

**EXAMINING IMPACT TALENT MANAGEMENT ON
EMPLOYEE ENGAGEMENT
(A CASE STUDY OF KAM-WIRE INDUSTRY LIMITED
ILORIN)**

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HND/23/BAM/FT/218**

**BING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION AND MANAGEMENT, INSTITUTE OF FINANCE
AND MANAGEMET STUDIES, KWARA STATE POLYTECHNIC, ILORIN**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
HIGHER NATIONAL DIPLOMA (HND) IN BUSINESS ADMINISTRATION AND
MANAGEMENT**

JUNLY, 2025

CERTIFICATION

This is to certify that this research work has been read and approved as meeting part of the requirements of Department of Business Administration and Management, Institute of Finance and Management Studies (IFMS), Kwara State Polytechnic, Ilorin for the award of Higher National Diploma (HND) in Business Administration and Management.

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DEDICATION

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Nowadays, talent management has become an essential priority for modern organizations, and organizational success is directly related to talent that is attracted, hired, developed and retained, the idea of “managing talent” started in the 1950s when it was common for employees to stay with an organization for their entire careers. This resulted in organizations’ having to develop talent within the firm as it was challenging to hire qualified candidates from outside the organization (Hatun, 2010). For this reason, for decades developing the most superior talent has been the focus of leading companies globally. As a result, the best companies have realized that it is their talented employees who distinguish them from their competitors as these expand and globalize. Without the right talent to lead the initiative, companies cannot access or conquer new markets. Successful companies have therefore come to the conclusion that talented employees and the effective leadership of such employees are of the utmost importance (Sharkey & Eccher, 2011).

Therefore, in today’s business environment, talent is considered to be the most important driver behind sustained competitive advantage. It is increasingly becoming more competitive between firms and of a strategic importance, which has come to be known as ‘the war for talent’. In a competitive marketplace, talent management is a primary driver for organizational success. Organizations that have put into practice talent management have done so to solve employee retention problems. Talent management is becoming an imperative managerial decision for the organization at all levels to meet these various business challenges vis-à-vis globalization, expansion, diversification, changing demography, and inadequate development.

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 centers on key employees who can have a disproportionate impact on

business performance. Ultimately, its aim is majorly to attract, develop and retain top talents (Stewart & Harte, 2010).

In contemporary times, land, capital and fixed assets are no longer key resources for organizations to be highly competitive in this current economy; human talent is also a key resource to adapt organizations into the worldwide competition. Organizations are competing against each other to acquire and retain talent in order to maintain their operations and continue to grow. In order to increase the performance of firm several resources can be used to achieve this, which includes money, men, and machines; of these resources, the most important of them all is the people (Kehinde, 2012).

The issue with many companies today is that their organizations put tremendous effort into attracting employees to their company, but spend little time into retaining and developing talent. A talent management system must be worked into the business strategy and implemented in daily processes throughout the company as a whole. It cannot be left solely to the human resources department to attract, develop and retain employees, but rather must be practiced at all levels of the organization. The business strategy must include responsibilities for line managers to develop the skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments in order for employees to gain knowledge of the overall organizational objectives.

"Talent management" seen extensively in firms during the latter part of the 20th century was centred around internal talent development. An overemphasis was placed on the training and evaluation of managerial positions creating an excess supply of middle-management talent. Poor business forecasting of economic downturn in the 1970s combined with no-layoff policies for white-collar workers resulted in corporate bloat. Recession throughout the 1980s saw large increases in unemployment as firms restructured, placing less importance on internal development. As a result, the hiring of outside talent largely replaced the internal development schemes seen in businesses earlier in the century and by the late 1990s had reached its limit. Firms found they were both attracting and losing experienced employees at the same rate and needed to explore new ways of retaining and nurturing incumbent employees.

Employees are the heart and backbone of an organization. Thus, it is vital to hold the key to employee's retention as it keeps organization on the right tracks. In favor of retaining the best talents, a set of strategies aimed at satisfying employee's needs should be implemented regardless of the organization. Employee engagement is crucial where it will give major impacts on overall performance of the employees as well the profitability of the organization. Losing key talent costs significantly greater considering the fact that those employees' impact and contribution are greater than other employees (Wade, 2012). All of the reasons listed for why employees leave organizations fall under the purview of talent management and understanding employee hot buttons, should provide insight into where organizations could deploy resources to reduce turnover. Employee Engagement has been associated with a number of important organizational outcomes, many of which are directly related to Talent Management such as ease of absenteeism and employee turnover rate as well as the growth rate. Other important Organizational outcomes associated with increased levels of employee engagement include higher employee productivity and customer engagement levels, as well as revenue growth and higher operating and profit margins. An engaged employee is always fully participative and enthusiastic about the assigned job responsibilities (Falcone, 2006). When talented people feel important then their contributions will make difference to organizational goals and objectives. It enables them feel recognized, appreciated and valued, motivated and aligned to the organization's goals and objectives.

This present study examines talent management and employee engagement by researching the relationship between the two concepts and investigating the impact of talent management practices on employee engagement. The study seeks to examine the impact of talent management strategies on employee's engagement in an iron company, taking (Kam-wire Company as a case study) in Ilorin, Kwara State.

1.2 Statement of the Research Problem

Generally, several studies have been conducted in relation to talent management and employee engagement with mixed and inconsistent results, it has been a critical issue for many organizations across the globe and an equal challenging situation for HR managers, with high employee turnover

enterprises always face the risk of lower productivity, decreased employee engagement, increased training costs and an undesirable reputation of employee attraction. There has been the increasing number of trained personalities globally with analytical skills over the years; this has led to a large pool of potential labor waiting to be utilized by the job market. The problem is the impact of talent management on employee engagement in achieving the organization performance and goals, this should be addressed the deficit and discourage the low levels of performance in organizations around the globe. The failure to control these constraints will interrogate the business in negative dimension thus limiting the chance to explore the labor market. Also, to achieve the competitive market and initiate global competition, talent management and personal involvement of the employees must be anticipated based on the organizations' objectives. The failure to engage the employees in the organization's plan, the firm will actively fail to meet the demands of the customers thus challenging the process dimensionally and strategically.

Talent management face many challenges, as positions dilate to include many proficiencies, fewer qualified employees are available to fill vacancies and the competition becomes fierce to recruit and retain skilled employees. It is true that tackling talent management is not easy, but once it is well implemented the results feed straight through the bottom line. Through this study the old perception of human resources will change;

- Employee's absenteeism is becoming an alarming issue in today's economy
- Companies are still facing high employee's turnover rate
- Employees are not well trained and developed which will help improve their skills and overall input in the organization

1.3 Research Questions

- i. To what extent does talent attraction affect employees' engagement?
- ii. What is the effect of talent retention on employees' engagement?
- iii. What is the effect of talent development on employees' engagement?

1.4 Research Objectives

The aim of this study is to investigate the impact of talent management on employee engagement in the pharmaceutical industry. Hence, the specific objectives are to:

- i. Examine the extent to which talent attraction affects employees' engagement
- ii. Identify the effects of talent retention on employees' engagement
- iii. Identify the effects of talent development on employees' engagement

1.5 Research Hypotheses

The following has been formulated and to be tested in this research work in order to draw conclusion:

H0₁: Talent attraction has a significant effect on employees' engagement

H0₂: Talent retention has a significant effect on employees' engagement

H0₃: Talent development has a significant effect on employees' engagement

1.6 Scope of the Study

This research focused on Kam-wire Industry Limited, Ilorin, Kwara State. This company was selected because of its prestige and important role it plays in the economy. This study covered an empirical examination of the impact of talent management on organizational performance. It also identified theoretical approaches which can be used for developing talents, retaining talents, employee absenteeism at work, employee turnover rate as well as the challenges militating against talent management and employee engagement.

1.7 Significance of the Study

The study is important in terms of knowledge, because it could expand previous research, which is mostly conducted in foreign countries. The study intends to bring diversified information on the impact of talent management on employee engagement to organizations for decision making and aid its performances. It provides the guideline to human resource management in many organizations as outlined by the performance appraisal. In this research analysis, original information on the results of managing talent, employee engagement and retention in achieving organizational performance are aired. Based on the empirical literature, the research underlines talent management and employees meeting forms part of the success of any organization. The study will help the team to learn the results of treating their employees in a certain way and so they will be able to get to improve their output with no pressure to the employee.

1.8 Definition of Terms

Talent: Employees who possess special gifts, abilities and aptitudes which enable them to perform effectively.

Talent Management: the term talent management refers to the process of developing and integrating new workers, and attracting highly skilled workers to work for a company. It is seen as a systematic approach to attract, screen, select the right talent, engage, develop, deploy, lead and retain high potential and performer employees to ensure a continuous talent feeding inside the organization aimed at increasing workforce productivity

Employee Engagement: It a concept oriented toward increasing employee's commitment towards the organization goals, value and culture. This is when the employees feel pride, loyal to something or someone and the willingness to put an extra effort in their job without any supervision.

Talent Attraction: Attraction is a gradual voluntary reduction of employees (through resignation and retirement) who are not then replaced. This means that attraction decreases the size of the workforce.

Talent Retention: Talent retention aims to take measures to encourage employees to remain in the organization for the maximum period of time. It refers to capability of an organization to keep its existing employees within the organization.

Talent Development: The term talent development means building the knowledge, skills and abilities of others and helping them develop and achieve their potential so that the organizations they work for can succeed and grow.

Employees Absenteeism: Employee absenteeism is defined as the frequent absence of an employee from his or her work. This type of absence is often categorized as a habitual absence which excludes authorized leaves or paid time off.

Employees Turnover Rate: Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Turnover or staff turnover or labor

turnover is the rate at which an employer loses employees. It indicates the time period employees tend to stay.

Employee Learning and Growth Opportunities: Employee training and development is a broad term covering multiple kinds of employee learning. Employee training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. Employee development is more expansive and focuses on employee growth and future performance, rather than an immediate job role.

CHAPTER TWO

LITERATURE REVIEW

2.0 PREAMBLE

This study reviews the impact of talent management on employee engagement which has been viewed by various authors and scholars who were interested in the subject. It is aimed at analyzing the dimensions of employee engagement and the measures of talent management such as talent attraction, talent retention, and talent development. However, this chapter is based on four (4) perspectives, which are conceptual review, theoretical review, empirical review and gaps in literature.

2.1 CONCEPTUAL REVIEW

2.1.1 Concept of Talent

Talent is an instinctive quality possessed by few people, who have the capability to make a significant difference to current and future company performance, which is equal to competencies of a person that needs to be explored for the competitive advantage of the organization. The modern organizations realized that their success is dependent on how they are able to attract, develop and retain the right talent for the organization that enable them to be successful in the competitive business environment. It is very much required to proactively anticipate and meet the demands of talent to meet the goals of the organization.

While talent has been widely used in business, often to indicate high performance, i.e. produces large amounts of money at work (the original meaning of talent is quite old and describes a unit of mass, value, weights, or money) (Kerr, 2009). Through the different stages of the economic development, the human ability did not have one form. Starting with the mass production, the focus has been on the physical ability of the worker. Later and with the growing interest in the market and customer needs, the great attention began to focus on the skill and skilled workers in the industry. The transition from industrial society to a post-industrial society and knowledge-based economy, led to the rise of knowledge workers who must be considered the new and the most important asset in the organization (Drucker, 1999), and they are also human capital, which is a component of intellectual capital (Edvinsson & Malone, 1997). (Stewart, 2001).

Another step in this development was the emphasis on the role of professionals and professional intellect in the organization (Quinn & Mintzberg, 1999). Nowadays, talent represents a key area of competition and the most enduring source of competitive advantage.

Talent definitions in business literature vary greatly and there is no single widely adopted definition, and no clear definition of talent (Wellins & Qiuyong, 2006). Difference stems from different perspectives to talent and its role in the organization. Some researchers proposed narrowed *definitions* (Gallardo, Silzer & Dowell, 2010), *and others provided* broad definitions (Hansen, 2007). Table 1 shows many definitions of talent.

AUTHOR	DEFINITIONS
Merriam Webster	It is a special often athletic, creative or artistic aptitude, a general intelligence or mental power.
Hoad (1993)	A person's cognitive capabilities
Ulrich and Smallwood (2012)	The competence (knowledge, skills and values required for today's and tomorrow's job, right skills, right place, right job, right time) commitment (willing to do the job) contribution (finding meaning and purpose in job).
Bethke-Langenegger (2012)	They understand talent to be one of those worker who ensures the competitiveness and future of a company (as a specialist or leader) through his organizational job specific qualification and knowledge, his social and methodical competencies and his characteristic attributes such as eager to learn or achievement oriented.
Michaels et al., 2001	The sum of a person's abilities—his/her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also includes his/her ability to learn and grow.
Hansen, 2007.	The core employees and leaders that drive the business forward
Gagne (2000)	Superior mastery of systematically developed abilities or skills.

Source: Author's Compilation (2025)

2.1.2 Talent Management

Talent management is an effort to facilitate and develop the advancement of the career paths of highly talented and skilled individuals in the organization using the developed guidelines, resources, policies and processes (Koltapeh, Forotageh, & Afruz, 2015). The term “talent management” as concluded by academicians, researchers and practitioners refers to the activities related to recruitment, selection, development and retention of employees. The foremost contribution by TM is the willingness of the system to analyze and bridge the gap between talent demand and talent supply by determining the weakness and strength of the employees and management as well as by the strategic flow of talent through an organization, which helps to connect individual goals to organizational goals and workforce strategies to business strategies (Kaur, Hilal, & Iles, 2008). Talent management is one of the primary management tools for 21st century human assets management (Cappelli, 2008) because the significant resource for firms competing in this century is no longer land, capital, and other tangible assets but the human capital necessary to adapt organizations to global competition and maximize the benefits associated with the current technological boom (Ingham, Ashton, Morton, McGee, McCauley, Wakefield, Heinien & O'Neill, 2004).

Hence, different perspectives of Talent management process are:

Talent Retention (TR): Managing for employee retention involves strategic actions to keep employees motivated and focused so they elect to remain employed and fully productive for the benefit of the organization. A comprehensive employee retention program can play a vital role in both attracting and retaining key employees, as well as in reducing turnover and its related costs. All of these contribute to an organization's productivity and overall business performance. It is more efficient to retain a quality employee than to recruit, train and orient a replacement employee of the same quality. Fairness and transparency are fundamental yet powerful concepts that can make a lasting impression on employees. It can be controlled through performance based pay, training, challenging work, intrinsic motivations, career development and giving benefits before demand, flexible working hours etc.

Talent Development (TD): It is development of selected talent pools through talents management tools such as on-the-job experience coupled with targeted educational/ learning opportunities (formal as well as informal), cross-functional training, stretched assignments, challenging tasks, career development and increased support through coaching and mentoring.

Goffee and Jones (2007) define talent as handful of employee whose ideas, knowledge and skills give them the potential to produce the disproportionate value from the resource they have available from them. Tansley (2006) point out that talent can be considered as a complex amalgam of employees' skills, knowledge, cognitive ability and potential. Employees' values and work preferences are also of major importance. Ingham (2006) considers people who are in the key position, the leader team, the individual who has the scarce capability or make particular contribution to the organization is talent. Talent Management is a collection of typical HR Department practices, functions, activities or specialist areas such as recruiting, selection, development and career and succession

Building (O'Neill et al.,2004). A second stream defines Talent Management in terms of talent pools. This track is closely related to succession planning or HR planning as it focuses on internal talent rather than external (Choleha & Swain, 2005).

2.1.3 Factors Influencing the Talent Attraction

According to various authors (Mellahi, Collings, Hatum & Schuler, 2011) the main factors affecting talent management are as follows: Globalisation- provides employees with diverse work culture, intense competition, multifaceted and new opportunities. The Knowledge economy- can differentiate the competitive advantages of any organisation which are becoming strategically important in order to retain knowledge employees. Changing world of work- with the rise in global & virtual workforce, dearth in high- skilled workers, gap between required and availability of skills, etc. Demographic changes- diversity in the age profile of employees (generation X, Y & Z), skill sets, varied expectations, will have impact on talent management. Technology- advancement and rapid improvement in technologies can have significant effect on workplaces and workforce. Capability, development and performance-developing the employee's capabilities and

performance by providing opportunities for growth and development through proper guidance and feedback.

2.1.4 Characteristics of Talent Management

Pella and Inayati (2011) mention the characteristics of talent management that have success in managing organizational talent as follows:

- i. Having development-oriented thinking. Organizations with development-oriented talent management will place employee development as a high priority.
- ii. Implement a high-performance culture. Organizations that implement a high-performance culture will always try to determine the basis for measuring performance for each position in the organization, which becomes a reference in assessing and providing compensation
- iii. The existence of management support or organizational leaders. Talent management requires support from organizational management, senior leaders, directors or general managers of the organization through providing guidance, education and empowering employees who are considered to have talents to fill important positions in leadership or important positions in leadership or other positions in the organization.
- iv. Implementation of a good human resource information system. Talent management needs to be supported by the existence of the right infrastructure, investment and human resource information system which is always up to date. This can be obtained through good cooperation between the coordinator and the human resource management division in documenting the career journey or position of each employee in the company, which can be used as a reference in employee development and training.

2.1.5 Benefit of Talent Management

According to Pella and Inayati (2011), in general, there are 3 main benefits from the existence and implementation of talent management in organizations, including:

- i. There is certainty about the availability of talent or quality human resources in accordance with the needs of the organization.

- ii. The results of good talent management will provide support for companies competing and entering new markets.
- iii. The existence of good talent management in the organization will provide added value to the value of the organization in the eyes of the community as a work place with a good reputation, as well as motivating employees to stay in the company.

2.1.6 Importance of Talent Management

“As far as searching for and retaining talents is concerned, HR department is obliged to deal with a number of demanding tasks. The most important fields for improving the processes and strategies of talent management are as follows:

- 1) building sufficient talent reserves at each level,
 - 2) creating such a culture that makes employees want to stay in organisation,
 - 3) identifying differences between the existing abilities of the job candidates and the requirements for job positions,
 - 4) creating such a policy that would encourage the career growth and personal development”
- (Fegley, 2006).

2.1.7 Employee Engagement

Gallup's study as cited in (Venna, Trilolita & PutriArdi, 2017). Employee engagement is a work bond that involves employees fully and willing to be truly tied to an organization. The work bond in question is a bond that involves the employee fully or completely, both cognitively or emotionally involved, because in employee engagement these two things are fully involved to form a meaningful relationship. Employee attachment as commitment or motivation which refers to a psychological condition in which employees feel they have an interest in the success of the company and perform tasks with high standards that exceed the assigned requirements (Wahyu & Setiawan, 2017).

In today's market scenario organizations demand more productivity and efficiency than any other times in the history. Business houses are trying to increase their performances to stay ahead of competitors. “Employee engagement” is one of those slippery concepts that's talked about a lot but is difficult to define. The theory, employee engagement arises from two notions that are the

subjects of research- Commitment and Organizational Behaviour but employee engagement is the amount to which employees contribute to the business growth and outcome. It's a two-way mutual process between the people and workforces. It is a state in which the workforce endeavour towards the company's accomplishment and are driven to perform to the stage that exceeds the given job role. It tells how the employee feels about the employee, its leadership, the work atmosphere, compensation, R&R, they take delivery of for their efforts.

Employee engagement drives the discretionary efforts, producing employee's full productivity, highest assurance to the success of the firm. It is important to note that there are a wide variety of approaches to engagement and indeed definitions of the term. Some see engagement as a state of mind among employees. Others see it as being about the actions of employees.

Employee engagement as a key to the retention of talent (one-of-a-kind hire in 100 employees), is an area in which the lead has been taken by practitioners (Parsley, Baumruk, Glen, Woodruffe, Gallup, Bennett, Bell & Hay, 2006). Employee engagement has a substantial impact on employee productivity and talent retention. Employee engagement, in fact, can make or break the bottom line (Lockwood, 2006). Martel (2003) is of the opinion that, "in order to obtain high performance in post-industrial, intangible work that demands innovation, flexibility, and speed, employers need to engage their employees. In order to maintain an employer brand, we see an emergence of a series of studies on employer of choice, which also measure engagement index and financial performance (Coleman, 2005). When done well, practices that support talent management also support employee engagement (e.g. work-life balance programs – flexitime, telecommuting, compressed workweeks, reward programs, performance management systems)

Employee engagement is a combination of attitude and behaviour (Purcell, 2010). Alfes in his words said that engagement is an employer's actions; an approach to working with employees or something that is "done to" employees. The definition given by MacLeod (2009) tends to lean towards the latter but also references the former. It describes engagement as: "A workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being."

Further (MacLeod & Clarke, 2009) divided employee engagement into four enablers. i.e. Strategic narrative, Engaging managers, Employee voice and Integrity.

Strategic narrative (SN): It is a strong, transparent and explicit organizational culture which gives employees a line of sight between their job and the vision and aims of the organization.

Engaging managers (EM): It facilitates and empowers rather than control or restricts the staff and that they “treat their employees as individuals, with fairness and respect and with a concern for the employee’s wellbeing”. They emphasize on the relationship with the line manager is the most important at work.

Employee voice (EV): It refers to “seeking the views of employees or employee representatives” and the employers actively encouraging them to do so, considering their views and acting on them where possible. They distinguish between individual and collective voice – both of which are seen as important to engagement.

Integrity (IN): It is a belief among employees that the organization lives its values, and that espoused behavioral norms are adhered to, resulting in trust and a sense of integrity

2.1.8 Types of Employee Characteristics

Blessing White's study, (as cited in Yudi Muliawan, 2017) there are several types of employee engagement, namely:

(the engaged): Employees who are in this bonded position are fully engaged employees, that is the level of contribution is high and the level of satisfaction is high.

(almost engaged): This employee is an employee whose role is quite critical. They may not always be consistent, but they know what they have to work on.

(honeymooners & hamster): Honeymooners often really like being in the organization, but this type of employee is lazy. Another case with hamster type employees, where these employees may work hard, but are like hamsters who "run on wheels".

(crash & burners): The type of employee who contributes and works very hard for the organization, but often this type does not enjoy his job.

(the disengage): This type of employee is often unwilling with the organization, and it is not clear what he needs in this job. It is clear that the contribution is low and the satisfaction level is low.

2.1.9 Benefit of Employee Engagement

Siddhanta and Roy (2010) the benefits of employee engagement are; it can create success for a company or organization through things related to employee performance, productivity, work safety, attendance and retention, customer satisfaction, customer loyalty and probability.

2.1.10 Importance of Employee Engagement

Engaged employees within an organization provide a competitive advantage to organizations, as explained by the resource-based view (RBV) of the firm (Joo & Mclean, 2006), and hence there is a need to continuously engage employees. Joon and Mclean (2006) state that engaged employees are strong organizational assets for sustained competitive advantage and a strategic asset. Kahn (1990) employee engagement is different from other role constructs such as job involvement (Lawler & Hall, 1970) (Lodahl & Kejner, 1965), commitment to organizations (Mowday, 1982) or intrinsic motivation (Deci, 1975). Employee engagement is a multidimensional construct. Employees can be emotionally, cognitively or physically engaged. Luthans and Peterson (2002) proposed Kahn's (1990, 1992) work on personal engagement, which provides a convergent theory for Gallup's empirically derived employee engagement. To be emotionally engaged is to form meaningful connections to others (peers, co-workers) and to experience empathy and concern for others' feelings. In contrast, being cognitively engaged refers to those who are acutely aware of their mission and role in their work environment.

2.1.11 Talent Management and its relationship to Employee Engagement

Talent Management practices and policies that demonstrate commitment to human resources result in more engaged employees and lower turnover. Consequently, Employee Engagement has a substantial influence on employee productivity and talent retention. Employee Engagement and Talent Management combined can make or break the bottom line (Lockwood, 2006).

Talent management practices that demonstrate commitment to manage the human resources result in more engaged employees and lower turnover rate (Corporate Leadership Council, 2004). In contributing to the effective implementation, an organization's talent management should also contribute to employee engagement (Piansoongnern, 2011). Organizations that can fully engage

their employees through effective talent management practice will clearly have a competitive advantage (Yapp, 2009).

Effective employee engagement fosters an environment of stimulation, such as satisfactory provide development and learning, support, rewards and recognitions in their talent management program (Glen & Lockwood, 2007). Improved outcomes in winning the employee talents' heart will only come to those organizations that learn to master talent management practices (Sweem, 2009). Therefore, organizations need to rethink their approaches to talent management and how it affects employee engagement (Grossman, 2007).

2.1.12 Talent Attraction

Employee attraction occurs when the size of your workforce diminishes over time due to unavoidable factors such as employee resignation for personal or professional reasons. Employees are leaving the workforce faster than they are hired, and it is often outside the employer's control. For example, let's say that you have opened a new office designated as the Sales Hub for your company. Every salesperson must work out of this office – but a few employees cannot relocate and choose to leave the company. This is a typical reason for employee attraction. But there are other reasons for attraction as well, including the lack of professional growth, a hostile work environment, or declining confidence in the company's market value. Weak leadership is another factor that often drives attraction among employees.

2.1.13 Types of Attraction

There are five types of employee attraction:

1. Attraction due to retirement: If two or three people have retired from your company this year, this is statistically too small an employee group to count under attraction. However, if a sizable chunk of your workforce retires at the same time, this can cause attraction. Attraction due to retirement shouldn't be swept under the rug – your senior professionals may choose to retire early or become independent consultants due to factors other than age.
2. Voluntary attraction: This is the most common type of attraction, where employees decide to simply quit their jobs. There can be many reasons for voluntary attraction (more on that later) and most of them are in your control. You should proactively try to curb voluntary attraction among

high-value talent, as this can bring down your productivity over time. For example, if a company sees its marketing experts moving out of different business units, it's a clear cause for concern.

3. Involuntary attraction: In this scenario, it is the company and not the employee that initiates the exit. For example, the employee may have shown instances of misconduct in the workplace – a common reason for involuntary attraction. Structural reasons could also cause attraction. Mergers and acquisitions are often followed by a wave of involuntary attraction.

4. Internal attraction: Here, employees are quitting their jobs in one department to join another department. In some cases, internal attraction is desirable, as it routes talent towards more profitable areas. It also ensures better employee-job fitment. But if a specific department has witnessed a high rate of attraction one year, it merits an investigation. Is there something missing in the job? Is the manager inadequately skilled? These are questions that HR needs to ask and find answers to.

5. Demographic-specific attraction: This is a significant concern for progressive companies trying to build an equal-opportunities workplace. Demographic-specific attraction means that employees from a single group – women, ethnic minorities, people with disabilities, veterans, or older professionals – are leaving the company in droves. You need to immediately deploy employee surveys to identify the root cause of demographics-based attraction before it affects your workplace culture. A positive culture can be the antidote to the quitting epidemic.

2.1.14 How to calculate Talent Attraction Rate

Attraction measures how many people left a company/office/department compared to the average number of people employed in that year. This takes into account fresh hires as well. Here's a simple formula to help you calculate attraction: Conduct a headcount to know how many employees you started with at the beginning of the year. Let's say this number is 1,000. Keep track of how many people leave throughout the year. Let's say 200 employees left the company due to voluntary and involuntary reasons. Keep track of the employees you hire across the year, and conduct a final headcount at year-end. Let's say that you hired 400 people that year – this means your final headcount is 1,400.

Now, calculate the average number of employees for that year. In our example, this will be $(1000+1400)/2 = 1,200$. Finally, calculate the number of employees who left as a percentage of the average number of employees. This will give you the attraction rate:

$$(200/1200) \times 100 = 16.66\%.$$

Simply put,

$$\text{Attraction Rate} = \text{Number of Attractions} / \text{Average Number of Employees} \times 100$$

As you can see, the impact of attraction cannot be negated by going on a hiring spree. This is what makes it such an important metric for companies.

2.1.15 Can Attraction be Beneficial

Interestingly, attraction isn't always a bad thing. In many cases, turnover can actually be good for business for the following factors: Poor-performing employees leave your company, reducing overheads and making room for new talent.

In one-dimensional workplaces (for example, tech companies employing a disproportionately large number of men), attraction can enable diversity. It roots out employees who aren't a good fit for their job and probably shouldn't have been hired in the first place. It helps to create a dynamic workforce, as the same employees with the same perspectives aren't running the company for decades on end. It is required in times of structural alterations, like when you're pivoting towards a new business direction or have insufficient funds. Keep these possibilities in mind when analyzing your employee attraction rate. It will depend on the kind of talent lost, and why they left to figure out the impact of attraction on your business. You can analyze this using HR analytics.

2.1.17 Talent Retention

Employee retention refers to capability of an organization to keep its existing employees within the organization and using various strategies to make them committed and loyal to the organization. Retaining employees is one of the major concerns of an organization and is viewed as a strategic opportunity for these organizations to maintain a competitive workforce. Employee turnover is the opposite of retention and is the end result of failure to retain talent in an

organization. Turnover involves employees leaving their jobs or their organizations, Organizations that have put into practice talent management have done so to solve an employee retention problem.

Organizations are facing challenges of employee retention and more importantly talent drains due to competition in many industries. Presently, talent is taken as competitive weapon and used as a source of competitive advantage. Therefore it is important to link talent with employee outcomes because this directly affects the organizational performance and success. Talent retention aims to take measures to encourage employees to remain in the organization for the maximum period of time, (Armstrong, 2009). Excessive turnover can have a huge impact on organization performance and is harmful to a company's productivity because costs of attraction and recruitment are high. When employees can influence policies by being part of the decision making in the organization, filling of surveys on work environment, this in return tends to give them security and they desire to remain in the organization. If on the other hand they feel threatened by the organization's administration, there's high tendency for high turnover.

2.1.18 Factors Influencing Talent Retention

Employees want to be fairly treated in regard to payments and appreciation by employer to stick with that organization, therefore the need to feel challenged by the assignment they are given and not doing similar things over and over again, they need continuous engagement to remain in the organization. This engagement defines the happiness of the workforce and the desire to remain with their employer.

2.1.19 Talent Development

Talent development is defined by (Garavan, 2011) as “planning, selection and implementation of development strategies for the entire talent pool to ensure that the organisation has both the current and future supply of talent to meet strategic objectives and that development activities are aligned with organizational talent management processes”

Armstrong and Taylor (2014) defines development as “the process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required”.

Development is important for both organizations and individuals as employees with suitable skills and capacities can improve the organizational competitive advantage and increase the ability to adapt to a changing environment. Human development processes are human-centered, whether in its form or as a member of a group, whether small or large, social or professional, in the form of an organization, society or state, and usually focus on the human personality as the entity through which human beings express their existence and behaviour (Alsawalhah, 2015)

Human cultures and behaviours are undoubtedly determined by the nature of their personalities, and therefore the main objective of developing employee is to deal with this personality to achieve several demands (Alsawalhah, 2013).

- Modify the personal characteristics and behaviours that seem appropriate for the purposes, objectives, and methods of the organizations.
- Changing inappropriate characteristics or behaviours for the purposes, objectives, and methods of the organizations.
- To promote personal characteristics and behaviours appropriate for the purposes, objectives and methods of the organizations.
- Developing and create personal characteristics, or new behaviours, to accommodate the purposes, objectives, and methods of the organizations.

2.1.20 Talent Development Dimensions

- Skills development: Focus on the physical, artistic, intellectual and behavioural skills and abilities to develop the applied energy of workers, so that they can put all the knowledge they reach into practice, enter, empower and contribute as a partner to the movement and development of this era
- Knowledge development: Focuses on prevailing thinking methods and approaches, to instil rational and scientific methodology that can move employee from capturing perceptions and

attitudes that are emotional, imaginary, or delusional, etc. to realistic and rational attitudes and practices. It also aims to develop and organize its knowledge under development requirements.

- Building values, focusing on the value system and related social habits and traditions, to develop and refine the value identity of employee to be compatible with the general philosophy and doctrine of society or the organization, this philosophy or doctrine, which must be chosen with a clear mind and precision, with a rational mind, a comprehensive vision to be truly the philosophy and doctrine of development.

2.1.21 Employee's Absenteeism

Employee absenteeism is defined as the frequent absence of an employee from his or her work. This type of absence is often categorised as a habitual absence which excludes authorised leaves or paid time off. It is not easy to show up for work every day. The companies recognize this fact, and in case of emergencies and health issues, they have leave policies for employees. But when those off days are frequent, it becomes a problem and is absenteeism. Employee absenteeism is a serious concern. Especially, those skipping work days and arriving late at work often add up to a high absenteeism rate. Such conduct leads to a loss of productivity and low morale of employees. Yet companies fail to address this killer at the bottom of the track.

Absenteeism is any failure to report for or remain at work as scheduled, regardless of the reason. This is usually unplanned, for example, when someone falls ill, but can also be planned, for example during a strike or wilful absence. Unscheduled absences from work affect both the employers and the employees. Employers are often left understaffed in the workplace when employees start making excessive unexcused absences. It heightens employers' liabilities in the form of additional labour costs which they need to endure for covering up the lost productivity due to the absent employees missed work hours. Not only has this but it also increased the workload on the remaining workforce which later turns up as workplace dissatisfaction and other such related issues. For employees, apart from seeing a few bucks less on their pay check, they tend to lose their value as a diligent member of the organisation. And if these employees continue with their unscheduled absences they'll most likely end up losing their jobs.

Absenteeism in the workplace is most commonly measured using an absenteeism rate. This rate is the number of absent days divided by the number of available workdays in a given period. This absenteeism rate is a key HR indicator. For example, excessive absenteeism can indicate problems within the workforce or organizational culture. Employee absenteeism can have very negative consequences on the company's profitability. Indeed, the costs of employee absenteeism are often significant. A company should then look at ways to decrease its absenteeism rate in order to optimise its staff's productivity. The rate of absenteeism varies from month to month, from shift to shift, and from day to day. Absenteeism is measured in the form of rate of absenteeism. The rate of absenteeism is a percentage of man days lost due to Absenteeism during a particular period to the total of corresponding man days.

2.1.22 Employee Absenteeism – 4 Peculiar Features

On the basis of micro studies undertaken in different parts of the country these are some of the peculiar features of employee absenteeism:

- (a) The rate of absenteeism is the lowest on pay day; it increases considerably on the days following the payment of wages to bonus. The level of absenteeism is comparatively high immediately after pay day; when workers either feels like having a good time or in some other cases return home to their village to make purchases for the family or to meet them. The incidence of absenteeism, both before and after a Holiday, has also been found to be higher than that on normal days.
- (b) The per cent of absenteeism is generally higher in the night shifts than in the day shifts. This is so because workers in the night shift experience greater discomfort to uneasiness in the course of their work than they do during day time.

2.1.23 Types of Employee's Absenteeism

- **Authorised Absenteeism:** If an employee absents himself/ herself from work by taking permission from his superior and applying for leave, such absenteeism is called authorised absenteeism.

- **Unauthorised Absenteeism:** If an employee absents himself from work without informing or taking permission and without applying for leave, such absenteeism is called unauthorised absenteeism.
- **Wilful Absenteeism:** If an employee absents himself from duty wilfully, such absenteeism is called wilful absenteeism.
- **Absenteeism Caused by Circumstances Beyond One's Control:** If an employee absents himself from duty owing to the circumstances beyond his control like involvement in accidents or sudden sickness, such absenteeism is called absenteeism caused by circumstances beyond one's control.

2.2 THEORETICAL REVIEW

One of the key challenges scholars have experienced over the past decade has been unanswered questions regarding both the definition and the goals of talent management. As Lewis and Heckman conclude, there is “a disturbing lack of clarity regarding the definition, scope and overall goals of talent management”. This might be one reason why practitioners find its realization quite challenging, but nonetheless extremely important, for the company's future. Currently talent management is still a phenomenon since there is no theory that has enough scope to capture the different elements or cause-and-effect relationships in many management areas. However, I intend to base my study on the theories below.

2.2.1 Motivation Theory - Equity Theory

This theory was put forward by a workplace and behavioral psychologist (Adams, 1963). Equity theory is a motivation theory that considers worker's perceptions of fairness of work outcomes in proportion to their inputs. Equity exists when a person receives their outcome/input ratio to be equal to the referent's ratio. If the referent receives more outcomes, they should also give more inputs to achieve equity. In this theory people assess their performance, behaviour and attitudes (outcomes) by comparing both their input to work and the benefits they derive from it. It goes on

to say that a person is motivated in proportion to the perceived fairness of the rewards received for a certain amount of effort as compared with what others receive.

Equity theory recognizes that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also with the relationship of this amount to what others receive. Based on one's inputs, such as effort, experience, education, and competence, one can compare outcomes such as salary levels, increases recognition, job satisfaction, teamwork, engagement and general behavior. When employees perceive an imbalance in their outcome input ratio relative to others, tension is created. This tension provides the basis for motivation, as people strive for what they perceive as equity and fairness (Robbins, 1993). Adams' theory is perhaps the most rigorously developed statement of how individuals evaluate social exchange relationships (Steers, 1983). The major components of exchanger relationships in this theory are inputs and outcomes.

The theory states that inequity exists when worker's outcomes/input ratio is not equal to referent. For example, underpayment inequity is the result of ratio being less than the referent and the employees feel that they are getting more outcomes than they have inputs. Overpayment inequity is the result of ratio being higher than the referent and the employees feel they are getting more outcomes than they have inputs.

2.2.2 Social Exchange Theory (SET)

This study is based on the Social Exchange Theory (SET). SET can be defined as voluntary activities from one's action expecting to receive something from another based on mutual relationship (Paillé & Raineri, 2015). The theory suggests that when an organization identifies talent and invest in them they are likely to attain better returns on these investments. In the light of employee retention, this theory suggests that when staff is satisfied with the work environment provided to them, they are more than likely to stay longer with one organization. In other words, when the employees feel motivated and supported, they will contribute more and produce more results in their organizations (Paillé, Boiral & Yang, 2013).

2.2.3 Herzberg Two Factor Theory of Motivation

This theory was developed by Herzberg in (1959). Herzberg argued that for organizations to achieve employees' well-being as far as the role being carried out is concerned, job satisfaction is intrinsic and can be only obtained from an individual assigned role or task. This is because the inability of a firm to provide individuals with an enabling work environment may be a result of unfulfilled job desires (Sharpe, Martin & Roth, 2011). Wood and Leach (2004) revealed that job enrichment enables individual's play their strengths in the assigned roles. The proponents assert that job satisfaction is central and could only be obtained from an individual's workload.

Failure for organizations to provide a conducive work environment may ultimately be a cause for unfulfilled job desires. Thus, job enrichment aims to enhance an individual skill variety, responsibility span hence minimize dissatisfaction, work rigidity, tediousness which may be a result of doing repetitive work. Whereas empowerment allows staff to have a say or input on matters pertaining their day to day assignments. The reason behind all this is to allow staff especially those in junior positions air their views and grievances (Yohe & Hatfield, 2003).

2.2.4 Resource Based-View Theory

The Resource-Based View was proposed by (Barney, 2003). He asserts that resources form an integral part of an organization, especially when business owners want to create a competitive advantage over their rivals. According to (Helfat & Peteraf, 2003), a resource refers to as an asset or input that assist in production, while a firm's capability refers to an organization's ability to carry out assigned roles and responsibilities – this could be the result of the utilization of the firms' resources aimed at achieving particular goals. Raymond and Verreault (1997) argued that any organization that waits to build or create an organization's competitive edge may do so by increasing its company's capacity to charge more for goods or services produced or offered to clients which in the long run will resonate to achieving the company's bottom line. The conceptual framework of the RBV helps establish important components of the theory that aid the understanding and application of the RBV. The foremost among the five components are the Resources. The resources here comprise assets, capabilities, organizational processes, available resources, communication and understanding of the organization's performance and commitment.

2.2.5 Supers Theory on Individuals Learning and Development

Super's theory on career development was promulgated in the 1950s. This theory does not only laid great emphasis on an individual's longevity to his choice on career and adaptations but also provides gradual transformation that the majority of individuals go through on various stages of their career lives (Super, 1969). The Supers' theory put forward some distinct phases of an individual's career lifecycle that are drawn from the exertion of sociologist and developmental

psychologist who examined the various phases of a person's work and life respectively. (Osipow, Doty & Spokane, 1985) argued that the Super theory pays little attention to social and economic factors which play an important role in an individuals' decision-making regarding life in general and career choices.

Salomone (1996) on his review on supers' theory, showed that it is almost impossible to match Supers theory simply because of the continuous amendments Supers made over the years.

2.2.6 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, 1999) (Nafukho, Hairston, & Brooks, 2004) (Strober, 1990). 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, 2006).

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 adequately invested in, well managed and retained, they will be innovative and creative, readily useful and available to the organization to do the right job for all the right reasons, and goal achievements becomes glaring and tangible.

2.3 EMPIRICAL REVIEW

Ayub (2017) investigated on the impact of talent management on employee engagement and retention in achieving organizational performance. Using a Pearson correlation analysis, the result revealed that the skills, knowledge and abilities of employees impact job descriptions and performance management. Based on this research and statistical analysis, there is a positive relationship between the three variables. Statistical information's based on the analysis of multiple frequency table and histograms were analyzed to give an accurate data relating to the study. Employee's engagement and retention significantly contribute to the success of the organization. Alias and Hassan (2014) examined the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the information and technology (IT) organizations in Malaysia. The analysis was done using a Correlation and Multiple

Regression method of estimation, the findings of this study explained that when employees being provided with satisfactory talent management practices (managerial support, employee career development and rewards and recognitions), they will be more engaged with the job and organization, and therefore, they tend to remain in the same organization for a long run.

Shaikh and Shashank (2017) carried out a research on Employee engagement; Tool of talent retention: Study of a pharmaceutical company, using a Graphical analysis, Chi-square test for association and Exploratory Factor Analysis, the findings of the study show that men have more issues of interrupting non-work time than women, as the experience increases in the company employees have less interaction with their supervisors, and they get less appreciation for their achievements from their supervisors

Najm-Najm and Al-Zaytoonah (2017) conducted a study on the effect of talent management on organizational performance in the banking sector in Asia, Pearson correlation was used in the analysis of data estimation. This study identified four key dimensions: aligning talent management to strategy, maintaining talent, developing talents, attracting talents, and renewing talents. These four dimensions represent the core functions of management talent that can develop experiences, skills, best practices to do them efficiently.

Poorhosseinzadeh and Subramanian (2016) examined the Determinants of successful talent management in MNCs in Malaysia, while carrying out the investigation multiple regression and Pearson correlation analysis was used as the method of estimation. The result of this study revealed that there is direct relationship between independent variables (attracting talents, deploying talents, developing talents, retaining talents and succession planning) and success of talent management as the dependent variable of this study, all the independent variables are significantly related to successful talent management in MNCs in Malaysia. Among these independent variables, developing talents is the most important and significant predictor of successful talent management in MNCs in Malaysia.

Baharin and Hanafi (2018) conducted a research on the effects of talent management on employee retention: A case study of hospitality industry using regression analysis in its estimation. This research was conducted to measure talent management variable as an Independent variable and

Employee retention as a dependent variable, from the relationships analyzed from this research, results demonstrated that all of the independent variables shows a significant effect with the dependent variable. This study used SET theory as a guideline to examine and understand the relationship between talent management and employee retention.

Rani and Samaj (2012) conducted a study of talent management as a strategic tool for the organization in selected Indian IT companies. Based on this study, Organizations are using certification for improving the training programs. Most of the employees have a clear knowledge about the company's vision, mission and objectives. And they know how to achieve these objectives, most of the respondents are satisfied by Job description, Salary review, Health Care benefits etc. base pay and Job Security are in top priority for the employees in coming years.

CHAPTER THREE

METHODOLOGY

3.0 PREAMBLE

This chapter shows the approaches adopted in providing solutions to questions which this research work is based on, testing of each of the hypotheses formulated and also aimed at receiving research questions as well as explaining the sampling and data collection procedure, together with the instrument to be used at the course of the information sourcing.

3.1 Research Design

This research work was mono structure; therefore, survey method was adopted. This method offers the opportunity to generate data thereby providing a valid generalization of research findings at the end of the research work. This study was quantitative in nature. The design to be adopted in accordance to the number of respondents was carried out by two cross sectional approach and this is because of the time constraint and the nature of the research. Owing to the nature of this study, present and past occurrences were considered.

The nature of investigation was experimental to know the cause and effect of this study based on the nature of the research data that was collected from primary source using copies of questionnaire structure on the bases of hypotheses.

3.2 Population of Study

The population that was used in the study was the staff members of the Kam Wire approximately eight hundred (700) in Ilorin, Kwara State, according to the information gathered from the Human Resource of the Organization.

3.3 Sample size and Sampling Techniques

In this research, (Taro Yamane, 1967) method of sample size will be applied. This will be explained below; Taro formula is conceived with the application of normal appreciation with 95% confidence level and 5% error tolerance. The formula is given below

$$n = \frac{N}{1 + N(e)^2}$$

$$1 + N(e^2)$$

Where:

n= Sample size

N = Population of the study

Level of significance (0.05)

Therefore, the population= 700 estimation

$$n = \frac{700}{1 + 700(0.05)^2}$$

$$n = \frac{700}{1 + 700(0.0025)}$$

$$n = \frac{700}{1 + 1.75}$$

$$n = \frac{700}{2.75}$$

$$n = 254.5$$

Therefore, n= 255

This study adopted a simple random sampling technique due to its potential to easily cover a large number of populations. In practice, simple random sampling technique is moderately accurate because it requires minimal advance knowledge of population to operate, and its data can be easily analyzed with no or little computation errors.

3.4 Method of Data Collection

The major source of data collection for this research work was the primary source. However, this study adopted the use of structured questionnaire as a tool for data collection from the population. The purpose of this primary data researching is to improve the understanding and perform a direct assessment of the research topic by obtaining first-hand information.

The questionnaire was sub-divided into two sections and designed with the use of nominal, ordinal and interval scales of measurement. Section A consists of demographic data of the respondents. Under the demographical data, question ranging from gender, age to higher area of discipline will

be asked. Section B was designed to generate responses on research questions stated in chapter one. That is, talent retention, talent attraction, talent development, employee turnover rate, employee absenteeism, employee learning and growth opportunities. Hence, it will be based on a 5- point Likert attitude scale. Each level of the scale will be represented with 5. Strongly Disagree, 4. Disagree, 3. Undecided, 2. Agree, 1. Strongly Agree which were based from previous studies (Birkinshaw & Gisbon, 2010) will be modified to suit this study setting.

3.5 Instrument of Data Collection

Validity of Research Instrument

The instrument for data collection for this study was subjected to content and face validity. For this study, the instrument was subjected to expert and scholars' validation in the department as well as the supervisor in charge of this project research. The measuring instruments were also subjected to face validity involving the scrutiny of the supervisors to ensure that the statement framed adequately represents the construct being measured.

Reliability of Instrument

The result of the reliability test will be conducted using Cronbach's Alpha (and this was controlled using a benchmark of greater than 0.7) in order to test for the reliability of the questions. The Cronbach alpha shows internal consistency among each of the questions explaining the variables used in the study. The table below presents Cronbach's alpha coefficients of talent attraction, talent retention, talent development, and employee's engagement respectively

Table Cronbach's Alpha coefficients test of variables

Variables	Cronbach Alpha Coefficients
1 talent attraction	0.69
2 talent retention	0.76
3 talent development	0.74
4 employee's engagement	0.73

Source: Author's Fieldwork Computation, 2025

In this study, the talent attraction, talent attraction, talent development, and employee's engagement scales have good internal consistency, with Cronbach alpha coefficients of 0.69, 0.76, 0.74 and 0.73 respectively. By implication, all the scales are reliable.

3.6 Method of Data Analysis

The data collected from this study will be measured using descriptive statistics. The hypotheses raised for this study will be analyzed using multiple linear regression.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 PREAMBLE

This chapter focuses on the presentation, analysis and interpretation of the data gathered. The data obtained for the study is presented in tables, analyzed and interpreted using frequencies and simple percentages. The bio-data of the respondents was first dealt with after which the main focus of the study was treated.

4.2 PRESENTATION OF DATA

A total number of 255 copies of the questionnaire were distributed, 249 was returned and analyzed.

Questionnaire	Respondents	Percentage (%)
Returned and useful	249	97.6%
Not Returned	6	2.4%
Total	255	100

Source: Field Survey, 2025

ANALYSIS OF DEMOGRAPHIC DATA

TABLE 4.3.1
GENDER

	Frequency	Percent
MALE	138	55.4
FEMALE	111	44.6
Total	249	100.0

Source: Field Survey, 2025

The table above displays the gender ratio of workers of the organization under consideration. 55.4% are male and 44.6% are female. By implication, the study is a representation of both the male and female views.

TABLE 4.3.2**AGE**

	Frequency	Percent
18-23 years	44	17.7
24-29 years	25	10.0
30-35 years	97	38.9
36-41 years	51	20.5
42 years above	32	12.9
Total	249	100.0

Source: Field Survey, 2025

Table 4.3.2 the above table shows the age of this study respondent. From the information supplied, it could be deduced 17.7% of the respondents fell within the age bracket of 18 to 23years, 10.0% are within 24-29years, 97 (38.9%) respondents fell within the age bracket of 30-35years. While the 51 (20.5%) respondents fell within 36-41years and the oldest respondents had around 12.9%.

TABLE 4.3.3**MARITAL STATUS**

	Frequency	Percent
SINGLE	99	39.8
MARRIED	136	54.6
OTHERS	14	5.6
Total	249	100.0

Source: Field Survey, 2025

The table above shows the marital status of the respondents. 99 (39.8%) respondents are single, 136 (54.6%) are married, others are 5.6%.

TABLE 4.3.4**HIGHEST EDUCATIONAL QUALIFICATION**

	Frequency	Percent
O-LEVEL	12	4.8

OND/NCE	82	32.9
BSC/HND	144	57.8
POST GRADUATE	5	2.1
OTHERS	6	2.4
Total	249	100.0

Source: Field Survey, 2025

The table above shows the educational qualification ration of the respondents. 12 (4.8%) respondents are O-Level holder, 82 (32.9%) respondents are OND/NCE holders, and 144 (57.8%) respondents are with BSC/HND certificates. 5 (2.1%) respondents have post-graduation qualifications and 6 (2.4%) are with other unspecified certificates.

TABLE 4.3.4: YEARS IN SERVICE

	Frequency	Percent
Less than 1 year	11	4.4
2-4 years	57	22.9
5-7 years	123	49.4
More than 7 years	58	23.3
Total	249	100

Source: Field Survey, 2025

Furthermore, the table indicates the years spent in service by the respondents of the selected organization. Hence, 58 respondents amounting to 23.3% of the respondents have spent between more than 7 years, 49.4% amounting to 123 respondents have spent between the years of 5 and 7, 22.9% of the respondents amounting to 57 respondents have spent between the years 2 and 4, 4.4% amounting to 11 respondents have spent less than 1 years. This implies that majority of the respondents sampled have spent between the years 5 and 7 in the service.

TABLE 4.3.5**Descriptive Statistics of the Respondents' Perceptions based on Variables Questions**

Table 4.3.5: Descriptive Statistics of the Respondents' Perceptions based on Variable Questions					
	N	Minimum	Maximum	Mean	Std. Deviation
Talent Attraction	249	2	5	3.67	.708
Talent retention	249	1	5	3.62	.734
Talent Development	249	2	5	3.74	.678
Employee's Engagement	249	2	5	3.67	.640
Valid N (listwise)	249				

Source: Author's Fieldwork Computation, 2025

The Descriptive Statistics of the Respondents' Perceptions is presented in table 4.3.5 above. Concerning talent Attraction, we have information from 249 respondents, the range of talent Attraction is from 2 to 5 points, with a mean of 3.67 and standard deviation of 0.708. By implication, the respondents are, on average, agreed with questions on talent Attraction. Also, concerning talent attraction, we have information from 249 respondents, the range of talent retention is from 1 to 5 points, with a mean of 3.62 and standard deviation of 0.734. By implication, the respondents are, on average, agreed with questions on talent attraction. Concerning talent development, we have information from 249 respondents; the range of talent development is from 2 to 5 points, with a mean of 3.74 and standard deviation of 0.688. By implication, the respondents are, on average, agreed with questions on talent development. Furthermore, concerning employee's engagement, we have information from 249 respondents; the range of employee's engagement is from 2 to 5 points, with a mean of 3.67 and standard deviation of 0.640. By implication, the respondents are, on average, agreed with questions on employee's engagement.

4.4.1 Test of Normality

A normal curve could be drawn to test for normality of the dependent variable (i.e. employees' engagement). Fig 4.4.1.1 presents a normal curve of employees' engagement scores. Many of the parametric statistics assume that the scores on each of the variables are normally distributed (i.e. follow the shape of the normal curve). In this study, the scores are reasonably normally distributed, with most scores occurring in the Centre, tapering out towards the extremes.

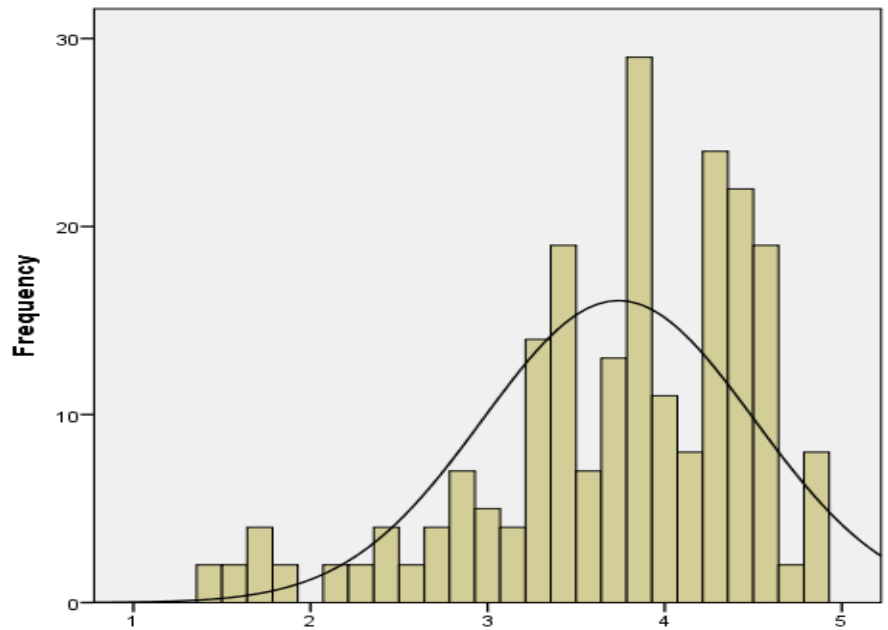


Fig 4.4.1.1: Histogram of Perceived Employees' Engagement Scores

Source: Author's

Fieldwork Computation, 2025

4.4.2 Test of Multicollinearity

To check for Multicollinearity, bivariate correlation was conducted in Table 4.4.2.1 below. In the table, the highest correlation was .717. It shows low Multicollinearity problem among talent management variables (talent Attraction, talent attraction, talent development). Therefore, all the variables are retained.

Table 4.4.2: Correlations among Talent Management Variables				
		talent Attraction	talent attraction	talent development
talent Attraction	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	249		
talent retention	Pearson Correlation	.726**	1	
	Sig. (2-tailed)	.000		
	N	249	249	
talent development	Pearson Correlation	.717**	.620**	1

	Sig. (2-tailed)	.000	.000	
	N	249	249	249
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Author's Fieldwork Computation, 2025

4.5 Result Presentation

Multiple linear regression was used to explore the impact of talent management (measured by talent Attraction, talent retention and talent development scales) on perceived employee engagement. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity. The result of regression as contained in Table 4.5.1: ANOVA below, shows that the estimated F-test was 160.432, significant at 1 percent [$p < .000$] which is less than p-value of 0.05 ($p < 0.05$). This showed that the model was well specified.

Table 4.5.1: ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	90.485	3	22.621	160.432	.000 ^b
	Residual	35.855	255	0.141		
	Total	126.340	258			
a. Predictors: (Constant), Talent Attraction, Talent Retention And Talent Development						
b. Dependent Variable: : Employees' Engagement						

Source: Author's Fieldwork Computation, 2025

Also, the result of regression as contained in Table 4.5.2: Model Summary, shows that the R Square gave a value of 61.6 per cent. The value of R-square indicates a strong relationship between the observed and predicted values of the variables. In other words, this means that the model (which includes Talent Attraction, Talent Retention and Talent Development scales) explained about 61.6 per cent of the variance in the dependent variable (perceived Employees' Engagement) while the remaining 18.4% maybe due to other variables that is not included in the model. The Durbin-Watson Statistic gives 2.034 coefficient which indicates that there is absence of serial correlation in the error terms of the model as such ruling out problems associated with spurious regressions.

Table 4.5.2: Model Summary ^b						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.836 ^a	.706	.701		.402	2.024
a. Predictors: (Constant Talent Attraction,Talent retention, Talent Development						
b. Dependent Variable: Employees' Engagement						

Source: Author's Fieldwork Computation, 2025

Specifically, the result of regression as contained in Table 4.5.3: From the output below, there was positive relationship between perceived talent Attraction and perceived employee's engagement such that a unit increase in perceived talent Attraction scores caused about .058 unit increases in perceived employee's engagement scores which was statistically significant at 1 per cent with the aid of the p value (0.005). This shows that for every increase in that predictor, employee's engagement increases by 5.5%.

Also, there was positive relationship between perceived talent attraction and perceived employee's engagement such that a unit rise in perceived talent attraction scores induced about .272 unit increases in perceived employee's engagement scores which was statistically significant at 1 per cent going by the p value (0.000). Every increase in this predictor increases employee's engagement by 27.2%. It therefore, implies that all things being equal, the better the talent attraction, the better the variation in perceived employee's engagement.

More importantly, there was positive relationship between perceived talent development and perceived employee's engagement such that a unit rise in perceived talent development scores induced about .478 unit rise in perceived employee's engagement scores which was statistically significant at 1 per cent going by the p value (0.000).

Table 4.5.3: Regression Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.304	.180		-1.688	.093
	Talent Attraction	.058	.069	.054	.835	.005
	Talent Retention	.272	.056	.264	4.816	.000
	Talent Development	.478	.065	.429	7.316	.000
a. Dependent Variable: Employee's Engagement						

Source: Author's Fieldwork Computation, 2025

4.6 Test of Hypotheses

Multiple linear regression was used to explore the impact of talent management (measured by talent Attraction, talent retention, talent development scales) on perceived employee's engagement. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity. Regression Coefficients, tests the three hypotheses of this study.

Hypothesis one

Specifically, the result of regression as contained in Table 4.5.3: Talent Attraction has significant effect on employee's engagement with coefficient value of .058 and a critical value of $t=.835$, p-value $(0.005) < 0.05$. Every increase in this predictor increases employee's engagement by 5.8%. Thus, talent Attraction has significant effect on employee's engagement. Based on the result, the null hypothesis is rejected; thus, Talent Attraction has significant effect on employee's engagement

Hypothesis two

Table 4.5.3 shows the coefficients (Beta) for talent retention and employee's engagement. Results indicate that talent retention has a positive and significant with employee's engagement. The coefficient has the value 0.272 and a critical value of $t=4.816$, p-value $(0.000) < 0.05$. This shows that for every increase in that predictor, employee's engagement increases by 27.2%. Based on the result, the null hypothesis is rejected; thus, talent attraction has significant effect on employee's engagement.

Hypothesis three

Table 4.5.3 shows the coefficients (Beta) for talent development and employee's engagement. Result indicates that talent development has a positive and significant relationship with employee's engagement. The coefficient has the value 0.478 and a critical value of $t=7.316$, p-value $(0.000) < 0.05$. This shows that for every increase in the predictor, employee's engagement increases by

47.8%. Based on the result, the null hypothesis is rejected; thus, talent development has significant effect on employee's engagement.

4.7 DISCUSSION OF RESULTS

This study examines the effect of impact of talent management on employees' engagement in the pharmaceutical industry. The findings however show a linear relationship between variables used to measure the two constructs after the postulation of three hypotheses which invariably declares that talent Attraction plays an important role in improving the employees' engagement. The finding of significant relationships is consistent with extant studies of Ayub (2017); Alias and Hassan (2014).

Also, it was discovered that talent retention has significant effect on employee's engagement. This is supported by the findings of Shaikh and Shashank (2017); Najm-Najm and Al-Zaytoonah (2017). Lastly, the third hypothesis shows a significant and linear relationship between talent development and employee's engagement. This study is in line with Poorhosseinzadeh and Subramanian (2016); Baharin and Hanafi (2018).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. PREAMBLE

The Precede chapters show the analysis of data collected for this thesis and the results of the hypothesis tested. However, this chapter presents the summary of the research findings, conclusion, recommendations of the study and contribution to knowledge.

5.2. Summary

This research was carried out to examine the extent to which talent attraction, talent Attraction, and talent development (Talent Management) affects employee's absenteeism, employee's turnover rate, and employee's learning and growth rate in the organization using a company in Ilorin Kwara State (Kam-wire Industry Limited, Ilorin).

Chapter one introduced the entire thesis by discussing the Background to the study, the reasons for choosing the given research problem which include the specific and the general area of concern; the Statement of the problem, Research Questions which are drawn from the research objectives, the research hypothesis, scope, significance of the study, outline of chapters and definition of terms. Chapter two discussed the Conceptual Review, Theories supporting the concepts, Empirical reviews sourced from previous related literatures and the gaps in literature which has now been identified.

Chapter three presents how information associated with the research problem are being sourced, collected and collated, processed and used. Therefore, the chapter specifically discusses sources of data collection, population and sample size, sampling methods of data analysis. The chapter presents a plan of the inquiry which resulted into identifying variables and relationship with another. Reliance and ability to determine the impact at which Talent Management affects employee's engagement. Chapter four presents the data presentation, analysis of research work, representation of result, test of hypothesis and discussion of results were also discussed and presented.

Chapter five which is the final chapter of this thesis, discusses the summary of the work, reviews the findings in the study, conclusions, outline recommendations based on the findings of the study, suggestion for further research as well as contribution to knowledge.

Data were collected for this study through the use of copies of questionnaires from Kam-wire Industry Limited in Ilorin, kwara State. The aim of this study is to investigate the impact of talent management on employee engagement in the pharmaceutical industry. which is represented by three variables on employee engagement, the test revealed that the three variables used in measuring Talent Management has a positive significance on employee engagement; talent attraction, talent Attraction and talent development in Kam-wire Industry Limited in Ilorin, kwara State. Given that just few study on ion Companies was conducted by researchers, this present research work then approached this sector of economy as it also contributes to the growth of the Nigeria economy especially that of Ilorin, kwara State.

Multiple linear regression was used to examine the impact of talent management (measured by talent Attraction, talent attraction and talent development scales) on perceived employee engagement. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity. In order to check for Multicollinearity, bivariate correlation was conducted in Table 4.4.2.1 above. In the table, the highest correlation was .727. It revealed low Multicollinearity problem among talent management variables (talent Attraction, talent attraction, talent development). Therefore, all the variables were retained.

The result however showed a linear relationship between variables used to measure the two constructs after the postulation of three hypotheses which invariably declared that talent Attraction plays an important role in improving the employees' engagement. The finding of significant relationships is consistent with extant studies of Ayub (2017); Alias and Hassan (2014). Talent retention also revealed a significant effect on employee's engagement. This is supported by the findings of Shaikh and Shashank (2017); Najm-Najm and Al-Zaytoonah (2017). The third hypothesis also showed a significant and linear relationship between talent development and employee's engagement. This study is in line with Poorhosseinzadeh and Subramanian (2016); Baharin and Hanafi (2018).

5.3 Conclusion

The general aim of this study is to investigate the effect of talent management on organization performance in a ion industry (Kam-wire Ltd)in Ilorin, Kwara State. Hence, the conclusions on this research work are as follow:

- Talent Attraction has a strong and direct effect on employee engagement in Kam-wire Industry Limited in Ilorin, kwara State based on the result of this research work and supported by Altindag and Acar, (2018) in their empirical survey.
- Talent retention has an effect on perceived employee engagement in Kam-wire Industry Limited in Ilorin, Kwara State and are empirically related and consistent based on past empirical survey.
- Having completed the analysis of this research work, I realized that talent development actually plays an important role in the engagement of a company's talent through employee learning and growth provisions especially in the case study used in Ilorin, Kwara State.

The overall conclusion is that all the relationships between talent management and employee engagement were significant; resulting in the rejection of all the three null hypotheses and accepted by all the alternative hypotheses. This indicated the existence of positive significance between talent management and employee engagement. Thus, all the three research objectives were achieved.

5.4 Recommendations

Based on the data obtained from the respondents and having been analyzed, I was able to come up with the following recommendations:

- Top managers should make talent attraction a priority since an organization's future success is not only dependent on its financial resources but ultimately depends on the strength of effective talent management.
- Pharmaceutical companies should not focus on only retain talented individuals but should do more to develop top talents as it would advantageous to the company.

- Senior managers should anticipate unwanted turnover of top performers especially in times of varying economic stability and take preventive measures to mitigate it by being more attentive to their needs.

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APPENDICE

Questionnaire

Section –A: General Profile of Respondents

Sex

Male ☐ Female ☐

Age Group

18-23 years ☐ 24-29 years ☐ 30-35 years ☐

36-41 years ☐ 42 years above ☐

Marital Status

Single ☐ Married ☐ Others ☐

Educational Qualification O' level ☐ ND/NCE ☐ HND/BSC ☐
Post graduate ☐ Other ☐

Experience/ Length of service

a. Less than 1 year b. 2-4 years c. 5-7 years d. More than 7 years

SECTION B: please tick the appropriate alternatives. Ensure you use the following scale in answering the questions; Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD).

S/NO	TALENT ATTRACTION	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1.	My manager is highly learned and knowledgeable					

2.	The right compensation and benefits are set in my organization.					
3.	My organization's culture has a positive influence on the employee.					
4.	In my organization there is job description as well as on boarding process.					
5.	The rate at which employees retire in my organization is low.					
6.	In my organization there is quality employee-supervisor relationship.					
	TALENT DEVELOPMENT	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1.	In my organization I am entitled to online training courses					
2.	My organization organizes various conferences, workshops and training programs on a regular basis					
3.	My organizations invests heavily in training and development of its employees					

4.	In my organization skills development is a continuous process					
5.	I am satisfied with the amount of training offered for advancement					
6.	I am motivated by the training I have received as a Kam-wire staff					
7.	I receive the training I need to do my job well.					
8.	International training is a part of Management Development Programs at TUYIL					
	TALENT RETENTION	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1.	I will be working at this organization five years from now					

2.	Employees at my company have been in their first job for over 20 years					
3.	This Organization is my first employer and I am not looking for a job any time soon					
4.	My Organization is a brand employer and uses rounded reward system to keep current employees					
5.	In my Organization reasons why people leave, especially top performers, are recorded and addressed					
6.	I do not have enough time to carry out my work					
7.	I cannot meet all the completing demands based on my time at work					
8.	I feel like some of my skills are becoming obsolete					
	EMPLOYEE ABSENTEEISM	Strongly	Disagree	Undecided	Agree	Strongly Agree

		Disagree				
1	The administration that I work with does not implement the principles of teamwork					
2	I do not know exactly what is expected of me to do at work					
3	My organization provides sufficient benefits and sufficient salaried leave					
4	I feel like I am working in inappropriate physical condition					
5	In my organization there is a lot of pressure on my Job.					
6	My superior doesn't know exactly what skills I have					
7	I don't find my work place comfortable to provide the maximum outcome					
8	I attend to my daily duties at work on time					
	EMPLOYEE TURNOVER RATE	Strongly	Disagree	Undecided	Agree	Strongly Agree

		Disagree				
1.	My immediate boss encourages my work					
2.	Overall, I am happy with organizational culture and work environment					
3.	The communication I receive from my company is timely					
4.	My company maintains benefits that compare well to other companies in this area					
5.	I feel secured that I will be able to work for the company as long as I do a good job					
6.	I feel I can voice my opinion about my organization without fear					
7.	I am proud to work for my company					
8.	My company is concerned with the long term welfare of the employees					