually exist between the variables that were proxied for investigation.

**Table 3.2: Correlation Interpretation Table**

Value of coefficient	Relation between variables
0.70-1.00	<b>Very strong Correlation</b>
0.50-0.69	<b>Substantial Correlation</b>
0.30-0.49	<b>Moderate Correlation</b>
0.10- 0.29	<b>Low Correlation</b>
0.01-0.09	<b>Negligible Correlation</b>

*Source:* Lewis, R.E. and Heckman, R.J. (2006) "Talent Management: A critical review", Human Resource Management Review, 16, 139–154.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Introduction**

This chapter presents and analyses the data obtained from fieldwork conducted at the case study firms in Kogi State. The main purpose of the research was to investigate the impact of talent management on employee's performance in ceramic firms in Kogi State. During the data collection process, I utilised multiple methods to obtain my information. Firstly, data was collected by means of a

questionnaire, which was administered to all staff at the firms. Secondly, data was collected by means of semi-structured interviews.

I interviewed the Principal personnel in the firm, and also gave out questionnaire based on staff Category, functional unit areas and qualification.

## 4.2 Data Presentation and Analysis

**Table 4.2.1 Questionnaire Distribution and Collection Table**

Firms	Copies Distributed	Copies Returned	Valid Copies	Percentage
WACNL	231	218	211	79
BNCNL	59	57	55	21
TOTAL	290	275	266	100

**Source: Field Survey (2018)**

Table 4.2.1 shows the questionnaire distribution schedule. A total of two hundred and ninety (290) copies of questionnaire were distributed to the focused firms, two hundred and seventy-five (275) representing 95% were retrieved out of which two hundred and sixty-six (266) were finally used for the analysis. This was due to the fact that nine (9) copies of the questionnaire retrieved were either wrongfully ticked or not answered correctly by the respondents.

**Table 4.2 Age distribution of respondents**

Age	Number	%
25-below	61	23
26-30	76	29
31-35	53	20
36-40	19	7
41-45	21	8



<b>46-50</b>	22	<b>8</b>
<b>51-above</b>	14	<b>5</b>
<b>Total</b>	<b>266</b>	<b>100</b>

Source: field survey, 2018

Table 4.2.2 shows the age distribution of the respondents. Age bracket 26-30 has the highest number of respondents while 51-above, has the least.

**Table 4.2.3 Respondents nationality distribution**

<b>Nationality</b>	<b>Number</b>	<b>%</b>
<b>Nigerian</b>	215	<b>81</b>
<b>Expatriate</b>	51	<b>19</b>
<b>Total</b>	<b>266</b>	<b>100</b>

Source: field survey, 2018

Table 4.2.3 shows that 215(81%) of the respondents are Nigerians while 51(19%) are expatriates.

**Table 4.2.4 Respondents Distribution: staff Category**

<b>Staff Category</b>	<b>Number</b>	<b>%</b>
<b>Senior level</b>	32	<b>12</b>
<b>Middle level</b>	71	<b>27</b>
<b>Junior level</b>	163	<b>61</b>
<b>Total</b>	<b>266</b>	<b>100</b>

Source: field survey, 2018

Table 4.2.4 distributes that both organization have 32(12%), 71(27%) and 163(61%) as their senior level, middle level and junior level member of staff respectively.

**Table 4.2.5 Distribution of respondents based on functional unit areas:**

<b>S/N</b>	<b>Unit</b>	<b>Number</b>	<b>%</b>
<b>1</b>	Administration	51	<b>19</b>

<b>2</b>	Production	101	<b>40</b>
<b>3</b>	Marketing	45	<b>17</b>
<b>4</b>	Finance	41	<b>14</b>
<b>5</b>	Others	28	<b>10</b>
<b>Total</b>		<b>266</b>	<b>100</b>

Source: field survey, 2018 Table 4.2.5 shows functional distribution of respondents. Administration accounts for 19% of the respondents while production, marketing, finance and other departments constitute 40%, 17%, 14%, and 10% respectively.

**Table 4.2.6 Respondents Qualification**

<b>S/N</b>	<b>Qualification</b>	<b>Number</b>	<b>%</b>
<b>1</b>	SSCE/GCE	101	<b>37.97%</b>
<b>2</b>	ND/OND	66	<b>24.81%</b>
<b>3</b>	HND	42	<b>15.79%</b>
<b>4</b>	B.Sc/B.ed/B.tech	41	<b>15.41%</b>
<b>5</b>	MSc/Med/MBA	13	<b>4.89%</b>
<b>6</b>	PhD	3	<b>1.13%</b>
	<b>Total</b>	<b>266</b>	<b>100</b>

**Source: field survey, 2018**

In table 6, 101,66,42,41, 13 and 3 representing 37.97%, 24.81%, 15.79%, 15.41%, 4.89% and 1.13% of the respondents have SSCE, ND/OND, HND, B.Sc/B.ed/B.tech, MSc/Med/MBA and PhD respectively.

**Table 4.2.7 distribution based on membership of a professional bodies.**

<b>S/N</b>	<b>Member</b>	<b>Number</b>	<b>%</b>
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1	Member of a professional bodies	59	22
2	Non- member of a professional bodies	207	78
	<b>Total</b>	<b>266</b>	<b>100</b>

Source: field survey, 2018

Table 4.2.7 shows that only 59 representing 28% of the respondents are members of a professional bodies.78% testified that their not members of a professional body.

### 4.3 Descriptive Statistics and Testing of Hypotheses

#### 4.3.1 Research Question One:

What is the extent of the relationship that exists between Job Satisfaction and talent retention in ceramic firms in Kogi State?

**Table 4.3.1.1: Descriptive Statistic Table for Research Question One: What is the extent of the relationship that exists between Job Satisfaction and talent retention in ceramic firms in Kogi State?**

SN	ITEMS	SA	A	U	D	SD	MEAN	S. d.
<b>Talent Retention</b>		5X	4X	3X	2X	1X		
1	My organisation Implemented the policy of staffing from within the organisation that encourages me to remain in the organization	5	9	12	201	39	2.02	<b>.705</b>
2	My organisation provides welfare services for us that will make me stay.	-	10	-	145	111	1.66	<b>.673</b>
3	My organisation provides a commendable and competitive remuneration that makes me stay	21	31	-	89	125	2.00	<b>1.286</b>
4	Medical allowances is provided by my organisation, which is why I am still here	4	18	32	74	138	1.78	<b>1.001</b>
5	My organisation rewards higher performers	21	45	7	97	96	1.93	<b>1.334</b>
	<b>Job satisfaction</b>							
6	I love doing what I do in my establishment	23	76	-	87	80	2.53	<b>1.396</b>

<b>7</b>	I like the kind of tasks I am performing in my organization	39	89	-	101	37	2.97	<b>1.365</b>
<b>8</b>	My wages and promotions in my organization are encouraging	-	39	-	52	175	1.64	<b>1.056</b>
<b>9</b>	My organisation provide save, secured and good work environments.	19	40	3	99	105	2.13	<b>1.280</b>
<b>10</b>	I feel valued as a resourceful employee in my work place	29	81	9	103	44	2.43	<b>1.613</b>

**Source: Field Survey (2018)**

**Computation: SPSS Ver. 20**

Table 4.3.1.1 shows the computed descriptive scores of items tailored towards answering research question one. The decision rule is to accept all items with a mean score of 3.00 and above and reject any with a mean score below 3.00. From table 4.3 all items have mean scores less than 3.00 and they are therefore rejected as being entrenched in the organization. That ‘the organisations implement the policy of staffing from within the organisation’ was not true since the mean value (2.02) is not up to the zone of acceptance. Research item 7 ascerts that ‘my organisation provides welfare services for us that will make me to stay’. The mean value (1.66) showed that the statement is rejected. Also, the organisation under study does not provide a commendable and competitive remuneration that would have made the employees to stay. This is true with a mean outcome of 2.00. Mean value of  $1.78 < 3.00$  shows that the organisation do not provide medical allowances for their respective employees. Finally, the organisations under study do not reward higher performers as they ought to have done. This is signified by the mean value of 1.93 which is less than the acceptable mean (3.00). The respondents rejected the ascertainment that they love doing what they do in the organisation, as the mean (2.53), falls short of the zone of acceptance. They denied the fact that they like the kinds of tasks they perform in their organisations as the mean (2.97) is 0.003 less and away from the acceptable mean (3.00). strickly astonishing is the outcome that the respondents denounced the fact that their wages and promotions are not encouraging (a mean value of 1.64). Moreover, the item that says ‘my organisation provides save, secured and good work environments’ was rejected as majority said ‘No’ with mean 2.13; quite below the acceptable realm of 3.00. The respondents turned down the fact that they feel valued as resourceful employees in their work place, since the mean is 2.43 and is less than 3.00.

#### **4.3.2 Test of hypothesis one:**

There is a significant positive relationship existing between job satisfaction and talent retention in ceramic firms in Kogi state.

**Table 4.3.2.1: Correlation Table for Hypothesis One**

**Correlations**

		TALRENT	JOBSAT
TALRENT	Pearson Correlation	1	.947**
	Sig. (2-tailed)		.000
	N	266	266
JOBSAT	Pearson Correlation	.947**	1
	Sig. (2-tailed)	.000	
	N	266	266

**Source: Field Survey (2018**

**Computation: SPSS Ver. 20**

Table 4.1.1.1 above details the correlation result of hypothesis one. The result from the table shows a correlation coefficient

\*\* . Correlation is significant at the 0.05 level (2-tailed).

of .947 and it is significant at 0.05 level (2-tailed) test (p-value <0.05). Going by the decision rule which states that if p-value is less than 0.05, the research hypothesis should be accepted otherwise, it should be rejected. The research hypothesis is therefore accepted and from the interpretation rule given in table 3.6 which state that if correlation coefficient is between .70-1.00, Very strong Correlation is said to be existing, we hence state that there is a very strong positive correlation between talent retention and job satisfaction.

**4.4 Research Question Two:**

What is the extent of the relationship that exists between career progression and Employee loyalty in ceramic firms in Kogi State?

**Table 4.4.1: Descriptive Statistic Table for Research Question Two**

	ITEMS	SA	A	U	D	SD	MEAN	S.D.
	<b>Career progression</b>	<b>5X</b>	<b>4X</b>	<b>3X</b>	<b>2X</b>	<b>1X</b>		
<b>1</b>	There are opportunities for	31	12	5	77	141	1.93	<b>1.334</b>

	promotions in my organisation							
<b>2</b>	There are early labour mobility in my organization	76	132	3	31	24	3.77	<b>1.236</b>
<b>3</b>	There is a culture of preparing lower level employees to take over from higher level employees in my organization	-	-	17	75	174	1.41	<b>.609</b>
<b>4</b>	Opportunities are provided for me to move towards my career goals in my organisation	43	21	-	74	128	2.16	<b>1.495</b>
<b>5</b>	My educational attainment is in line with my current position	45	67	7	65	82	2.73	<b>1.530</b>
	<b>Employee loyalty</b>							
<b>6</b>	I am loyal to my organisation	73	64	-	77	52	3.11	<b>1.551</b>
<b>7</b>	I believe in my organisation's goal and I want to help to achieve it	47	72	-	82	65	2.83	<b>1.497</b>
<b>8</b>	I believe in my organisation totally	25	47	-	49	145	2.09	<b>1.448</b>
<b>9</b>	My goals are subordinates to my organisational goal	63	82	-	57	64	3.09	<b>1.560</b>
<b>10</b>	I felt bounded to my job in the organisation	23	57	5	89	92	2.36	1.370

**Source: Field Survey (2018)**

**Computation: SPSS Ver. 20**

Table 4.4.1 shows the computed scores for questionnaire items that sought to answer research question two. The decision rule is to accept all items with a mean score of 3.00 and above and reject any with a mean score below 3.00. From the mean scores obtained from the questionnaire items, all are rejected except items numbers 2, 6 and 9. The research item which states that 'there are opportunities for promotion in my organisation was rejected because the mean (1.93) is less than the acceptable zone (3.00). positively, the early labour mobility in my organisation was accepted with a mean of 3.77. however, the process of preparing lower level employees for higher level was rejected with a mean

value of 1.41, which is less than the threshold of 3.00. The respondents denied the fact that opportunities are provided for them to move towards their career goal (2.73 less than 3.00). 'My educational level is in line with my current position' is rejected because of mean value inadequacy (2.73 less than 3.00) The respondents are loyal to their organisations because the mean is  $3.11 \geq 3.00$ . Mean 2.83 is less than 3.00 and it means the respondents do not believe in their organisations' goals. More so, since mean 2.09 is less than 3.00, it rejects the fact that the employees believed in the organisations totally. Moreover, mean 3.09 revealed the fact that the employees' goals are subordinates to the organisational goals. Finally, mean 2.36 which is less than the acceptable mean (3.00) rejects the believe that the respondents felt bounded to their job in their respective organisations

#### 4.4.1 Test of Hypothesis Two.

**Career progression has a significant positive correlation with employee loyalty in ceramic firms in Kogi State.**

**Table 4.4.1.1: Correlation Table for Hypothesis Two**

Correlations

		CARPRO	EMPLOYA
CARPRO	Pearson Correlation	1	.974**
	Sig. (2-tailed)		.000
	N	266	266
EMPLOYA	Pearson Correlation	.974**	1
	Sig. (2-tailed)	.000	
	N	266	266

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey (2018)

Computation: SPSS Ver. 20

Table 4.4.1.1 above details the correlation result of hypothesis three. The result from the table shows a correlation coefficient of .974, significant at 0.05 level (2-tailed) test (p-value <0.05). Going by the decision rule which states that if p-value is less than 0.05, the research hypothesis should be accepted

otherwise, it should be rejected. The research hypothesis is therefore accepted and from same interpretation rule given in table 3.6 which states that if correlation coefficient is between .70-1.00, Very strong Correlation is said to be existing, we hence state that there is a very strong positive correlation between career progression and employee loyalty

#### 4.5 Research Question Three:

What is the extent of the relationship that exists between training and employee competence in ceramic firms in Kogi state?

**Table 4.5.1: Descriptive Statistic Table for Research Question Three**

ITEMS		SA	A	U	D	SD	MEAN	S.d.
Training		5X	4X	3X	2X	1X		
1	My organization does not take our training serious	45	102	-	49	70	3.01	<b>1.518</b>
2	One-on-one consultation with trainers is being used in my unit of work	78	134	-	52	2	3.88	<b>1.064</b>
3	Operations staffs are involved in rotational assignments in my organization.	143	58	4	31	30	3.95	<b>1.428</b>
4	I assume higher positions from time to time in the organisation	-	30	-	137	99	1.85	<b>.897</b>
5	Job reassignment is implemented in employees training in my organization	21	29	7	43	166	1.86	<b>1.335</b>
<b>Employee Competence</b>								
6	We exhibit basic concepts and techniques for job performance	34	54	9	61	108	2.42	<b>1.496</b>
7	I am efficient and effective in work performance in my establishment	47	87	-	47	85	2.86	<b>1.575</b>
8	There is self directional ability towards the organisations goal	63	38	19	57	89	2.73	<b>1.607</b>
9	I can provide guidance, troubleshoot and answer questions related to my area of expertise	107	87	-	43	29	3.75	<b>1.406</b>
10	<b>I competently perform challenging tasks and projects</b>	<b>34</b>	<b>92</b>	<b>-</b>	<b>78</b>	<b>62</b>	<b>2.84</b>	<b>1.437</b>



**Source: Field Survey (2018)**

**Computation: SPSS Ver. 20**

Table 4.5.1 displays the descriptive statistics of questionnaire items towards answering research question three. The mean scores for questionnaire items 1, 2, 3, and 9 from the table, are all above 3.00 thus accepted while questions 4, 5, 6, 7, 8 and 10 are rejected.

Mean  $3.01 \geq 3.00$  which signified that employees' organisation do not take their training serious. Also, mean 3.88 is up to 3.00 which accepts the fact that there is one-on-one consultation with trainers in respondents unit of work. 'Operations staff are involved in rotational assignment' was accepted since the mean score is 3.95. the mean score of 1.85 lead to the rejection of the statement, 'I assumed higher positions from time to time in my organisation'. 'Job reassignment is implemented in employees training' is rejected because the mean is 1.86 which is less than 3.00. The fact that the respondents exhibit basic concepts and techniques for job performance with a mean of 2.42 is rejected since the mean score is less than the acceptable mean of 3.00. Also, mean 2.86 relating to the statement 'I am effective and efficient in work performance in my organisation', was rejected since the mean falls short of the treshold value of 3.00. The fact 'there is self directional ability towards the organisational goals', with mean score of 2.73 is rejected because the mean is not up to 3.00. It was believed that the respondents can provide guidances, trouble shoot and answer questions related to their area of expertise, since the the mean is 3.75. Finally, the 'competently performing challenging tasks and projects' was rejected with mean of 2.84; which is below the acceptable region of 3.00 and above.

#### **4.5.1 Test of hypotheses three.**

**There is significant positive relationship between training and empolyee competence in ceramics firms in Kogi state.**

***Table 4.5.1: Correlation Table for Hypothesis Three***

		TRAINING	EMPCOMP
TRAINING	Pearson Correlation	1	.963**
	Sig. (2-tailed)		.000
	N	266	266
EMPCOMP	Pearson Correlation	.963**	1
	Sig. (2-tailed)	.000	
	N	266	266

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**Source: Field Survey (2018)**

**Computation: SPSS Ver. 20**

Table 4.5.1 above shows the correlation result of hypothesis three. The result from the table shows a correlation coefficient of .963 which is significant at 0.05 level (2-tailed) test (p-value <0.05). Going by the decision rule which states that if p-value is less than 0.05, the research hypothesis should be accepted otherwise, it should be rejected. The research hypothesis is therefore accepted and from the interpretation rule given in table 3.6 which state that if correlation coefficient is between .70-1.00, Very strong Correlation is said to be existing, therefore, there is a very strong positive correlation between training and employee competence.

#### 4.6 Discussion of Findings

The primary purpose of this study was to establish the relationship that exists between Talent Management and Employee Performance in Ceramic firms in Kogi State. To achieve this, three objectives were formulate to help narrow the hitherto wide concept of Talent Management and Employee Performance and they are as follow:

1. Objective one was to explore the type of relationship that exists between talent retention and job satisfaction in ceramic firms in Kogi State and the corresponding hypothesis which states that a significant positive relationship exists between talent retention and job satisfaction in ceramic firms in Kogi State was empirically analysed and tested using Pearson's product moment correlation. Talent retention was proxied with growth support, competitive remuneration, welfare services and

medical allowances and was correlated with Job satisfaction on the bases of work/life balance, compensation, flexible work schedules, rewarding excellence and commendation. The result confirmed that a significant positive relationship exists between talent retention and job satisfaction with a correlation coefficient of 95%. This implies that increase in retention of talents leads to increased job satisfaction in the organisation. The more employees are attached, feel obliged and view leaving the organization as being more expensive than staying, willing to remain with the organisation. This finding, therefore, was in tandem with the findings of:-Nzewi, Chiekeze and Ogbeta (2015) who worked on 'Talent Management and Employees Performance in selected Commercial Banks in Asaba, Delta State. The study concluded that talent management was significantly related to employee performance on the basis of talent retention in the organization. The work of Oladapo (2014) on the impact of talent management on retention in Strayer University, Nigeria, revealed that talent management has a significant positive corelation with talent retention in the studied organisation. Doherty (2010) carried out an exploratory study on assessed employee engagement and how to attract and retain the best talents. The study revealed that job security, compensation, and opportunity for advancement were found to have predictive value for employee retention rates. Piansoongnern (2011) this paper investigated talent management strategies and employee engagement practices implemented in three leading cement manufacturing companies in Thailand, ranging from the largest to smallest ones. The findings revealed that robust talent management planning, complete support of top management, fair salary, good Characteristics of a Good Talent Management System in Indian Information safety and health insurance, training opportunity, career advancement, organizational unity, work-life balance, and other environmental factors were crucial factors that helped the organization retain its talented workforce.

2. Objective two was stated to explore the type of relationship that exists between career progression and employee loyalty in ceramic firms in Kogi State and the corresponding hypothesis which states

that a significant positive relationship exists between career progression and employee loyalty in ceramic firms in Kogi State and was empirically analysed and tested using person's product moment correlation, too. Career progression was operationalized with job mobility, promotions, opportunity for growth, career goal, long labour attachment and succession planning. All these elements are therefore correlated with that of Employees loyalty- employees commitment and believing in organization's goal, etc. The result confirmed that a significant positive relationship exists between career progression and employee commitment with a correlation coefficient of 97%. This implies that increase in career progression leads to increased in employee loyalty to their work in particular and to the organisation in general. This finding is in line with the following:- Aljunaubi, (1014) studied talent management and employee engagement in Abu Dhabi. The findings indicate that talent management factors such as talent development, recognition, and leadership support have a positive correlation with employee engagement (commitment).

3. Objective three was designed to explore the type of relationship that exists between training and employee competence in ceramic firms in Kogi State and the corresponding hypothesis which states that a significant positive relationship exists between training and employee competence in ceramic firms in Kogi State. This was empirically analyzed and tested using person's product moment correlation, as earlier on stated in the methods. training was captured with problem solving skills, managing higher positions, job reassignment, rotational assignment and coaching; all were correlated with employee competence as it was operationalized with industry knowledge, team work and customer service skills, ability to give clear direction, efficiency and effectiveness in works performed, self directional ability towards organisation's goals accomplishment and ability to listen non-defensively. The result ascertained that a significant positive relationship exists between training and employee competence since the correlation coefficient was 96%. This shows that as the

employees are trained their competences is bound to increase. This is manifested in their performance.

This finding, has the same view with many others:

- Pam (2012) critically evaluated the impact of talent management on employee productivity in the Nigerian public sector. The findings indicated that the implementation of proper talent management processes significantly impact employee productivity(competence).

-Wuim-Pam (2014) investigated the impact of effective talent management on employee core competencies in Plateau State University, Bokkos. The study revealed that tying core competencies with talent management is a win-win proposition as it provides organizations with a means of upgrading and retaining their valuable workforce.

#### **4.2.1 Summary of Findings**

The findings of this study are summarized in line with the empirical results, tested with the Pearson's Product Moment Correlation.

i. From the test carried out for the first hypotheses, the finding revealed that there was a significant positive relationship existing between talent retention and Job Satisfaction.

Sequel to the test of the hypothesis one, the result showed that there was a very strong positive correlation existing between talent retention and Job Satisfaction, with a correlation coefficient of 0.947 and a P-value of 0.000 which was less than 0.05 level of significance at 2-tailed test as shown in table 4.2.1. The implication is that the more satisfied employees are, the more they will be willing to stay back with the organisation. That is, the more employees are attached to the organization, loyal, and have a desire not to leave, and make friends with other employees of value.

ii. The finding from the test of hypothesis two revealed that there was a significant positive relationship existing between career progression and employee loyalty.

The extent of the relationship between career progression and employee loyalty showed a correlation coefficient of 0.974 and a P-value of 0.000 which was less than 0.05 level of significance at 2-tailed test as shown in table 4.2.3. The rationale is that the more progressive (promotion) the employees experience, the more they will be committed to functions in the organisation in the form of being loyal.

iii Hypothesis three presumed that a significant positive relationship exists between training and employee competence. Both correlated with a correlation coefficient of 0.963 and a P-value of 0.000 which was less than 0.05 level of significance at 2-tailed test as shown in table 4.2.5. The implication is that the more trained employees are, the more competent they become. That is, as employees undertake training, the most likely it is for them to be creatively and intellectually competent.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The study emphasises on the importance accorded to talent management in organizations. It also validates the same, by relating these practices to job satisfaction and organizational commitment.

#### **5.2 Summary of Findings**

It was found that almost all the respondents are satisfied with the result of the talent management programme. Almost all the employees are satisfied that talent management program is creating significant and positive relationship with job satisfaction, career progression and employee's loyalty.

#### **5.3 Conclusion**

Following the data analysis and hypotheses tested, it is concluded that, not only had the variables determined individually the relationship between the dependent and independent variables, but also, have collectively showed that employees' performance largely depends on effective talent management in the organisation.

#### **5.4 Recommendations**

Sequel to the findings and conclusion drawn from the study, the following recommendations are made:

1. Organizations should provide an encouraging wages and promote employees as at when due to make them linger on to stay with the firm ever.
2. The firms should provide a save, secured and a good working environment for the employees.
3. Managements of the firms should establish a policy of rewarding top performers to set good examples for others to follow suit.
4. Furthermore, opportunities should be provided for the employees to move towards their career goals. This help to make them bound to their jobs.
5. Moreover, the firms should encourage job reassignment amongst the employees so that they can perform challenging tasks and projects.
6. Finally, the current position of the employees should be in line with their educational attainment so as to make them loyal to the firm.

#### **5.5 Suggestion for Further Studies**

Researchers wishing to study Talent Management as it relates to Performance could do a time series study where financial measures of organisational performance could be embedded into the study.



Further still, a comparative analysis of Talent Management and employee performance of ceramic firms versus quarrying firms could be carried out in subsequent studies.

## 5.6 Contribution to Knowledge

The study's contribution to the existing body of knowledge relative to talent Management and Employee Performance is the conceptual model developed which linked the various independent constructs (talent retention, career progression and training), to the dependent variables (job satisfaction, employee loyalty and employee competence) as shown in figure 2.1

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## **APPENDIX I**

Salem University,

Lokoja,

Kogi State,

Department of Business Administration,

Collage of Management Sciences.

### **QUESTIONNAIRE ON TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE.**

Dear Respondent,

I am a postgraduate student of Salem University, Lokoja, Kogi State, I am carrying out a study on the topic: **IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE IN CERAMIC FIRMS IN KOGISTATE STATE**. The purpose of this questionnaire is to collect relevant data to compliment this research work. Your accurate response and cooperation is highly solicited. Each data you supply will be treated with utmost confidentiality.

Thank you.

Faruna Husseini Abalaka

## **Appendix ii**

### **PART I**

#### ***Sample Questionnaire***

1. **Sex:** Male [  ] Female [  ]
2. **Age (years):** 25 below [  ] 26-30[  ] 31-35[  ] 36-40[  ] 41 - 45[  ] 46 – 50[  ] 51 above [  ]
3. **Qualification:** ND/OND [  ] HND [  ] B.Sc/B.ed /Btech [  ] M.Sc/M.ed/MBA [  ] PHD [  ]
4. **Staff Category:** Senior Level [  ] Middle Level [  ] Junior Level [  ]
5. **Experience (years):** Below1 [  ] 1 -3 [  ] 4 – 10 [  ] 11- 20 [  ] 21 above [  ]

6. **Unit:** Administration [ ] Production [ ] Sales [ ] Finance [ ] Others [ ]

7. **Professional Qualification** (If any).....

8. **Nationality:** Nigerian [ ] Expatriate [ ]

**INSTRUCTION:**Please tick (√) as it represent your view.

**Keys:**

**SA = Strongly Agree**

**A = Agree**

**SD = Strongly Disagree**

**D = Disagree**

**UN = Undecided**

**Instruction :** Please tick (√ ) as it represent your view. Based on your personal experience at your company, indicate your level of agreement with the following statements:

S\N	Items/ Statements	SA	A	D	SD	U
	<b>Talent Retention</b>					
1	My organisation Implemented the policy of staffing from within the organisation that encourages me to remain in the organization					
2	My organisation provides welfare services for us that will make me stay.					
3	My organisation provide a commendable and competitive remuneration that makes me stay					
4	Medical allowances is provided by my organisation, which is why I am still here					
	<b>Job satisfaction</b>					
6	I love doing what I do in my establishment					

7	I like the kind of tasks I am performing in my organization					
8	My wages and promotions in my organization are encouraging					
9	My organisation provide save, secured and good work environments.					
10	I feel valued as a resourceful employee in my work place					
	<b>Career progression</b>					
11	There are opportunities for promotions in my organisation					
12	There are early labour mobility in my organization					
13	There is a culture of preparing lower level employees to take over from higher level employees in my organization					
14	Opportunities are provided for me to move towards my career goals in my organisation					
15	My educational attainment is in line with my current position					
	<b>Employee loyalty</b>					
16	I am loyal to my organisation					
17	I believe in my organisation's goal and I want to help to achieve it					
18	I believe in my organisation totally					
19	My goals are subordinates to my organisational goal					

20	I felt bounded to my job in the organisation					
	<b>Training</b>					
21	My organization does not take our training serious					
22	One-on-one consultation with trainers is being used in my unit of work					
23	Operations staff are involved in rotational assignments in my organization.					
24	I assume higher positions from time to time in the organisation					
25	Job reassignment is implemented in employees training in my organization					
	<b>Employee Competence</b>					
26	We exhibit basic concepts and techniques for job performance					
27	I am efficient and effective in work performance in my establishment					
28	There is self-directional ability towards the organisations goal					
29	I can provide guidance, troubleshoot and answer questions related to my area of expertise					



30	I competently perform challenging tasks and projects					
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