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Talent Management and Employees' Retention in the Nigeria Banking Industry: A Study of United Bank for Africa

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Abstract:

In recent times, organizations are faced with the challenges of employees leaving for better offer. This has left most organizations coming up with talent management strategy that can retain their employees. Talent management is the activities done by the management to keep their employees updated, engaged and compensated. The paper therefore investigates the effect of talent management on employees' retention: to examine the effect of training and development programs on employees' retention, to determine the effect of compensation policies on employees' retention and to ascertain the effect of employees' engagement on employee' retention. A primary source of data was used where a survey was conducted on the staff of UBA Plc. Marina branch, Lagos State. Data was analyzed using linear regression method of inferential statistics which was applied to test the significant of the hypotheses using t-statistic of co-efficient of the linear regression model with the aid of Statistical Package for Social Sciences (SPSS). The findings show that training and development, compensation policies and employees' engagement have significant effect on employees' retention at 0.000, 0.000 and 0.000 respectively and the variables having strong positive relationship at 0.75 percent. The paper concluded that organization with effective retention system reduces operational cost via reduction in training newly recruited employees. The study therefore, recommended that management should make training and re-training of all staff compulsory, give suitable compensation to employees for work performance without any form of business politics and create a flexible culture of decentralized technique whereby employees at lower level of the organization can also be part of the decision-making processes.

Keywords: Talent management, training and development, compensation policies, engagement, employees' retention

1. Introduction

The effective of any firm largely depends upon several outstanding components, with the talented employee occupying the essential role for the accomplishment of organizational goals (Geeta et al., 2013). Organizations are making more investment into talent development initiatives, which currently is a challenge. Today's organizations are endlessly confronted by social developments such as globalization, technological improvements and increasing global competition. The contemporary society has to deal with the swift aging of the active population while, in the meantime, fewer young people are entering the labor market. In addition, the employees of the so-called baby boom generation are slowly retiring (Natalie et al., 2011). These developments cause not only a shortage of workers, but also a risk of losing knowledge and experience, for which firms have to find a solution. This loss of knowledge and experience rises the importance of retaining talent, Lockwood (2006), as quoted by Natalie et al., (2011), defines talent as the vehicle to move the organization to where it wants to be. Talent leads to extraordinary performances and talented individuals are often respected and cherished. Talent is perceived as something valuable, exceptional and hard to imitate. Talent is any essential capacity that enables an individual to exhibit remarkably high performance in a sphere that requires special skills and training (Natalie et al., 2011).

Talent management is activities taken by firms for the purpose of attracting, choosing, evolving and retaining the best personnel in most strategic roles (Scullion & Collings, 2011). It aims at developing the right individuals in the right jobs at the right time, ensuring the right atmosphere for individuals to deliver their best and stay committed to the organization (Uren & Jackson, 2012). Though talent management is a relatively new area for both public and private sectors, most firms have prioritized it to ensure they acquire the staff (Kagwiria, 2013). This is because talent management has been linked to fruitful attraction, retention and development of employees (Baheshtiffar, 2011).

Employees' retention is one of the imperative matters within competitive organizations today as employees are the greatest valuable assets in any organization. Employees' retention refers to the retention of talented or high potential employees identified by the organization, and to whom the talent management initiatives are engrossed. Normally it is in a firm's best interest to put its effort in retaining the talented employees that they have, and not hiring anyone new

(Branham, 2005). It will take true skill and knowledge to be able to guide such a challenging and hectic environment where change is almost apparent daily as new technologies are discovered in such a short span of time. The attainment of organizations depends on employees' retention which assists the organization in reducing employees' turnover intention and improving organizational efficiency (Mohsen, 2007). So, firms pay more attention on retention and attraction rather than recruitments and selection to survive in competitive environment (Holland et al., 2007), and talent management plays an important role in this process. Unfortunately, banks have not really given adequate attention to talent management review as a tool for employees' retention even when recent studies suggested that organizations benefit more. In most cases employees lack adequate skills and knowledge, which are acquired through training and manpower development, inadequate formulation, administration and implementation of good compensation policies, overall downfall in the engagement level of employees and more which have been given less attention by management of these banks. These have actually affected the retention of talented employees yet it has not been addressed. It is necessary to identify how best to retain these bankers (at least for a longer period of time) to prevent constant mobility.

1.1. Objectives of the Study

The core objective of this study is to examine the impact of talent management on employees' retention. However, the specific objectives are:

- To examine the impact of training and development programs on employees' retention.
- To determine the impact of compensation policies on employees' retention.
- To ascertain the impact of employees' engagement on employees' retention.

1.2. Research Hypotheses

- H₀₁: Training and development programs has no significant effect on employees' retention.
- H₀₂: Compensation policies has no significant effect on employees' retention.
- H₀₃: Employees' engagement has no significant effect on employees' retention.

2. Literature Review

2.1. Talent Management

Talent management is identified as a systematic method to attract, screen, select the right talent, engage, improve, deploy, lead and retain high prospective and performer workforces to ensure an endless talent feeding inside the organization aimed at increasing employees' productivity (Behera, 2016). According to Thunnisen (2016), talent management is a proactive procedure which includes the identification, attraction, retention, development and effective management of unequal number of a high caliber and diverse people, who can be deployed to emerging positions, with the purpose of contributing meaningfully to the overall organizational performance. Talent management refers to the efforts firms affirm in attracting, selecting, developing and retaining vital individuals. Talent management is also concerned with identifying the crucial positions that have a direct influence on the firm's competitive advantage and subsequently developing a segregated high performing and high prospective employees to ensure these positions are readily filled. Hayes (2009), stated that talent management includes the procedures taken to ensure that an organization has acquired sufficient supply of talent to align the right jobs with the right people at the right time to achieve short and long-term objectives. Hayes (2009), further stated that talent management is a systematic process applied to close the gap between the organization's existing talent and the talent it requires in staying competitive. Talent management is defined as the managing of the entire employees' lifecycle from attracting to hiring to promoting and lately finding a successor upon retirement (Murthy, 2010). This process also includes identification of the key talent's gaps between the talent in place and the talent required to drive business success.

2.2. Employees' Retention

Retention is a voluntary move by an organization to create an atmosphere which engages employees for long term. Retention of talent is still one most important concern for various firms today and in spite of the fact that hiring skilled personnel for the job is crucial for employers, retention is more imperative. This is because talent turnover is destructive to a company's productivity since the costs involved in attracting other good workforces are high (Echols, 2007). Among these costs include the direct cost which consists of turnover costs, replacement costs and transitions costs, and indirect costs which also entail the loss of production, reduced performance levels, unnecessary overtime and low morale (Echols, 2007). Employees' retention personifies talent management which is the use of an integrated set of activities to guarantee that the organization attracts, and able to uphold and develop talented people for its needs now and in the future. The actual rationale for the retention of employees is to avoid the loss of capable and competent employees from the organization which could have an unfavorable result on productivity and service delivery. Thus, in order to prevent this situation, organizations must ensure that effective manpower retention mechanisms to retain their staffs are put in place. Such retention strategy must deal with each of the areas in which lack of commitment and dissatisfaction can improve which would include: pay, jobs performance, training, career development, commitment, conflict with managers, lacking group cohesion, recruitment and selection, promotion and over marketing (Mendez & Stander, 2011).

Also, firms must invest in a good compensation package which is essential in retaining employees, offering an attractive, competitive benefits package with components such as life insurance, disability insurance and flexible hours inspires employees to commit themselves to an organization (Lockwood, 2006).

2.3. Talent Management and Employees' Retention

Every organization today is captivatingly concerned with selecting and retaining competent, committed people who are absolutely known as knowledge workers. Retention policies are designed to ensure that individuals remain as dedicated members of the organization. The result of this is a talent flow that generates and maintains the talent pool. Firms seek to ensure that hired personnel will perform well and make positive contributions to organizational performance as well as stay in the firm for a reasonable period of time (Agarwala, 2007; Njoroge, 2012). Gupta (2006), indicate that in the era where global business is key, every employer has to be ready for meeting the future corporate demands, which can be efficiently handled through talent management. Retention of staff is a major component of talent management and an organization's retention strategy needs to have information why people leave the organization. As organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management.

2.4. Training and Development and Employees' Retention

Research conducted by different scholars' stated that training and development are factors that play very important role in employees' retention (Meyer & Allen, 1991; Solomon, 1992; Snell & Dean, 1992; Arthur, 1994; Snell & Youndt, 1995; Macdoffie, 1995; Delaney & Huselid, 1996; Ichniowski et al., 1997; Cappelli, 2000; Cole, 2000; Cited in Muhammad, 2011). According to them, these variables can help to reduce absenteeism and better quality -work. Messmer (2000), found that one of the important factors in employees' retention is investment on employee training and development. Fitz-enz (1990), also found that training and development, is an element responsible for employees' retention. Organization always invests in the form of training and development on those employees from whom they expect to return and give output on its investment.

Tomlinson (2002), indicated that organizations can keep the leading edge in this competitive world by having their employees well trained in the latest technologies. Grag and Rastogi (2006), explained that in today's competitive environment, feedback is very vital for organizations from employees and the more knowledge the employee obtains, the more he or she will perform and meet the global challenges of the market place. Walker (2001) stated in his study that training and development is one of the important retention programs to retain the employees.

2.5. Compensation and Employees' Retention

Different individuals interpret compensation differently. In this paper compensation, reward, recognition and wages are terms used in different situations (Zobal, 1998). Compensation is the totality of direct benefits (such as salary, allowances, bonus, commission) and indirect benefits (such as insurance, pension plans, vacations) that an employee receives from an employer. From the organization's point of view, retention of employees is the major concern, while compensation and benefits are one of the best initiatives which a firm can take to retain employees. Compensation is a very valuable tool for retention and turnover. It is also a stimulus for an employee to be committed to the organization, which in result enriches attraction and retention (Zobal, 1998; Moncarz et al., 2009; Chiu et al., 2002). It also serves as a communicator when it is given to the employee against his services which shows how much an employee is valuable for its organization (Zobal, 1998). As such, the important mechanisms of compensation are based on salary, merit pays, discretionary rewards or bonuses, which attract best employees (Chiu et al., 2002). This compensation and reward system also increase employees' performance (Deckop et al., 2006; Moncarz et al., 2009; Zsidisin et al., 2003). The financial and non-financial compensation are given to employees for accomplishment of desired goals against their behavior. Reward can be spontaneous and official, even though pay for performance is the form of reward which is given based on performance (Zobal, 1998). Compensation also shapes the culture of an organization.

Culture may be individualistic or collectivistic, that is, it depends on the organizational characteristics and members of the organization (Kuhn, 2009; Zobal, 1998).

Compensation is one of the most essential tools for attracting and retaining employees. It is used to attract the prospective applicants, because candidates want to be aware of it, while applying for vacancy (Kuhn, 2009; Zobal, 1998; Chiu et al., 2002; Moncarz et al., 2009; Lawler, 1994). Those organizations which have a high-wage system will have better recruitment and retention of employees as compared to others.

2.6. Employees' Engagement and Employees' Retention

One of the main determinants of success for any organization is the engagement level of its employees. The increasing importance on employees' engagement in firms across the globe is justified as it not only contributes to employees' retention and productivity, but also directly impacts an organization's reputation and customer satisfaction. Accomplishing organizational success is the vital persistence to be attentive by any organization that takes massive struggle to boost employees' task with effectiveness, responsibility, and enduring essential motivation to perform well in tough times. This is the reason as the present struggles of organizations are to improve and enrich organizational performance with the positive concepts of engaging and retaining employees. Many organizations now utilize extensive range of personnel management factors that influences employees' commitment and retention (Stein, 2000; Beck, 2001; Clarke, 2001; Parker & Wright, 2001). According to them, the factors which influences employees' retention are work environment, supervisor support, organization image, employee value match, remuneration, reward and recognition, employees' career development etc. Hay Group study (2011), has identified five main factors that distinguish 'stayers' (those committed to the company more than two years) from 'leavers' (those planning to leave in two years or less). The key factors are confidence in the organization and leadership, opportunity for employees to grow, a reasonable exchange between organization and employee, an atmosphere for success and authority and influence. Factors influencing

engagement include work environment, rewards and recognition, career development, supervisor/leader, compensation/remuneration, and employee- organization value match.

3. Theoretical Review

Various theories can be used to discuss this study such as Resource based view, Social exchange theory, Equity theory, Social cognitive career theory, Herzberg two factor theories and Talent DNA model, but this study will focus on two.

3.1. Resource Based View

The resource-based view (RBV) posits that human and organizational resources more than physical, technical or financial resources can provide a firm with sustained competitive advantage because they are particularly difficult to emulate. How a firm's system among its other attributes, enable it to achieve competitive advantage is the central idea of resource-based view. The RBV argues that firms possess resources, a subset of which enable them to achieve competitive advantage and a subset of those that lead to superior performance. To generate competitive advantage, the resource must be valuable, rare and inimitable. The RBV points out that firm can sustain competitive advantage only by creating value in a way that is rare and difficult for competitors to imitate. Human resource systems can contribute to sustained competitive advantage through facilitating the development of competencies that are firm specific, promote complex social relationships and generate tacit organizational knowledge. Joo and Mclean, 2006 stated that engaged employees are strong assets for sustained competitive advantage and strategic asset. The theory is relevant to the current study as it addresses the effect of employee engagement and career development in employee retention.

3.2. Social Exchange Theory

The exchange theory views employment relationship as consisting of social or economic exchanges (Aryee et al., 2002; Cropanzano et al., 2003). Economic exchange relationships involve the exchange of economic benefits in return for employees' efforts and are often dependent on formal contracts which are legally enforceable. On the other hand, social exchanges are 'voluntary actions' which may be initiated by an organization's treatment of its employees, with the expectation that the employees will be obligated to reciprocate the good deeds of the organization (Aryee et al., 2002; Gould & Davies, 2005). The exchange approach view of organizational commitment/engagement posits that individuals attach themselves to their organizations in return for certain rewards from the organizations. According to this view, employees enter the organization with specific skills, desires and goals, and expect to find an environment where they can use their skills, satisfy their desires and achieve their goals. Perception of favorable exchange/rewards from the employees' view point is expected to result in increased engagement to the organization. On the other hand, failure by the organization to provide sufficient rewards in exchange for employees' efforts is likely to result in decreased organizational engagement. From this perspective, social -exchange theory suggests that employees respond to perceived favorable working conditions by behaving in ways that benefit the organization and /or other employees. Equally, employees retaliate against dissatisfying conditions by engaging in negative work attitudes such as absenteeism, lateness of preparing to quit the organization (Haar, 2006; Crede et al., 2007). The exchange theory has also been used to explain the employees' attitudinal engagement to the organization. According to the exchange perspective, employees exchange their identification, loyalty and attachment to the organization, in return for incentives from the organization. This implies that an individual's decision to become and remain a member of an organization is determined by their perception of the fairness of the balance of organizational inducements and the employee contribution.

3.3. Empirical Review

Numerous studies and research on the dimensions of talent management and employees' retention and their findings has been reviewed below:

Oladapo (2014), indicates that the struggle of talent has become intense due to labor market shortages and glowing competition. Most employers' prime responsibility is retention of the best employees and this can be attained by managing employee talent well enough to keep them contented and motivated. The researcher recommends that to attract and retain the best talent anywhere in the world, an organization must have strategies for managing those talents for achieving competitive advantage.

This view is also supported by a study by Karemu et al., (2014), on critical analysis of talent management on medical employees' retention in public hospitals in Kenya, which indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta National Hospital in Kenya. The studied variables were career development, compensation and benefits attractiveness, nature of work climate and levels of training and development. The data obtained from the study indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta National Hospital in Kenya. Availability of career development opportunities showed the highest significant relationship with retention ($\beta=0.614$, $p\text{-value}=0.019$). A unit increase in career development opportunities would lead to effects in retention of the findings of the current study which shows career development playing the greatest role in employees' retention and talent management.

4. Methodology

The study was designed to investigate the impact of talent management on employees' retention. It largely focused on identifying method that employees' talents and how they are developed and maintained. The survey method was adopted for the study. This involved the use of questionnaire to generate data from the target groups. Seventy (70)

respondents (bank employees) were selected from UBA banks in Marina Lagos States based on the convenience and judgment of the researchers. The questionnaire design followed the 5-point Likert scale: SA = Strongly Agree-(5); A = Agree-(4); U = Undecided-(3), D = Disagree-(2); SD = Strongly Disagree-(1). All questionnaires were returned.

To ensure internal consistency or stability of the items used to explain the phenomenon, a reliability test was conducted using the Cronbach's Alpha. A Cronbach's Alpha coefficient of 0.7 and above implies acceptable reliability and it is an indication that the test result shall be consistent over time. The impact of talent management on employees' retention was estimated using the linear regression method.

5. Data Presentation and Analysis

The composition of the study sample is as follows: 25 (35.7 percent) males and 45 (64.3 percent) females. In terms of age, 29 of the respondents are between 18-30 years of age (representing 41.4 percent), 26 of the respondents are between 31-40 years of age representing (37.1 percent) while 13 of the respondents are between 41-50 years of age representing (18.6 percent) others are in the region of 50 years and above representing (2 percent). The sample is also made up of 130 or 42.9 percent were low level staff, and 35 or 50.0 per cent were Middle level staff, while the remaining 5 representing 7.1 percent respondents were Top level staff.

With regard to literacy level, 5 (7.1 percent) of them have senior secondary level, 25 or 35.7 per cent were educated up to NCE/OND level, 32 of the respondents, representing 45.7 per cent had formal education up to HND/B.Sc. level while 8 (11.4 percent) others had higher degrees/certificates. All the respondents have used has been in service for at least 0-5years in the bank.

5.1. Preliminary Examination

The result of the reliability test conducted to ascertain the stability of the items in the model is presented in table 1 below.

Cronbach's Alpha Coefficient	Number of Items
0.911	16

Table 1: Reliability Statistics

Source: Authors computation, 2020

From the table above, the Cronbach Alpha coefficient is .911 for the 16 items that were analyzed. The result indicates that the research instrument used for this study is reliable as it is more than the generally accepted score of 0.7.

5.2. Test of Hypotheses

Three hypothetical statements earlier formulated to guide the conduct of this research were tested in this segment of the work. The test is based on the output of the regression analysis as follows:

5.2.1. Hypothesis One

- H_0 : Training and development programs have no significant effect on employees' retention.
- H_1 : Training and development programs have significant effect on employees' retention.

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.831a	.703	.701	.40715

Table 2: Model Summary

Source: Authors computation, 2020

The correlation coefficient of 0.831 shows a strong positive linear relationship between the training and development programs and employees' retention. The R-squared value of 0.703 and the adjusted R-squared of 0.701 shows that about 70 percent of variations in employees' retention are attributed to the training and development programs.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	73.289	1	44.106	240.823	.000 ^b
Residual	38.107	15	.189		
Total	140.382	16			

Table 3: ANOVA Estimates

Source: Authors computation, 2020

Table 3 shows the statistical significance of the result. The ANOVA table tests the null hypothesis to determine if it is statistically significant. The null hypothesis is rejected if the P value is ≤ 0.05 . From the results, the model in this table is statistically significant (sig=.000) and hence the null hypothesis should be rejected and alternate hypothesis accepted. This indicates that the introduction of training and development programs increases the chances of employees' retention in the bank.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.842	.074		11.462	.000
Training and development programs.	.715	.099	.881	22.289	.000

Table 4: Model Coefficients
Source: Authors computation, 2020

Table 4 shows how the variables included in the model predict the behavior of the dependent variable. From the table, it was observed that training and development programs have strong positive impact on employees' retention. This indicates that the more training and development programs the employees are opportune to attend, the more they will see reasons to remain with the bank. Of the above predictors, the standardized coefficient, β , of 0.881 indicates that frequents training and development programs higher than other factors in explaining employees' retention. It indicates that one standard deviation change in training and development programs produces 0.881 changes in employees' retention.

5.2.2. Hypothesis Two

- H_0 : Compensation policies have no significant effect on employees' retention.
- H_1 : Compensation policies have significant effect on employees' retention.

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.725a	.707	.705	.38726

Table 5: Model Summary
Source: Authors Computation, 2020

The correlation coefficient of 0.725 shows a strong positive linear relationship between the dependent and independent variables. The R-squared value of 0.707 and the adjusted R-squared of 0.705 shows that about 70 percent of variations in employees' retention are attributed to the compensation policies.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	81.673	1	43.673	532.432	.000 ^b
Residual	43.532	15	.526		
Total	143.732	16			

Table 6: Anova Estimates
Source: Authors Computation, 2020

Table 6 shows the statistical significance of the result. The ANOVA table tests the null hypothesis for statistical significance. The null hypothesis is rejected if the P value is ≤ 0.05 . From the results, the model in this table is statistically significant (sig=.000) and hence the null hypothesis should be rejected and alternate hypothesis accepted. This indicates that the types of compensation plan and favorable policies of the bank are what retain employees' in the bank.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.823	.092		12.632	.000
Compensation policies.	.720	.081	.816	18.622	.000

Table 7: Model Coefficients
Source: Authors Computation, 2020

Table 7 shows the extent to which compensation policies such as salary, bonuses, leave, awards, job security etc. among the sampled group. The result shows that compensation policies have strong positive impact on employees' retainer-ship. The result further indicates that what is included in the bank compensation policy has greater effect in retaining the company's employees.

5.2.3. Hypothesis Three

- H_0 : Employees' engagement has no significant effect on employees' retention.
- H_1 : Employees' engagement has significant effect on employees' retention.

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.874a	.832	.830	.30382

Table 8: Model Summary
Source: Authors Computation, 2020

The correlation coefficient of 0.874 shows a strong positive linear relationship between the dependent and independent variables. The R-squared value of 0.832 and the adjusted R-squared of 0.830 shows that about 83 percent of variations in employees' retention is attributed to employees' engagement.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	79.021	1	49.214	256.012	.000 ^b
Residual	47.128	15	.163		
Total	157.328	16			

Table 9: Anova Estimates
Source: Authors Computation, 2020

Table 9 shows the statistical significance of the result. The ANOVA table tests the null hypothesis for statistical significance. The null hypothesis is rejected if the P value is ≤ 0.05 . From the results, the model in this table is statistically significant (sig=.000) and hence the null hypothesis should be rejected and alternate hypothesis accepted. This indicates that how the bank engages their employees with job specification and opportunities that are avenue for growth with keep the employees' in the bank in a longer period.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.832	.092		13.372	.000
Employees' engagement	.732	.098	.723	19.273	.000

Table 10: Model Coefficients
Source: Authors computation, 2020

Table 10 shows the extent to which employee' engagement and employees' retention varied in the sampled group. The result shows that employee' engagement has strong positive impact on employees' retention. The result further indicates that the types of activities and job specification are great factors in keeping the employees' especially when there is an avenue for growth.

6. Conclusion and Recommendations

The study was designed to determine the effect of talent management on employee retention in United Bank for Africa (UBA) House, Marina, Lagos State.

Firstly, it was concluded that successive training and development programs contribute to employees' retention in an organization and increases organizational productivity on the long run. Organization with effective retention system reduces operational cost via reduction in training newly employed staffs.

Secondly, effective compensation strategy which includes financial strategy (salary administration, work bonus and employee stock option) and non-financial strategy (fringe benefit and employees' participation in managerial decision) enhances employee job retention in the organization.

Lastly, employees' engagement such as organizational application of employee personal value, promotion of employees' career development initiative motivates employees to ensure its job retention.

7. Recommendations

Based on the findings above, it is recommended that:

- Management should take into consideration the training need of each employee and understand that the success of the organization lies on training and re-training of all staff which should be pursued and made compulsory.
- Management should give a suitable compensation to employee for his or her work performance without any form of business politics (favoritism, tribalism, nepotism and eye service) to encourage other employee to increase their respective job commitment and job retention in the organization.
- Organization should have a flexible culture whereby top management can use a decentralized technique so that employees at lower level can also be part of the decision-making process. This will have positive impact on their satisfaction level as well as performance which will increase the organization productivity.

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