

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

DEPARTMENT OF BUSINESS ADMINISTRATION

**CHALLENGES OF ATTRACTING AND RETAINING HUMAN CAPITAL IN
AN ORGANIZATION THE TALENTS PERSPECTIVE
(CASE STUDY OF UNILEVER GHANA LIMITED)**

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PROJECT REPORT SUBMITTED TO THE BUSINESS ADMINISTRATION

DEPARTMENT OF CHRISTIAN SERVICE UNIVERSITY COLLEGE IN

PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE DEGREE OF

BUSINESS ADMINISTRATION

MAY, 2013

STATEMENT OF AUTHENTICITY

We have read the University Regulations relating to plagiarism, certify that this research is our own work, and do not contain any unacknowledged work from any other source.

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ACKNOWLEDGEMENT

Great God of wonders had made all things well as far as this project work is concerned.

We are therefore very grateful for the great things he has done.

In both spirit and fact, projects are not written in a vacuum. In writing this project, we have profited from the advice and support of a number of individuals. This is our chance to show our appreciation.

Our most gratitude goes to Mr. Gabriel Dwomoh our supervisor for his constant encouragement, profitable criticism and correction as far as this project work is concern.

We also wish to express our sincerest gratitude towards management and staff of Unilever Ghana Limited (Kumasi) for their support during the project writing.

Finally, we wish to express our most appreciations to Mrs. Evelyn Owusu Frimpong and Dr. K. Ahenkorah for their guidance and encouragement.

We shall forever be grateful to all.

DEDICATION

This our research work is dedicated to the most high God whom through his grace has brought us to where we are now and has make all things beautiful and possible in his time (Luke 1:37) . We also dedicate this project work to our parents and friends for their love, support, prayers and words of encouragement towards us over the years.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Human capital is any organisation's greatest assets; without it, no business could function effectively. Humans and the potential they possess drive an organisation to a large extent. Recently, talent management has gained the attention of many authors of human resource management literature. Therefore, talent management is rapidly moving to the top of senior management's strategic agenda, however, few organizations are really managing talent strategically.

Talent management pertains to making an investment in people development, by identifying talented individuals to develop leadership roles in the organisation. It is also defined as the systematic effort to recruit, develop and retain highly productive and promotable people. Talent management is increasingly seen as a critical ingredient in developing successful organisations and is a strategic priority for businesses (Davies and Davies, 2010). Organization's ability going forward, having a rigorous, cyclical, ongoing process around talent management may be the most important differentiator between success and failure, now and into the future (Williamson, 2011).

However, the greatest challenge facing companies around the world today is how to attract and retain top talents. As organisations grow, they face the challenge of bringing in and maintaining top talents. The reason for this problem can be ascribed to the fact that as people become more experienced in their chosen fields, they demand more in terms of remuneration and other benefits. Organizations, in this regard, typically find it difficult to keep pace with the growing aspirations of their top talents. There have been

diverging views on the causes, consequences and control of employee turnover in an organisation. Attracting the best talent demands great effort, but retaining those with talents is even more difficult.

1.2 STATEMENT OF THE PROBLEM

Talent acquisition and retention are some of the important human resources issues confronting companies all over the world including Ghana. Retaining talents and creating conducive work culture to facilitate performance ensures the organisation's health and success. Given the importance of this aspect of human resources issues, the problem is, what can businesses do to attract and retain people with the requisite skills? Finding an answer to this question is the quest of this project.

1.3 OBJECTIVES OF THE STUDY

This study comes with its general and specific objectives:

1.3.1 General Objective

Viewed from the problem identified in the preceding section, the objective of this study is to identify and analyse the challenges faced by employers or businesses in their attempt to retain talents.

1.3.2 Specific Objectives

Specifically the study attempts to, first examine and identify the modes and methods that are used by organisations to employ people with talents. Second, the study tries to assess the methods which are used by employers to motivate talents and identify the effectiveness or otherwise of these measures.

1.4 RESEARCH QUESTIONS

In accordance with the objectives of this study, the following questions were formulated to guide the study:

1. What are the modes and methods used by organisations to employ and retain people with talents?
2. What are the tools used in maintaining and motivating talent?
3. What is the validity of talent retention strategy?
4. What are the causes and consequences of talent loss?
5. What are the challenges faced by employers or businesses in their attempt to attract and retain talents?

1.5 SIGNIFICANCE OF THE STUDY

The relevance of this study to the problem of acquisition and retention of expert talents cannot be overemphasised. This will be useful to a diverse group of readers. Foremost among them is the business owners. Scholarly, a key significance is to contribute to knowledge (an existing bank of information) on the challenges faced by employers or businesses in their attempt to retain talents and the methods, which are used by employers to motivate talents in Ghana. Again the study is important because it would help businesses to understand the measures they would adopt to attract and retain employees with the requisite skills. This work will also warrant grounds for further studies in this field. To students of higher education, this project is aimed at sharpening their understanding of the factors that enables an organisation to attract and retain top talents.

1.6 RESEARCH METHODOLOGY

This touches on a brief research methodology used for this study:

The study would make use of both primary and secondary data. The primary data will be obtained by three (3) methods. These are observation of respondents, face-to-face interviews and questionnaire administration. The random sampling technique would be applied to select the respondent.

The secondary data for the project will be obtained from books and official records pertaining to the subject.

Since it is not possible to survey all the business organisations in the country and considering the resources and time constraints at the disposal of the participants of this project, the respondents for the project would be chosen from the Kumasi Metropolitan area.

The study would be narrowed further to the Unilever offices in Kumasi. The population for this study would be all employees and management members at Unilever Ghana Limited at Kumasi branch. This is because; Unilever is a multinational company with branches in many parts of the country.

Ethically, information about contacted respondents such as their names would be held protected and confidential. Data collected from respondents would be utilised solely for academic purposes. Again, all other ethical issues would be considered.

1.7 LIMITATION OF THE STUDY

The fulfilment of this project will be faced many constraints. First, the project would be constrained by time. The project has a deadline within which it has to be submitted. It is therefore not possible to extend the study to cover the whole country. Second, the limitation in finance has necessitated the research to be confined to the Kumasi Metropolitan area. Furthermore, the sample size for the project is not large enough to enable us generalise the finding to the whole country. These notwithstanding, the challenges would not in any significant way invalidate the fundamental purpose and design of the project.

1.8 ORGANISATION OF THE STUDY

This study is organised into five major chapters. Besides chapter one, which is the Introduction, chapter two, is a Review of the Background and the related Literature on Attracting and Retaining skills and talents. Chapter three is the Methodology. Chapter four includes data collection, presentation and analysis. It will also test the specific questions guiding this study. Results and discussions would be presented in this chapter. Chapter five would be devoted to the Summary of Findings and the Policy issues that can be derived from the study. It will also provide Conclusions and Recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 REVIEWED WORKS

This section provides a review of the current state of knowledge in talent attraction and retention. Recently, a lot of people like, Williamson (2011), Tansley (2011), Whelan and Carcary, (2011), among others) have written about talent attraction and retention. Particularly, this chapter reviews talent management literatures under the following four captions: Managing Employee Retention, Managing Talent Retention: An ROI Approach, Talent Attraction from the Competition, and Creating Commitment: How to attract and retain talented employees by building relationships. The final section of this chapter is the summary of the literature reviewed. Before these, it will be of great significance to touch on brief meaning of talent and talent management.

2.2 DEFINITION: TALENT AND TALENT MANAGEMENT

There are many definitions of talent supported by Tansey (2011) who laments that there is no single or universal contemporary definition of talent in any one language and that there are different organisational perspectives of talent. For example the Chartered Institute of Personnel and Development (CIPD) states that talent consists of those individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential (CIPD, 2007). In this same year Cross (2007) describes

talent as “a genius for making things happen with minimum fuss and inspiring others to do the same”.

Davies and Davies (2010) define talent management as the systematic and dynamic process of discovering, developing and sustaining talent. The Davies definition has strong relation with CIPD’s definition, which define talent management as the systematic attraction, identification, engagement/ retention and deployment of those individual with high potentials who are of particular value to an organisation` (CIPD, 2006). Again, while some researchers see talent management from a primary human capital perspective (Cappelli, 2008), others see it as essentially a mindset with talent as the key to organisational success (Vaiman, Scullion and Collings, 2012).

It is imperative to lament that recent reviews have concluded that lack of precise definition of talent management may have contributed to our limited understanding of the area (Mellahi and Collingd, 2010; Collings and Scullion, 2009) cited by (Vaiman, Scullion and Collings, 2012). Yet, talent management is still a hot issue in many organisation as CEOs and other top managers want to have talent to take their businesses forward (Vaiman and Holden.

2.3 MANAGING EMPLOYEE RETENTION

There are many scholarly works on employee retention in recent days as indicated earlier. Among these is the book written by Phillips and Connell (2008). This is essentially a practical guide for managers as to how they can retain talented

employees. In addition, it provides information on how to accurately assess the cost of turnover with examples and data from many organisations. It also suggests effective ways by which organisations can identify the causes of employee turnover and how to quickly rectify the problem. This work also shows how to measure the monetary return on investment of retention programmes.

According to Phillips and Connell (2008), employee turnover has become a very serious problem for a lot of organisations. Many organisations are facing the problem of how to reduce employee turnover rate to acceptable level. To address the problem, they outlined measures that organisations could adopt to encourage employees to remain in the organisation for a maximum period of time. Another area of interest in the book is monitoring and managing turnovers as well as developing Return on Investment (ROI).

The first suggestion for Employee retention calls on organisations to know their total cost of hiring. This cost includes the cost of the selection process, hiring, induction, training and lost productivity. Knowing the cost will encourage management to seriously consider options that will help to attract and retain employees recruited to realize the organizational objectives (*ibid*). This is in line with the views of Hansen and Smith (2004) and Harris, Craig and Light (2011), that to know the total cost of hiring is important input for realizing the return on HR investment.

Phillips and Connell's (2008) second suggestion requires organization to identify the core competencies of the people they want to hire and ensure that they have what it takes to fit into the organisation's culture. Organisation's they contend must ensure that they hire persons who will be productive and are likely to stay for a longer period of time (*ibid*). This point goes to support the views of Hansen and Smith (2004) which stressed that competencies of the people help them to develop, explore and convert new technologies in marketable ground-breaking products and service. As well, Cunningham (2007) sees competency identification and development as imperative to global leadership as cited in Sharma and Bhatnagar (2009).

Another suggestion by Phillips and Connell (2008), calls for organizations to focus on employee orientation. They described employee orientations as special programmes that organizations conduct for new employees to give them information about the organization, the business and how their role fit into the general scheme of the things. They emphasised that such programmes help new employees to quickly find their bearing in their organization and therefore assists with retention, motivation, job satisfaction, and quickly enabling each individual to become contributing members of the work team. It is the first impression employees take home. It is therefore necessary for organisations to conduct proper welcome sessions for new recruits to ensure their retention (*ibid*).

In addition to the above suggestions, Phillips and Connell (2008) suggest that organizations should develop career plans for employees, initiate mentorship and

higher education programmes to facilitate employee's development. Career plans involves identifying and determining employees growth paths within the organization based on their identified competencies and potential. Mentorship on the other hand involves assigning young and promising employees to experienced and matured senior employees to be trained (*ibid*). Cunningham (2007) called this suggestion "career guidance" which is the mirror image of succession development.

Furthermore, Phillips & Connell (2008) suggest that organisations should endeavour to constantly train their managers. This is because since the employees are going to work under the managers, the latter should know how to maintain good working relationships. Employees need a manager who understands them well. A manager should be a good listener and motivator. Proper training should be given to the managers, to achieve this purpose.

This piece by (Phillips & Connell, 2008),) also enjoins organisations to find and seek answers to the reasons why employees leave their jobs. This, according to them, could be done by conducting exit interviews for employees before leaving the organisation. The reason for exit interviews is that, most employees would not like to reveal the true reason for quitting the job as long as they are in the organisation or associated with the job. Even though there are many ways of conducting exit interviews, they prefer the interviews to be conducted online. This is because employees can talk freely without inhibitions. In addition to all these, employers are advised to institute employee recognition schemes such as star of the month, top

performer, picture on bulletin boards, appreciation cards and certificates. These they think can boost employee morale and confidence (ibid).

2.4 MANAGING TALENT RETENTION: USING RETURN ON INVESTMENT (ROI) APPROACH

This section of this work concentrates on how to manage talent retention. In other words, it is about talent departure and addresses this HRM issue strategically. With many recent research on talent retention (such as Hughes and Rog, 2008; Davies and Davies, 2010), managing talent retention from perspectives of return on investment by Phillips & Edwards (2000) although relatively old, stands out which provides suggestions to address issues concerning talent retention management.

According to Phillips and Edwards (2000), a return on investment approach enables organization to initiate strategies and effectively manage employees retention programmes. A return on investment (ROI) approach involves critically evaluating how effective training programmes are and assess their ROI. Anytime a company invests in something be it a machine, a new vendor, a new process, or even a new employee the business always expects a return on its investment. Most organisations will measure how well the company is being managed by how much return on investment they get. An organisation can be at ease when they see that their company gets a good return on investment. They also examine the full effect of why employees leave organisations and provided many examples of organisations that have managed retention successfully.

Again, on attracting and retaining talents in an organisation, Phillips and Edwards (2000) outline the following basic strategies. First, they call for organisations to conduct proper periodic training programmes for its employees. With regard to training employees for retention, they suggest that a single tool like training alone is not sufficient for employee retention. The best results for employee retention can be achieved by applying different tools strategically (ibid).

Secondly, they require organisations to create and maintain a good corporate image for itself. Creating and maintaining an image is a better way to attract skilled employees. Identifying the talented employees, provide excellent package and challenging environment are the indicators of corporate image. Another suggestion is for organisations to strictly conduct exit interviews and identify reasons for turnover. The information obtained from the interview must be ideally used to plan good retention strategy (ibid) as recently proposed by Phillips & Connell (2008).

In addition to the above suggestions, organisations are requested to concentrate on developing its workforce, which agrees with the views of Cunningham (2007) that organisations must give employees freedom by to take up bigger responsibilities and make decisions, this requires less supervision. It empowers employees, makes them feel valued and builds long-term relationships. They also advise organisations to maintain information on employees. This is particularly so in the case of new employees. The information will be useful in assessing the strengths and backgrounds of the workers. They advise organisations to create good working

environment because employees thrive under good working conditions and environment.

Again, Phillips and Edwards (2000) suggest that organisations institute suitable compensation and reward systems. In this context, employees should be given reward packages when it is determined that they have performed above average towards the realisation of the organisation's goal. Finally, they call on management of organisations to make conscious efforts to understand the needs of its employees. Since employees have needs which may go beyond salary issues, it is necessary that management understands the needs of its employees (ibid). This is in line with the proposals made recent by Cunningham (2007). Again, Ferguson and Brohaugh (2009) advise employers on how to recognise and reward their best employees in order to retain and motivate top talent especially during recession.

2.5 RECRUITING FROM THE COMPETITION

A work by Leonard Bill (2001) is of great importance to this research stemming from the fact that, this work is meant mainly to help employers handle the problem of talent loss with tact and skills. He looks at how talent loss has affected the economies throughout the world and provides ways to identify the causes of talent loss so that those challenges can be quickly rectified.

Bill (2001) notes that not too long ago, companies accepted the revolving door policy as part of doing business. The revolving door policy involves the moving of

personnel between roles. This is because it is the quickest way to fill a vacant job with another eager candidate. Today, however, employees just leave for more lucrative jobs after companies have spent time and resources to train them. According to him, in order to create a successful company, employers should consider as many options as possible when it comes to retaining employees. At the same time, they contend, employers should make sure they have the trust and loyalty of their workers. This will make employees less inclined to leave.

He offers the following suggestions with regard to the policies and practices which companies can put in place to maintain the retention of employees. First, companies can better retain their employees by offering competitive salaries and bonuses which is supported by Cunningham (2007) and Ferguson and Brohaugh (2009). Bill (2001) emphasise that everyone likes to be recognised for a job well done, and nothing makes someone feel more appreciated than cold hard cash. It also shows the employees that the company has some degree of trust in them, which could in turn influence them to repay their employers with some loyalty of their own. Increased benefits such as stock options, more vacation time, and access to company cars, child care, and other perks are suggested. In addition, the author thinks financial support for employees who wish to continue their education would also most likely be appreciated and rewarded with employees loyalty (ibid).

Bill's second suggestion contends that, employee retention starts just as soon as an employee is hired. This depends on how management could make them feel

appreciated right from the beginning. In order to keep the employee from not leaving the organisation, management can offer loans to help worker defray outstanding debts. Such loans can be given on certain performance goals. Similar programmes could also be implemented for employees that already have tenure built up with the company (ibid). This is recently maintained by a lot of researchers such as Uren, 2011; Madia 2011; Harris and Craig, 2011 and Tansley, 2011.

According to Bill (2001), there are times when an employee wants to leave a company not for a better job opportunity, but for the chance to relocate. Usually if this is a case, the employee's needs are strictly personal ones. When this happens, and if it is possible, a business can offer a relocation allowance to the employee and still try to keep them in the company in the same or a different capacity. Again, the details would have to be worked out on an individual basis so that the employee does not abuse this privilege.

In addition to the above suggestions, Bill (2001) suggests that companies implement policies like flexitime, job-sharing, and part-time work. He believes that these programmes may prove useful in retaining an employee who wishes to leave their job for personal reasons. By doing so, a company could gain a reputation as a family-friendly environment and therefore make it more attractive to future potential employees. Another suggestion is for organisations to spend some time to get to know their employees better. A thorough understanding of an employee's goals, concerns, skill level, values, health, and job satisfaction are just a few of the areas

that can be addressed. By doing so, the employee could be made to feel more like a prized individual and less like a cog in a corporate machine. At the same time the company will be able to identify as to which employees are the most valuable in both a business and personal sense. In this vein, Uren (2011) identifies six talent interest groups namely: “impress me group”, “promote me group”, “support me group”, “guide me group”, “challenge me group” and “understand me group” and knowing these groups would enhance segregation which serves as a map for meeting their needs. In addition, Harris et al, 2011 declared that differentiated action is not just a categorization scheme but a basis for treating groups of employees differently and targeting the most valuable ones and it should be the focus for HR investment.

Bill (2001) further says that when a valued employee leaves, the company can use information gathered in an exit-interview to find out the reasons for the employee's decision and the changes that can be made within the company to keep others from following suit as proposed by Phillips and Connell (2008) and Phillips and Edwards (2000). Again, Harris et al (2011) stress that this data can be gathered into a formal report and distributed to management, members of the human resource team, and other pertinent employees to be used for this purpose.

Finally, Bill (2001) suggests that upper-level employees can be trained as retention managers to help in the seemingly never-ending battle to keep talent. A successful retention manager must be aware of their strengths and weaknesses and have a talent for listening, respecting, and understanding their employees' concerns. Retention

managers should be individuals who have already proven their loyalty to the company. Honesty, creativity, and patience are other virtues that can help in this type of position. This suggestion is supported by recent research by Pruis, 2011 and Haskin and Shafer, 2010.

2.6 HOW TO ATTRACT AND RETAIN TALENTED EMPLOYEES THROUGH BUILDING RELATIONSHIPS

O'Malley (2000) provides information on how talent retention has impacted corporate businesses and its importance to organisations. He indicates that the only "Intangible Asset" that can be used to predict the future financial performance of a firm is the firm's retention rate for key employees. He defines talent retention as a "conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs". Further in same work, O'Malley (2000) notes that, talent retention helps in leadership and "high potential employee" development, performance management - specific processes that nurture and support performance, including feedback/measurement, workforce planning and organisational culture development.

According to O'Malley (2000), ageing population is an important factor to the reason why organisations have turned their attention on talent management. By this, he meant that, it is not possible to just recruit new people who can perform the required duties. Instead of trying to hire already skilled workers, he offers the following suggestions. The first solution he proposed is for organisations to adopt an

open communication culture. This means that both vertical and horizontal communication lines are effectively working such that all employees receive and can give out relevant information. Vertical communication is the flow communication from superiors to subordinates and vice versa, whereas horizontal communication is communication amongst peers. These forms of communication enforce loyalty among employees. It also tends to keep employees informed on key issues. Most importantly, they need to know that their opinions matter and that management is interested in their input (ibid; Project Management Institute, 2004).

In this same work, O'Malley (2001) suggests that managers should endeavour to introduce employee reward programmes. This is because a positive recognition for work boosts the motivational levels of employees. The efforts of employees can be recognised by providing awards such as best employee of the month or punctuality award. Project based recognition also has great significance. The award can be in terms of gifts or money. In other words, Hansen and Smith (2004) stated that "failing to address employees wants and needs may prevent you from attracting and retaining the talent you need". This is recently supported by Harris et al (2001) that satisfied employees increase revenue and reduce loss in addition to earlier believes of Cascio (2006) and Stevenson (2007).

Another solution proposed by O'Malley (2000) is for managers to institute Career Development Programmes. These are programmes designed to provide the skills and training necessary to equip employees for higher or future roles within the

organisation. This is necessary because every individual is concerned about his/her career. He or she is always keen to know his career path in the company. Therefore, organisations can offer various technical certification courses, which will help employee in enhancing their knowledge (ibid).

In addition to the above, he suggests organisations to focus on performance based bonuses. A provision of performance-linked bonus can be made wherein an employee is able to relate his performance with the company profits and hence will work hard. This bonus should strictly be productivity based. O'Malley (2000) also calls for the setting up of recreational facilities for employees. Recreational facilities, he thinks, will keep employees away from stress. Various recreational programmes are suggested. They include taking employees to trips annually or bi-annually, celebrating anniversaries and sports activities.

2.7 SUMMARY OF THE LITERATURE REVIEW

In summary, all the literatures reviewed suggest that every organisation should adopt talent retention approaches. There are some similarities in all the approaches and perspectives on talent retention.

Inspite of their differences with regards to the methods by which talents retention can be approached, they seem to be in agreement in the following areas, that monetary rewards are not only the reasons why employees leave their organisations, Some employees leave because of the lack of recognition, disagreement with the

culture or direction of the company, poor treatment by their boss, lack of excitement about their growth prospects and poor relationships with co-workers.

Again, the authors believe that talent retention involves a conscious and deliberate approach undertaken by employers to attract, develop and retain the right people within the organisation. Although some authors did not expressly state this, others agreed that an exit interview must be conducted to find the reason why employees are leaving. When a valued employee leaves, the company can use information gathered in an exit-interview to curtail subsequent occurrences. According to them, this is because most of the employees would not like to reveal the true reason of quitting the job as long as they are in the organisation and are associated with the job. The exit interviews can be conducted online once they have resigned from the job.

The literatures reviewed hereunder recommend open communication within the work environment. By this, they mean that communication must be both vertical and horizontal. A company may want to spend some time to get to know their employees better. A family-friendly environment where both employers and employee are in good communication terms makes itself more attractive to future potential employees.

Again, they suggest that, organisations must provide competitive salaries, suitable compensation, reward and bonus packages. This, they think, will help keep

employees who are motivated by incentive packages. It will boost their morale and improve both efficiency and effectiveness.

2.8 CONCLUSION

After a careful review of literatures, certain commonalities come to the fore. It appears they agree with regard to the following, First they suggest that employers/businesses need to conduct exit interviews to find out why employees leave the organisation. Such information will help the organisation to tackle the cause of the employees turnover and ensure that measure taken to stem the tide are appropriate and effective, Second they advise businesses to maintain open communication channels within the work environment because where employees can freely discuss their problems and challenges with their superiors and where they feel that their contribution matters, issues likely to demotivate employees will be seen much early and dealt with before people leave the organization. Third, for organizations to retain their skill labour, they need to provide competitive compensation packages such as good salaries and allowances, rewards and bonus packages. This is because skilled labour is always in Short Supply and a company's competitors will be too happy to poach employees from rival firms by offering better compensation package rather than waste time and money to train their own employees

from the scratch. The authors again suggest that for organisations to retain their skill labour, they need to recognized and appreciate their efforts because they are a

critical source of competitive advantage and this competitive can only be maintained when they are motivated. Another suggestion by these authors also request organizations to focus on developing the careers of employees as a way of motivating them and ensuring that they will remain relevant to the organization for a long time.

CHAPTER THREE

METHODOLOGY

This chapter comes in two folds. It starts with the methodological approach utilised for this research. It also discusses the responses received and analyses to prove the hypothesis to find out the challenges of attracting and retaining human capital in the organisation.

The researcher used questionnaires and interviews for this study. A set of well-planned questionnaires were distributed to staff (both employees and management). A random sampling technique was used to select party members of staff. The researcher took time to explain the questionnaires to the respondents, assuring them of anonymity and confidentiality.

3.2 RESEARCH DESIGN

This study takes the case study approach and therefore focused on Unilever Ghana Limited, which is a multinational company. The design is appropriate for the study because it best describes the true situation of what is going on in organisations.

3.3 POPULATION FOR THE STUDY

The population for this study were all employees and management members at Unilever Ghana Limited.

The size, ownership, structure and human resource practice of Unilever Ghana Limited makes it an ideal institution for our research and therefore may have common experiences as the other companies.

The company has a branch in Kumasi located at Adum precisely the third floor of House of Excellence building, opposite Ghana Commercial Bank (Harper road branch).

3.3 SAMPLING TECHNIQUE AND SAMPLE SIZE

Respondents were selected from Unilever Ghana Limited. The random sampling technique was applied to select the respondent. This sampling technique was appropriate for the research because it ensured that each member of the population under consideration had an equal chance of being selected as part of the sampling. Five respondents were selected from the management section and fifty from the workers.

3.4 DATA COLLECTION PROCEDURES THROUGH QUESTIONNAIRES

In this study, primary data from the employees and management of Unilever Ghana was used. However, it was complemented by secondary data from other sources such as books, journals and the internet. The Primary data was obtained from employees of Unilever Ghana Limited while data in the secondary form was derived from both published and unpublished books and articles. In collecting the data for the study, questionnaires (through e-mails) and structured interview (through both face to face and on the phone) were employed. The questions were presented in a combination of open and close-ended form.

3.5 METHOD OF DATA ANALYSIS.

The data was analysed in various ways using different methods. The data provided by the respondents was entered into statistical data analysis software (SPSS). Descriptive statistics such as frequencies, percentages, means, standard deviations, modes and ranges were used.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter presents the results, the analysis of results obtained from this research, and it begins with the background information of respondents. Its last section discusses the employee turnover situation in Unilever Ghana, the causes and consequences of the loss of talent in Unilever and identifies the tools used in maintaining and motivating talents and how these tools help retain talents.

4.3.1 Position Occupied by Managers

The table below shows the position occupied by management members within Unilever Ghana.

Table 4.1-Position within the company

Responses	Frequency	Percent
Principal Officer	1	20.0
No response	4	80.0
Total	5	100.0

Source: Field Data, 2013

Only one person answered this question. The question posed was to identify the position of the respondent within the company. The respondent interviewed was the Principal Officer for Unilever Ghana Limited.

4.3.2 Educational Level of Managers

The table below shows the educational level distribution of the managers. The respondents from the management section were asked about their educational qualification. Four out of the five indicated having first-degree whiles the other one indicated having a master's degree.

Table 4.2-Educational level

Responses	Frequency	Percent
First Degree	4	80.0
Masters Degree	1	20.0
Total	5	100.0

Source: Field Data, 2013

4.3.3 Marital Status of Managers

The table below shows the marital status of the managers. The respondents from the management section were asked about their marital status. Four out of the five indicated that they were married whiles one was single as at the time of data collection.

Table 4.3-Marital Status

Responses	Frequency	Percent
Single	1	20.0
Married	4	80.0
Total	5	100.0

Source: Field Data, 2012

4.3.4 Years of Working Experience of Managers

The table below shows the number of years of working experience of the managers.

Table 4.4-Number of years of working experience of the Managers

Responses	Management		Workers	
	Frequency	Percent	Frequency	Percent
1-3 years	1	20.0	19	38.0
4-6 years	3	60.0	25	50.0
7-10 years	1	20.0	5	10.0
Above 10 years	0	0.0	1	2.0
Total	5	100.0	50	100.0

Source: Field Data, 2013

Respondents were asked about the number of years they have been working with Unilever Ghana. Data shows that the majority of the management members (60%) have been working for between four to six years (4-6 years) while 20% of the management members have been working for between 1-3 years and 7-10 years respectively. About 50% of the workers have worked for between 4-6 years. Another 38% of the workers have worked for 1-3 years while about 10% have worked for between 7-10 years.

4.3.5 Years of Working Experience in Current Position by Workers

The table below shows the number of years of working experience of the workers in their current position. The workers were further asked about the years they have spent working in their current position. Sixty-six percent of the workers have worked for less

than 4 years while 32% have worked between 4-6 years. Only 2 percent have worked for between 7-10 years.

Table 4.5-Years of Working Experience of Workers in their Current Position

Responses	Frequency	Percent
1-3 years	33	66.0
4-6 years	16	32.0
7-10 years	1	2.0
Total	50	100.0

Source: Field Data, 2013

4.3.6 Department of Work of Respondents

The table below shows the distribution of respondents according to the departments they work with. The respondents were asked about their current departments. The majority of both management members and workers (40% each) are in the Production Department.

Table 4.6-Department of Work of Respondents

Responses	Management		Workers	
	Frequency	Percent	Frequency	Percent
Administration And Management	1	20.0	11	22.0
Marketing And Sales	1	20.0	4	8.0
Production	2	40.0	20	40.0
Transportation And Logistics	1	20.0	12	24.0
Others	0	0.0	3	6.0
Total	5	100.0	50	100.0

Source: Field Data, 2013

Administration and Management were represented by 20% and 22% by management members and workers respectively. Marketing and Sales were represented by 20% and 8% by management members and workers respectively. Transportation and Logistics were represented by 20% and 24% by management members and workers respectively.

4.3.7 Level of Staff of Workers

The table below shows the distribution of workers according to their level of operation within Unilever.

Table 4.7-Level of Staff of Workers

Responses	Frequency	Percent
Middle Level Management	20	40.0
Support Staff	16	32.0
Low Level Staff	14	28.0
Total	50	100.0

Source: Field Data, 2013

Workers were asked on their level of staff they were within the company. The majority of the respondents (40%) are found in middle level management, 32% are found in the support staff and 28% are found in low-level staff.

4.4 EMPLOYEE TURNOVER SITUATION AT UNILEVER GHANA

This section presents and discusses responses on the employee turnover situation at Unilever Ghana.

4.4.1 Resignation of workers

The table below shows the responses of management members on whether they envisage others will resign from their job in some year's time.

Table 4.8-Resignation of workers

Responses	Frequency	Percent
Yes	1	20.0
No	4	80.0
Total	5	100.0

Source: Field Data, 2013

The management members were asked if they envisage that other workers will resign from their job in some year's time. Four of the five indicated that they do not envisage others will resign from their job in some year's time while one management member envisages the resignation of others in some year's time.

4.4.2 Reasons for Envisaged Resignation

The table below shows the responses of management members on whether they envisage others will resign from their job in some year's time. The management members who answered no were further asked to give reasons for their choice of answer. Pursue career with

Unilever was represented by 75% while help expand the company was represented by 25%.

Table 4.9-Reasons for Resignation

Responses	Frequency	Percent
Help expand the company	1	25.0
Pursue career with Unilever	3	75.0
Total	4	100.0

Source: Field Data, 2013

4.4.3 Average Number of Employee Resignation per Year

The table below shows the responses of management members on the average number of employee resignation per year.

Table 4.10-Average Number of Employee Resignation per Year

Responses	Frequency	Percent
5 Employees	1	20.0
No response	4	80.0
Total	5	100.0

Source: Field Data, 2013

Only one management member responded to this question. The respondent said that five employees resign per year. The other four management members did not respond to the question.

4.4.4 Average Number of Employee Recruitment per Year

The table below shows the responses of management members on the average number of employee recruitment per year.

Table 4.11- Average Number of Employee Recruitment per Year

Responses	Frequency	Percent
8 employees	1	20.0
No response	4	80.0
Total	5	100.0

Source: Field Data, 2013

The respondent for the management members indicated that 8 people are recruited per year. The other four management members did not respond to the question. A ratio of the average number of employee resignation per year to the average number of employee recruitment per year gives a value 63%. This implies that employee turnover rate is still high.

4.4.5 Rating of Unilever in Talent Retention

The table below shows the responses of workers on how good the company is in retaining them.

Table 4.12 Rating of Unilever in Talent Retention

Responses	Frequency	Percent
Very Good	12	24.0
Bad	3	6.0
Regular	14	28.0
Good	21	42.0
Total	50	100.0

Source: Field Data, 2013

According to most of the workers, they rate Unilever as good in talent retention, 28% rate Unilever as regular in talent retention while another 24% rate Unilever Ghana as very good in talent retention. Six percent of the workers rate Unilever Ghana as bad in talent retention.

4.4.6 Resignation on Receipt of Higher Salary from another Company

The table below shows the responses of workers on whether they will resign from Unilever to another company gives them a salary higher that they are receiving now.

Worker of Unilever

Ghana were asked if they will resign from Unilever to another company if that company offers them a higher salary than they are receiving now. Majority (68%) of the respondents indicated that they will not leave whiles 32% indicated that they will leave.

Table 4.12-Resignation on Receipt of Higher Salary from another Company

Responses	Frequency	Percent
Yes	16	32.0
No	34	68.0
Total	50	100.0

Source: Field Data, 2013

4.4.7 Reasons for Yes

Respondents who opted to resign if they should receive a higher salary were asked further to give reasons. Fifty percent of them said that they just need a higher salary. Probably, the salaries they are receiving from Unilever are not enough. About 38% of the workers said that they do not feel secured at the job site whiles 12% indicated that they want to explore other avenues.

4.4.8 Reasons for No

The table below shows the responses of workers who did not opt for resignation if they should receive a higher salary from another company

Table 4.14- Reasons for No

Responses	Frequency	Percent
Satisfied with working conditions	10	29.4
Satisfied with salary	17	50.0
Not now	7	20.6
Total	34	100.0

Source: Field Data, 2013

Respondents who did not opt to resign if they should receive a higher salary were asked further to give reasons. Fifty percent of them said that they were satisfied with their salary About 29% of the workers said that they were satisfied with working conditions at Unilever while about 21% indicated that they will resign but not now.

4.5 CAUSES AND CONSEQUENCES OF TALENT LOSS

This section presents and discusses responses on the causes and consequences of talent loss at Unilever Ghana.

4.5.1 Causes of Talent Loss

The table below shows the responses of the management members on the causes of talent loss within Unilever Ghana. Management members were asked to indicate the causes of talent loss within the organisation. Responses from the management members

showed the following: for better job relative to their position (20%), for higher salaries (20%), for relatively better conditions of service (20%), for personal issues (20%) and pursuing further studies in different field of studies (20%).

Table 4.15-Causes of Talent Loss

Responses	Frequency	Percent
For better job relative to their position	1	20.0
For higher salaries	1	20.0
For relatively better condition of service	1	20.0
For personal issues	1	20.0
Pursuing further studies in different field of studies	1	20.0
Total	5	100.0

Source: Field Data, 2013

4.5.2 Consequences of Talent Loss

The table below shows the responses of the management members on the consequences of talent loss within Unilever Ghana.

Table 4.16- Consequences of Talent Loss

Responses	Frequency	Percent
It affects productivity	1	20.0
It contributes significantly in producing a very low output	1	20.0
It costs the company so much money to train new talents	1	20.0
It decreases productivity in the company	1	20.0
It reflects negatively in the production of the company and also cost the company to train new employees	1	20.0
Total	5	100.0

Source: Field Data, 2013

Management members were asked to indicate the consequences of talent loss within the organisation. Responses from the management members showed the following: it affects productivity (20%), it contributes significantly in producing a very low output (20%), it costs the company so much money to train new talents (20%), it decreases productivity in the company (20%) and it reflects negatively in the production of the company and also cost the company to train new employees (20%).

4.6 TOOLS USED IN MAINTAINING AND MOTIVATING TALENTS

This section presents results on the tools used in maintaining and motivating talents within Unilever Ghana

4.6.1 Measures Used to Maintain and Motivation the Talents in the Organisation

Concerning the measures used by management members to maintain and motivate talents in the organisation, responses from management members were asked on the

measures they use to maintain and motivate the talents within the organisation. Responses were as follows: Incentives are periodically given to workers, forum for employees concerns to be addressed are instituted, motivations of workers in the company, periodic meeting with employees and motivational packages are given to workers and periodic meeting with management to discuss issues concerning Unilever.

4.6.2 Validity of Talent Retention Strategies

The strategies used by management members have helped in talent retention, again responses from management members clearly shows that the strategies used did helped in talent retention. Response from the HR Director summarised other responses that: It creates positive image of the management and motivates the workers to perform, it has created a sense of belonging for employees to have confidants in the company, it has given workers the platform to express their grievances to management if any, it has motivated the workers to give out their best to increase the output of the company ... and it helps the employees to voice out their concerns to the management

4.6.3 Work Conditions at Unilever Ghana

The table below displays results on perception of workers on the working conditions at Unilever Ghana. From the data above, the statements that majority of the workers strongly agree are I have the support to make the decisions I need to make (44%), I enjoy working at UGL (56%), The work environment at UGL supports a balance between work and personal life (36%), UGL makes its people feel that they are its most important asset (38), my work gives me a feeling of personal accomplishment (52%) and UGL has an enjoyable work environment (42%).

The statements that the majority of the workers agree to are I feel that UGL cares about its people (62%), I have the support to make the decisions I need to make (44%), I am proud to work for UGL (50%), I have enough empowerment to influence the quality of my work (56%), I feel that my work efforts count (56%), UGL gives me the opportunity to do my best work (66%), leaders at UGL encourage their people to develop strong responsibility for their work (38%), I feel that my contributions are well recognized (44%),

I am performing tasks at work that I enjoy (52%), UGL makes its people feel that they are its most important asset (40%) and I frequently make decisions that have a significant impact on my work (48%). Most of the workers (32%) were neutral on this statement; leaders at UGL encourage their people to make decisions, 44% did not agree to the statement I have enough authority to solve problems related to my work and 40% strongly disagreed that employees at UGL are recognized as individuals.

Table 4.17-Work Conditions at Unilever Ghana**(Note: 1-Strongly agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly disagree)**

Statements	1	2	3	4	5
I enjoy working at UGL	56.0	34.0	10.0	0.0	0.0
Leaders at UGL encourage their people to make decisions	12.0	26.0	32.0	24.0	6.0
I feel that UGL cares about its people	32.0	62.0	4.0	0.0	2.0
I have the support to make the decisions I need to make	8.0	44.0	20.0	20.0	8.0
I am proud to work for UGL	30.0	50.0	20.0	0.0	0.0
UGL has an enjoyable work environment	42.0	42.0	14.0	2.0	0.0
I have enough empowerment to influence the quality of my work	22.0	56.0	20.0	2.0	0.0
I feel that my work efforts count	34.0	56.0	6.0	4.0	0.0
The work environment at UGL supports a balance between work and personal life	36.0	30.0	30.0	4.0	0.0
I have enough authority to solve problems related to my work	10.0	24.0	14.0	44.0	8.0
UGL gives me the opportunity to do my best work	22.0	66.0	12.0	0.0	0.0
Leaders at UGL encourage their people to develop strong responsibility for their work	36.0	38.0	18.0	6.0	2.0
I feel that my contributions are well recognized	34.0	44.0	18.0	4.0	0.0
I am performing tasks at work that I enjoy	28.0	52.0	18.0	2.0	0.0
UGL makes its people feel that they are its most important asset	38.0	40.0	20.0	2.0	0.0
My work gives me a feeling of personal accomplishment	52.0	28.0	8.0	8.0	4.0
I frequently make decisions that have a significant impact on my work	2.0	48.0	30.0	16.0	4.0
Employees at UGL are recognized as individuals	2.0	6.0	16.0	36.0	40.0

Source: Field Data, 2013

4.6.4 Desire to Build a Long-term Career at Unilever

The table below displays results on the desire of workers to build a long-term career at Unilever Ghana.

Table 4.18-Desire to Build a Long-term Career at Unilever

Responses	Frequency	Percent
Weak Desire	4	8.0
Not Sure	11	22.0
Moderate Desire	16	32.0
Strong Desire	19	38.0
Total	50	100.0

Source: Field Data, 2013

Majority of the respondents (38%) have a strong desire to build a long-term career at Unilever Ghana, 32% have a moderate desire, 22% are not sure while 8% have a weak desire.

4.6.5 How to Make Employees Feel Highly Valued

The table below displays results on what workers think management members can do to make them feel highly valued. Workers of Unilever Ghana were asked what they think management members can do to make them feel highly valued. Most of the workers indicated acknowledgement (11%) as strategy management members can adopt to make them feel highly valued. This was followed by respect (9%), incentives and recognition (7% each), appreciation, promotions, visits and good relations (6% each), decent salary and trust and friendliness (5% each).

Table 4.19-How to Make Employees Feel Highly Valued**(Note: Multiple Responses)**

Responses	Frequency	Percent
Acknowledgement	8	10.5
Promotion	3	3.9
Decent Salary	4	5.3
Respect	7	9.2
Appreciation	5	6.6
Incentives	6	7.9
Promotions	5	6.6
Safety Precautions	2	2.6
Trust and Friendliness	4	5.3
Visits	5	6.6
Availability of Resources	3	3.9
Commitment	2	2.6
Friendliness	1	1.3
Good Relations	5	6.6
Constructive Criticism	3	3.9
Regular Meeting	2	2.6
Recognition	6	7.9
Health Facilities	3	3.9
Others	2	2.6
Total	76	100.0

Source: Field Data, 2013

4.6.6 How to Make Employees Have Fun at Work

The table below displays results on what workers think management members can do to make them have fun at work

Table 4.20-How to Make Employees Have Fun at Work

Responses	Frequency	Percent
Good Interpersonal Relationship	23	46.0
Acknowledgement	6	12.0
Encouragement	7	14.0
Very Interactive	7	14.0
Respect	4	8.0
Sports And Entertainment	3	6.0
Total	50	100.0

Source: Field Data, 2012

Workers of Unilever Ghana were asked what they think management members can do to make them have fun at work. Most of them (46%) responded that good interpersonal relationship can make them have fun at work. Fourteen percent (14%) each of workers indicated interaction and encouragement while 12% said that acknowledgement as how management members can make them feel happy at work.

4.6.7 How to Make Employees Feel Free to Make Decisions

The table below displays results on what workers think management members can do to make them feel free to make decisions at work. Workers of Unilever Ghana were asked what they think management members can do to make them feel free to make decisions at work. Most of the workers (26%) said that good relationships can make

them feel free to make decisions at work. Very friendly (18%), use own initiatives (12%), decentralising task (12%), respect (10%), good advice (10%), encouragement (8%) and acknowledgement (4%) followed in this sequence.

Table 4.21-How to Make Employees Feel Free to Make Decisions

Responses	Frequency	Percent
Good Advice	5	10.0
Very Friendly	9	18.0
Encouragement	4	8.0
Good Relationship	13	26.0
Use Own Initiatives	6	12.0
Acknowledgement	2	4.0
Respect	5	10.0
Decentralising Tasks	6	12.0
Total	50	100.0

Source: Field Data, 2013

4.6.8 How to Make Employees Encouraged

The table below displays results on what workers think management members can do to make them encouraged to remain employed at Unilever Ghana. Workers of Unilever Ghana were asked what they think management members can do to make them encouraged to remain employed at Unilever Ghana. Most of the workers indicated (30%) indicated cordial relationship, 20% said openness and truthful, another 20% said incentives can make them feel encouraged to remain employed at Unilever Ghana.

Table 4.23-How to Make Employees Encouraged

Responses	Frequency	Percent
Cordial Relationship	15	30.0
Openness And Truthful	10	20.0
Acknowledgement	3	6.0
Encouragement	5	10.0
Respect	3	6.0
Incentives	10	20.0
Good Management	4	8.0
Total	50	100.0

Source: Field Data, 2013

4.6.9 Most Important Satisfaction Indicator

The table below displays results on what management members think is their most important satisfaction indicator.

Table 4.23-Most Important Satisfaction Indicator

Responses	Frequency	Percent
Personal And Career Development	2	40.0
Competitive Salaries	2	40.0
Need Sensitivity	1	20.0
Total	5	100.0

Source: Field Data, 2013

From the result above, the most important satisfaction indicators according to management members are personal and career development and competitive salaries (40 each) and it was followed by need sensitivity (20%).

4.6.10 Level of Satisfaction among Management Members

The table below displays results on the level of satisfaction of management members at Unilever Ghana.

Table 4.24-Level of Satisfaction among Management Members

Responses	Not Satisfied	Somewhat Satisfied	Satisfied	Extremely Satisfied
Communication	0	1	3	1
Employee recognition	0	2	3	0
Employee orientation	2	3	0	0
Personal and career development	0	3	2	0
Competitive salaries	1	3	1	0
Flexible work schedules	3	2	0	0
Counselling	1	3	1	0
Need sensitivity	2	3	0	0
Rewards and compensation	4	1	0	0
Recreation facilities	2	2	1	0

Source: Field Data, 2013

Management members were asked questions on their level of satisfaction at Unilever Ghana. Satisfaction indicators were used to appropriate this result. When it comes to

communication, most of the management members (3 out of 5) are satisfied, 3 out of 5 of the management members satisfied in terms of employee recognition. Most of the management members are satisfied (3 out of 5) in terms of personal and career development, competitive salaries, counseling and need sensitivity. Most of the management members are not satisfied (3 and 4 respectively) in terms of flexible work schedules, rewards and compensation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This section of the research presents the summary of the research findings, conclusions and recommendations drawn from the study.

5.2 SUMMARY OF FINDINGS

The study was to know what were the challenges faced by employers or organisations in their attempt to attract and retain talents. The researcher wanted to know the causes and consequences of talent loss as well as the validity of talent retention strategies. The objectives of this research were achieved by the use of published and unpublished materials as well as the use of observation, questionnaires and interview.

5.3 CONCLUSIONS

Education is an integral part of management activities at Unilever Ghana as all the management members do not have an educational status below a first degree. Four of the five management members indicated that they do not envisage others will resign from their job in some year's time. An estimated employee turnover rate stands at a value of 63% per year. Unilever is good at retaining its talents as majority of the workers indicated that they will not leave Unilever in search of higher salary.

Causes of talent loss at Unilever Ghana include search for better job relative, for higher salaries, for relatively better conditions of service, for personal issues and pursuing further studies in different field of studies. Consequences of talent loss within the

organisation include effect on productivity, contribute significantly in producing a very low output, cost the company so much money to train new talents, decreases productivity in the company and it reflects negatively in the production of the company and cost the company to train new employees.

Management members think that periodic incentives given to workers, institution of a forum for employees concerns to be addressed, motivation of workers in the company, periodic meeting with employees and motivational packages given to workers and periodic meeting with management to discuss issues concerning Unilever can be the measures used to maintain and motivate the talents within the organisation.

Management members think that creating a positive image of the management and motivating the workers to perform, creating a sense of belonging for employees to have confidence in the company, give workers the platform to express their grievances to management if any, motivate the workers to give out their best to increase the output of the company and it help the employees to voice out their concerns to the management are the measures to use to help retain talents.

The majority of the workers strongly agree that they have the support to make the decisions I need to make (44%), they enjoy working at UGL (56%) and get a good feeling of personal accomplishment (52%) at Unilever. Majority of the respondents (38%) have a strong desire to build a long-term career at Unilever Ghana. Most of the workers indicated acknowledgement (11%) as strategy management members can adopt to make them feel highly valued. Most of the workers (46%) responded that good

interpersonal relationship can make them have fun at work. Most of the workers (26%) said that good relationships can make them feel free to make decisions at work.

Most of the workers (30%) indicated cordial relationship as what management members can do to make them encouraged to remain employed at Unilever Ghana. The most important satisfaction indicator considered by management members are personal and career development and competitive salaries (40 each). When it comes to communication, most of the management members are satisfied.

5.4 RECOMMENDATIONS

Based on the results, discussions and conclusions of this work, the following recommendations are made:

- Since education is an integral part of management activities at Unilever Ghana, the study recommends that all the other workers be upgraded in terms of education so that they can also match up to the standard of management members.
- Since employee turnover rate stands slightly high, the study recommends all other factors that can help to retain talents within the organisation must be intensified in order to retain the employees.

The study identified the causes of talent loss at Unilever Ghana, so it recommends that those factors be addressed immediately to help forestall the consequences of talent loss.

The study identifies that majority of the workers have a strong desire to build a long-term career at Unilever Ghana, so measures should be put in place to sustain that desire.

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APPENDIX A
QUESTIONNAIRE FOR WORKERS

1. Name
2. Which department of the firm do you work?
 - a) Administration and Management b) Marketing and Sales c) Production d) Transport and Logistics e) Other
3. What level of staff are you?
 - a) Middle Level Management b) Support Staff c) Low Level Staff
4. How long have you been working with UGL?
 - a) 1- 3 years b) 4 - 6 years c) 7 - 10 years d) Above 10 years
5. How long have you worked in your current position?
 - a) 1 - 3 years b) 4 - 6 years c) 7 - 10 years
6. Please rank on a scale of 1 to 5, your perception in the issues listed below concerning aspects of your work with Unilever Ghana Limited.

1) Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

Statements	1	2	3	4	5
I enjoy working UGL					
The leaders at UGL encourage their people to make decisions					
I feel that UGL cares about its employees					
I have the support to make decisions					
UGL has an enjoyable work environment					
I have enough empowerment to influence the quality of my work					
I feel that my work efforts count					
UGL supports a balance between work and personal life					
I have enough authority to solve problems related to my work					
UGL gives me the opportunity to do my best work					
Leaders encourage us to develop strong responsibility for our work					
I feel that my contributions are well recognised					
I am performing tasks at work that I enjoy					
UGL makes its employees feel as important assets					

My work gives me a feeling of personal accomplishment					
I frequently make decisions significantly impact on my work					
Employees at UGL are recognized as individuals					

7. Please select the option that best describes your desire to build a long term career at UGL?

- a) Weak desire b) not sure c) Moderate desire d) Strong desire

8. Name at least three specific things that UGL and/or your manager do or can do to make you feel highly valued?

- a) Acknowledgement b) Promotion c) Decent Salary d) Respect e) Appreciation f) Incentives g) Promotions h) Safety Precautions i) Trust and Friendliness j) Visits k) Availability of Resources l) Commitment m) Friendliness n) Good Relations o) Constructive Criticism p) Regular Meeting q) Recognition r) Health Facilities s) others

NB: Multiple response possible (Q7)

9. Name specific things that UGL and/or your superior do or can do to make you have fun at work?

- a) Good Interpersonal Relationship b) Acknowledgement c) Encouragement d) Very Interactive e) Respect f) Sports and Entertainment g) others

10. Name specific things that UGL and/or your superior do or can do to make you feel free to make decisions

- a) Good Advice b) Very Friendly c) Encouragement d) Good Relationship e) Use Own Initiatives f) Acknowledgement g) Respect h) Decentralising Tasks i) others

11. Name the specific things that your manager/director do or can do to encourage you to remain employed at UGL?

- a) Cordial Relationship b) Openness and Truthful c) Acknowledgement d) Encouragement d) Respect e) Incentives f) Good Management

12. In your opinion, how good is UGL doing in retaining you with the company?

- a) Very Good b) Bad c) Regular d) Good

13. Would you like to leave UGL if another company gives you a salary higher than what you are currently earning?

- If your answer to the above question is yes, explain why.
- If your answer to question 13 is no, give reasons for your answer.

APPENDIX B

QUESTIONNAIRE FOR MANAGEMENT

Part One-Demographic Characteristics

1. Name of Respondent.....
2. Department: (a) Administration and Management [] (b) Marketing and Sales []
 (c) Production [] (d) others, please specify.....
3. Position within the company.....
4. Educational Level.....
5. Marital Status (a) Single [] (b) Married []
6. Number of years of working experience.....

Part Two-Satisfaction Level

Please rank on a scale of 1 to 5, your level of satisfaction within the organisation

Satisfaction Indicators	1	2	3	4	5
1. Communication					
2. Employee recognition					
3. Employee orientation					
4. Personal and career development					
5. Competitive salaries					
6. Flexible work schedules					
7. Counselling sessions					
8. Need sensitivity					
9. Rewards and Compensations					
10. Recreation facilities					

11. Which satisfaction indicator do you consider as the most important?.....

NB: Refer to scale above

12a. Do you envisage resigning from this job in some year's time? (a) Yes [] (b) No []

12b. If NO, what are your reasons

.....
.....
.....

13. Do you envisage others resigning from this job in some year's time? (a) Yes [] (b) No []

14. Why do employees leave this organisation for other places?

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.....
.....
.....
.....

15. What are the consequences of talent loss to this organisation?

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.....
.....

16. What are you doing to maintain and motivation the talents in the organisation?

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.....
.....
.....

17. How has these strategies helped in talent retention in the organisation?

.....
.....
.....

**Part Three-For Respondent in Administration and Management Department Only
(If possible HR Manager)**

1. Please indicate the number (average) of employees that leave the organisation within a year?

.....
.....

2. Please indicate the number (average) of employees that are recruited by the organisation?

.....

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