
The Effect of Talent Management on Job Satisfaction in Lebanese Universities- Nabatieh

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Abstract

Talent management is the key operational system of a company. It is related to human resource planning that improves workers' effective performance. Efforts have been created to attract, develop, encourage and retain workers to make them part of talent management and strategic planning. Talent management contributes to better work results and employee satisfaction rather than recruitment, reinforcement and evaluation of aptitude. The aim of the research is to assess the effect of talent management in Lebanese universities in South Lebanon on job satisfaction. A study was conducted among three universities in South Lebanon using a quantitative method. A sample of 217 employees was designated and primary data was randomly collected using two techniques, mainly online and self-administered questionnaires. Only 105 complete questionnaires were returned and results were analyzed using SPSS software. Through Pearson correlation and regression analysis tools, research hypotheses were confirmed. The findings indicated that talent management generally has a significant and positive impact on job satisfaction. The limitations of this study include a narrow geographical area and a restricted sample size. Future studies are advised to empirically extend research and to study a variety of efficient methods for talent management.

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INTRODUCTION

To win the war for talent, companies must raise Talent Management to a burning corporate priority (Chambers et al., 1998). But first of all, what does talented employees means? Stahl et al. (2007) reported that talented workers are a group of employees who are at the peak in aspects of their capacity and performance and are therefore regarded as prospective leaders either now or in the future.

Competitive enterprises must adjust to technologies in many areas to sustain and maintain their growth in a continuously shifting modern company environment. Talent management, which has grown gradually over latest years, can be used along with other methods such as job planning, career development, and coaching in order to find talented employees. It can offer a significant and profitable competitive benefit, generating operational and functional benefits for companies (Al-Ariss et al., 2014). The word talent, which is frequently used, can be described academically as defining an individual's ability to provide innovative solutions, promote other people, and facilitate achievement even in time limits. Talents have gained strategic significance and importance for organizations throughout the 21st century.

The increase in the satisfaction and loyalty of companies and their workers leads to a significant value and benefit. Talent management may generally be stated that it is one of the efficient factors in job satisfaction which can be used to improve the recruitment process and to apply highly skilled and capable people to the organization of the process. Job satisfaction is therefore a concept that is difficult to identify and to classify. In the 1920s the idea was used mainly. It was also recognized in the 1930s and 1940s that the attitudes of employees to their jobs impacted the value of their work. The significance of satisfying their employees were increased (Çabukel 2008). The employee satisfaction idea can be described in aspects of the satisfaction level and is reflected in the employees' favorable attitudes towards jobs.

The extent to which employees' requirements is encountered with material and spiritual advantages are also significant variable in employee satisfaction (Erken, 2013). Employees also identify job satisfaction and employee satisfaction with their work and work settings (Pekdemir et al., 2006). According to Çabukel (2008), satisfaction defines how personal needs and organizational requirements are harmonized. In other terms, employee satisfaction is developed to the extent that workers' material and emotional requirements are upgraded.

Consequently, this research studies the effect of talent management on employees' job satisfaction empirically through conducting a survey among employees of the Lebanese universities in Nabatieh.

Research Hypothesis

H1: there is a positive and significant effect of talent management on job satisfaction.

H2: there is a positive and significant effect of motivating outstanding performance on job satisfaction.

H3: there is a positive and significant effect of training and development on job satisfaction.

H4: there is a positive and significant effect of job enrichment on job satisfaction.

LITERATURE REVIEW

DEFINITION OF TALENT MANAGEMENT

As described by the Society of Human Resources Management talent management is the execution of incorporated strategies or systems intended to boost productivity in the workplace by creating enhanced procedures to attract, develop, retain and utilize individuals with the necessary skills and abilities to convene existing and future company requirements (Hejase, et al., 2016).

According to Vinod, et al. (2014), the theory of talent management was formally born in 1997 when McKinsey ordered studies on the global War for Talent (war for talent), which investigated processes for the US businesses to hire the finest employees. The above study

showed that organizations, in the framework of a favorable economy, compete for skilled individuals aggressively, and that a key element in leader's profound faith that hiring the best skilled employees is a competitive advantage. Managing effective talent and adopting strategies for talent management is considered a challenge. Furthermore, Lawler (2010) informed that companies in a broad range of businesses are rapidly realizing that employees can be their main cause of competitive advantage. But directors cannot just state that employees are valuable, or to highlight problems on their to-do-list mind.

The United Nations Development Program, defined talent management as "an organizational capacity to identify the right person for the right job and at the right time". Collective human resource systems and instruments to plan, create, assess and develop demand and employees and to match qualified employees to the appropriate positions are described as talent management systems (Hejase, et al., 2016).

Often interchangeably use terms talent management, talent strategy, building management, and human resources planning. To develop and integrate new employees, expand and retain existing employees and attract qualified employees to be employed by your business, relates to Talent Management. Development of strategies, identification of talent gaps, planning, recruitment, choosing, training, motivation and retention of skilled employees through various projects is at the core of talent management (Guthridge, Komm, & Lawson, 2008).

Talent management can be described as a result in order to make sure that the correct person is in the correct position and to guarantee consistency of leadership in important roles, promote employee progress and to decide to handle natural resources production, request and talent flows. This talent management process includes acknowledging and engaging the main fields of talent in the organization, defining the individuals who represent the main knowledge of the organization and managing development

operations for the talent pool (Jantan et al., 2009).

Baum et al. (2008) assumed that talent management is an organizational mentality to ensure that the supply of talent is accessible to align the correct employees with the correct job on the basis of strategic business objectives at the correct moment. The talent consists of those who, through an instant contribution or in the long term, can make a difference in organizational performance, showing the best potential. Talent management is largely recognized as an important variable in the development of effective organizations (Davies, & Davies, 2010).

Dimensions of Talent Management

The following approaches have been chosen as the most relevant and efficient dimensions of talent management based on a comprehensive literature review.

Motivating outstanding performance

Initially the term motivation is imitative from the Latin term *movere*; which it means moving. Guay et al. (2010) argued that motivation is behind vital behavior. Gouws (1995) conveyed that motivation is the inner feeling or desire, which intentionally or non-intentionally leads people to perform the job in an excellent way because it is funny and not mandatory for what is supposed in their arrival period. Motivation of workers is one of the finest strategies for the organization to enhance the efficient working environment of the company and workers. In order to enjoy the way of encouraging employee's motivation is very important for leadership. When staff understands that their points of view are appreciated, they provide the staff with the understanding of belonging that can motivate them. The motivation always fulfills employees' demands and specifications and repays them by hard work and honesty. The organization's primary goal is to identify and answer the requirements of the most basic technique of all organizations in order to attain employees' commitment (Sofat, 2012).

Training and development

Companies that provide their employees with training and development programs achieve a high degree of employee satisfaction and a lower turnover (Wagner, 2000). The training and development programs for employees bring a great many benefits (Jehanzeb & Bashir, 2013). The significance of the training program is recognized by many employees who in turn try to increase their salaries (Nixon & Helms, 2002). Training of employees continues to be one of the main drivers of job satisfaction (Batool & Batool , 2012).

Job enrichment

Job enrichment is a leadership idea that includes redesigning positions to challenge the worker and to reduce the number of repeated employment.

Herzberg (1968) has stated that (diminishing) achievements, acknowledgement, job itself, responsibilities, development, and growth are the most important motivational factor employees based on many inquiries. Job changes should be made to boost the motivators visible for the worker to enhance worker motive and productivity.

JOB SATISFACTION

Definitions

Job satisfaction is described as the set of feelings and views that workers have about their present work (Aziri, 2011). Job satisfaction is how well you feel about the work. It's the nature of your work with respect to your feelings or mental state. In other words, job satisfaction means to do a job that you love, doing very well, making you happy and enthusiastic about the job. Each defines job satisfaction as meeting one's expectations. It differs between individuals and institutions, and even within male and female contexts. Simply stated, it means job satisfaction when someone is happy with his work.

Job satisfaction as a satisfying positive emotional condition derived from the

assessment of one's work or work experiences. This outcomes from the view that one's work fulfills or enables the satisfaction of the significant principles of one's work, offering and to the extent that these choices conform to our requirements (Locke, 1970). Job satisfaction is thus a phenomenon which comes not only of work but also of the individual, cultural, educational and administrative situation.

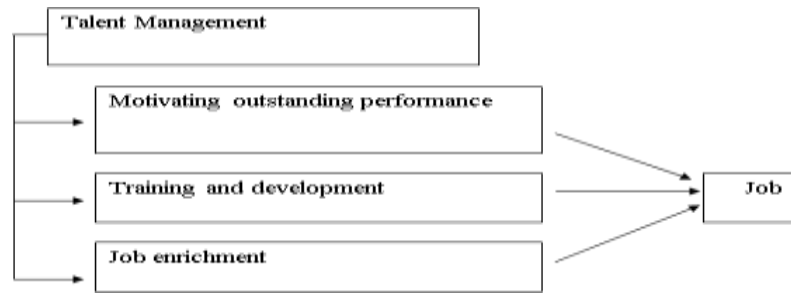


Figure 1. Research framework

METHODS

The purpose of this research was to determine the effect of talent management on job satisfaction in Lebanese universities. For this purpose, a quantitative methodology was employed to test the proposed hypotheses and measure these relationships through different statistical techniques including SPSS. This study was split into three stages (1) preliminary consideration, (2) methodology and empirical research and (3) data analysis and interpretation. The preliminary consideration stage included identification of the research purpose, literature review, and research framework and hypotheses development. The second stage included the methodology and empirical research which compromised the research design, methods, questionnaire, sampling design and statistical tools for the data analysis of the study. Then, the survey was conducted for data collection within the sample of the study. The third stage includes data analysis and interpretation.

STUDY LIMITATIONS

There were some constraints during the entire process of preparing the study which makes it difficult to complete the project. The

most obvious of this research was the specified time span. Because the time allowed for the project wasn't enough, in addition to the large sample size the complete analysis of the data obtained was difficult. The second limitation appears in the data collection process, where it is confined in Nabatieh area. So the results shown

do not include all Lebanese universities. Also the sample size is limited to 217 employees; hence the sample size may not adequately represent the whole Lebanese universities. Also the information given by the respondents may be biased due to various reasons.

RESULTS AND DISCUSSION

Table 1. Demographic data

Demographic variables	Percentage
Gender	
Male	48
Female	52
Age	
18-24	4.8
25-34	48
35-44	28
45-55	19
Education	
Master	52.3
PhD	47.6
Experience	
Below 5 y	38.10
6-10 y	33.3
11-20 y	23.8
Above 20 y	4.7
Occupation	
Administrative	24
Academic	53
Both	24
Contract type	
Full timer	47.6
Part timer	52.3

Note: n=217

The universities respondents of the study are most of young and Middle Ages. Most of the employees have master's degree in their

education, which relatively have experienced for about 5 years and above. Most of them are from academic and part timers.

Table 2. Reliability statistics

JB	Cronbach's Alpha	N of Items
	0.777	10
TM	Cronbach's Alpha	N of Items
	0.784	10
TOTAL	Cronbach's Alpha	N of Items
	0.859	20

Reliability in statistics is the overall consistency of a measure. Here, we show the results of cronbach's alpha which it's good if the result is greater than (0.7). The cronbach's alpha of job satisfaction (dependent variable) is 0.777,

and for talent management (independent variable) is 0.784, and for both the dependent and independent variable the cronbach's alpha is 0.859. The results showed that this study was highly reliable.

Table 1. KMO and Bartlett's Test for Talent management

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.606
Bartlett's Test of Sphericity	Approx. Chi-Square	628.373
	df	45
	Sig.	.000

Table 2. KMO and Bartlett's Test for Job satisfaction

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.510
Bartlett's Test of Sphericity	Approx. Chi-Square	547.859
	df	45
	Sig.	.000

Similarly, Table 4 shows that (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) of job satisfaction is 0.510 which is greater than

0.5, this indicates that the factor analysis is useful. And the Sig. is nearly 0.001 which is less than 0.05, this means it is significant.

Table 3. Total correlation between research variables

Correlations

		talent_management	Job_Satisfaction
talent_management	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	105	
Job_Satisfaction	Pearson Correlation	.614**	1
	Sig. (2-tailed)	.000	
	N	105	105

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

Table 6 below translates the correlation of this test; it shows that all the results are <0.05

which indicates a significant and positive correlation among research variables.

Table 4. Correlation of variables

		Motivating_Outstanding_Performance
Job_Satisfaction	Pearson Correlation	.580**

	Sig. (2-tailed)	.000
	N	105
		Job_Enrichment
Job_Satisfaction	Pearson Correlation	.302**
	Sig. (2-tailed)	.002
	N	105
		Training_and_Development
Job_Satisfaction	Pearson Correlation	.563**
	Sig. (2-tailed)	.000
	N	105

Regression Analysis

After validating the data and determining the correlation among the research variables, now it is time to measure the effect of talent management on job satisfaction in Lebanese universities. Regression analysis results are presented in terms of the multiple correlation coefficients (R) and the coefficient of multiple determinations R².

Job enrichment

For R square=0.3 then there is a medium effect of job enrichment on job satisfaction
 For t=13.825 and sig=0.00<0.001, the latent variables that are related to job enrichment are actually measuring the construct.
 For df=103, sig=0.02<0.05 the hypothesis is accepted

Table 5. Job enrichment regression analysis

ANOVA^a

Model	Sum of Squares	df	Mean Square	R Square	F	Sig.
1 Regression	2.507	1	2.507	0.316	10.320	.002 ^b
Residual	25.026	103	.243			
Total	27.533	104				

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.963	.214		13.825	.000
Job_Enrichment	.205	.064	.302	3.212	.002

a. Dependent Variable: Job_Satisfaction

Training and development

For R square=0.31 then there is a medium effect of training and development on job satisfaction

For t=6.809 and sig=0.00<0.001, the latent variables that are related to training and

development are actually measuring the construct. For df=103, sig=0.00<0.01 the hypothesis is accepted.

Table 6. Training and development regression analysis ANOVA^a

Model	Sum of Squares	df	Mean Square	R Square	F	Sig.
1 Regression	8.726	1	8.726	0.310	47.791	.000 ^b
Residual	18.807	103	.183			
Total	27.533	104				

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.814	.266		6.809	.000
Training_and_Development	.501	.072	.563	6.913	.000

Motivating outstanding performance

For R square=0.337 then there is a medium effect of motivating outstanding performance on job satisfaction. For t=11.212 and sig=0.00<0.001, the latent variables that are related to motivating

outstanding performance are actually measuring the construct. For df=103, sig=0.00<0.01 the hypothesis is accepted.

Table 7. Motivating outstanding performance regression analysis ANOVA^a

Model	Sum of Squares	df	Mean Square	R Square	F	Sig.
1 Regression	9.278	1	9.278	0.337	52.349	.000 ^b
Residual	8.255	103	.177			
Total	17.533	104				

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.227	.199		11.212	.000
Motivating_outstanding_performance	.424	.059	.580	7.235	.000

Talent management

For R square=0.337 then there is a medium effect of talent management on job satisfaction

For t=5.905 and sig=0.00<0.001, the latent variables that are related to talent management are actually measuring the construct.

For df=103, sig=0.00<0.01 the hypothesis is accepted

Table 8. Talent management regression analysis ANOVA^a

Model	Sum of Squares	df	Mean Square	R Square	F	Sig.
Regression	10.375	1	10.375	0.377	62.282	.000 ^b
Residual	17.158	103	.167			
Total	27.533	104				

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.565	.265		5.905	.000
Talent_Management	.603	.076	.614	7.892	.000

Chi-Square Tests

Chi-Square test is used to determine whether there is a significant association

between the two research variables. The results are shown in Table 8.

Table 9. Chi-Square Tests

Chi-Square Tests

MOP		Value	df	Asymp. Sig. (2-sided)	Symmetric Measures			
						Value	Approx. Sig.	
MOP	Pearson Chi-Square	522.375 ^a	91	.000				
	Likelihood Ratio	321.373	91	.000	Nominal by Nominal	Phi	2.103	.000
	Linear-by-Linear Association	35.046	1	.000	Nominal by Nominal	Cramer's V	.843	.000
	N of Valid Cases	105			N of Valid Cases		105	
T&D		Value	df	Asymp. Sig. (2-sided)	Symmetric Measures			
						Value	Approx. Sig.	
T&D	Pearson Chi-Square	560.000 ^a	91	.000				
	Likelihood Ratio	334.365	91	.000	Nominal by Nominal	Phi	2.309	.000
	Linear-by-Linear Association	32.961	1	.000	Nominal by Nominal	Cramer's V	.873	.000
	N of Valid Cases	105			N of Valid Cases		105	
JE		Value	df	Asymp. Sig. (2-sided)	Symmetric Measures			
						Value	Approx. Sig.	
JE	Pearson Chi-Square	501.375 ^a	91	.000				
	Likelihood Ratio	321.373	91	.000	Nominal by Nominal	Phi	2.185	.000
	Linear-by-Linear Association	9.471	1	.002	Nominal by Nominal	Cramer's V	.826	.000
	N of Valid Cases	105			N of Valid Cases		105	
TM		Value	df	Asymp. Sig. (2-sided)	Symmetric Measures			
						Value	Approx. Sig.	
TM	Pearson Chi-Square	931.875 ^a	169	.000				
	Likelihood Ratio	431.406	169	.000	Nominal by Nominal	Phi	2.979	.000
	Linear-by-Linear Association	39.189	1	.000	Nominal by Nominal	Cramer's V	.826	.000
	N of Valid Cases	105			N of Valid Cases		105	

Cases					
a. 196 cells (100.0%) have expected count less than 5. The minimum expected count is .24.				a. Not assuming the null hypothesis.	
				b. Using the asymptotic standard error assuming the null hypothesis.	

According to motivating outstanding performance, the probability of the chi-square test statistic (chi-square=522.375) was $p=0.000 < 0.001$, The research hypothesis that differences in "motivating outstanding performance" are related to differences in "Job satisfaction" is supported by this analysis. Therefore, strength of association between the "motivating outstanding" and "Job satisfaction" is high (2.103, 0.843).

Similarly, for training and development, the probability of the chi-square test statistic (chi-square=560) was $p=0.000 < 0.001$. Thus, the strength of association between the "Training and development" and "Job satisfaction" is high (2.309, 0.873). According to job enrichment, the probability of the chi-square test statistic (chi-square=501.375) was $p=0.000 < 0.001$, and the table shows that the strength of association between the "Job enrichment" and "Job satisfaction" is high (2.185, 0.826). Finally, according to talent management, the probability of the chi-square test statistic (chi-square=931.875) was $p=0.000 < 0.001$, the table shows that the strength of association between the "Talent Management" and "Job satisfaction" is high (2.979, 0.826).

Hence, all research hypotheses are accepted and there is a positive and significant effect on talent management on job satisfaction through its three dimensions; motivating outstanding performance, training and development, and job enrichment.

CONCLUSIONS

The main purpose of this research was to determine the impact of talent management on job satisfaction in the Lebanese university in Nabatieh. The idea of this research was essentially created by finding a gap in the literature concerning lack of data, since very few

studies have been researched in Middle Eastern nations such as Lebanon in terms of talent management practices. However, while talent management is a high priority in departments of human resources in companies, this practice still needs to migrate completely into the university environment to establish future administrative leaders.

This research only gathered data from colleges in the city of Nabatieh. The results may not constitute a full situation for the Lebanese university sector, so the results should be taken into account prior to this limitation. Future study may focus on all universities in Lebanon to achieve a conclusive situation on the impact of talent management on job satisfaction.

A correlation analysis was conducted following regression assessment in attempt to establish to what level the dependent factors were influenced by the other independent factors. The most interesting results of the correlation analysis related to the highly positive effect on dependent variables on talent management. This indicates that coherent and effective performance systems obviously occur in organizations with high levels of talent management which positively affecting employee satisfaction

Empirically and on the basis of the survey findings of this study, all research goals can be found to be accomplished. With regard to the first goal of determining the relationship between talent management and job satisfaction among Lebanese universities, these general relationship findings from the Pearson correlation have been confirmed.

With regards to the second aim of the research, it is possible to conclude that talent management is highly applied in universities. Furthermore a regression analysis evaluated the effect of talent management on employee performance and the beneficial impact was

determined by explaining the variability in job satisfaction to talent management of 33.7%.

This research found that a fair, reliable system of performance improves workers' feelings of trust and belonging and has a positive effect on job satisfaction when managers provide their workers with feedback and motivation.

By using a fair and reliable performance system, all firms who bind significance to the talent management system are making their employees feel more positive about their firms and more loyally. This is why the determination of talent management and the employing people in favorably relevant positions positively impacts company's citizenship. If organizations' vision and mission are determined and work descriptions are clear, employee satisfaction with performance assessment systems will increase.

In addition, if department executives remove all barriers associated with work and provide feedback on a regular basis, workers can do their best. When senior managers offer organizational feedback for workers who work for them and maintain current values in their organizations alive, this will increase job satisfaction.

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