

EFFECT OF TALENT MANAGAEMENT PRACTICES ON PERFORMANCE OF SMALL AND MEDIUM ENTREPRISES IN NORTH CENTRAL NIGERIA

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Abstract

The declining level of performance of SMEs in Nigeria is alarming and calls for a study of this nature which examined the effect of talent development and talent retention on performance of small and medium enterprises in North central, Nigeria. Survey design was adopted wherein data was collected using structured questionnaire from a sample of 406 registered SMEs selected using stratified random sampling technique from a total of 130,862 SMEs in north central Nigeria. Data collected were analyzed using ordinary least squares regression and the study found that talent development has a positive and significant effect on performance while talent retention revealed a negative and significant effect on performance. Therefore, the study recommends that SMEs should reserve specific portion of the finances to train their employees on relevant skills and knowledge through workshops and webinars in addition to encouraging and supporting a culture of continuous learning which could be fostered through job rotation. Also, it was recommended that SMEs should ensure that they provide their high-potential employees with competitive compensation and benefit that exceeds or equates that of the industry average in addition to charting a clear career path for their talents.

Keywords: Performance, Talent Development, Talent Retention, SMEs

INTRODUCTION

In the era of global competition, businesses strive to outperform their rivals by deploying different strategies which not only survive competition but ensure sustainability. The environment of business has often created new challenges for businesses to remain competitive. Thus, firms have to face high competition from other businesses and run the risk of losing their customers because of difficulty in understanding and responding to rapid changing market trends. Organizations have a combination of resources at their disposal which they deploy to boost performance. Firm performance however, indicates how well an organization does its job. In other words, how well an organization works with regards to its goal attainment is a measure of its performance (Marrybeth et al., 2019).

Organizational performance is a broad concept consisting of what the company produces and those areas which interact with them. In other words, organizational performance refers to the ways by which company achieves its goals and the responsibilities that it undertakes (Matin & Sabagh, 2015). The concept of Small and Medium Enterprises (SMEs) performance has been of great importance to researchers and stakeholders alike in that SMEs contribute significantly to the global economy in terms of contribution to Gross Domestic Product (GDP) as well as employment generation. Although, SMEs are highly important to nations' economy and have received various attention and support from governments through relevant stakeholders, the issue of their inconsistent performance still persist.

In the present organizational setting, rapidly changing environmental demands and quick imitation by competitors has made it essential for even major companies to expand their pool of resources by seeking newer ones which can give them competitive edge over their rivals among which could include management of talents. Talent management is a vital aspect for organizations to compete effectively through resourcing the needed talent. Thus, performance of talented employees plays a crucial role towards maintaining competitive lead of organization in challenging situations (Mkamburi & Kamaara, 2017).

Taha et al. (2015) asserted that through executing talent management practices such as identifying, attracting, selecting, training and retaining individual can help organization to utilize the capabilities and performance of talented employee towards achieving success at local as well as global level. Additionally, a pool of activities embedded in talent management concerned with attracting, selecting, developing and retaining the

talented employees to unveil the potential of competent individual who excel at specific activities and performance effectually within organization (Scullion & Collings, 2011). Amakiri and Tiebiri (2015) identified three dominant sets of practices, specifically: talent acquisition, talent development, and talent retention practices. Similarly, others have talent management practices to include acquiring/attracting, selecting, engaging, retaining, motivating and developing the talented people (Kaur, 2013; Ocasio et al., 2018). However, this paper focuses on talent development and talent retention.

Talent development focuses on the planning and implementation of development plans required for enhancing the knowledge and skills of talented people (Garavan et al., 2012). Coaching, feedback, training, and mentoring are examples of talent development processes characterized by Ibeh and Debrah (2011). Talent development is important for employees towards upgrading the skills to meet the needs of continuously changing environment (Rabbi et al., 2015). Talent retention encompasses actions taken to ensure employees with talents are kept in the service of the firm. This ensures firms competitiveness especially in the environment where knowledge and intangible resources are a great driving force of competitive advantage.

Despite the known importance of the SME sector towards the improvement of nation's economy as well as the supports received by these firms such as provision of financial credit schemes, tax holidays, and creation of a regulatory agency to promote and stimulate their activities, the sector has continued to witness dwindling performance. This is seen in the drop of their contribution to the nation's economy from 50% contribution to GDP in 2021 to 43.3 % in the last quarter of 2022 (National Bureau of Statistics, 2023). In addition, a good number of these SMEs have remained stagnant in terms of growth despite the availability of accessible credit which could be used for expansion activities.

Objectives of the Study:

The study was guided by the following specific objectives:

- i. To examine the effect of talent development on the performance of small and medium enterprises in North Central Nigeria.
- ii. To determine the effect of talent retention on the performance of small and medium enterprises in North Central Nigeria.

Research Hypotheses

Ho₁: Talent development has no significant effect on performance of SMEs in North Central Nigeria.

Ho₂: Talent retention has no significant effect on performance of SMEs in North Central Nigeria.

LITERATURE REVIEW

Talent Development

Armstrong and Taylor (2014) defined development as the process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. Talent development is important for both organizations and individuals as employees with suitable skills and capacities can improve the organizational competitive advantage and increase the ability to adapt to a changing environment. Development and training are different concepts. You can train employees to answer customer service requests, drive a truck, enter data in a computer, or assemble a television. However, development in topics such as judgment, responsibility, decision making, and communication forms a bigger challenge (Mathis & Jackson, 2011).

The preparation of competent human resources to carry out important and even more important obligations is known as talent development. According to Tende et al. (2017), talent development entails educating and training employees on how to perform their jobs. According to Oga and Onouha (2020), helping employees gain the skills they need to position themselves to be more valuable to the company is a key component of talent development. According to Tende et al. (2017), skilled employees lose interest in their work when they are not provided equal opportunity to develop their talents. It goes without saying that people who are given the opportunity to develop their talents do so in a way that can satisfy the needs of businesses (Ibidunni et al., 2015).

Concept of Talent Retention

Half (2018) defined employee retention is the ability of an organization to keep its employees. Organizations do this by creating an environment that will result in employee job contentment. Several strategies such as being provided mentorship programs, conducive work environment, competitive pay, equity and employee engagement are applied. Other effective talent retention strategies are effective rewards and recognition systems, providing an environment with the work-life balance and encouraging teamwork (Half, 2018). By applying such strategies, the turnover rate is reduced, hence the company's image is conserved, and the cost of recruitment and placement goes down.

The ability of management to keep its talented and competent human capital from defecting to their rivals is known as talent retention. Retaining talent, according to Goudarzv et al. (2016) is the deliberate and intelligent process started to captivate, improve to attract and hold people with the potentials and skills to satisfy contingencies of the existing and future companies. It has to do with placing individuals in the proper roles, determining abilities and skills, supervising, keeping, and managing workers to improve organizational performance.

Companies must foster an environment where staff members can rely on job security if they wish to keep them for an extended period of time (Agbaeze et al., 2017). Employers who put policies and practices in place that cater to the different requirements of their employees will be able to keep them on board for a long time. A successful retention plan becomes an effective recruitment tool. Therefore, keeping key employees on board is crucial for an organization's long-term viability as well as sustainability (Salau, 2022). It is common knowledge that keeping your finest workers on board results in satisfied customers, increased product sales, content coworkers and subordinates, efficient succession planning, and deeply ingrained organizational knowledge and learning. Any organization's long-term viability and existence depend on keeping important staff. Employee communication is improved and workforce support for important corporate objectives is increased with the aid of employee retention tactics. However, this study measured performance using an operational framework developed by Mbah and Maduafor (2022) containing items as they relate to product quality, service speed, number of product varieties, productivity and services rendered, increase in number of customers.

Empirical Review

Talent Development and Performance

Egwakhe et al., (2023) investigated the effect of talent management on competitive advantage through workplace culture moderation. The research used a quantitative approach with the survey method. The data was collected from 425 full-time employees from the top ten deposit money banks in Lagos State using a questionnaire as the means to collect data from respondents. Respondents were selected from the top ten deposit money banks in Lagos State through a stratified random sampling technique. The collected data were analyzed using Hierarchical Regression Analysis (HRA) to test the hypotheses and evaluate the regression model specified. The findings showed that the effect of talent development on competitive advantage was significantly moderated by workplace culture. The study focused on deposit money banks in Lagos whose data may not be a representation of the SMEs sub-sector in North central Nigeria.

Elzek et al. (2023) investigated the impact of talent management on sustainable performance in travel agencies. Survey research design was used for the study. The study employed a questionnaire consisting of two parts. The questionnaire link was sent to contacts working in Egyptian Category A travel agencies via WhatsApp and Facebook messengers. The questionnaire was sent to 550 employees of travel agencies (Category, A) in Egypt and 327 responses were obtained and used for analysis. The PLS-SEM technique was employed to analyze the data gathered using WarpPLS 8.0 software. The analysis result showed that talent development has a positive significant effect sustainable organizational performance. The study was conducted in Egypt and the findings may not be applicable to Nigeria.

Alsakarneh et al., (2023) investigated the influence of talent management practices (talent acquisition, talent development, talent retention) on employee retention and employee performance in Jordanian service

organizations. The survey research design was adopted. A questionnaire was structured and distributed among the employees in the service organizations in Jordan. The respondents were 267 employees from service organizations (telecommunication firms, banks, and tourism firms). PLS-SEM was used to analyze the data with the aid of SmartPLS 3. The findings of the study indicated that training and development significantly and positively affected employee and employee retention.

Nurfadilah et al., (2022) investigated talent development as a driver for strategic flexibility, digital readiness, and innovativeness and how these affect the business performance. The study explored a quantitative approach using surveys from 391 managers and directors of Islamic rural banks in Indonesia, then the data were analyzed using partial least square structural equation modelling (PLS-SEM). The results from the evaluation revealed that talent development has positive effects on innovativeness, strategic flexibility, and digital readiness which also led to business performance.

Saadatmand et al. (2022) in their study examined the mediating impact of digitalized process management on relationship between talent management and organizational performance. Survey research design was explored for the study. Research data were collected through a quantitative approach. The sample size used was 298 managers and specialists in the field of the mobile Iranian telecommunications industry. Data were collected using a standard questionnaire, the validity of which was assessed based on the validity of content and structure and its reliability through Cronbach's alpha. Data obtained was analyzed using regression with the aid of SPSS version 26 and Smart PLS version 3.3.3 software. Findings revealed that talent development has an effect on organizational performance.

Ramaditya et al. (2022) examined the effect of talent management as a distinctive organizational strategy mechanism that affects knowledge management, university transformation, and the intellectual environment in high-performance education. There were 753 articles total since only those that were ready for publishing and were written in English were chosen. To make sure there were no duplicates included, they reviewed and double-checked the titles, abstracts, and problems from these papers, including literature review articles and meta-analysis. It was found that talent development was identified as a potential link that transmits the effects of knowledge management on the organizational performance of private universities over time. The study did not use any technique to analyze data while this study will employ PLS-SEM to analyze data collected directly from respondents.

Musakuro (2022) in a research aimed to develop a framework for talent management in higher education that would allow South African public universities to attract and retain academic staff. The study was subject to mixed methods to analyze data collected from a random sample survey of 153 of academic employees and semi-structured interviews with 7 non-academic employees from one university. Quantitative descriptive data was analyzed using the Statistical Package for Social Sciences (SPSS version 24), whilst the qualitative data were analyzed using thematic analysis. From the analysis, it was revealed that training and development of talent showed the need to revitalize a strategic approach to attract academics to ensure that South African universities achieve their visions and missions. The study was conducted in South Africa whose findings may not be applicable in the Nigerian context.

Talent Retention and SMEs Performance

Alsakarneh et al. (2023) investigated the influence of talent management practices (talent acquisition: recruitment and selection; talent development: training and development; talent retention: rewards and compensation) on employee retention and employee performance in Jordanian service organizations. The survey research approach was used. The staff of the service organizations in Jordan were given a structured questionnaire in order to collect data needed for the analysis. The respondents were 267 employees from service organizations (telecommunication firms, banks, and tourism firms). PLS-SEM was used to analyze the data with the aid of SmartPLS 3. The findings of the study indicated that rewards and compensation significantly and positively affected employee performance and employee retention. Also, Shingenge and Saurombe (2022) examined how effective the leadership mindset is regarding talent management in Windhoek City Council in Namibia. A qualitative approach was adopted for the study and semi-structured

interviews were conducted to collect data from respondents. The participants were six top staff members from Human resource division in the City of Windhoek Council in Namibia. Data were analyzed through content-thematic analysis. The findings of the study indicated that effective talent management practices are crucial for an organization to attract and retain skilled and experienced workers to reach a sustainable competitive advantage. These were talent management practices, leadership mind-set, recruitment strategy/talent acquisition and talent retention strategy. The study used thematic analysis which may produce a different outcome from the regression analysis that will be used for the study.

In university libraries in South-West Nigeria, Omotunde and Alegbeleye (2021) looked into the work performance of librarians and how it related to their talent management strategies. For this study, a correlational survey research design was used. All 364 of the librarians working in the university libraries in South-West Nigeria were counted using the total enumeration method. A well-structured questionnaire was the tool utilized to collect the data. Descriptive statistics and Pearson Product Moment Correlation were used to analyze the data. The results showed a substantial beneficial association between librarian job performance and talent retention as a personnel management strategy. The study was conducted on university librarians in South West Nigeria which may not be a representation of SMEs in North Central Nigeria.

Barkhuizen and Gumede (2021) determined the relationship between talent management, job satisfaction and voluntary turnover intentions of employees in a selected South African government institution. This study used a quantitative research design. Data was collected from 208 employees at the head office of the selected government institution. Data was collected via the aid of a structured questionnaire. Hierarchical regression analyzes via SPSS software were used to analyze the data collected. The findings revealed a weak that talent retention strategies were poorly applied. The study was conducted in South Africa whose findings may not be applicable in the Nigerian context.

Jimoh and Diasy (2020) examined talent retention and job performance: the mediating role of perceived organizational support. The sample population was made up of 272 selected bank workers at Kwara state, Nigeria. The research employed both stratified and simple random sampling methodology and administered 251 questionnaires to selected bank employees. Data obtained were analyzed using the partial least square-structural equation modelling. The finding shows that perceived organizational support mediates the relationship between talent retention and job performance, and that talent retention has a significant impact on job performance in Nigeria's banking sector. The appropriate sample size of the study was not used, since the population of the study is known, Taro Yamane sampling size should be used.

Thai et al. (2020) explore factors affecting talent retention of universities in Ho Chi Minh City (HCMC). The study surveyed 800 people who are working at eight universities in HCMC. The researchers applied simple random sampling technique. The study had tested Cronbach's Alpha, the exploratory factor analysis and Structural Equation Modelling (SEM). The study had used questionnaire on a 5-point Likert scale. Finally, there were four various factors affecting talent retention of universities in HCMC with significance level 0.01.

Resource Based View Theory

Resource based view (RBV) theory was propounded by Wernerfelt in 1984 and was further developed upon by Barney 1991 and Corner 1991. The theory affirmed that the availability of adequate firm resources is known to enhance firms' and individual's competitiveness, growth and expansion. The theory holds that, there are two principal sources of gain in the surroundings of an enterprise that are crucial to the preparation for venturing into business and those sources are identified as tangible and/or intangible in nature which serve as an asset to the enterprise (Abdulaziz, 2019). Tangible asset is said to be physical sources that are visible (resources that can be seen and touched) in nature and structure of bodily matters such as machinery equipment's, land, buildings, and so on which are underneath the possession and management of the enterprise. Physical assets are those that can be bought in the market and so they offer little advantage to the enterprise in the long-run because opponents or business rivals can quickly gather the equal asset (Wang,

et al., 2012). While intangible asset are non-physical (these belongings that cannot be seen and touched) in nature and include techniques used by organisations however can still be owned through a company. Unlike tangible asset, intangible asset (invisible asset) are seen as skills for an company that can't be bought from an issue market however are typically built within an enterprise over a long time and generally embedded within an organization and are usually considered as capability (Wirattanapornkul, 2012).

Barney (1991) argues that a firm's competitiveness and performance are largely based on the availability of internal resources and capabilities. However, these internal resources should be Valuable, Rare, Inimitable, and Non substitutable (VRIN). Typically, these resources are heterogeneous in nature and come in various forms, including intangible resources such as human capital, organizational processes, information, and other tangible assets like financial resources, which are inevitable in the venture creation process. The contention is that, by applying these resources, the firm can adequately execute its strategies to achieve organizational objectives (Talaja, 2012). However, when it comes to the RBV, there is much emphasis on the presence of specialized human capabilities, which are unique in nature and thereby drive competitiveness. Start-ups, in particular, need these specialized human capabilities to identify, explore and exploit various entrepreneurial opportunities. Ultimately, the success of a start-up depends largely on available human capabilities to drive performance and innovation (Chorev & Anderson, 2006). Undeniably, specialized knowledge is needed to create and manage successful ventures in order to create employment and contribute to economic growth. It has been argued that resource difficulties, particularly for small businesses, hinder the ability to scale-up beyond the ordinary level (Lin & Chang, 2015). The RBV is consistent with this study and therefore underpins the study because the theory is concerned with how a firm can be competitive by acquiring idiosyncratic resources and the study shows that talent can be regarded as a resource that is rare and valuable to organizations.

METHODOLOGY

The study adopted a survey research design. A sample of 400 SMEs operating in North Central, Nigeria was drawn using stratified random sampling technique from a population of 130,862 registered SMEs as obtained from NBS-SMEDAN (2021) report. The study employed the use of structured questionnaire to collect primary data from owners/managers. A scale containing 10 items developed by Nobarieidishe et al. (2014) was adapted to measure talent development and talent retention (5 items each) while a scale containing 5 items developed by Mbah and Maduafor (2022) was adapted to measure performance. According to Singh and Masuku (2014) a provision for attrition should be made to cater for unreturned questionnaire. Accordingly, 10% was added to the total copies of questionnaire distributed bringing the total to 440 copies of questionnaire distributed. However, out of the 440 copies distributed, a total of 406 were completely filled and returned giving a reasonable response rate of 92%. Hence all further analyses were carried out using the 406 valid response. Responses collected were analyzed using the multiple regression analysis with the aid of SPSS. The model is specified thus:

$$PRF = \beta_0 + \beta_1TDV + \beta_2TRT + e \quad (i)$$

Where: PRF = Performance, TDV = Talent Development, TRT = Talent Retention, e = Error term (5% = 0.05), β_0 = Intercept, $\beta_1\beta_2$ = Coefficients of independent variables.

RESULTS AND DISCUSSION

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TDV	406	1	5	3.60	.711	-1.749	.167	1.470	.332
TRT	406	1	5	1.96	1.181	1.201	.167	.389	.332
PRF	406	1	5	2.94	1.240	.311	.167	-.973	.332
Valid N (listwise)	406								

Source: SPSS Output, 2024

One of the basic assumptions of the OLS regression model is normality of dataset and hence the need to carry out a descriptive statistics test. The table above indicates the behavior of all the variables under study. The average value of talent development (TDV) recorded was 3.60 while the maximum and minimum value stood at 5 and 1 respectively. Also, the skewness value which stood at -1.749 indicates that the variable is normally distributed since it is less than 1.96. Also, talent retention (TRT) recorded a minimum and maximum of 1 and 5 respectively, while the mean value stood at 1.96 with a skewness value of 1.201, the variable also indicated normal distribution. Lastly, performance (PRF) had a minimum and maximum values of 1 and 5 respectively with an average value of 2.94 and a skewness value of 0.311 signifying normal distribution.

Table 2: Correlations

		TDV	TRT	PRF
TDV	Pearson Correlation	1	.422**	.311**
	Sig. (2-tailed)		.000	.001
	N	406	406	406
TRT	Pearson Correlation	.422**	1	.511**
	Sig. (2-tailed)	.000		.000
	N	406	406	406
PRF	Pearson Correlation	.311**	.511**	1
	Sig. (2-tailed)	.001	.000	
	N	406	406	406

**.

Source: SPSS Output, 2024

Another precondition for the OLS is the absence of multicollinearity among the independent variables and hence the need to conduct a correlation analysis. Table 2 above shows the correlation result of the variables under study. The result revealed a positive relationship between talent development and talent retention with performance which stood at 0.311 and 0.511 respectively. Talent development has a positive relationship with talent retention which stood at 0.422 and significant at 5% level of significance. This however falls below the 0.80 maximum benchmark for multicollinearity measurement and hence signifies the absence of multicollinearity among the independent variables (Berry & Feldman, 1985).

Table 3: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.730 ^a	.532	.517	.58246	1.887

a. Predictors: (Constant), TRT, TDV

b. Dependent Variable: PRF

Table 4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.127	2	11.709	34.513	.000 ^b
	Residual	30.873	403	.339		
	Total	66.000	405			

a. Dependent Variable: PRF

b. Predictors: (Constant), TRT, TDV

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.638	.351		1.816	.073		
	TDV	.171	.066	.194	2.587	.011	.912	1.096
	TRT	-.489	.081	-.514	-6.003	.000	.702	1.425

a. Dependent Variable: PRF

Source: SPSS Output, 2024

The table 2 above showed an R-square value of 0.532 indicating that 53.2% of the variation in performance is explained by talent development and talent retention while the remainder 46.8% is explained by other variables not included in the study. Table 4 above showed an f-statistics value of 34.513 with a p-value of 0.000 which implies that the model is fit to measure the association between the independent variable and performance.

Talent development showed a positive and significant effect ($b = 0.171$, $p = 0.011$) on performance. This indicates that SMEs have made conscious efforts to improve and develop their existing talents mostly through developmental programs such as training thereby enhancing the employees' ability to improve performance significantly. Based on the result, the study therefore accepts the alternative hypothesis which states that talent development has significant effect on performance of SMEs in North Central Nigeria. This agrees with the findings of Elzek et al. (2023), Alsakarneh et al., (2023), Nurfadilah et al. (2022) and Saadatmand et al. (2022) who found positive and significant effect of talent development on performance. Conversely, talent retention showed a negative and significant effect ($b = -0.489$, $p = 0.000$) on performance. This indicates that SMEs have failed to design and employ well-articulated programs that could inspire long lasting commitment in the minds of their most valued employees which has seen such employees switching to other firms thereby reducing the competitiveness of the previous firms. Based on the result, the study therefore rejects the null hypothesis and accepts the alternative one which state that talent retention has significant effect on performance of SMEs in North Central Nigeria. This finding disagrees with Alsakarneh et al. (2023), Omotunde and Alegbeleye (2021) and Jimoh, and Diasy (2020) who found positive and significant effect of talent retention on performance.

CONCLUSION AND RECOMMENDATIONS

This study looked at how talent development and talent retention as proxies of talent management practices affect SMEs performance in North Central Nigeria. The study draws the conclusion that although SMEs invest much in the development of their talents however, their inability to keep these talents for a longer period has forestalled the impact of such talents to the overall performance. Based on the forgoing, the study recommends that:

- i. SMEs should reserve specific portion of the finances to train their employees on relevant skills and knowledge through workshops and webinars. In addition, they encourage and support a culture of continuous learning which could be fostered through job rotation. However, SMEs must not underestimate the need for a well-planned succession by identifying and grooming high-potential employees for certain roles.
- ii. SMEs should ensure that they provide their high-potential employees with competitive compensation and benefit that exceeds or equates that of the industry average in addition to charting a clear career path for their talents. Non-financial benefits such as awards and recognition, ensuring work-life balance as well as a meaningful work autonomy could ignite high level of commitment in the employees thereby discouraging turnover on one hand while encouraging performance on the other hand.

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Research Questionnaire

	TALENT DEVELOPMENT	SA	A	U	D	SD
TLD1	We have a detailed development programs for our talents					
TLD2	There are frequent off-the-job training exercises					
TLD3	We encourage mentoring of younger talents					
TLD4	On-the-job training is highly practiced					
TLD5	We encourage our talents to embark on personal development					
	TALENT RETENTION					
TLR1	General turnover rate is very low in the firm					
TLR2	Employees only leave the firm when they retire					
TLR3	Retired personnel usually continue to offer consulting services					
TLR4	Work environment is satisfactory for all personnel					
TLR5	The work culture is loved and enjoyed by all					
	SMEs PERFORMANCE					
PRF1	There is improved product quality					
PRF 2	There is increase in service speed in recent time					
PRF 3	There is increase in number of product varieties					
PRF 4	There is increase in productivity and services rendered					
PRF 5	Observed increases in number of customers					