

## TALENT MANAGEMENT AND ORGANIZATIONAL GROWTH; A SURVEY ON SELECTED REGISTERED COMPANIES IN BAYELSA STATE, NIGERIA

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### ABSTRACT

The study was carried out to investigate the effect of talent management in organizational growth, with selected registered companies in Bayelsa State, Nigeria as case study. In a bid to unravel the relevant of effective management of talents in various organization to enhance its growth, the study was focused on dimensions of talent management such as; training/development, compensation and appraisal, and their relationship to organizational growth. A sample size of 264 respondents from employees of registered companies in Bayelsa State was drawn for the test. The data collected were analyzed using mean and standard deviation for answering the research questions while t-test statistics were used for testing the hypotheses (Ho) at  $p \leq 0.05$  level of significance. Findings revealed that training/development significantly affects the productivity. Also, compensation and appraisal significantly affects productivity. The study therefore recommended among others that talent management workshops and seminars should be periodically organized for directors and employees where competent resource management experts will be invited as resource persons. The study also recommends that appraisal should be conducted regularly in organizations to identify employee areas of deficiencies so as to train and develop them for maximum efficiency to enhance the organizational growth.

**Keywords:** Talent Management, Organizational Growth, Training and Development, compensation, appraisal, productivity.

### INTRODUCTION

Growth is an expected phenomenon that all entrepreneurs and organization aims for. Most companies strive to grow regardless of their size and scale of operation. Small firms strive to get big, while the bigger ones strive to get bigger and wider in their operations (Roberts & Nick 2004). Conner (2000) is of the opinion that organizational growth has the potential to provide small, medium and large scale businesses with a myriad of benefits such as greater efficiencies from economies of scale, increased power, and greater ability to withstand market fluctuations, increased survival rate, greater profits, and increased prestige for organizational members. Many firms desire growth because it is seen generally as a sign of success and progress. Organizational growth is, in fact, used as one indicator of effectiveness for businesses and is a fundamental concern of many practicing managers (Conner, 2000).

However, organizational growth means different things to different organizations. There are many parameters a company may use to measure its growth. Since the ultimate goal of most companies is profitability, most companies will measure their growth in terms of net profit,

revenue, and other financial data (Gary, Henry and Mark 2003). Other organisation owners use sales, number of employees, physical expansion, success of a product line, or increased market share as indicators of organisational growth. Gould (2006) stated that ultimately, organisational growth will be gauged by how well a firm does relative to the goals it has set for itself. Organizational growth is a necessity to meeting the demands of an increasingly complex and dynamic environment. Abu H et.al (2011) noted that knowledge and evidence-based decision making are instrumental in organizational growth which entails getting focused on important goals, and involving others in achieving them.

Researchers have championed several solutions to achieve this generic expectation with little or no attention to the relevance and impact the human capital can contribute to the attainment of this worthwhile goal of organization. This may have resulted from the neglect or oversight of the fact that the life blood of every organization lies on the human capital. Moreso, it is worthy of note that amongst the 4ms (man, money, machine, material) of managements Man (human capital) is the only resource of an organization that thinks and act for himself.

Therefore, it is important for entrepreneurs and managers to understand that the achievement of organizational set goals or objectives cannot be realized without effective management of the available human and materials resources. Human talent is an unusual, exceptional or natural ability to do something well, especially in creativity that can be developed by effective training. According to the report of CIPD (2014), talent consists of attributes that can make a difference in employees to organizational performance through their contribution by demonstrating the highest levels of potential. The full manifestation of human talent in an organization is further promoted by effective talent management. The management of human talent according to Michaels, Handfield-Jones and Axelrod (2001) is the science of using strategic human resource planning to improve business value and to make it possible for companies and organisations to reach their goals. In the opinion of Ernst & Young (2009), talent management is a deliberate and ongoing process that systematically identifies, assesses, develops and retains human talent to meet current and future organisational needs and objectives. In a competitive marketplace, talent management is a primary driver for organizational success. This is because, talent management deal with the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future needs of the organization (Lockwood, 2006).

In addition, I defined talent management as a deliberate systematic process undertaken by an organization to making an efficient use of the knowledge and skills of personnel to meet organizational need. Due to the strong desire for organizational growth yet aloof to the most significant aspect that could contribute to the organizational goal prompted my investigation on the role, talent management plays in the growth of every organization.

### **Purpose of the Study**

The main objective of this study is to find out the extent Talent Management can contribute to Organizational Growth, the specific objectives are:

1. To examine the effect of training/development on organizational growth
2. To examine the effect of compensation on organizational growth
3. To examine the extent appraisal can affect organizational growth

## Research Questions

Base on the above objectives, the following research questions guided the study.

1. To what extent does training/development affect organizational growth?
2. To what extent does compensation affect organizational growth?
3. To what extent does appraisal relates to organizational growth?

## Research Hypothesis

To find out the degree of effect on the variables, the following two hypotheses resulting from the research questions were tested using the null hypothesis at 0.05 significant levels

**H<sub>01</sub>:** There is no significant effect of training/development on productivity.

**H<sub>02</sub>:** There is no significant effect of compensation on productivity

**H<sub>03</sub>:** Appraisal of employee does not have significant effect on productivity

## REVIEW OF RELATED LITERATURE

### Theoretical Framework

Theories can be viewed as a set of concepts, principles, propositions and generalizations that are logically interconnected which present a systematic view of phenomena that enable the user to describe, explain, predict or advance knowledge (Jamabo and Kinanee, 2004). To Osuala (2005), a theory is simply an attempt at synthesizing and integrating empirical data for maximum clarification and unification. In other words, they are postulates requiring further explanations in order to make meaning. It is in an attempt to effectively manage the human resource to the best benefit of organisations and the individual employee that give rise to the development of theories. The theoretical framework upon which this study is anchored is: human resource management theory.

### Human Resource Management Theory

Human resource management theory was propounded by Taylor in 1911. Taylor developed a set of principles to enhance workers' productivity. By systematically studying each job and detailing methods to attain higher productivity levels, Taylor's work was the first sense of today's human resource practices. For instance, Taylor advocated that workers needed appropriate job training and should be screened according to their ability to do the job.

Munsterberg and his associate in 1955 made suggestions to improve the method of testing, training, performance evaluations, and job efficiency. Follet, a social philosopher in 1959, advocated people-oriented organizations. Follets writings focused on groups as opposed to individuals in the organization. Thus, Follet was one of the forerunners of today's teamwork concept and group cohesiveness. But probably the biggest advancement in Human Resource Management came from the works of Elton Mayo and his famous Hawthorne studies. The Hawthorne studies were so named because they were conducted at the Hawthorne plant of Western Electric just outside of Chicago and ran for nearly a decade beginning in the late 1920s. These studies gave rise to what today is called the human relations movement. The researchers found that informal work groups had a significant effect on worker performance. Group standards and sentiments were more important determinants of workers output than the wage incentive plan. Results of the Hawthorne studies justified many of the paternalistic programs that Human resource managers have instituted in their organizations. One can point to the advent of employee benefit offerings, safe and healthy working conditions, and the

concern by every manager for human relations as directly stemming from the work of Mayo and his associates at Hawthorne.

In today's organizations, we can see the influence of management practices affecting human resource management in a variety of ways. Motivation techniques have an influence on continuous improvement programs to enhance productivity, and have made their way into Human resource management activities. Writers like Tom Peters and Peter Drucker emphasize letting employees have a say in things that affect their work, teams, and reengineering. Implementing these will ultimately require the assistance of human resource management professionals. In the context of this study, the human resource management theory applies because for an organization to achieve its desired growth and development objectives, the workers (employee) need appropriate talent management through recruiting, training, development, appraisal and good employers-employees relations.

### **Talent Management**

Management is seen as the art, or science, of achieving goals through people. The concept of management can be interpreted to mean literally "looking over" – i.e., making sure people do what they are supposed to do so as to ensure better productivity or continuous improvement. Therefore, management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims (Koontz & Weihrich, 1990). Management according to Decenzo and Robbins (1999) is the process of efficiently achieving the objectives of the organization with and through people.

**Talent management** is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles. The management of human talent is the science of using strategic human resource planning to improve business value and to make it possible for companies and organisations to reach their goals (Michaels, Handfield-Jones and Axelrod, 2001). The administrators or management of an organization has major purposes for talent management in their organization. Grant and Lauren (2007) noted that the purpose of talent management is to provide an organization with the human capital that is needed to conceptualize, operationalize and realize the desired future strategic position. Cantoria (2011) shared that talent management process is a two-way doctrine of recruiting the best people to perform excellent jobs and the initiatives undertaken by the company that would make their talented recruits want to stay and grow with them. Holistically, talent management is all about having the right person in the right job at the right time, working towards achieving the strategic objectives of the organization (Carpenter, Talya and Berrin, 2012).

### **METHODOLOGY**

The study is a cross-sectional study and as such the researchers adopted purely "descriptive survey design" to achieve the objectives of the study. This has been proven to be appropriate in a non experimental design. A descriptive survey "concerns itself with ascertaining and establishing the status-quo, facts or pieces of information at the time of the research and presenting such facts as they are" (Opota, 2012). The design is suitable for this study because it involved the gathering of required information on talent management and organizational growth in selected companies in Bayelsa State, Nigeria. Information gathered as reported by

Eboh (2009) must be generalized to the whole population and thus a survey is useful for development and planning purposes.

The population for the study comprises 264 respondents from selected 88 selected registered organizations/companies in Bayelsa state (Source: Bayelsa State Ministry of Commerce and Industry, 2014). These organizations include banks, telecommunication service providers, oil companies and other categories of commodity and service rendering companies/organizations in the state.

In view of the relatively small size of the population, to have robust and authentic findings, the researcher decided to use the entire 264 as the sample size. While random sampling technique was used to select three (3) employees from each of the 88 organizations making 88 managers and 176 employees totaling 264 respondents for the study. The researchers used both primary and secondary instrument for data collection; the primary source used a structured questionnaire. Part one of the questionnaires was used to obtain information on the personal data of the respondents while part two of the questionnaire was structured into 4-point Likert scale response options with assigned values as follows:

<b>Response Category</b>	<b>Value</b>	<b>Boundary Limit</b>
Strongly Agreed (SA)	4	3.50 – 4.00
Agreed (A)	3	<b>2.50</b> – 3.49
Disagreed (D)	2	2.00 – 2.49
Strongly Disagreed (SD)	1	1.00 – 1.99

The data collected for the study were analyzed using mean and standard deviation for answering the research questions while t-test statistics was employed for testing the null hypotheses at 0.05 level of significance.

Based on the above computation, any item whose mean value is 2.50 and above was regarded as 'Agreed' while those items whose means were below 2.50 were regarded as 'Disagreed'. The hypothesis of no significant difference was accepted for item cluster whose t-calculated (t-cal) values was less than the t-table (t-tab) value of 1.96 at  $p < 0.05$  level of significance and at obtained degree of freedom. On the other hand, the hypothesis of no significant difference was rejected for item cluster whose t-calculated (t-cal) values was greater than the t-table (t-tab) value of 1.96 at  $p < 0.05$  level of significance and at obtained degree of freedom. Copies of the questionnaire were administered with the aid of four research assistants and were collated after two weeks and the data were analyzed. On the other hand information from journals, literatures and internet materials formed the secondary sources of data collection.

The research adopts content and constructs validity. Copies of the questionnaires were given to team of experts in Niger Delta University Wilberforce Island Bayelsa State Nigeria to make suggestions for improving the research instrument towards meeting the purpose of the study. The experts' suggestions were incorporated into the final draft of the questionnaire that was administered to the respondents for data collection. In order to determine the reliability of the instrument Cronbach's Alpha was used. The Cronbach for the variable investigated is shown in the table below, all fall within the accepted threshold of 0.71 as suggested by Nunally (1978).

Table: 1 Table of reliability

Variable	Cronbach Alpha	No. of Items
Training/development	0.714	8
Compensation	0.848	12
Appraisal	0.714	10
Productivity	0.721	4

Out of 264 copies of questionnaires administered, after the retrieval and sorting process only 250 were useful. The researchers used descriptive statistic and the results presented on tables.

## RESULT

### Analysis on Demographic Characteristics

The demographic analysis entails descriptive statistics using frequencies and percentages in describing the characteristics of the sample.

Table 2: Gender demographic characteristic

Gender	Male	Female
Frequency (percentage)	190 (76%)	60(24%)

Table 2 shows the gender demographic distribution for the study with the male gender category having a larger percentage of respondents when compared to their female counterpart. This could be as a result of the work expectations, presence of faulty or biased recruitment practices, and the glass ceiling effect which is a prevailing situation in most Nigerian organizations or probably a poor attitude of female staff towards involvement in the research activity.

Table 3: Position demographic characteristic

Position	Management ranks	Subordinate employee
Frequency (percentage)	83 (32%)	167(68%)

Table 3 shows the demographic distribution for position with most staff in the subordinate employee category, an obvious reason situation based on the nature and structuring of organizations which allows for fewer staff at the management position compare to the subordinate employee positions.

Table 4: Experience demographic characteristic

Experience	1 – 5 years	6 – 10 years	11 years and above
Frequency (percentage)	47 (19%)	123 (49%)	80(32%)

Table 4 shows the demographic distribution for staff work experience with a greater percentage having experience ranging from 6 – 10 years.

Table 5: Qualification Demographic Characteristic

Qualification	FSLC/ SSCE	NCE/OND	HND/BSc Degree	Master's/Ph.D Degree
Frequency (percentage)	25(10%)	75(30%)	115(46%)	35 (14%)

Table 5 shows the demographic distribution according to qualification with most of the respondents having attained first degrees; a strong indication of the educational level and possible reliance on qualifications for promotions, wage increment and the likes within the various organizations.

### Analysis of research questions on Variable Characteristics

**Research Question one:** To what extent does training/development affect organizational growth?

The data for answering research question one are presented in Table 6 below.

**Table 6:** Mean Ratings of the Responses of the Respondents on effect of Training and Development for Talent Management on Organizational Growth in Bayelsa State

S/N	Effect of training and development for talent management on organizational growth include:	$\bar{X}$	SD	Remarks
1	Provide employees with learning opportunities designed to help them grow for future use	3.48	0.75	Agreed
2	Ensure that employee know what to do and how to do it	3.41	0.94	Agreed
3	Orient new employees of their roles & responsibilities in an effort to ease their transition to the institution	3.72	0.68	Agreed
4	Familiarize workers with their supervisors, co-workers, policies and procedures, organizational culture	3.67	0.56	Agreed
5	Design training programme to meet the goals of the organization while simultaneously meeting the goals of the individual employee	3.17	0.94	Agreed
6	Design and carry out a training programme for employee to increase competency in their job	3.62	0.68	Agreed
7	Develop qualities in human resource that will enable them to be more productive	3.59	0.69	Agreed
8	Equip individual with activities to enable them gain promotion	3.45	0.78	Agreed

**Key:**  $\bar{X}$  = Mean

SD = Standard Deviation

N = Number of Respondents

Data presented in table 6 above revealed that the mean ratings of the responses of the respondents on the 8 items in the table ranged between 3.17 to 3.72 which are all greater than the cut-off point value of 2.50 on 4-point rating scale. This indicated that the respondents agreed that all the 8 identified items in the table are important training and development activities for employees' talent management and organizational growth. The standard deviation values for the 8 items in the table ranged from 0.56 to 0.94 which indicated that the responses of the respondents are close to one another and to the mean.

**Research question two:** what is the effect of compensation on organizational growth?

**Table 7:** Mean Ratings of the Responses of the Respondents on the effect of Compensation Activities for Talent Management on Organizational Growth

(N = 264)

S/N	Effect of compensation activities for talent management on organizational growth include:	$\bar{X}$	SD	Remark
1	Motivate employees to show effectiveness in management as an administrator	3.28	0.95	Agreed
2	Provide adequate benefit to make workers contribute better to the attainment of the organization growth	3.37	0.67	Agreed
3	Fulfill the social responsibility of the organization to the employees by improving the quality of work life	2.98	0.89	Agreed
4	Provide all forms of employees financial returns and tangible service that will increase their performance	3.55	0.71	Agreed
5	Provide an attractive remuneration package which both attract & retain high quality employees	3.24	0.76	Agreed
6	Provide employment security for workers safety	3.39	0.93	Agreed
7	Adopt preferential approach in employees compensation for organisational growth	2.39	0.99	Disagreed
8	Make use of profit sharing to install a sense of commitment to the organization	3.18	0.84	Agreed
9	Encourage hard work and employee commitment through incentives and bonuses	3.62	0.58	Agreed
10	Introduce group incentive as a means of compensation to the employee for improved productivity	3.39	0.57	Agreed
11	Adequate compensation brings about job satisfaction, which ultimately leads to increased productivity	3.61	0.70	Agreed
12	Ensure motivating incentives only to senior staff employees in organisation	2.48	0.66	Disagreed

**Key:**  $\bar{X}$  = Mean

SD = Standard Deviation

N = Number of Respondents



The data presented in table 7 above showed that the mean ratings of the responses of the respondents on 10 out of the 12 items in the table ranged between 2.98 to 3.62 which are all greater than the cut-off point value of 2.50 on 4-point rating scale. This indicated that the respondents agreed that the 10 identified items in the table are important compensation activities for talent management for organizational growth. On the other hand, the mean ratings on the remaining two items, specifically items 7 and 12 were 2.39 and 2.48 respectively which are less than the cut-off point value of 2.50 on 4-point rating scale. This indicated that the respondents disagreed with items 7 and 12 as part of the important compensation activities for talent management for organizational growth.

The standard deviation values for the 12 items in the table ranged from 0.57 to 0.99 which implied that the responses of the respondents are close to one another and to the mean.

**Research Question three:** To what extent does appraisal affects organizational growth?

The data for answering research question three are presented in table 8 below.

**Table 8:** Mean Ratings of the Responses of the Respondents on effect of Performance Appraisal for Talent Management on Organizational Growth  
(N=264)

S/N	Effect of performance appraisal for talent management on organizational growth include:	$\bar{X}$	SD	Remark
1	Evaluate employee in terms of their job performance.	3.42	0.68	Agreed
2	Administrators should make performance appraisal as a necessary ingredient for increased job performance	3.57	0.75	Agreed
3	Generate a sense of efficiency in the use of human resource for qualification and promotion	3.47	0.87	Agreed
4	Develop strategies to identify area of employees strength and weakness	3.33	0.96	Agreed
5	Establish targets for employee to achieve within the overall corporate objectives of the organization	3.22	0.80	Agreed
6	Provide opportunity for individual employee to realize his own potential and decide what aspect he needs to consider carefully	3.36	0.82	Agreed
7	Get information on what the individual employee want from appraisal	3.39	0.67	Agreed
8	Proper appraisal enable the organization to reward employees adequately for career development	3.28	0.99	Agreed
9	Standard of performance required can help employee evaluate his own performance and where appropriately, improve upon his performance	3.31	0.94	Agreed
10	Give room to employees to appraise themselves for organisational growth.	2.45	0.97	Disagreed

**Key:**  $\bar{X}$  = Mean  
SD = Standard Deviation  
N = Number of Respondents

The data presented in table 8 above revealed that the mean ratings of the responses of the respondents on 9 out of the 10 items in the table ranged between 3.22 to 3.57 which are all greater than the cut-off point value of 2.50 on 4-point rating scale. This indicated that the respondents agreed that the 9 identified items in the table are effective performance appraisal activities for human talent management for organizational growth. On the other hand, the mean ratings on the remaining one item, specifically item 10 was 2.45 which was less than the cut-off point value of 2.50 on 4-point rating scale. This indicated that the respondents disagreed with item 10 as part of the important performance appraisal activities for human talent management for organizational growth. The standard deviation values for the 11 items in the table ranged from 0.68 to 0.97 which implied that the responses of the respondents are close to one another and to the mean.

### Test of Hypothesis

**Hypothesis one:** There is no significant effect of training and development on productivity.

**Table 9:** The t-test Statistics of the Mean Comparisons of the Responses on Training/ Development and productivity

SN	Groups	$\bar{X}$	SD	N	DF	Std. Error	t- Cal	t- Tab	Level of Sig	Rmks
1.	Training/development	3.48	0.76	250	262	0.15	1.96	0.26	0.05	<b>Rejected</b>
2.	Productivity	3.50	0.70	250						

Significant at  $p < 0.05$  level of significance

The t-test analysis presented in table 9 above revealed that the t-calculated (t-cal) value of 1.96 is greater than the t-table (t-tab) value of 0.26 at  $p \leq 0.05$  level of probability and at 262 degree of freedom (df). This implied that, there is a significant effect of training and development on productivity. Therefore, the null hypothesis of no significant effect in the mean ratings of the responses of the two variables is rejected, and we restate that there is a significant effect of training and development on productivity.

**Test of Hypothesis Two:** there is no significant effect of compensation on productivity.

**Table 10:** The t-test Statistics of the Mean Comparisons of the Response of Compensation and productivity

SN	Groups	$\bar{X}$	SD	N	DF	Std. Error	t- Cal	t- Tab	Level of Sig	Rmks
1.	Compensation	3.23	0.85	250	262	0.37	1.96	0.43	0.05	<b>Rejected</b>
2.	productivity	3.25	0.84	250						

Significant at  $p < 0.05$  level of significance

The t-test analysis presented in table 10 above revealed that the t-calculated (t-cal) value of 1.96 is greater than the t-table (t-tab) value of 0.43 at  $p \leq 0.05$  level of probability and at 262

degree of freedom (DF). This indicated that, there is a significant effect of compensation on productivity. Therefore, the null hypothesis of no significant effect in the mean ratings of the responses of the two variables is rejected and we restate that there is a significant effect of compensation and productivity.

**Table 11:** The t-test Statistics of the Mean Comparisons of the Response of Performance Appraisal on productivity

SN	Groups	$\bar{X}$	SD	N	DF	Std. Error	t- Cal	t-Tab	Level of Sig	Rmks
1.	Performance Appraisal	3.25	0.83	250	262	0.09	0.22	1.96	0.05	<b>Rejected</b>
2.	Employees	3.28	0.72	250						

S = Significant at  $p < 0.05$  level of significance

The t-test analysis presented in table 11 above showed that the t-calculated (t-cal) value of 1.96 is greater than the t-table (t-tab) value of 0.22 at  $p \leq 0.05$  level of probability and at 262 degree of freedom (DF). This indicated that, there is no significant effect of performance appraisal on productivity. Therefore, the null hypothesis of no significant effect in the mean ratings of the responses of the two variables is rejected, and we accept the alternate hypothesis and restate that there is a significant effect of performance appraisal and productivity.

## CONCLUSION

Human resource management is crucial in all spheres of human Endeavour. The success or failure, growth or decline of any organization undoubtedly depends, to an appreciable extent, on the proper management of the available human resource. Organizations in Nigeria are bedeviled with poor talent management of employees and this has unfortunately culminated in low productivity. The situation of organizations in Bayelsa State is not an exemption. Therefore, this study was carried out to investigate talent management and organizational growth in Bayelsa State, Nigeria. The study found out that training and development, compensation of employees, and performance appraisal are important for talent management for organizational growth in the State. The perceived inadequacy in talent management in organizations in the State could possibly be responsible for the observed low organizational productivity in the State.

## RECOMMENDATIONS

Based on the findings and conclusions drawn from the study, the following recommendations were made that:

1. there should be timely and regular in-service training for management and employees of organizations in the state and Nigeria in general;
2. There should be a periodic assessment of the management bodies of the organizations in both human and material resource management for organizational growth and development in the State.

3. Talent management workshops and seminars should be periodically organized for directors and employees where competent resource management experts will be invited as resource persons.

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