

# SEMINAR AND EMPLOYEE RETENTION OF OIL COMPANIES IN NIGERIA

UKPONG, UWEM JOHNSON<sup>\*</sup>, ANTAI, FRIDAY ETIM<sup>\*\*</sup>

## ABSTRACT

We in this paper examined the impact of seminar and employee retention in oil companies in Nigeria. The researchers adopt an ex. post-facto research design. The research data was collected through questionnaire and analyzed using Spearman's Rank Order Correlation Coefficient (rs). It was found that seminar relates positively and significantly with the three measures of employee retention. There is a significant positive relationship between seminar and involvement in oil companies in Nigeria. There is a significant relationship between seminar and commitment in oil companies in Nigeria. There is a significant relationship between seminar and work-life-balance in oil companies in Nigeria. Based on this, the paper recommends that; oil companies that seek to enjoy employee retention should enhance their manpower development. And that, oil companies that support employee involvement, commitment and work-life-balance should deem it necessary to enhance their employee knowledge through seminar.

**KEYWORDS:** Seminar, Employee Retention, Commitment, Work-Life Balance, Oil Companies.

## INTRODUCTION

### BACKGROUND TO THE STUDY

Individuals within the organisation are the most valuable assets of any organisation, no matter the level of enhanced innovations or material availability in any organisation, organisations cannot achieve its growth without enhanced manpower available in the organisation. In today's business environment, organisations are faced with some levels of competitiveness due to its rivals. One of the human resource functions that give an organisation a competitive edge is

manpower development and retention. Increasingly, high performing organisations are recognizing the need to use the best manpower development and retention practices to enhance their competitive positions (Porter, 1998; Johnson *et al*, 2017).

Davidson, *et al* (2018) sees human resource development as a number of workers available and trained to carry out the organisational activities to achieve stated objectives.

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<sup>\*</sup>Akwa Ibom State University.

<sup>\*\*</sup>Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. **Correspondence E-mail Id:** editor@eurekajournals.com

As observed by Training Directory Nigeria (2010), human resource is the most difficult to manage because human are 'thinking beings with emotions, sentiments and attitudes which are complex. In their words, organisations must develop appropriate policies for attracting, motivating and retaining the staff. As opined by Alvin (2014), human resource development is concerned with providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programs. Alvin (2014) further disclosed that, the intend of the human resource development program is to see that the organisation is equip with the best and quality workforce it needs to attain its goals for improved organisational performance.

Human resource development and employee retention are essential elements of every organisation if the value and potential of its human resources are to be harnessed and put to optimum use. Human resources are the most dynamic of all the organisation's resources. There is a growing global interest in matters of human resource and staff retention in organizations globally. Research has demonstrated that the quality of staff in an organization has a direct influence on its organisational effectiveness, (Kalio *et al.*, 2018). Demand and competition for highly qualified Staffs has intensified. Growth in global mobility and shifting demographic profiles, means recruiting and retaining talented and knowledgeable workers and researchers are an ever-increasing challenge. These trends have engendered a more strategic approach to human resource management across the oil companies, (Kubler & DeLuca, 2006). Employees need considerable attention from the organisation's management. Organisational management that invests in the area of manpower development reap the benefits of an enriched working environment with higher levels of staff retention as well as increased productivity and performance. If employees feel that an

organization cares for them, it is more likely that they will respond positively to satisfying the needs of the organisation.

In the ever growing business world, the success of any organisation is extremely dependent on its human resources. Although there are many other factors that play a pivotal role, organisation must have effective employees in order to stay financially solvent and competitive. In order to maintain their competitive advantage, oil firms must be aware of the importance of human resource development. Many oil companies make the mistake of assuming that workers are only seeking financial benefits for their jobs. Organisations must have employees who are able to quickly adapt to an ever changing world market. Technological advancement ensures that changes are always taking place in the oil firms, this result in skills already acquired by staff becoming obsolete. Organisation therefore needs to invest in human resource development and fair retention policies in order to remain in business and be successful. It is against this backdrop that this research work is carried out.

## **STATEMENT OF THE PROBLEM**

According to Johnson, *et al.*, (2017) human resource of any organisation is a unique index of appraising an organisations-development in any organisation to a greater extends depends on the human resource position of the organisation.

The same can be said at the organisational level, human resource is the mainstay of an organisation. Long before now, the emphasis has been on how to increase productivity through greater financial commitment and other incentives other than human resource development. The neglect of human resource development in the scheme of things has exposed multiple organisations to negative organisational climate in recent times, for example, the oil industry.

As a result of the above, many firms, especially in the private sector of the economy saw the direct need to pursue an integrated human resource development and organisational objectives. If one recognizes the strategic position of human resource in any organisation, then efforts of every organisation must be geared towards the multiple objectives of an effective human resource development, which is a pre-requisite for the attainment of corporate objectives of an organisation which in this case is profit-maximization.

There are divergent views on the human resource development and retention policy of organisation in Nigeria and its effect on workers productivity. While some are of the view that organisations' staff are not motivated enough to handle their responsibilities, others are of the view that the corporate policy of the organisation is inadequate to motivate staff to effectively put in their best. Some of the problems encountered by organisation in Nigeria are retaining their employees include: Compensation packages of the organisation, Job Satisfaction, Employee Reward Scheme/System, Huge Workload and Low employee morale, Incentives, allowances and fringe benefits, Rate of Promotion, Obsolete skills of Staff, Behaviour and attitude towards work, Poor Human relationship with customers, Work location, organisational constraints, and low motivation.

### **RESEARCH QUESTIONS**

The following research questions are stated to guide the study:

- 1) What is the relationship between seminars and involvement of oil companies in Nigeria?
- 2) What is the relationship between seminars and commitment of oil companies in Nigeria?
- 3) What is the relationship between seminars and work-life balance of oil companies in Nigeria?

### **RESEARCH HYPOTHESES**

The following hypotheses are stated to guide the study:

- 1)  $H_{01}$ : There is no significant relationship between seminars and involvement of oil companies in Nigeria.
- 2)  $H_{02}$ : There is no significant relationship between seminars and commitment of oil companies in Nigeria.
- 3)  $H_{03}$ : There is no significant relationship between seminars and work-life balance of oil companies in Nigeria.

### **LITERATURE REVIEW**

#### **SEMINARS**

According to Melvin (2015) stress that; seminars are employees orientation program that seeks to unify all employees within the organisation in a bit to impact certain organisational knowledge to strengthened their resolve in achieving the organisational goals. It is necessary that they achieve among other things important productivity and rejuvenate through the situations of manpower development. Seminar and workshop program should include management and conservation of resources, guidance and counseling techniques, and policy analysis and program evaluation.

#### **THE CONCEPT OF EMPLOYEE RETENTION**

Employee retention is the most important issue facing employers in the oil companies as a result of the shortage of skilled labor, economic growth and employee turnover. Jephther (2010) had noted that turnover costs can run a higher than exiting employee's salary, depending on his or her skill level. According to the newsletter of the International Association of Professionals in Employment Security, "When a valuable employee leaves organisation, it costs the employer money; possibly up to five times higher than the employee's annual salary (Edward

2011). While remuneration and other types of fringe benefits continue to be an important factor in the retention equation, it is imperative to note that the current Human Resource literature treats them as only one potential area for retention, and not always in and of themselves, sufficient to ensure strong employee commitment. The business literature dealing with employee participation, workplace wellness, work-life balance and other topics has mushroomed, indicating a strong interest in and recognition of how other aspects of working life influence people's decisions to stay with or leave an organisation (Becker, 1964; Edward 2011).

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time (Griffeth & Hom 2001; Edward 2011). Organizations are facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. According to Allen (2008) who noted that; "In a business setting, the goal of employers is usually to reduce employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organisational knowledge by implementing lessons learned from key organisational behavior concepts, employers can improve retention rates and decrease the associated costs of high turnover". He went further to stress that; "However, this isn't always the case employers can seek positive turnover whereby they aim to maintain only those employees whom they consider to be high performers".

There are vast opportunities for talented employees needed in several organisations. If a person is not satisfied with the job he's doing, he may switch over to some other more suitable job. In today's dynamic work environment, it becomes very imperative for organisations to retain their employees. The reason may be personal or professional; these reasons should be

understood by the employer and should be taken care of. Most organisations are becoming aware of these reasons and are adopting many strategies for employee retention (Edward 2011). Highly developed organisations have succeeded simply because of their interest in the development of their workforce and this development of human resource within the organisation has further motivated the workers to put in their possible best in the achievement of the organisational goals and objectives/goals.

## **MEASURES OF EMPLOYEE RETENTION**

There are multiple reasons why workers remain or leave the organisation for other organisations likewise, there are several reasons why an organisation will retain or replace an employee. the study adopted involvement, commitment and work-life balance as measures of employee retention in the oil companies in Nigeria.

## **EMPLOYEE INVOLVEMENT**

Employee Involvement is a term that has been used in the literature on organisations to refer to individuals' attachments to both organisations and their jobs (Bontis, 2002; Ricardo & Jerry 2001). Lodahl and Kejner (1965) as in Ricardo & Jerry (2001) define job involvement as "the degree to which a person's work performance affects his self-esteem". They also argue, based on their empirical literature, that employees who are highly involved in their jobs are also highly involved in their organisations (p. 32).

However, Kidwel (2012) proposed three different types of involvement: moral, calculative, and alienative. In his opinion, individuals are morally involved if they accept and identify with organizational objectives. Calculative involvement is when the individuals perceive an exchange agreement with the organisation, and alienatively involvement is when they have a negative attitudes and attachments towards an organisation, but are forced to remain due to a

lack of alternatives or a behavioral compliance system that forces them to remain. It is important to notice that Kidwel concept of moral involvement includes identification processes. If individuals are morally involved and identify with organisational objectives it will make them more liable to share ideas, values, and norms with others members of the organisation. Consequently, they would develop a culture.

Employee Involvement is a participative process that uses the entire capacity of workers and is designed to encourage employee commitment to organisational success (Lawler & Mohrman, 1989; Ricardo & Jerry 2001). Moreover, employee involvement is understood as a variety of techniques designed to achieve the objective of giving the employee some combination of information, influence and/or incentives (Barney, 1991; Ricardo & Jerry 2001).

Jerry *et al* (2011) provides a more descriptive definition of employee involvement: It's a way of engaging employees at all levels in the thinking process of an organisation. It's the recognition that many decisions made in an organisation can be made better by soliciting the input of those who may be affected by the decision. It's an understanding that people at all levels of an organisation possess unique talents, skills, and creativity that can be significant value if allowed to be expressed (p. 8). From the discussions, it can be concluded that, employee involvement has a strong influence on employee retention.

## **EMPLOYEE COMMITMENT**

Employee commitment is imperative since enhanced levels of commitment lead to several constructive organisational outcomes. It reflects the extent to which workers identify with and organisation and is committed to its goals. Becker (1996) noted that the commitment of workers within an organization is important issue because it may be seen as important indicator to predict employee's performance, absenteeism and other

behaviors. Kidwel (2013) opined that the organisational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organisational commitment and also added greater the organisational commitment can aid higher productivity.

Multiple empirical analysis efforts has been conducted to understand the concepts and to identify implication of organisational commitment over the performance of the employees at the workplace. Amie (2010) examined the effect of organisational commitment on two-turnover intentions and on the job performance. Amie (2010) study explores that organisational commitment, leads to positive organisational results. Looking at commitment within the lens of the organisation, simply confirms the notion that commitment is the attachment an individual has the organisation. Commitment is the core concept in the relationship-management paradigm and it is an enduring attachment to an organisation. Meyer & Allen (1997) noted that the interpretation of commitment is not undisputed when referring to its attitudinal and behavioural stand. This view conforms in contrast to viewing it as a multidimensional concept, though mostly applied to a business to business setting (Wetzels, *et al* 2000). Therefore, it can be interpreted that the uni-dimensional view is referring to an employee to organisation context. In respect to that, commitment has been taken as multi-dimensional (Aksoy, *et al* 2008). Despite the different views on commitment in the literature, most views support three dimensions of commitment, regardless of the subject being studied (Meyer & Allen, 1991). The three dimensions of commitment reflect different underlying psychological states, namely, affective commitment, continuance commitment and normative commitment. Affective commitment refers to the desire and willingness to stay with an organisation.

## **WORK-LIFE BALANCE**

Work-life balance has to do with the flexibility between work and other aspect of employees' activities. The concept of "work-life balance" recognizes that individuals within the organisation have other pressing need to demands their attention; benefits that may be grouped under this concept therefore allow people to strike a more meaningful and potentially less stressful balance between obligations at the workplace and obligations at home (Edward 2011).

## **SEMINARS AND EMPLOYEE RETENTION**

According to Barrick, *et al* (1991), seminars has been proven to be the most viable approach to bringing workers together in a bit to cross fertilize ideas and chart a single course for the growth/development of the organisation, it provides a platform for debates among individual workers in the organisation. These exchange of ideal help to train and develop the employee skill and knowledge that enhances the employee's potential for retention. In today's workplace, it becomes highly plausible for organisations to retain their employees. The reason may be personal or professional; these reasons should be understood by the employer and should be adequately manage. In recent years several organisations has seen the need for adopting a viable retentions policies for the sustainability of its organization (Barrick, *et al* 1991; Melvin, 2017).

## **METHODOLOGY**

### **RESEARCH DESIGN**

The study adopted an ex. post-facto research design. Ex. post-facto research designs there are

no manipulation of the independent variables. Patrick, (2018) explains that, ex. post-facto design is a Quasi-experimental study examining how a predictor variable present prior to the study in the participants, affect the criterion variable. He further noted that; a quasi-experimental study simply means participants are not randomly assigned. However, the study seeks to investigate seminar and employee retention of Oil companies in Nigeria. The data used for this study comprised of primary and secondary data. Primary data which is the information gathered through questionnaire, interviews, observations and experiences. Secondary sources included empirical research journal articles published on the proposed variables.

### **VALIDITY AND RELIABILITY TEST**

To justify the methodology and findings of this study, a comprehensive reliability test, and validity test was carried out. The Cronbach's alpha reliability coefficient that exhibits how fitly the entry in a set are positively related to one another was used. The reliability was tested with the aid of SPSS version 20.0 software.

Validity test that shows the level of capability of a scale to determine the proposed idea, the degree to which a measurement or observation corresponds to the construct that it was supposed to be measured or observed was carried out. Content and face validity were used.

Table 1 above displayed the length of service of each of the respondents. Seventy five percent (75) representing twenty four point eight percent (24.8%) were Less than 5yrs. One hundred and three (103) representing thirty four percent (34%) were 6-10yrs. One hundred and twenty five (125) representing forty one point three percent (41.3) were 10yrs and above.

**Table 1. Demographics on Position**

| <b>What is your position in the company</b> |                          |           |         |               |                    |
|---|--------------------------|-----------|---------|---------------|--------------------|
|   |                          | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid                                       | Maintenance service unit | 55        | 18.2    | 18.2          | 18.2               |
|   | Teller                   | 62        | 20.5    | 20.5          | 38.6               |
|   | Marketing unit           | 52        | 17.2    | 17.2          | 55.8               |
|   | Manager                  | 67        | 22.1    | 22.1          | 77.9               |
|   | Operations Manager       | 67        | 22.1    | 22.1          | 100.0              |
|   | Total                    | 303       | 100.0   | 100.0         |                    |

Source: Field Survey Data 2019

**Table 2. Result of Reliability Analysis**

| <b>Variable</b>   | <b>Cronbach's Alpha</b> |
|-------------------|-------------------------|
| Seminars          | 0.742                   |
| Involvement       | 0.835                   |
| Commitments       | 0.722                   |
| Work-Life-Balance | 0.825                   |

Source: Field Survey Data 2019

In order to rely on the result of statistical data analysis, which was based on the data collected by the structured questionnaire, reliability measures were first applied to measure the concepts investigated in the research study. The reliability analysis in Table 2 above shows the value that the variables had Cronbach's alpha value of  $\geq 0.7$  but  $\geq 0.7$  is Cronbach acceptable level of reliability, thus, it can be accepted that the research instrument measured the variables

of the study. The implication of the result is that if the questionnaire is re-administered there must be level of repeatability given the same background. This is an indication of reliability of the research instrument; consequently, the data drawn can be used in analysis, findings and to draw valid conclusions and useful decisions that will give practical and theoretical generalizations on the study variables.

**Table 3. Descriptive Statistics on all the Study Variables**

| <b>Statistics</b> |         |          |             |             |                   |                    |
|-------------------|---------|----------|-------------|-------------|-------------------|--------------------|
|                   |         | Seminars | Involvement | Commitments | Work-Life Balance | Employee Retention |
| N                 | Valid   | 303      | 303         | 303         | 303               | 303                |
|                   | Missing | 0        | 0           | 0           | 0                 | 0                  |
| Mean              |         | 4.0190   | 3.8746      | 4.0809      | 3.8416            | 3.9323             |
| Std. Deviation    |         | .75977   | 1.04629     | .84305      | 1.02578           | .92132             |
| Sum               |         | 1217.75  | 1174.00     | 1236.50     | 1164.00           | 1191.50            |

Source: Field Survey Data 2019

Table 3 explains the (descriptive statistics) on the dimensions of the explanatory variables (Seminars). The table also showed the (descriptive statistics) on the measures of the criterion variables; Involvement, Commitments and Work-Life Balance.

Specifically, Table 6 revealed that Seminars have a mean score of (4.0190) and a standard deviation of (0.75977). Involvement has a mean score of (3.8746) and a standard deviation of (1.04629). Commitments have a mean score of (4.0809) and standard deviation of (0.84305). Work-Life Balance has a mean score of (3.8416)

and standard deviation of (1.02578). Employee Retention has a mean of (3.9323) and standard deviation of (0.92132).

$\frac{1 + 2 + 3 + 4 + 5}{5} = \frac{15}{5} = 3$ ). The researchers as a result upheld the prevalence of the study variables.

The mean values of all variables are greater than 3 (the required average of a five-point Likert scale

**Table 4. Correlation Analysis (Seminars and Involvement)**

| Correlations   |             |                         | Seminars | Involvement |
|----------------|-------------|-------------------------|----------|-------------|
| Spearman's rho | Seminars    | Correlation Coefficient | 1.000    | .705**      |
|                |             | Sig. (2-tailed)         | .        | .000        |
|                |             | N                       | 303      | 303         |
|                | Involvement | Correlation Coefficient | .705**   | 1.000       |
|                |             | Sig. (2-tailed)         | .000     | .           |
|                |             | N                       | 303      | 303         |

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

Source: Field Survey Data 2019

Table 4 above shows that the Spearman's correlation coefficient (r) = 0.705\*\*, this value is high, which implies that a significant relationship exists between Seminars and Involvement. The positive sign of the correlation coefficient means that positive relationships exist between them. That simply that an increased employee Involvement is associated with improvement in employee seminars in the studied oil companies in Nigeria.

### TEST OF HYPOTHESIS 1

- H<sub>01</sub> There is no significant relationship between seminars and involvement in Oil companies in Nigeria.

Table 4 above showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the need for the rejection of the null hypothesis and the conclusion that a significant relationship between seminars and involvement oil companies oil companies in Nigeria.

**Table 5. Correlation Analysis (Seminars and Commitment)**

| Correlations   |             |                         | Seminars | Commitments |
|----------------|-------------|-------------------------|----------|-------------|
| Spearman's rho | Seminars    | Correlation Coefficient | 1.000    | .685**      |
|                |             | Sig. (2-tailed)         | .        | .000        |
|                |             | N                       | 303      | 303         |
|                | Commitments | Correlation Coefficient | .685**   | 1.000       |
|                |             | Sig. (2-tailed)         | .000     | .           |
|                |             | N                       | 303      | 303         |

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

Source: Field Survey Data 2019

Table 5 above explains that the Spearman's correlation coefficient (r) = 0.685\*\*, this value is high, implying that a strong association exists

between Seminars and Commitment. The positive sign of the correlation coefficient means that positive relationships exist between them.



This is to confirm the anecdotal propositions that an increased employee commitment is associated with improvement in employee seminars in the studied oil companies in Nigeria.

**TEST OF HYPOTHESIS 2**

- Ho<sub>2</sub> There is no significant relationship between seminars and commitment of oil

companies in Nigeria.

Table 5 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant association exist between seminars and commitment of oil companies in Nigeria.

**Table 6. Correlation Analysis (Seminars and Work-Life-Balance)**

| Correlations   |                   |                         |        |                   |
|----------------|-------------------|-------------------------|--------|-------------------|
|                |                   | Seminars                |        | Work-Life-Balance |
| Spearman's rho | Seminars          | Correlation Coefficient | 1.000  | .641**            |
|                |                   | Sig. (2-tailed)         | .      | .000              |
|                |                   | N                       | 303    | 303               |
|                | Work-Life Balance | Correlation Coefficient | .641** | 1.000             |
|                |                   | Sig. (2-tailed)         | .000   | .                 |
|                |                   | N                       | 303    | 303               |

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

Source: Field Survey Data 2019

Table 6 explains that the Spearman’s correlation coefficient (r) = 0.641\*\*, this value is high, implying that a strong significant relationship exists between Seminars and Work-Life-Balance. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Work-Life-Balance is associated with improvement in employee seminars in the studied oil companies in Nigeria.

**TEST OF HYPOTHESIS 3**

- Ho<sub>3</sub>: There is no significant relationship between seminars and work-life-balance in oil companies in Nigeria.

Table 6 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between seminars and work-life-balance in oil companies in Nigeria.

**DISCUSSION OF FINDINGS**

The analyzed data and tested hypotheses revealed that:

1. There is a significant relationship between seminars and involvement oil companies in Nigeria. Table 4 above shows that the Spearman’s correlation coefficient (r) = (0.705\*\*), this value is high, implying that a significant relationship exists Seminars and Involvement. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Involvement is associated with improvement in employee seminars in the studied oil companies in Nigeria.
2. There is a significant positive association between seminars and commitment in oil companies in Nigeria. The above Table 5 explains that the Spearman’s correlation coefficient (r) = (0.685\*\*), this value is high, implying that a strong relationship exists

Seminars and Commitment. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee commitment is associated with improvement in employee seminars in the studied oil companies in Nigeria.

3. There is a significant relationship between seminars and work-life-balance in oil companies in Nigeria. The above Table 6 explains that the Spearman's correlation coefficient ( $r = (0.641^{**})$ ), this value is high, implying that a strong association exists Seminars and Work-Life-Balance. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Work-Life-Balance is associated with improvement in employee seminars in the studied oil companies in Nigeria. This is validated by the reviewed literature. According to Melvin (2015) stressed that; seminars are employees orientation program that seeks to unify all employees within the organisation in a bit to impact certain organisational knowledge to strengthened their resolve in achieving the organisational goals. Seminars has an imperative need interns of enhancing the knowledge of employees in achieving organisational goals which in the long run helps in employees retention at work.

## CONCLUSIONS

The study revealed a significant positive relationship between the dimensions and measures with their expressed components respectively.

## RECOMMENDATIONS

Derived from the study's conclusion, the following recommendations are made.

1. There is need to enhance knowledge of individuals within the organization by way of organizing seminar that add values to the knowledge and in the long run enhance their growth in the organisation.
2. And oil companies that want to support employee involvement, commitment and work-life-balance should deem it necessary to enhance their employee growth by way of arranging seminar programmes that add value to them which in the long run would help in the achievement of individual and organisational growth.

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