

BUILDING STRATEGY OF TALENT RETENTION ON BASIS OF ACHIEVEMENT GOAL THEORY OF MOTIVATION - THEORETICAL ASSUMPTIONS

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INTRODUCTION

In the practice of human resources management organizations are more and more often recognizing the necessity of taking actions connected with talent management. Talent management is perceived as a strategy which enables to achieve competitive advantage and which also conditions the success of the organization (Mihelic, Plankar, 2010, p. 1252). Undoubtedly, investing in human capital is a task without which one could hardly imagine a long-term organization strategy. Simultaneously, the actions undertaken in this regard should be realized in the well-thought-out manner which is in accordance with the whole organization's strategy. Identifying the people who stand out in terms of their potential when comparing them with the remaining workers is a chance to build up a competitive advantage of a given company. However, the organization needs to have the knowledge not only on what talents it possesses, but it should also work out strategies of how to use and retain the best employees. This issue is especially important due to the constant talent shortage perceived by employers. Regardless of the difficult situation on the labour market, according to the data published by ManpowerGroup, one in three employers constantly faces problems with recruiting talented employees, which even more emphasises the necessity of taking a good care of the talents that are already in the organization. Simultaneously, despite the changing market situation, one should not expect any improvement as talent deficit has been at the same level for over 20 years (Earle, 2003, p. 245). Additionally, the fact that those particularly talented workers are becoming more and more mobile makes it easier for potential employers (not only the local ones) to try to recruit them, and, moreover, they themselves seek employment beyond their place of living,

which, altogether makes the whole situation even more difficult.

According to many publications talented workers are different in terms of their internal characteristics from other workers, which, on one hand can be used as a potential, but on the other hand, might make the work with such a person much more difficult (Osborne, 1991, p.4-5, Leigh, 2009, p.48). One of the factors determining the effectiveness of undertaken actions in terms of motivating and keeping workers is to adjust these actions to various expectations of the employees that result from social and personal conditioning (Earle, 2003, Pruis, 2012, Nelson, Good, Hill, 1997). The purpose of the following article is to identify the motivating factors that contribute to retaining talented employees while taking into consideration the conclusions resulting from achievement goal theory.

1 KEEPING TALENTS AS A SIGNIFICANT PART OF TALENT MANAGEMENT STRATEGY

Both practitioners and researchers into organizational behaviour do not need to be persuaded that talented workers need to be particularly catered for. The significance of these actions is easily understandable when one realizes what the cost of losing such a person and the necessity of replacing him or her by another worker might be. "Studies have found that the cost of replacing lost talent is 70 to 200 percent of that employee's annual salary" (Kaye, Jordan-Evans, 2000, p. 4, Mihelic and Plankar 2010, p.1257), on the other hand, estimate that this cost could be even higher. According to them, 200 or even 400% of worker's annual salary is needed to cover the costs of replacing a specialist, an engineer or a team leader. These facts need to be taken into consideration by the top management and be a decisive

argument for preparing and implementing talent management strategy whose major aspect is the appropriate motivation and keeping the key workers.

Talent management in an organization should be a well-thought-out process which should be a part of a wider personnel policy linked to the strategy of the whole organization. According to E. Pruis (2012) for the talent management strategy to meet the necessary requirements it needs to fulfil five basic criteria (Pruis, 2012, p. 215):

- clear definition of the term "talent" which will be the basis for the clear personnel policy,
- perceiving talent management as an integrated process including planning resources by means of recruiting and employing talents and planning their development and learning,
- adjusting the efforts connected with talent development to the needs of the organization,
- offering real-life models of cooperation based on mentoring which accelerate talent development,
- engaging talents into team work as they quite often have an unused cognitive potential which might support the development of the whole organization.

The mentioned above premises indicate the necessity of building up a consistent and clear strategy in which the issue of motivating and keeping talented workers cannot be a merely occasional activity. Integrating particular areas of talent management and also making them subordinate to the strategic goals of an organization is a necessary prerequisite conditioning the effectiveness of the undertaken actions. Despite the fact that the above mentioned article focuses on the strategy of keeping talents, it also treats this strategy as an inseparable part of a bigger whole.

Selection of the appropriate incentives which are supposed to motivate and to keep the workers is a key question at the stage of formulating talent management strategy. Actions undertaken within the scope of Human Resources Management have a significant effect onto building up worker's attachment and loyalty. The

more various motivators are used by the employer, the higher is the chance of having a loyal and devoted employee. The above mentioned relation was confirmed by empirical research, according to which, there is a statistical correlation between the way how a given organization cares for its workers and their attachment and loyalty (correlation coefficient, respectively 0.314 and 0.254) (Mahal, 2012, p. 42-43). Although this mentioned in the study correlation was statistically significant, it should not be, especially with respect to building workers' loyalty, satisfactory. According to the author it is not only the quantity and the variety of used motivational stimuli that should be examined, but also their adjustment to worker's expectations, which might account for the obtained results.

Employers have a wide range of various motivators at their disposal, both material and non-material. Motivation system comprises the selection of various means of affecting worker's behaviour, from the remuneration system (including rate and the elements), through creating the prospects of development and promotion, up to shaping the corporate culture which enables to satisfy the worker's affiliation need. Empirical research identifying the reasons why workers leave their jobs provides the significant information indispensable during constructing the motivation system whose goal would also be keeping the workers. The results obtained from people working in China and Hong Kong indicate that the dominant factor for resigning from a present position was the career development opportunity, low satisfaction, and, at the third position, the salary (Randy, Wai-Mei, Li-Ping Tang, 2002, p.408). In the case of talented people, on the other hand, the lack of job satisfaction and of challenges were the most often mentioned reasons for leaving the job (Mihelic, Plankar, 2010, p.1261).

It is obvious that while constructing motivation systems one should take into consideration the differences in terms of the culture and the subject. According to numerous motivation theories, such as Vroom's expectancy theory, job characteristics model by Hackman and Oldham, Warr's vitamin model (Chmiel, p. 333-

358) worker's individual characteristics, his or her expectations and personal features will differentiate the effectiveness of used motivators. On the basis of the above mentioned assumptions one may formulate a thesis according to which the prerequisite for keeping talented worker is such a construction of a motivation system that would take into consideration the needs and expectations of the key worker. In the following article it is assumed that one of the most significant factors that would distinguish talented workers from the remaining ones is achievement goal orientation.

2 ACHIEVEMENT GOAL THEORY AND ITS INFLUENCE ONTO WORKERS' BEHAVIOUR

One of the essential questions which are raised by educational psychologists, is the question about the reasons why the individual behaves in a particular way in a situation in which he or she wants to achieve a certain goal. This problem is accounted for by achievement goal theories that indicate the motives for certain behaviour. It is not "what?" that is being analysed, but "why?" the person behaves in a particular way. (Wentzel, A. Wigfield, 2009, p.78). Although, the mentioned above subject is usually analysed with respect to education problems, it can also be applied to athletes' (Wentzel, 2009), (Gimeno, García-mas, 2010) or workers' motivation analysis (Yperen, Janssen, 2002). Using the achievement goal analysis theory with respect to the work place can definitely be justified, especially in terms of the workers whose efficiency is dependable upon constant development and the ability to acquire new knowledge.

In most papers presenting achievement goal theories, goal orientation is understood as a relatively constant individual's disposition that characterizes his or her behaviour in a challenging situation in terms of exhibiting and developing one's own abilities Yperen, Janssen, 2002). Dweck and Leggett (1988) define achievement goal as a set of cognitive processes which have their emotional and behavioural consequences. Achievement goal influences the diversifying the way in which

people think about themselves and resulting from that challenges and benefits (Ames,1992).. Two goals are most often mentioned: learning and efficiency. According Dweck and Leggett (1988) learning goals characterize individuals who seek to increase their competence, to understand or master something new, while performance goals characterize individuals who seek to gain favourable judgments of their competence or avoid negative evaluations of their competence Apart from learning approach, the same notion is referred to as mastery approach (Harackiewicz et al. 1992, Machr & Midghley 1996) or task involved approach (Nichols 1984, 1990; Duda 1997). With reference to performance approach, on the other hand, the term ego involved approach is also used (Nichols 1984, Duda 1997). It needs to be stressed that some researchers, like VandeWalle (1997), divide performance goal orientation into two types: one, devoted to receiving a positive appraisal, and the other one, in which people realize the strategy of avoiding negative appraisal. People who are mastery oriented achieve their goals by means of internal motivation and the action itself is for them the source of satisfaction. On the other hand, those who are performance oriented, undertake actions due to external motivating incentives. Harackiewicz et al. indicate that it is advisable to move away from this dual perspective: mastery versus performance goal towards multiple goal perspective (Harackiewicz et al., p. 638) as these two orientations are dimensions totally independent of each other.

According to Harackiewicz et al. (2002) and Yperen, Janssen (2002), people could be divided into the following categories: those with low mastery orientation and low performance orientation; those with low mastery orientation and high performance orientation; those with high mastery orientation and low performance orientation, and finally, those with both high mastery and high performance orientation. Taking into consideration the mentioned above division might be a significant variable accounting for employee's different behaviour (see table 1).

Tab. 1. Employees' various goal orientation

	low mastery low performance	low mastery high performance	high mastery high performance	high mastery low performance
preferred tasks	simple, repeatable	simple but diverse	medium difficulty level, diverse	difficult, diverse
preferred way of work organization	clearly defined goals and tasks, short-term goals realization	clearly defined goals and tasks, possibility of short- and medium-term goals realization	independence within defined framework and standards, medium-term goals	high independence
control	constant, current control	periodic performance control	periodic performance control	self-control
internal motivation level	low	medium	high	high

Source: own processing

According to T. Listwan, talented workers have higher internal motivation, they set their own professional goals and concentrate on their own development (Listwan, 2005), which is why one might assume that a talented person will be characterized by high mastery orientation.

As demonstrated in the study by Yperen and Janssen (2002, p. 1167) these people react differently to job demands. Apart from feeling tired people with high mastery orientation (regardless of their performance orientation level) exhibited higher job satisfaction when compared with the people characterised by low mastery goal orientation. The above research makes it possible to assume that in order to retain a talented person, the organization needs to use some other motivating tools tailored to these workers' expectations.

3 SHAPING THE RETAINING TALENTS STRATEGY BASED ON HIGH MASTERY ORIENTATION

The overview of the literature provides numerous recommendations on how to keep talented workers. Carleton K. (2011, p. 465-463) emphasises that the remuneration level cannot

become the basis for keeping talents. It is only the job that is perceived as challenging and interesting that can provide real satisfaction. The author also stresses the role of the psychological contract whose breaking has unfavourable consequences connected with unproductive behaviour and lack of loyalty. J.H. Porter (2011, p. 56-61), on the other hand, points out that it is essential to conduct satisfaction studies, and also to carry out individual sessions with the best workers as they can identify what the organization can do for this particular worker, and in what area this worker would like to develop and in what activities to get engaged. St Amour (2000), on the other hand, mentions 10 ways of retaining key employees, which are:

1. Employing a worker who fits into the corporate culture.
2. Running the integration process in order to build up attachment and joint-responsibility.
3. Beginning from training concerning currently entrusted tasks.
4. Creating the opportunity for development and raising one's own skills.

5. Matching the position to the worker's competences.
6. Adjusting motivators to the worker's needs.
7. Using financial bonuses immediately after accomplishing the task.
8. Engaging people in the process of solving corporate problems.
9. Building up the sense of togetherness.
10. Talking to people who have decided to leave the company.

B. Remillard, (2012, pp 24-25) also mentions the role of corporate culture, co-decision-making and development in the process of retaining talents. Moreover, it is advisable to use talent

management as one of the elements of building up the employer's brand. The study conducted by D. Kucherov, E. Zavyalova (2012) proved that those Russian companies that take care of building up employer brand usually to a greater extent take care of workers' development and retention. On the basis of available literature and the conclusions inferred from achievement goal theory, one might conclude that the motivators used with respect to talented workers should differ considerably when compared with those used with respect to the remaining employees. The characteristics of such motivators and their significance in the talent retention process are presented in Table 2.

Tab. 2: Role and specificity of motivators addressed to talented people

motivating tool	talented employees	
	high mastery high performance	high mastery low performance
basic salary	high significance, should be perceived by the employee as high with reference to other workers' salaries	medium significance, should reflect employee's value and his/her contribution to organization's success
flexible elements of remuneration system (bonuses)	medium significance, used every single time when the target is achieved, on the basis of performance	low significance, applied less often (usually annually) on the basis of company's performance
type of executed tasks	high significance, tasks of high and medium level of difficulty preferred, challenging but possible to accomplish	key importance, difficult and non-routine tasks preferred, high independence
social relations	high significance, other workers might be perceived as a reference point for one's own performance	diverse significance depending on personal characteristics, dominance of those preferring individual work
corporate culture	high significance, compliance of worker's values with the values of the organization	high significance, compliance of worker's values with the values of the organization
development opportunities	extremely high significance, training offered should lead to increasing effectiveness of realized tasks	extremely high significance, preferred methods of development: coaching and mentoring concentrated on personal development

Source: own processing

CONCLUSIONS AND LIMITATIONS

The above discussion was aimed to identify and characterize motivators used in the talent management process and whose major goal is

retaining the key workers. Job characteristics together with particular significance of entrusted tasks and also creating the development possibilities that are tailored to the worker's individual needs are the key elements in the

mentioned process. What significantly influences talented employees' loyalty is respecting psychological contract, especially with reference to aspects connected with development, and also noticing by the worker the compliance between his or her individual values and the values of the whole organization. Making a good use of goal orientation, according to the author, might significantly improve the effectiveness of all the activities connected with retaining talented employees. However, preparing a detailed model of talent retention requires conducting empirical research into the subject. Firstly, this research should consider verification of commonness of mastery and performance goal orientation among talented workers when compared to ordinary workers. Then, the efficiency of various motivators (presented in Table 2) should be assessed on the basis of talented workers' opinion.

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Abstract: The key area of management of the organization are people, which determine the strategic company goals. The implementation of talent management is a way to build a competitive advantage in the market. Unfortunately, many reports indicate that employees perceived constant talents shortage and talented workers are becoming more and more mobile. For this reason, it is necessary to draw attention to the process of retention talents. Developing talent retention strategies must take to the consideration internal needs and expectations of talents. The purpose of the following article is to identify the motivating factors that contribute to retain talented employees while taking into consideration the conclusion resulting from achievement goal theory. Talented workers have higher internal motivation and they are characterized by high mastery orientation (and low or high performance orientation). Considering this assumption, the organization should use a different motivational tools for this group of workers. The most important will be development opportunities, type of executed tasks and corporate culture.

Keywords: talent, goal orientation, retention, motivation

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