

EFFECTS OF TALENT MANAGEMENT ON EMPLOYEES JOB SATISFACTION IN DONOR AGENCIES OF UNITED NATIONS CHILDREN'S FUND IN NIGERIA. PROJECT OF SANITATION, HYGIENE AND WATER IN NIGERIA (SHAWN)

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Abstract

The study examined the effect of talent management on employee's job satisfaction in donor agencies of United Nations Children's Fund in Nigeria. Project of Sanitation, Hygiene and Water in Nigeria (SHAWN). The study adopted a survey research design. The population of the study consists of 210 funding agency officials. The study used census sampling. The instrument of data collection used by this study was questionnaire that was administered to the respondents who are funding agency officials of donor agencies of United Nations Children's Fund in Nigeria project. The statistical tool used is multiple regression and the findings revealed that talent management has a significant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project. The study recommended that donor agencies of United Nations Children's Fund in Nigeria project should continue to apply the practice of talent retention, performance management and career development to their employees since it enhances job satisfaction of the employees. They should continue to retain them, provide adequate training for further development in their career and also provide effective performance management method that will allow increase in employee job satisfaction.

Keywords: *Talent management, performance management, talent retention, employee job satisfaction*

INTRODUCTION

Organisations seek to achieve employees' satisfaction because it leads to a number of benefits for both the firm and their employees. In addition, using talent management (TM) practices allows managers to place qualified people with the right skills in key positions to achieve goals and execute strategies of the organisation, as well as to generate job satisfaction through identifying, optimising, and reinforcing employee talents (Tetik, 2017). Moreover, it can be stated that TM can not only help companies hire, evaluate, and strengthen employee talents but also leads to personal growth, satisfaction, and feelings of value for employees (Elahinejad & Gholami, 2015).

Over the years, agencies of United Nations Children's Fund in Nigeria project of Sanitation, Hygiene and Water in Nigeria (SHAWN) employed and developed their workers based on adequate and proper talent management practices such as talent retention, career development, and performance management in order to ensure increase in employee job satisfaction. Yet, donor agencies in Nigeria employees are not satisfied with their job (pilot study, 2022) and donor agencies in Nigeria are yet to discover the talent management practices that is suitable to increase employees job satisfaction in Nigeria.

From the extant literature, studies such as Norsida and Enny (2020); Barkhuizen and Gumede (2021); Siripipatthanakul et al (2022); Duygu et al (2022); Almomani et al (2022) studied the variables such as effect of talent management on employees' job satisfaction using various organizations in different places such as Nigeria, Kenya, Uganda, United States of America and United Kingdom. None of these studies reviewed used donor agencies in Nigeria such as of United Nations Children's Fund in Nigeria project of Sanitation, Hygiene and Water in Nigeria (SHAWN) to study the variables (talent management and employees job satisfaction). Also, none of these studies used the combination of performance management, talent retention and career development.

The objective of the study is to examine the effect of talent management on employee job satisfaction in donor agencies in Nigeria. The specific objectives are to: determine the effect of talent retention on employee job satisfaction in donor agencies in Nigeria; determine the effect of performance management on employee performance in donor agencies in Nigeria and evaluate the effect of career development on employee job satisfaction in donor agencies in Nigeria.

The following hypotheses are stated below:

H₀₁: There is no significant effect of talent retention on employees' job satisfaction in United Nations Children's Fund project

H₀₂: There is no significant effect of performance management on employees' job satisfaction in United Nations Children's Fund project

H₀₃: There is no significant effect of career development on employees' job satisfaction in United Nations Children's Fund project

LITERATURE REVIEW

Talent Management

The term talent management refers to the process that is involved in strategic human capital planning to improve the value of business and induce it for companies and organizations to achieve their goals (Mahmoud, 2019). It is the organization's ability to retain, recruit, reward, organize, and deploy high potential talented individuals for future leadership positions available in organization. TM was defined by Al-Aina and Atan (2020) as a process that consists of a complete and related set of organisational procedures such as identifying, selecting, developing and retaining the outstanding employees and improving their abilities and potential for the important strategic positions, helping reinforce employees' efficient use of their productivity to contribute to the success of an organisation. Several researchers defined TM as the ability to attract, develop, and retain the right people or talents (Yildiz & Esmer, 2021; Boštjančič & Slana, 2018).

Talent Retention

Employee Retention is the retention of employees in their present workplace and is encouraged to remain in the organization for a longer period. An organization survives and performs well because of its workforce strength and it is a mandatory requirement to retain these workforces (Arunangshu, 2020). The ability of a business to retain its talented workforce is referred to as talent retention ((Gorman, 2003) cited in (Dyke-Ebirika & Amah 2022)). Talent retention is an effort of business entity to maintain a healthy working environment which supports current talent to remaining within the organization (Palwasha et al, 2015). Talent retention is not a fancy word of identifying and developing employees. It is an act whereby an organisation sets aside certain factors to attract, retain and develop employees and direct their abilities in performing activities that are useful to the organization (Samson et al., 2016).

Performance Management

Performance management is superior for an organization because it helps the organization ensure employees are working ambitiously to add to accomplishing the organization's main goals and objectives (Muhammad et al, 2021). However, performance management is set desires for employee performance and motivates employees to buckle down in a manner that is normal by the organization. Additionally, a performance management system gives completed, expert management procedure for an organization to evaluate the performance results of organizations and employees (Muhammad et al, 2021). Effective performance management is essential to increase mutual understandings between the workers and their supervisors; the exchange of information and asking for feedback will enhance their skills and stimulate them to perform better (Ahmad, 2017). Robert (2017) defines that the performance management system as under, he says PMS is comprised of many significant elements and points. Firstly, to identify and plan for what ought to be achieved, secondly to guide the employees, how these objectives shall be achieved. Thirdly,

if employees successfully achieve, what they have been prescribed, what will be their reward as reward stimulate employees towards their goals.

Career Development

Noe (2009) cited in Febriko et al (2019) revealed that career development is a process in which employees progress through a series of stages, each marked by a different set of developmental tasks, activities and relationships. According to Mondy and Martocchio (2016) career development is a formal approach used by organizations to ensure that people with the right qualifications and experience are available when needed. Career development is a series of activities throughout life that contribute to the exploration, establishment, success, and fulfillment of one's career (Soedarso, 2015) cited in (Aulia et al.; 2021).

Menurut et al (2016) cited in (Aulia et al., 2021). Career development is an ongoing process of planning and direct action toward personal work; life goals development means growth, continuous acquisition, and application of one's skills while career development is the outcome of the individual's career planning and the organization's provision of support and opportunities, ideally, a collaborative process that focuses on both the individual and the organization.

Employees Job Satisfaction

Job satisfaction is an important dimension of employee well-being, and it is also a desirable indicator of organisational success (Judge et al., 2020). Judge et al. (2020) defined job satisfaction as psychological responses to a job encompassing cognitive (evaluative), affective (emotional), and behavioural aspects. Job satisfaction is the result of a person's attitude towards work and the factors associated with their work (Kosec et al, 2022). Job satisfaction includes the attitude that employees have about the work they do. It is a very complex term and numerous definitions speak in favor of it (Mali et al, 2022). Siagian (2015) states that job satisfaction is a way of looking at a person both positive and negative about his work. Employees who are satisfied with their work will be more productive, committed and loyal to the organization without the need for much management intervention and it is said that the employee have high job satisfaction (Norsida & Enny, 2020).

Empirical Studies

Almomani et al (2022) investigates the impact of talent management (TM) practices, namely talent attraction, talent development, and talent retention, on employee job satisfaction in the majority of Jordanian commercial banks. Data have been collected from 256 employees using a self-administrated survey questionnaire. The convenience sampling technique was used. Validity and reliability tests were performed. Study hypotheses have been tested using multiple regression analysis. The most prominent result is a positive and significant effect of TM practices on employee job satisfaction. Opposite to previous studies, the study concludes that attracting talent does not have a significant impact on employee job satisfaction. In addition, the results reveal a significant statistical impact of talent development and retention on employee job satisfaction. In terms of contribution, this first study investigates the impact of TM practices on employee job satisfaction in Jordan.

Barkhuizen and Gumede (2021) examine the relationship between TM, job satisfaction and voluntary turnover intentions of employees. The results showed a weak leadership talent mindset. TM practices such as talent development, performance management, talent retention strategies and compensation practices were poorly applied. Almost half of the sample was dissatisfied with their jobs, whilst 68% considered quitting their jobs. TM practices were significantly related to job satisfaction and voluntary turnover intentions. Job satisfaction moderated the relationship between TM and voluntary turnover intentions.

Duygu et al (2022) studied the effect of talent management on job satisfaction and organizational commitment of nurses and the mediating role of job satisfaction. Talent management plays a critical role in attracting, developing, and retaining nurses and is effective in the formation of job satisfaction and organizational commitment. This correlational study sample consisted of 482 volunteering nurses who were selected through a convenience sampling method. Data were collected using an information form, the Talent Management Scale, the Minnesota Satisfaction Questionnaire, and the Organizational Commitment Scale. The data were analyzed using descriptive statistics, Pearson correlation analysis, single linear regression, and hierarchical regression analysis. The Baron and Kenny model was used to determine the mediation effect. Talent management affected the intrinsic, extrinsic sub-dimensions of job satisfaction and the total score and the affective commitment, normative commitment, and continuance commitment significantly and positively. Job satisfaction had a full mediating role in the effect of talent management on affective commitment and continuance commitment and a partial mediating role in affecting normative commitment.

Siripipatthanakul et al (2022) studied the impact of talent management on employee satisfaction and business performance in the digital economy in Bangkok, Thailand. The interview questions were developed based on academic papers with high reliability and validity and proved by three experts. A qualitative study was contributed through interviews with six respondents in two business companies who were talents in Bangkok, Thailand. The content analysis and NVivo Trial Version were employed to analyse and interpret the data. The results reveal that talent management comprises talent attraction, talent development and talent retention. Talent attraction is essential to talent development. Also, talent development is related to talent retention and turns it into employee retention. If there was a high retention rate or low turnover rate, it reflected employee satisfaction and business performance.

Norsida and Enny (2020) studied the influence of career development and job satisfaction on the commitment of employee organizations of PT. Tatamulia Nusantara Indah. The study was conducted on 147 respondents with systematic random sampling and accidental sampling. Based on the hypothetical test results using SPSS 25.0 on the multiple liner analysis model shows that career development and job satisfaction variables have a significant and positive impact on employee organization commitment as well as career development and job satisfaction together have a positive and significant impact on employee organization commitment. Based on the results of the coefficient determination test obtained the effect of free variables on bound variables by 52.4%. Based on simultaneous test results obtained that the signification value is less than alpha (0.05) so that the independent variables have a significant effect. For inter-dimensional correlation, on career development variables the strongest dimension on employee organization commitment of PT.

Theoretical Framework

Social Exchange Theory

According to Aryee and Chen (2002), the social exchange theory considers the association of employment to be involving both social and economic exchanges. Economic exchange associations involve the exchange for economic favors in return for efforts put by the employees (Lockwood, 2006). Talent management involves the development of the employees talent in such a way that the employee will be able to perfect his talents as a result become an organizational valuable asset (Armstrong, 2012). Similarly, social exchanges are considered as voluntary actions, which are brought about by the way a firm treats its employees with a view that the employee will reciprocate the same good deeds to the firm (Aryee & Chen, 2002). Uren and Samuel (2007) further identified that employees perceive the uniqueness of an organization over the other in terms of how much it embraces different talent management practices which makes unique employees to have a positive perception of their employers' commitment to support them. Talent development, Career development and Work-life Balance practices lead to the achievement of both the business and individual overall objective. This will translate to high employee performance and more engagement, satisfaction and retention of employees in the organization (Lookwood, 2006). It is noted by Snell (2007) that social exchange

theory explains how employees attach themselves to their firms in anticipation of some returns from the firms a behavior which has resulted to Employees changing organizations to those that are offering better remuneration, training and career development plans and who give priority to the management and development of their employees' talents (Njoroge, 2012). It is in this view that employees anticipate when offered favorable rewards it automatically leads to increased performance (Uren & Samuel, 2007). According to Social Exchange Theory, employees are more loyal to their employers because of the anticipation they have on the incentives from the organization. Therefore, Cappeli (2008) observed that failure to equitably reward the employee leads to less-commitment of the employee because the perception of the employees as per the social exchange theory is that as the organization commits itself to manage and develop the employees talents and careers, the employees will in return give back to the organization by improving in their performance and enabling the organization achieve their set goals and objectives (Vaiman & Vance, 2008)which affects the employee performance hence making Social Exchange Theory relevant to this current study by State corporation ensuring that their employees are well maintained and recognized through equitable rewards so that in return their performance capabilities can be improved. Harvat (2009) however notes that employees always have negative reactions against situations that do not meet their expectations by developing a withdrawal attitude towards work.eg regular absenteeism. The researcher further argues that due to the bad interpretation of social exchange theory to be more of a reward concept it neglected the aspect of different cultures of `employees/ who probably to them reward may not be an aspect of maintenance of their relationship with the organization.

METHODOLOGY

The population consists of all funding agency officials in Donor Funded Projects in United Nations Children's Funding Nigeria. However, the population of this study is 24 agencies that were involved in Donor Funded Projects in United Nations Children's Funding Nigeria. Also, according to United Nations Children's Fund in Nigeria report for (2014) the population of the funding agency officials are 210 as the 24 agencies are indicated in the table below:

Table 1: Project Agencies

Name	Number of selected individuals	Categories
Federal Ministry of Water Resources	5	Director, assist director, project coordinator, project manager and assistant manager
National Task Group on Sanitation	5	Director, assist director, NTGS coordinator, NTGS manager and NTGS assistant manager
State Ministry of Water Resources	24 (for the 6 states covered)	Director, assist director, project coordinator, project manager and assistant manager
State Rural Water Supply and Sanitation Agencies	24 (for the 6 states covered)	Director, assist director, project coordinator, project manager and assistant manager
Federal Ministry of Education	5	Minister, 2 members of the board, junior minister and member
State Universal Basic Education Board	24 (for the 6 states covered)	Chairman, director, deputy director, zonal director and staff
National Water Resources Institute	5	Chairman, director, deputy director, zonal director and staff
School Health of Technology	5	Principal, vice principal, 3 staff
Education, WASH, Works and other Departments at the LGA level	24 (for the 6 states covered)	Staff
NGOs (TulsiChanrai Foundation)	5	Staff

NGOs: Water Aid	5	Staff
NGOs Fehinta	5	Staff
NGOs: Loving Care Centre	5	Staff
Multipurpose Women's group	5	Staff
Family Health & Youth Empowerment	5	Staff
Service to Humanity	5	Staff
Women Economic Empowerment Organization	5	Staff
Hope & Care	5	Staff
AhikahaLawule Development Centre (ALDEC)	5	Staff
Center for African Settlement Studies and Development	5	Chairman, director, deputy director, zonal director and staff
Education Sector Support Programme in Nigeria(ESSPIN)	5	Staff
State Accountability and Voice Initiative (SAVI)	5	Staff
National Youth Corps	24 (for the 6 states covered)	Chairman, director, deputy director, zonal director and staff
Total	210	-

Source: United Nations Children's Fund in Nigeria report, 2014

The above table indicates 24 Project Agencies used by UK Aid's Department for International Development for Sanitation, Hygiene and Water in Nigeria (SHAWN) project in 6 states of Nigeria. However, the researcher used purposive sampling methods to selected 5 staff from each agency in each state. The researcher considered 210 workers on project agencies who formed the sample size in the study.

The instrument of data collection is questionnaire which is administered to the respondents who are the donor agencies of United Nations Children's Funding Nigeria project. The reason for using primary sources of data is that, it is crucial in presenting a study of this nature and other research data that is based on original data produced by the people actually involved in the subject area of research.

A well-designed questionnaire was used in the cause of this research work to obtain all the vital data on talent management and employees job satisfaction of United Nations Children's Fund in Nigeria project. The instrument elicit opinions and views from respondents and the respondents were afforded the opportunity to supply more considered opinions and more adequate information on talent management and employees job satisfaction of United Nations Children's Fund in Nigeria project. It is designed in a five (5) point Likert type scale questionnaire such as strongly agreed, agreed, undecided, strongly disagreed and disagreed to collect data from the respondents regarding the talent management and employees job satisfaction of United Nations Children's Fund in Nigeria project, for statistical analysis of the responses. The copies of questionnaire were administered to the respondents using convenience sampling method. The reason for employing convenience sampling method is a method where subjects are selected based on convenience.

The reliability and viability of the questionnaire is not less than the Alpha value of 0.7. The variables used in this study were score above Alpha value of 0.7, and when the score is above 7.00, it implies that the variables used in the study are reliable.

Table 2: Reliability test

Variables	Number of items	Cronbach's Alpha
Talent retention	3	0.76
Career development	3	0.88
Performance management	3	0.78
Employees job satisfaction	3	0.88

Source: Researcher computation (2022)

Therefore, the Alpha values are reliable. The statistical tool employed was multiple regression, mean, simple parentage. The multiple regression was used to determine whether there is effect relationship between talent management proxies as (talent retention, performance management, career development) and employees job satisfaction (negative job satisfaction, positive job satisfaction and poor job satisfaction) of United Nations Children's Fund in Nigeria project. The variables are capture in this study as follows:

$$Y = \alpha + \beta_1 x$$

Where y = dependent variable, α = intercept, β_1 is coefficient and x is the independent variable. However, the above model is expressed as:

$$EJS = \alpha + \beta_1 TARTN + \beta_2 PFM + \beta_3 CRDM + \mu \dots \dots \text{equation 1}$$

Where:

EJS= Employees Job Satisfaction

TRATN= Talent Retention

PFM = Performance Management

CRDM = Career Development

β = Coefficient of determination

α = Intercept in the regression model

μ = Error terms (factor affecting the dependent variable rather than the independence variable)

RESULTS AND DISCUSSIONS

Table 3: Assessment of Talent Retention

Items	5	4	3	2	1
Employees are engaged for a long term in donor agencies of United Nations Children's Fund in Nigeria project	67(31.90)	77(36.67)	23(10.95)	45(21.43)	2(0.95)
Donor agencies of United Nations Children's Fund in Nigeria project prevent the loss of competent employees	70(33.33)	79(37.62)	7(3.33)	40(19.05)	14(6.67)
Donor agencies of United Nations Children's Fund in Nigeria project always take proactive approach to develop an effective retention programme	78(37.14)	88(41.90)	9(4.29)	28(13.33)	14(6.67)

Source: Survey, 2022

From the above table, it was discovered that majority of the respondents strongly agreed (31.90%) and agreed (36.67%) to the statement that employees are engaged for a long term in donor agencies of United Nations Children's Fund in Nigeria project. 21.43% strongly disagreed and 0.95% disagreed with the said statement while only 10.95% were undecided.

It was also observed that the majority of the respondents, 33.33% and 37.62% strongly agreed and agreed respectively that donor agencies of United Nations Children's Fund in Nigeria project prevent the loss of competent employees. 3.33% and 19.05% strongly disagreed and disagreed respectively, while only 6.67% were undecided.

From the table also, the majority of the respondents 37.14% and 41.90% strongly agreed and agreed respectively that donor agencies of United Nations Children's Fund in Nigeria project always take proactive approach to develop an effective retention programme. 13.33% and 6.67% strongly disagreed and disagreed respectively, while 4.29% were undecided.

Table 4: Assessment of Performance Management

Items	5	4	3	2	1
Donor agencies of United Nations Children's Fund in Nigeria project always ensure that a set of activities and output are met	66(31.43)	87(41.43)	25(11.90)	27(12.85)	5(2.38)
Donor agencies of United Nations Children's Fund in Nigeria project frequently develop employees so that they perform their job to the best of their abilities	64(30.47)	80(38.09)	30(14.29)	30(14.29)	6(2.86)
Donor agencies of United Nations Children's Fund in Nigeria project always use 360-degree methods to appraise their workers	76(36.19)	77(36.67)	20(9.52)	28(13.33)	9(4.29)

Source: Survey, 2022

From the above table, it was discovered that majority of the respondents strongly agreed (31.43%) and agreed (41.43%) to the statement that donor agencies of United Nations Children's Fund in Nigeria always ensure that a set of activities and output are meet. 12.85% strongly disagreed and 2.38% disagreed with the said statement while only 11.90% were undecided.

It was also observed that the majority of the respondents, 30.47% and 38.09% strongly agreed and agreed respectively that donor agencies of United Nations Children's Fund in Nigeria project frequently develop employees so that they perform their job to the best of their abilities. 14.29% and 2.86% strongly disagreed and disagreed respectively, while only 14.29% were undecided.

From the table also, the majority of the respondents 36.19% and 36.67% strongly agreed and agreed respectively that donor agencies of United Nations Children's Fund in Nigeria project always use 360-degree methods to appraise their workers. 13.33% and 4.29% strongly disagreed and disagreed respectively, while 9.52% were undecided.

Table 5: Assessment of Career Development

Items	5	4	3	2	1
Donor agencies of United Nations Children's Fund in Nigeria project always use self-assessment for career development	69(32.86)	71(33.81)	30(14.29)	33(15.71)	7(3.33)
Donor agencies of United Nations Children's Fund in Nigeria project frequently use career exploration to develop employees	57(27.14)	91(43.33)	20(9.52)	21(10.00)	21(9.52)

Donor agencies of United Nations Children's Fund in Nigeria project always use career identification for employees' development	61(29.05)	72(34.29)	15(7.14)	23(10.95)	39(18.57)
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Source: Survey, 2022

From the above table, it was discovered that majority of the respondents strongly agreed (32.86%) and agreed (33.81%) to the statement that donor agencies of United Nations Children's Fund in Nigeria project always use self-assessment for career development. 15.71% strongly disagreed and 3.33% disagreed with the said statement while only 14.29% were undecided.

It was also observed that the majority of the respondents, 27.14% and 43.33% strongly agreed and agreed respectively that donor agencies of United Nations Children's Fund in Nigeria project frequently use career exploration to develop employees. 10.00% and 9.52% strongly disagreed and disagreed respectively, while only 9.52% were undecided.

From the table also, the majority of the respondents 29.05% and 34.29% strongly agreed and agreed respectively that donor agencies of United Nations Children's Fund in Nigeria project always use career identification for employees' development. 10.95% and 18.57% strongly disagreed and disagreed respectively, while 7.14% were undecided.

Table 6: Assessment of Employee Job Satisfaction

Items	5	4	3	2	1
Workers in donor agencies of United Nations Children's Fund in Nigeria project frequently show negative attitude towards work and they are not satisfied on the conditions of work	56(26.67)	73(34.76)	20(9.52)	29(13.81)	32(15.24)
Workers of donor agencies of United Nations Children's Fund in Nigeria project shows positive attitude towards work as they are satisfied with the work conditions	55(26.19)	59(28.09)	32(15.23)	34(16.19)	30(14.29)
Workers of donor agencies of United Nations Children's Fund in Nigeria project show poor attitude to job as they are indifferent about job satisfaction	67(31.90)	60(28.57)	30(14.29)	22(10.47)	31(14.76)

Source: Survey, 2022

From the above table, it was discovered that majority of the respondents strongly agreed (26.67%) and agreed (34.76%) to the statement that workers in donor agencies of United Nations Children's Fund in Nigeria project frequently show negative attitude towards work and they are not satisfied on the conditions of work. 13.81% strongly disagreed and 15.24% disagreed with the said statement while only 9.52% were undecided.

It was also observed that the majority of the respondents, 26.19% and 28.09% strongly agreed and agreed respectively that Workers of donor agencies of United Nations Children's Fund in Nigeria project show positive attitude towards work as they are satisfied with the work conditions. 16.19% and 9.52% strongly disagreed and disagreed respectively, while only 15.23% were undecided.

From the table also, the majority of the respondents 31.90% and 28.57% strongly agreed and agreed respectively that Workers of donor agencies of United Nations Children's Fund in Nigeria project show poor attitude to job as they are indifferent about job satisfaction. 10.47% and 14.76% strongly disagreed and disagreed respectively, while 14.29% were undecided.

Table 7: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EJS	210	1.00	5.00	3.1712	1.13513
Tartin	210	1.00	5.00	3.1310	1.13818
Pfm	210	1.00	5.00	3.2119	1.30117
Crdrm	210	1.00	5.00	3.6611	1.11151
Valid N (listwise)	210				

Source: SPSS version 20.00

The table 7 revealed that the mean value of employees' job satisfaction (EJS) is 3.17, the mean value of talent retention (tartin) is 3.13, the mean value of performance management (PFM) is 3.21 while the mean value of career development (crdrm) is 3.66. The standard deviation of employees' job satisfaction (EJS) is 1.135, the standard deviation of talent management (tartin) is 1.13, standard deviation of performance management (pfm) is 1.30 while standard deviation of career development (crdrm) is 1.11.

Table 8: Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.785	.785	.16538

a. Predictors: (Constant), Tartin, Pfm, Crdrm

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	635.593	6	105.932	3873.112	.000 ^b
	Residual	9.381	204	.027		
	Total	644.974	210			

a. Dependent Variable: EJS

b. Predictors: (Constant), Tartin, Pfm, Crdrm

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.020	.031		-.630	.529
	Tartin	-.304	.011	-.341	-28.471	.000
	Pfm	-.015	.031	-.013	-.474	.636
	Crdrm	-.103	.020	-.107	-5.056	.000

a. Dependent Variable: EJS

Source: SPSS output version 20.00, 2022

Decision rule: 5%

The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significance. The result also shows that talent retention has a negative and significant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project. The study also found that performance management has a negative and insignificant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project while career development has a negative and significant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project.

These effects are significant or insignificant since the P-values are less or more than 5%. Thus, the study concluded that talent retention has a negative and significant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project. The study also found that performance management has a negative and insignificant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project while career development has a negative and significant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project.

The $R^2 = 0.78$ which states that only 78% of variation on talent management can be used to explain by employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project but 22% can be explained by other factors not noted in the regression model which is referred to as error term.

Discussion of Findings

The study found that talent management has a significant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project. Other findings were that talent retention has a negative and insignificant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project. The study also found that performance management has a negative and insignificant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project while career development has a negative and insignificant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project. The study is in line with the findings of Norsida and Enny (2020); Barkhuizen and Gumede (2021) who found a significant effect of talent management on employee job satisfaction. The study is also in line with social exchange theory.

CONCLUSION AND RECOMMENDATIONS

The study concluded that talent management has a significant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project. Other findings were that talent retention has a negative and insignificant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project. The study also found that performance management has a negative and insignificant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project while career development has a negative and insignificant effect on employees' job satisfaction in donor agencies of United Nations Children's Fund in Nigeria project.

The study recommended that:

Donor agencies of United Nations Children's Fund in Nigeria project should continue to ensure employees talent is retained in the organization since it has significant effect on employees' job satisfaction. Donor agencies of United Nations Children's Fund in Nigeria project should re-strategies performance management since it has insignificant effect on employee job satisfaction in the organization. Donor agencies of United Nations Children's Fund in Nigeria project should continue to practice career development since it has significant effect on employees' job satisfaction.

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