



TALENT MANAGEMENT ON PERFORMANCE: A STUDY OF SELECTED HOTELS IN ENUGU NIGERIA

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Abstract

This study evaluates the relationship between talent management and performance of Hotels in Enugu, Nigeria. Specifically, the study evaluates the relationship between training and development, and organizational commitment on the performance of Hotels in Enugu State, Nigeria. Descriptive survey design was employed and data were gathered from questionnaires distributed to the ten selected hotels in Enugu. Pearson coefficient correlation was used to test the hypotheses. The results revealed that there is positive significant relationship between training and development, organizational commitment and performance of Hotels in Enugu, Enugu State, Nigeria. Based on this, the study recommended that management should endeavour to marry organizational and employee interests by formulating and implementing policies and practices that favour the career development of the employee.

Keywords: Training and development, Organizational commitment and performance

1.0 INTRODUCTION

Organizations, as result-oriented entities ideally designed to actualize pre-determined goals and objectives, are adopting a variety of strategies to ensure organizational survival as a result of the complexities and stiff competition that have characterized today's dynamic and ever-evolving business world. An organization must be effective in every meaning of the word in order to thrive, as effectiveness is characterized by the capacity to achieve its goals and objectives (Tamunomiebi & Worgu, 2020). Ineffective organizations are characterized by their inability to achieve established goals, their inability to obtain resources required for the production process, which leads to poor performance, and job discontent, which leads to a lack of employee engagement.

Given the complicated nature of human people, the work of running an organization in today's competitive and turbulently dynamic business climate has evolved beyond just attracting, hiring, engaging, training, and developing top talent. It entails maintaining high-potential employees who can contribute to the organization's success (Silbert, 2005). This necessitates the development of recognition programs, adequate remuneration, career development opportunities, promotion, interesting and challenging responsibilities, a conducive work environment for employees to perform at their best, work-life balance, trust and confidence in management, involvement in decision-making, and reward, all of which serve as a strong foundation for employee retention (Akinremi & Adedeji, 2019). This can leave a long-lasting imprint on employees' hearts and minds, confirming their notion that they are loved by their employers. Different baits are being used by organizations to attract talent (Bamberger and Meshoulam, 2000).

As a result, the organization's performance improves. This development has slowed the growth and development of the organizations in question to a great extent.

Mohammad, Yousef, Shadi, and Ahmad (2020) investigated the effects of human resource talent management (TM) on organizational performance improvement in Nigeria. In Owerri, Imo State, Nigeria, Ugwu and Osisioma (2017) investigated the relationship between talent management and performance of selected commercial banks. With chosen registered enterprises in Bayelsa State, Nigeria, Don-Solomon and Tiebiri (2015) investigated the impact of talent management on organizational growth. In Lagos State, Nigeria, Kehinde (2012) investigated the impact of talent management on organizational performance. Golf courses, swimming pools, aerobics centers, and gymnasiums are mentioned by Bhatnagar (2003), as well as paid sabbaticals, sending employees to top international management programs, and company representatives visiting employees' homes and inviting them to the workplace to get a sense of what they do at work. It instills a sense of pride and belonging in the families. Other human resources projects, such as talent auditing, competency analysis, and team-building activities, must be started or finished. As a result, the company's performance rises. This development has slowed the growth and development of the organizations in question to a great extent. This study seeks to determine the effect of talent management on the performance of Hotels in Enugu, Nigeria. Specifically, the study intend to:

- i. *Evaluate the relationship between training and development on the performance of Hotels in Enugu State.*
- ii. *Ascertain the relationship between organizational commitments on the performance of Hotels in Enugu State.*

2.0 CONCEPTUAL FRAMEWORK

2.1 Talent Management

Talent can be described as an individual's natural ability to perform a specific task in a specific manner. Talent is defined as the sum of a person's abilities, which include his or her inherent abilities, skills, knowledge, experience, intelligence, judgment, attitude, character, and motivation. It also takes into account a person's ability to learn and evolve (Nafei, 2016). People with talent have distinctive characteristics, attributes, traits, or abilities that they use to help companies achieve their goals (El Nakhla, 2013). Wikstrom and Martin (2012), on the other hand, argue that talent refers to a systematic mastery of established abilities and knowledge in the realm of human effort. Talent is one of the organization's essential competencies, although it only accounts for a small percentage of its workforce (Berger & 2003). According to Hansen (2007), talent refers to the core personnel and leaders who propel the company ahead. They are high-fliers who motivate others to strive for greater success.

According to Lewis and Heckman (2006), talent management include identifying mission-critical values, competences, and abilities required in the existing and future workforce, as well as defining the procedures to attract, hire, develop, manage, and retain a high-performing workforce. According to Laff (2006), talent management is more than just a fancy term for discovering and developing personnel. Talent management necessitates a systematic approach that necessitates the dynamic interaction of numerous activities and processes. It entails attracting, developing, motivating, and retaining capable and highly skilled personnel who can lead. Talent management, according to Besin (2008), is a set of policies and procedures aimed at attracting, developing, motivating, and retaining critical employees. Talent management necessitates systematic perspectives that necessitate dynamic interaction across numerous departments and processes. Succession planning, human resource planning, employee performance management, and other activities fall under the umbrella of talent management.

Talent management is a strategy or method for improving the recruitment, selection, and development of people, as well as retaining those with the necessary abilities. It is commonly investigated in the presence of a long-term companywide plan that is tightly linked to the organizations' overall business goals, and human resources are more valued (Beechler & Woodward, 2009). The term "talent management" first originated in the early 1990s of the previous century. During that period, there was fierce competition among huge corporations, and some were attempting to recruit staff with advanced degrees. When this notion became an important component of the modern management system and one of the organizational development and change strategies (Thunnissen, Boselie, & Ben Fruytier), others were seeking to preserve their efficient human resources and their development (2013). Talent has become one of the most important pillars that companies and organizations rely on in attaining their strategic vision in the twenty-first century, which is defined by high speed and competitiveness, not to mention that demand for it has skyrocketed (Mohammad, Yousef, Shadi & Ahmad, 2020).

2.2 Training and Development

Training is an important aspect in retaining skilled personnel in any firm, regardless of their age. Career development is the accumulation and cultivation of skills and knowledge that enable a professional to advance or grow in the field of his or her choice, according to Eisen (2005) in his study. Training programs available to all employees correlate with a 70% increase in employee retention rates, whereas career development is the accumulation and

cultivation of skills and knowledge that enable a professional to advance or grow in the field of his or her choice. Offering a better wage is not the only thing that motivates bright workers to work for a company; other types of incentive, such as a clear career path, ongoing development, and open communication, are also vital. Employees will be less likely to depart if they believe they are learning and progressing. Employees, on the other hand, begin looking for alternative employment options outside the company once they feel they are no longer growing Rodriguez (2008). Coaching is another part of professional development that can effectively inspire outstanding personnel. According to Whitworth, Kimsey-House, and Sandahl (1998), high performers are less likely to leave an organization as a result of coaching, and leaders become more involved and motivated.

Human resource management's major goal is training and development. Keep (1989) recognized that one of the primary goals of human resource management is to create conditions that allow employees' latent potential to be fulfilled and their commitment to the organization's cause to be secured. This latent potential is defined as the ability to acquire and apply new skills and information, as well as a previously untapped reservoir of ideas for how the organization's activities could be better organized. - According to Dossier (1997), training provides new or existing employees with the skills they need to execute their professions. Training focuses on the abilities required for employees to accomplish their existing occupations. Its goal is to prepare existing or future employees for future roles with the company, or to remedy a company problem, such as poor interdepartmental communication. It provides a forum for people to think, question, and learn, as well as to constantly rethink the world and their role in it (Mburu, Kamau & Karanja, 2017). According to Handy, a formal technique of asking questions, seeking out theories, and reflecting on them is required in a learning organization. Training decreases the need for frequent and tight supervision, resulting in improved performance. A teacher who believes in good class room time management will always establish a solid plan for the time spent in the classroom and will avoid arriving late because this allows students to build up noise levels that take time to reduce and thus is a time waster. A good time management teacher will always give the pupils the rules and regulations to follow in class, as well as the expected behavior (Nakasule, 2005).

2.3 Organizational Commitment

An individual's organizational commitment is his or her psychological tie to the organization. In fact, it has the potential to make or break a company's bottom line. Employees that are the most dedicated perform 20% better and are 87 percent less likely to leave Lockwood (2006). According to Arthur (1994), when firms strive to establish a commitment-oriented culture, the likelihood of an employee looking for work elsewhere is reduced. Commitment has a favorable impact on job performance and employee retention (Rani & Kumar, 2014). One of the organizational tactics for retaining personnel in the workplace is organizational commitment. It's the extent to which employees believe in and accept the organization's aims, as well as their willingness to stay with it (Mathis & Jackson, 2006). People who are content with their jobs are more likely to be dedicated to their company, according to the authors. The authors also point out that organizational commitment has a significant impact on employee performance. They believe that the more dedicated an organization is to its people, the more effort they will put forth in completing their tasks. As a result, work performance and outcome are determined by organizational commitment (Ugwu & Osioma, 2017).

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2.4 Organizational Performance

In today's competitive market, any firm that wants to grow and progress must focus on continuous performance. Organizational performance is described as a set of financial and non-financial metrics that reveal the degree to which preset goals have been met (Lebens & Euske 2006). Financial indicators, according to the authors' thinking, focus on an organization's ability to maximize return on investment or asset and increase market share, whereas non-financial indicators focus on the organization's competitiveness, innovation, and social responsiveness in achieving its predetermined goals.

Bernardin (2010) defined organizational performance as a measure of job outcome or result across time. Mitchell (2002) found that the following indicators are used to assess organizational performance: organizational relevance, competitiveness, responsiveness, and financial viability are all important factors to consider. The author emphasizes that management satisfaction, employee engagement, and human resource involvement in the strategic planning process are all determinants of organizational relevance. Employee values (knowledge), investment in leadership or management development, alignment of performance management to strategy, effective performance and career management, employee training and development, and alignment of incentives to strategy are all factors that influence organizational competitiveness. The same author stated that the following metrics are used to determine organizational responsiveness: revenue or employee trend, growth income/employee, cost of compensation as a percentage of expenses, number of employees per supervisor, and cost of human resource function as a percentage of expenses.

2.5 Empirical Review

The moderating influence of an effective performance management system on the link between talent management and organizational performance in Jordanian public health professionals was studied by Ahmad, Hisham, Khalid, and Mohammad (2020). The research focuses on Jordan's 30 public hospitals. The analysis was based on a survey of 430 respondents, all of whom were public health personnel. In this work, SEM was used in the AMOS statistical analysis software. The findings revealed that the relationship between talent management and organizational performance is moderated by a performance management system. At Shebin El-Kom hospitals, El-Dahshan¹, Keshk, and Dorgham (2018) investigated the impact of talent management on organizational performance. Each of the three components of talent management has a significantly substantial positive link with organizational performance. Ezejiolor, John-Akamelu, and Iyidiobi investigate the impact of Human Resource Accounting (increased staff compensation, augmentation in personnel, and staff retirement benefits) on the profitability of corporate organizations (2017). An exploratory research approach and time series data were used in this study. The data was examined and scored using the t-test statistical tool in SPSS version 20.0. The study discovered that increasing employee salary has a positive influence on organizational profitability, as well as employee retirement benefits having a positive impact on the company's profitability. Mburu, Kamau, and Karanja (2017) investigated the factors

impacting Teachers Service Commission talent management in Kenya's public secondary schools, with a focus on Nyandarua West Sub-County. The findings were interpreted in light of the study's goals. The study's conclusions were intended to aid the management of diverse businesses by identifying the issues that impede effective talent management implementation. Human Resource Management's impact on corporate success was explored by Ezejiofor, Nwakoby, and Okoye (2015). This study used a survey research approach and used a five-point Likert's scale to assess the results. The hypotheses were tested using simple regression analysis. According to the conclusions of this study, human resource management has an impact on the performance of a business firm. "The Impact of Organizational Productivity on Human Capital Development," by Okoye and Ezejiofor (2013), used means, variance, and standard deviation to examine the data, and the three hypotheses were tested using the z-test statistical tool. The study discovered that human resource development is critical for any organization, large or little, because it is widely acknowledged that no company can exist without humans. With chosen registered enterprises in Bayelsa State, Nigeria, Don-Solomon and Tiebiri (2015) investigated the impact of talent management on organizational growth. The test used a sample size of 264 respondents taken from employees of registered enterprises in Bayelsa State. The data was examined using mean and standard deviation to answer the research questions, and t-test statistics to assess the hypotheses. Training and development have a considerable impact on production, according to the findings. Additionally, salary and appraisal had a substantial impact on productivity. Bayyoud and Sayyad (2015) looked at the impact of talent management on the performance of companies in Palestine. To compare the role of Talent Management on corporate performance in Palestine, the research was conducted using a review of literature method. According to the study, Talent Management has a negligible impact on organizational performance. Pinto and Dhulla (2012) investigated the Indian banking sector's talent management system in terms of employee motivation and satisfaction in government, cooperative, and commercial banks. The data was analyzed using descriptive analysis in this study. They discovered a high job characteristic scale among government banks, private banks, and cooperative banks, in that order. Their findings suggest that government bank employees are highly motivated at work. A study of a group of people or goods is conducted by collecting and evaluating data, with a few persons or items being typical of the entire community (Akuezuiilo and Agu, 2012). It entails the use of a self-created questionnaire to collect data from respondents. This strategy was used in order to make a reference to real-life phenomena.

3.0 Methodology

3.1 Research Design

The study design adopted for this research is the descriptive survey study to enable the researcher collect meaningful information on talent management and the organizational performance in Enugu State.

3.2 Population of the Study

According to the data gathered from the ten hotels in Enugu metropolis, Enugu State. Namely: Ritz Crinton Suites, Roseview Hotel, Nondon international Hotel, Hotel Codial, Cordenia Guest house, Filbon Hotel and Garden, Sunshine Hotel, Aristar Hotel, Dannic Hotel, and Neo Courts.

The researcher used convenience sampling to select these hotels for easy accessibility and enable the researcher distribute questionnaires to the targeted respondents. The elements of the population involved; the manager, Accountant, Supervisor, job and sales attendant, Room

attendants, Receptionist, Cook, Executive Chef, maintenance technician and server. The total population is 100.

3.3 Sources of Data

The sources of data for the study were primary sources. The primary sources include data generated from the questionnaire of the process, facilities and equipment was carried out by the researcher, with the view to discover how talent management has impacted on organizational performance.

3.4 Method of Data Analysis

Data generated from primary source were analyzed using descriptive statistics. Some of the questionnaire instrument which was structured using the Four-point likerts scale response were ranked as follows: Agree = 1, Strongly Agree = 2, Disagree = 3, Strongly Disagree = 4.

To test the significant effect and the relationship between the dependent variable and independent variables, Pearson Coefficient correlation was employed to test the hypotheses with the aid of SPSS version 20. 0. at 5% level of significance.

Decision Rule

The decision for the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic and R^2 .

4.0 Data Analysis

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PFM	4	21.00	162.00	105.0000	60.03888
TRD	4	31.00	171.00	105.0000	57.91948
ORC	4	34.00	161.00	107.5000	53.68116
Valid N (listwise)	4				

From the descriptive statistics table, the variables shown that the mean of performance is 105.0 maximum and minimum values of 162.0 and 21.0 respectively. The standard deviation stood at 60.04. The mean value for training and development is 105.0 with maximum and minimum values of 171.0 and 31.0 respectively while the standard deviation is 57.92. The mean value for organizational commitment is 107.0 with maximum and minimum values of 161.0 and 34 respectively while the standard deviation is 53.68.

4.1 Test of hypotheses

Hypothesis 1

Ho: Training and development has no significant relationship with performance of hotels in Enugu State.

Table 2: Correlations

		PFM	TRD
PFM	Pearson Correlation	1	.983 [*]
	Sig. (2-tailed)		.017
	N	4	4
TRD	Pearson Correlation	.983 [*]	1
	Sig. (2-tailed)	.017	
	N	4	4

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

Indeed, from table 2 above, correlation coefficient of 0.983 a positive correlation between Training and development and performance of hotels in Enugu State. To get an idea of how

much variance the two variables share, the coefficient of determination (R) is calculated. R is $0.983 \times 0.983 = 0.966$. It implies that Training and development help to explain 97% of the variance in performance of the hotels. From the above result, the study discovers that the confidence level Training and development and performance is normal. The Sig/P-value is 0.017 which is significant at 0.05 levels. Therefore, the training and development has a positive significant relationship with performance of hotels in Enugu, Nigeria.

Hypothesis 11

Ho: Organizational commitment has significant relationship with performance of hotels in Enugu State

Table 3: Correlations

	PFM	ORC
Pearson Correlation	1	.999**
PFM Sig. (2-tailed)		.001
N	4	4
Pearson Correlation	.999**	1
ORC Sig. (2-tailed)	.001	
N	4	4

** . Correlation is significant at the 0.01 level (2-tailed).

Indeed, from table 2 above, correlation coefficient of 0.999 a positive correlation between organizational commitment and performance of hotels in Enugu State. To get an idea of how much variance the two variables share, the coefficient of determination (R) is calculated. R is $0.983 \times 0.999 = 0.998$. It implies that organizational commitment help to explain about 100% of the variance in performance of the hotels. From the above result, the study discovers that the confidence level organizational commitment and performance is normal. The Sig/P-value is 0.001 which is significant at 0.05 levels. Therefore, the organizational commitment has a positive significant relationship with performance of hotels in Enugu, Nigeria.

5.0 Conclusion and Recommendations

This research examines the link between personnel management and hotel performance in Enugu, Nigeria. The research examines the impact of training and development, as well as organizational commitment, on hotel performance in Enugu State, Nigeria. The data was collected using a descriptive survey design and questionnaires distributed to the respondents. Pearson coefficient correlation was used in the analysis. The findings revealed that training and development, organizational commitment, and hotel performance in Enugu, Enugu State, Nigeria, have a positive significant association. This meant that effective personnel management in terms of training and development, as well as organizational commitment, increased worker productivity and hence improved organizational performance. The study concluded that management should strive to reconcile organizational and employee interests by establishing and implementing policies and practices that promote employee career growth, as well as improving workers' financial compensation. This will improve their performance, resulting in organizational success.

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Appendix
Summary of questionnaires collected

S/N	Statements	SA	A	D	SA
	Training and development				
1	The organization selects employees with high potential and develops personal development plans for them.	21	33	20	10
2	Individuals are allowed to make internal moves and task changes within institutions, allowing them to reasonably self-manage their careers.	24	38	10	12
3	When employees believe they are no longer growing, they begin to explore for new career options outside of the company.	20	40	22	2
4	Offering a greater compensation is not the only aspect that motivates bright workers to work for a company.	31	30	23	0
5	The organization gives the employee with the possibility to change jobs in order to advance his career.	23	30	24	7
	Organizational Commitment				
6	Employees who were "very devoted" were shown to have a greater want to stay with the organization, a stronger motivation to attend work, and a more favorable attitude toward their jobs.	26	38	15	5
7	vital to an organization's ability to more efficiently manage its knowledge	23	30	18	13
8	Employee turnover is both strongly and inversely connected to the institution's commitment.	25	35	22	12
9	A reasonable level of security helps to the institution's status as a preferred employer.	28	30	24	2
10	Employees who were "very devoted" were shown to have a greater want to stay with the organization, a stronger motivation to attend work, and a more favorable attitude toward their jobs.	25	28	29	2
11	Any firm seeking to grow and progress in today's competitive market must focus on continuous performance.	33	31	20	0
12	My company adapts quickly to changes in its operations.	20	42	19	3
13	The competitiveness, innovation, and social responsiveness of the institution improves as a result, allowing them to meet their intended goals.	20	35	22	7
14	In my company, At all stages, practice good planning.	28	30	25	1
15	My company has procedures in place that promote career advancement and opportunities for development.	26	24	24	10