

Talent Management Strategies and Employees' Retention in Chi Farms Ltd (Ajanla Farm), Oyo State, Nigeria

Abdulazeez Abdulmaleek O.

Department of Human Resource Development

Faculty of Management Sciences

Osun State University, Nigeria

Received: June 3, 2020

Accepted: July 22, 2020

Published: August 15, 2020

doi:10.5296/wjbm.v6i2.17609

URL: <https://doi.org/10.5296/wjbm.v6i2.17609>

Abstract

This study examined the analysis of Talent management strategies and employees' retention among workers of CHI Farms LTD. (Ajanla Farm), Ibadan. In carrying out the research, three hypotheses were generated and were tested using Multiple regression model, Pearson product moment correlation and T – test statistics respectively. The study adopted a descriptive survey design method. A structured questionnaire was used in obtaining data, which was classified into Employee Engagement Scale (EES), Employees' Retention Scale (ERS), Performance Management Scale (PMS), Compensation Management Scale (CMS), and was administered on 108 respondents. Hypothesis one revealed that there was a contribution of talent management strategies (i.e performance management, compensation and engagement) to employees' retention ($F=43.68, p<.01, R^2=.54$). Hypothesis two findings showed a significant relationship between performance management and employees' retention [$r(104)=.46^{**}, p<.01$]. Also, the result revealed a significant positive relationship between compensation strategies and employees retention [$r(106)=.35^{**}, p<.01$]. The result also revealed that a significant positive relationship between engagement and employees' retention [$r(106)=.40^{**}, p<.01$] exist. Hypothesis three result revealed that there was a significant difference between male and female respondents on perception of employees' retention. [$t(106)=4.27, p<.01$]. The study concluded that performance management, compensation strategy and employees' engagement are of great importance to talent management and retention. The study therefore recommended that management should formulate and implement policies that promote talent management which will in turn promote employees' retention, they should also recognize and appreciate employees for work well done and that management should have in – house career development programs to help develop their employees.

Keywords: Talent management strategies, Employees retention, Compensation management,

Performance management

1. Introduction

An organisation chance of growing larger in the world will be determined by the ability of the organisation to have the right people, in the right place and at the right time. Talent management makes sure organisations have the right employees with the right expertise, at the right place to access business strategies (Ballesterous, 2010; Mohammed, 2015; Devine, 2008). (Deros, et al: 2009) people in the organisation creates values using organisation's assets to create goods and services needed by others. Talent management programs aims to achieve the development and retention of high potential employees, which will in turn provide the organisation a competent workforce that will impact on its performance. Talent management as defined by Mendez (2011) is identifying missions – talents, competencies and critical values that will be useful in the future and current workforce. Retaining talents is critical to preserving employee skills. According to Mendez, for organisations to survive and thrive in its environment, they should invest in talents.

Schramm (2006), De long and Davenport (2003), opined that employees' retention is a strategic opportunity for organisations to maintain a workforce that is competitive. Suggestion according to Messmer (2006) is that when organisations offer their workers help, compensation and benefits, balance work and life activities, opportunities for advancement and a supportive work culture, retention will be improved. Best practices and literatures to some extent, also indicated that when employees are being treated as valued contributors to the organisation by their employers, they tend to remain in the organisation (Frost, 2001). It is then important for organisations to ensure the satisfaction of their various employees to improve employee retention.

1.1 Statement of the Problem

High turnover is a trend in most organisations in Nigeria, labour move from one job to another mainly because of not getting a pay that commensurate with the services that is being rendered to their employer plus a favourable work conditions. An organisation's environment where operations are being carried out is highly competitive in nature and shortage in the number of competent employees to carry out these operations has made it important for employers to attract, retain and motivate skilled employees. According to Frost (2001), lots of professional organisations are in a dilemma as a result of competitions present in attracting and retaining highly skilled employees because they fail to match salaries been offered to potential employees and present employees with ones been offered by their competitors. Also, corporate responsibilities and obligations, increasing customer expectations requires a continuous review of products and services that are being produced and offered by organisations to meet consumer changing needs. The aforementioned problem calls for regular reviews and the development of talent management programs in order to help in the hiring and retention of a skilled and talented workforce that could play a significant role in improving the quality of goods and services and its delivery process.

Against the foregoing, this study investigated the contribution of and relationship between talent management strategies and employees' retention in CHI Farms limited, Oyo State. This was with the view to ascertaining the contributions of talent management strategies to

employees' retention in work organisations in Nigeria.

1.2 Objectives of the Study

The broad objective of this study is to establish the impact of talent management strategies (performance management, compensation and engagement) on employees' retention in Agro – Allied Industries in Oyo State, Nigeria.

The specific objectives of this study are to:

- 1) examine the contribution of talent management strategies (performance management, compensation and engagement) to employees' retention,
- 2) ascertain the relationship among talent management strategies (performance management, compensation and engagement) and employees' retention,
- 3) examine the significant difference between male and female respondents' perception of employees' retention based on talent management strategies.

1.3 Research Hypotheses

H0₁: There is a significant contribution of talent management strategies (performance management, compensation and engagement) to employees' retention,

H0₂: There is a significant relationship among talent management strategies (performance management, compensation strategy and engagement strategy) and employees' retention.

H0₃: There is a significant difference between male and female respondents' perception of employees' retention based on talent management strategies.

2. Theoretical Review

2.1 Adams Equity Theory

Adams equity theory maintained that workers try to maintain equity between the efforts they put in their work and the reward and benefits they get from it against the perceived inputs and outputs of others. As cited by Ng'ethe, Iravo, and Namusonge (2012), employees' retention is being explained using the equity theory, Adams (1965). Equity theory which is founded on people's notion of equity and fairness, posits that employees try to maintain equity between inputs such as commitment, education, time and effort they bring to the job and the outcome they receive in return. For example, an employee motivation level is bent on how they perceive fairness, justice and equity being practiced by their employers (Nzure, 2007). Therefore, the implication is that the higher the degree of employees perceiving fairness on the part of the management, the more they are inspired to work. This also increases their level of commitment which may lead to them remaining on the job over a lengthy period of time.

2.2 Herzberg's Motivation – Hygiene Theory

As stated by Herzberg, hygiene factors (also known as “dissatisfiers”) are factors that if realized removes dissatisfaction. Hygiene factors include motivators, working conditions and basic needs. If hygiene factors remain not satisfied, employees will not be motivated to work;

hence workers lose interest in performing their duties and roles in the organisation and they therefore attempt to seek for other employment opportunities in the labour market (Breugh & Starke). In his conclusion, Herzberg deduced that factors that seem to make individuals satisfied with their work were related with the job content and are referred to as motivators (also known as “satisfiers”), while factors that seem to make employees feel dissatisfied were related with the context of the job and they are referred to as hygiene factors.

Managers should therefore make provision for dissatisfiers to help lessen sources of workers dissatisfaction and make sure to also add satisfiers since they are the factors that inspire and motivate employees, which will ultimately lead to job satisfaction. In conformity with Herzberg’s view, noisy work environment or unsafe working conditions would cause an employee not to be satisfied with their job but removing these factors will not result into increased satisfaction and motivation level. Hygiene factors may also include security, salary, status, company policy and supervision, while satisfiers resulting into job satisfaction are most times associated with the nature of the work. Satisfiers include job related practices such as work itself, achievement, recognition, challenging jobs, opportunities for growth on the job, and advancement in responsibility.

2.3 Social Exchange Theory

The exchange perspectives, explains that workers exchange their attachment, identification, and loyalty to the organisation for incentives from the organisation. The aforementioned statement connotes that employees’ resolution to become and remain members of the organisation, is bent on their views of the balance of their contribution to the achievement of company’s objectives and goals and the organizational inducements. Meyer & Smith (2000) assert that unless an employee is of the opinion that the organisation has treated them fairly, their commitment to the organisation will be minimal. The exchange approach perception of organizational engagement or commitment posits that in order to get a reward from the organisation, employees attach themselves to their organisations. According to these views, employees on entering the organisation, enter with desires, goals, new skills, and their expectation is to find an environment where skills can be utilized optimally, stated goals can be achieved and desires can be satisfied. The perceptions of rewards or favourable exchange from an employee’s point of view are expected to result into high engagement on their part to the organisation.

When a firm therefore fails to make provision for adequate rewards in exchange for workers input and commitment to the job, the outcome might be a decrease in organizational engagement. From this viewpoint, the suggestion of the social exchange theory is that an employee responds to working conditions that are favourable by behaving in ways that will profit the organisation and other workers. Equally, by engaging in negative work attitudes, such as lateness, preparing to quit the job, or absenteeism, employees retaliate against dissatisfying work conditions, (Haar, 2006; Crede, Chernyshenko, Stark, Dalal, & Bashshur, 2007).

2.4 Vroom's Expectancy Theory

Armstrong (2007), states that in Expectancy Theory people, select their behaviour based on the desirability of expected outcomes of actions. The theory was most prominently used in a work context by Victor Vroom who seek to establish the relationship between motivation, ability and performance and expressed it as a multiplicative one – where performance equals motivation x ability.

According to Vroom (1961), an individual will perform better if there will be a reward or desirable outcome after getting the job done. The reward, which must be something that is not only desirable but also something that will make efforts exerted worthwhile (Borkowski, 2005). Organisations must understand those things that motivate their workforce because what works for an individual may not work for another. While some individuals may be motivated by benefits or bonuses, some may be motivated by recognition from their superiors. The more aligned employees' goals matches the company's goals, the higher the rate of employees retention in the organisation. The theory further postulates that employees in every organisation have a variety of expectations. Employees expect that management will provide them with adequate training, information regarding their job so that they can perform their jobs effectively and efficiently within the organisation. Indeed, the expectancy theory is the extent to which company's goal matches an employee's goals. The higher the employee retention rate when both goals are more aligned (Vroom, 1961).

2.5 Resource Based View

Resource based view (RBV) postulates that organisation and human resources more than financial, physical or financial resources can provide an organisation with sustained competitive advantage because of the difficulty in emulating them. The central idea of RBV is how among its other features the organisation system enables the company to achieve competitive advantage in its environment. Resource based view asserts that organisations owns resources, a sub set of which helps them to perform better than their competitors, and a subset of those that enables them to gain competitive advantage. To be able to lead to competitive advantage, resources must be inimitable, rare, and valuable. The RBV points out that creating values in ways that are rare and difficult for rivals or competitors to copy is the only way organisations can sustain competitive advantage.

An organisation human resource system can be of benefit to the company by contributing to a sustained competitive advantage through facilitating training and development of competencies that are firm specific, generate tacit organisational knowledge and help promote complex social relationships. According to Joo and Mc Lean (2006), employees that are engaged are strong assets of organisations for strategic asset and sustained competitive advantage.

2.6 Empirical Review

2.6.1 Effect of Talent Management on Employees' Retention

Available literatures reveal that organisations focus has been on the talent management and they know that talent management is aligned to the employees alongside mission and vision of the organisation which in turn leads to better results and performance of the organisation while also enhancing employee retention in the workplace. The aforementioned view is supported by a study by Osaro (2016). The study investigated the relationship between talent management and employees' retention in oil firms in Rivers State, Nigeria. Hypotheses for the study were tested with spearman rank correlation, and the result showed a significant relationship between talent management and employee retention.

Karemu, Kachorii, and Josse (2014), in their research on the critical analysis of talent management on medical employees' retention in Kenya public hospitals, showed that talent management strategies had a positive effect on the retention of nurses and doctors at the Kenyatta National hospital in Kenya. Variables that were studied include compensation and benefits attractiveness, career development, levels of training and development and the nature of work climate. The variable that showed the highest significant relationship with employees' retention is the availability of career development opportunities i.e. ($\beta = 0.614$, $p - \text{value} = 0.019$). A slight increase in opportunities for career development in the organisation will affect the retention of workers.

Dunmade and Kadiri (2018) in their study on the effect of talent management on employees' retention in the Lagos State Civil Service, established that there was a significant relationship between talent management and employees' retention ($r = .620$, $p < .001$). Aibieyi and Ogboator (2015) also in their study on talent management and employees' retention in Universities in Nigeria, recommended that a performance management system that is proactive would ensure a more dynamic and transparent institutional culture and should therefore be adopted by universities in the country with a view to retain and motivate employees with talents and skills.

2.6.2 Effect of Employees' Engagement on Employees' Retention

According to a research by Towers Perrine (2012) among 50 MNCs over a period of 12 months, it was established that there exist a link between employees' engagement and employees' retention. It was observed that companies that experienced higher level of retention and performance are those with high employee engagement level. It was also stated in the study that though employee engagement has an effect on their retention, alone it doesn't retain workers.

Similar to the research that was conducted by Perrine was that which was conducted by Christine Nyawira (2017). The research was carried out among 45 peach consulting limited employees located in Kenya, correlation analysis was used to establish the relationship that exists between engagement and employees retention. The study ascertained that employee engagement positively and significantly affects employee retention.

2.6.3 Effect of Compensation on Employees' Retention

Pillay (2009) conducted a study among professional nurses in South Africa, the importance of monetary and non – monetary rewards were identified as it helps to increase employees' retention in organisations. Monetary rewards that were reported to have significantly increased employees retention among nurses include remuneration for scarce skills, performance bonuses, and reasonable salaries. The non-monetary rewards include recreation facilities, promotions, child care facilities, and extended leave for workers. Reports from the study showed that nurses see salary as their main source of dissatisfaction which has often led to increased employee turnover (Pillay, 2009). According to Ramlall (2013), who also studied the impacts of compensation on staff retention, he found out that a significant relationship exist between compensation and employees' retention.

Also in a study conducted by Uwimpuhwe, Mushabe, and Kajugiro (2018), among employees of COGE bank located in Kigali City, Higher Education council, and the National commission for fight against genocide, it was identified that there is a relationship between compensation system and employee retention and attraction. Murphy (2015) in his research also tested the effect of reward system on employee retention and the result of the hypothesis was significant.

2.6.4 Effect of Performance Management on Employees' Retention

An organisation can resolve issues relating to talents retention in the organisation if there exist a proper functioning performance management system in the firm. . In a recent study conducted by Gulzar and Avinash (2019), in the banking sector of Pakistan, it was discovered that career development feedback, job satisfaction, reward system and performance appraisal all have effect on employees' retention if practiced adequately and regularly. Also according to Mahapatro (2010), increase emphasis on talent management means that organisations are now redefining performance management to help align it to the need to identify, nurture and retain talents in the workplace.

Aguinis, Joo, and Gottfredson (2013) in their study, recommended that individualized development plans (IDPs) for top performers can be created and maintained by using performance management systems. IDPs are individually tailored courses of action agreed upon, which are to be taken by both the employee and the manager to help improve performances. In retaining talents, IDPS are valuable weapon in the struggle as they provide a framework through which workers receives managerial mentorship, ensuring that the objectives of personalized development plans are being met. By providing the learning and development opportunities that top performers seek, individualized development plans improves the retention of top talents in the organisation. (Allen, Philip, & Vardman, 2010).

3. Methodology

The research design appropriate and which was chosen for this academic research is the descriptive survey. The target population for the study consists of all employees in CHI LTD (Ajanla Farm), Ajanla village in Oyo State, Nigeria which totals to 360 employees as at the time of investigation.

A total of 108 respondents were selected for the study using stratified sampling technique and the stratification was done by using the various departments in the organisation as strata's. The main instrument used for the study is a structured questionnaire which was used for data collection. The questionnaire was divided into 5 (IV) sections. Section I consist of Demographic Information, Section II consists of employees' retention scale, Section III consist of employee engagement Scale., Section IV consist of performance management scale, and lastly, Section V consist of compensation management scale. The researcher used four - point Likert response rating scales ranging from strongly agree to strongly disagree. Reliability and validity tests were carried out on the questionnaires; and it was found valid and reliable. The data collected from the field was analysed using statistical package for social sciences (SPSS). Statistical package for social sciences (SPSS) was used to analyse data collected from the field. Multiple regression model, Pearson product moment correlation and T – test statistics were used for testing of the hypotheses of the study. All the hypotheses were tested at 0.01 alpha levels.

4. Presentation of Results

4.1 Hypothesis One

This stated that there is a significant contribution of talent management strategies (i.e. performance management, compensation and engagement) to retention.

Table 1. A Summary table of multiple regression showing the contributions of talent management strategies (i.e. performance management, compensation and engagement) to employees' retention

Predictor	B	T	P	F	P	R ²
Performance Management	.24	6.12	< .01			
Compensation	.33	8.57	< .01	43.68	<.01	.54
Engagement	.28	7.23	< .01			

Source: Author's Fieldwork.

The result in Table one above revealed that there was a significant contribution of talent management strategies (i.e performance management, compensation and engagement) to employees' retention ($F=43.68$, $p<.01$, $R^2=.54$) Therefore, hypothesis one was supported by the result of the study.

4.2 Hypothesis Two

This stated that there is a significant relationship among talent management strategies (performance management, compensation strategy and engagement strategy) and employees' retention.

Table 2. A summary table of Pearson, r correlation showing the relationships among talent management strategies (performance management, compensation strategy and engagement) and employees' retention

Predictors	A	B	C	D
Performance Management = A	-			.46**
Compensation Strategy = B		-		.35**
Engagement = C		-		.40**
Employees' Retention = D		-		-

Source: Author's Fieldwork.

The result in Table two above showed clearly that significant relationship exist between performance management and employees' retention [$r(104) = .46^{**}, p < .01$]. Also, the result showed that there was a significant positive relationship between compensation strategies and employees retention [$r(106) = .35^{**}, p < .01$]. The result also showed a significant positive relationship between engagement and employees' retention [$r(106) = .40^{**}, p < .01$]. Therefore, hypothesis two was fully supported by the result of the studies.

4.3 Hypothesis Three

This states that there is a significant difference between male and female respondents on perception of employees' retention.

Table 3. A summary table of t – test for independent measures showing the difference between male and female respondents on perception of employees' retention

Gender	N	— X	SD	Df	T	P
Male	51	39.16	9.58	106	4.27	<.01
Female	57	36.87	8.43			

Source: Author's Fieldwork.

The result in table three above revealed that there was a significant difference between male and female respondents on perception of employees' retention. [$t(106) = 4.27, p < .01$]. Therefore, hypothesis three (3) was fully supported by the result of the study.

5. Discussion of Findings

The first hypothesis predicted the contributions of talent management strategies (performance management, compensation and engagement) to employees' retention. The hypothesis was tested by multiple regression and the findings showed a significant contribution of talent management strategies to employees' retention. Viewing the empirical literature, findings of various researchers who have examined the relationship between talent management strategies and employee's retention have been supported by the findings of this study. A study of nurses carried out by Pillay (2009) identified that monetary and non – monetary rewards helps to increase employee retention rate in organisations. Performance bonuses, remuneration for scarce skills, and performance bonuses are examples of monetary rewards

which has significantly increased the retention of nurses.

Mahapatro (2010) stated that increase in the emphasis of talent management indicates that organisations now are re – defining performance management to align it to the organizational need to attract, nurture and retain talents. Towers Perrin (2012) in his research, also discovered that there is a link between employee retention and engagement. His research was carried out over a period of 12 months among 50 multinational companies (MNCs); performance of companies with higher level of engagement was better than the ones with low engagement level, they also experienced higher levels of retention.

The second hypothesis which states that there is a significant relationship among talent management strategies (performance management, compensation strategy and engagement strategy) and employees' retention also was tested by Pearson correlation. The findings revealed a significant relationship exist between performance management and employees' retention. The result also showed that there was a significant and positive relationship among compensation strategies, engagement and employees' retention. This finding is in tandem with the study of Karemu, Kachorii, and Josee (2014), which showed that talent management strategies impacts positively on the retention of nurses and doctors at the Kenyatta National hospital in Kenya.

In the study of Tiwari and Shrivastara, (2013) on strategies and practices of talent management and their impact on employee retention and effectiveness in India, it was concluded that the primary management tool in the 21st century human assets management is talent management. Also according to Dimba (2010), performance management within organisations is widely accepted as being important in achieving various significant outcomes related to organizational success, including the quality and productivity of employees, their job satisfaction and commitment and consequently forms a key component of human resource management practices and strategies.

The third research hypothesis also predicted a significant difference between male and female respondents' perception of employees' retention based on talent management strategies. The hypothesis was analysed with t – test. The finding showed a significant difference between male and female respondents on perception of employees' retention. The analysis suggests that male and female tend to view retention in the organisation differently; this may be caused by the role they play in their respective family. Since the role of male is different from that of female in the home, and these roles they perform in turn affect their performance and commitment in the organisation, then their view is expected to be different on employees' retention.

6. Conclusion and Recommendations

The study concluded that there exist positive significant relationships between employee retention and all independent variables in the study. Therefore, performance management, compensation strategy and employees' engagement are of importance to talent management. Management should therefore develop innovative ways to improve the organisation's compensation, engagement and performance management system so as to be able to retain

highly skilled employees.

The study recommended that managements should formulate and implement policies to promote and enhance talent management practices which will in turn help to promote employees' retention in the organisation. Organisations should also adopt proactive management systems to have more dynamic and transparent organizational culture, thereby encouraging and promoting retention of highly skilled employees.

The study also recommends that management should embrace management of talents as a strategy to help retain employees. Organisations should encourage personal development and growth, have in-house career development programs regularly to help train and develop employees, engage employees. If management wishes to benefit in terms of building a positive organisation and consequently retain talents, actions and strategies that would be put to use by the organisation should take into consideration employee engagement as it help in the improvement and enhancement of employees well – being and their work – life.

References

- Aguinis, H., Joo, H., & Gottfredson, R. K. (2013). What monetary rewards can and cannot do: How to show employees the money. *Business Horizons*, 56, 241-249. <https://doi.org/10.1016/j.bushor.2012.11.007>
- Aibieyi, S., & Oghoator, I. H. (2015). Talent management and employees retention in Nigerian Universities. *NG-Journal of Social Development*, 5(1), 25-31.
- Armstrong, M. (2009). *Armstrong's handbook of Human Resources Management*. Kogan page, UK.
- Armstrong, M., & Murlis, H. (2007). *Rewards Management: A Handbook of Remuneration Strategy and Practice*. London. Kogan Pages Limited.
- Breaugh, J. A., & Mary, S. (2000). Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management*, 26(3), 405-434. [https://doi.org/10.1016/S0149-2063\(00\)00045-3](https://doi.org/10.1016/S0149-2063(00)00045-3)
- Christine, N. T. (2017). *Effect of employee engagement on employee retention within an organisation*. The united States International University – Africa publication.
- Crede, M., Chernyshenko, O. S., Stark, S., Dalal, R. S., & Bashshur, M. (2007). Job satisfaction as mediator: An assessment of job satisfaction's position within the nomological network. *Journal of Occupational and Organizational Psychology*, 80, 515-538. <https://doi.org/10.1348/096317906X136180>
- De Long, D. W., & Davenport, T. (2003). Better practices for retaining organizational knowledge: Lessons from the leading edge. *Employee Relations Today*, 30(3), 51-63.
- Deros, R. et al. (2008) A Survey of Benchmarking, Understanding and Knowledge among Malaysian Automotive Component Manufacturing, SMEs. *European Journal of Scientific Research*, (33), 385-387.

- Devine, M. P. (2008) *Talent Management in Public Sector*. Ashridge business School. Retrieved from <https://www.ashridge.org.UK>
- Dimba, B. A. (2010). Strategic human resource management practices: effect on performance. *African Journal of Economic and Management Studies*, 1(2), 128-137. <https://doi.org/10.1108/20400701011073455>
- Dunmade, E., & Kadiri, I. (2018). Effect of Talent Management on Employees' retention in the Lagos State Civil Service. *Ilorin Journal of Management Sciences*.
- Frost, L. (2001). Finding the top people. *HR Future Magazine*, 1(3), 30-32.
- Gorvaerts, N., Kyndt, E., Dochy, F., & Baert, H. (2010). Influence of learning and working climate on retention of talented employees. *Journal of Workplace Learning*, 35-55.
- Gulzar, S., & Advani, A. (2019). Impact of performance Appraisal on Employee Retention: A study on Banking Sector of Pakistan.
- Haar, J. M. (2006). Challenge and hindrance stressors in New Zealand: exploring social exchange theory outcomes. *International Journal of Human Resource Management*, 17(11), 1942-1950. <https://doi.org/10.1080/09585190601000147>
- Joo, B. K., & McLean, G. N. (2006), Best employer studies: A conceptual model from a literature review and a case study. *Human Resource Development Review*, 5, 228-257. <https://doi.org/10.1177/1534484306287515>
- Karemu, G. K., Kachorii, D., & Josee, V. M. (2014). Critical analysis of talent management on medical staff retention: A case of Kenyatta National Hospital in Kenya. *European Journal of Business and Management*, 6(23).
- Mahapatro, B. (2010). *Human Resource Management*. New Age: New Delhi.
- Mendez & Stander. (2011) Positive organization: The role of leader behaviour in work engagement and retention. *South African Journal of Industrial Psychology*, (37), 1. <https://doi.org/10.4102/sajip.v37i1.900>
- Messmer, M. (2006). Four keys to improved staff retention. *Strategic Finance*, 88(4), 13-14
- Meyer, T. (2005). Talent management: *Perspectives on leadership* (p. 335). London: Thomas learning.
- Murphy, B. (2015). *The impact of reward systems on employee performance*. Thesis submitted to Dublin Business School in partial fulfillment of the requirements for Master of Business Administration (MBA) in Business Management, Dublin Business School in association with Liverpool John Moore's University.
- Ng'ethe, J. M., Iravo, M. E., & Namusonge, G. S. (2012). Determinants of academic staff retention in public universities in Kenya: Empirical review. *International Journal of Humanities and Social Sciences*, 2, 205-212.
- Oosthuizen, M. J. (2005). An analysis of the factors contributing to the emigration of South

African nurse. Unpublished Dissertation; Department of Health Studies, University of South Africa.

Osaro, C. (2016). Talent Attraction and Employee Retention in Oil Firms in Rivers State. *International Journal of Novel Research in Humanity and Social Sciences*, 3(2).

Pillay, R. (2009). Work satisfaction of professional nurses in South Africa: A comparative analysis of the public and private sectors. *Hum. Resour. Health*, 7(15), 1-10. <https://doi.org/10.1186/1478-4491-7-15>

Ramlall, S. (2003). Organizational Application Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness. *Applied H.R.M. Research*, 8(2), 63-72.

Schramm, J. (2006). Future focus: Targeting retention. *HR magazine*, 51(9).

Sharon, R. T., & Hlanganipai, N. (2014). The Impact of Rewards on Job Satisfaction and Employee Retention. *Mediterranean Journal of Social Sciences*, 5(1), 481-487. <https://doi.org/10.5901/mjss.2014.v5n1p481>

Tessema, M., & Soeters, J. (2006). Challenges and prospects of HRM in developing countries: testing the HRM-performance link in Eritrean civil service. *International Journal of Human Resource Management*, 17(1), 86-105. <https://doi.org/10.1080/09585190500366532>

Tiwari, U., & Shrivastava, D. (2013). Strategies and practices of talent management and their impact on employee retention and effectiveness. *International Journal of Management*, 2(4).

Towers, P. (2003). *Working today: Understanding what drives employee engagement*. Retrieved from <http://www.towersperring.com>

Uwimpuhwe, D., Mushabe, D., & Kajugiro, S. B. (2018). The influence of compensation system on employee attraction and retention. *International Journal of Advanced Academic Research*, 4(11), 91-110.

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

Copyright Disclaimer

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>).