

Talent Management and Performance of Manufacturing Firms in Nigeria

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Abstract

This study examined the nature of the relationship that exists between talent management and organizational performance in selected manufacturing firms in Anambra State, Nigeria. The study was anchored on Resource Based Theory (RBT). The research used the cross-sectional research design to plan for the study. The population of the study stood at three hundred and twenty (320) workers selected from different departments in the organizations. The sample size was one hundred and twenty three (123) workers which was arrived at using Taro Yamane (1967) formula. Data were collected using structured questionnaire from the random sampled workers of the selected manufacturing firms in Anambra State. The reliability of the measuring instrument was tested using Cronbach Alpha. The data were presented using descriptive statistics and Pearson correlational analysis was used in testing the hypotheses. The study revealed that there was a positive significant relationship between the dimensions of talent management (talent attraction, talent development, talent retention) on organizational performance dimensions (job satisfaction, employee loyalty, and employee commitment) respectively. The study concluded that manufacturing firms which have the capacity and resources to attract talents tends to guarantee employee job satisfaction more than those which lack the required resources. The study recommended that manufacturing firms should exhibit objectivity in recruitment process, offer the right reward, provide job security, and invest in staff welfare so as to increase the chances of attracting highly talented employees.

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1. Introduction

The dominance of SMEs highlights the important strategic role played by SMEs in the world economy. Job creating potential of SMEs is a central theme in the economic agenda of most governments today (Festing, 2007). Amongst developing nations, SMEs represent over 90% of businesses, and account for 50–60% of national employment on an average hence, SMEs are increasingly viewed as important contributors to the national and global economy at large not only because they are big employment generators but they also aid in poverty alleviation and equitable distribution of the nation's income. In Nigeria economy, Small and Medium Enterprise is dominated by agricultural, construction, manufacturing, commerce and industry, services, trading sector. It has contributed enormously to the growth and development of Nigeria as a developing nation. There are several resources such as money, men and the machine that management could use to achieve an enhancement in the effectiveness of business organization. Among these resources, men are considered to be the most important driver behind sustained competitive advantage in today's business environment. The growth of every firm can either be marred or barred by the available human resources. Those employees who see their management as supportive, and as a group that can take care of the basic talent management strategy in developing their skills and ability; are likely to trust their management and their

organization. The current environment thrives on innovation which is driven by knowledge, employee creativity and the desire to constantly learn, research and develop new ideas and process (Bartes, 2014). Talent is a valuable resource that can be nurtured, developed and exploited for the benefits of the organizations (Abu-Hassan, 2016).

Moreover in today's business, human resource management is a team that promotes a positive environment for employees, continues to grow and develop, while providing the right services to the right people to achieve the desired goals. The manufacturing SMEs are categorized as a production industry and face many challenges such as human resource management and risk management. Effective management of future challenges has a major impact on the survival and success of the manufacturing organization. However, risk management will not be successful without qualified people. This is achieved through talent management practices that help achieve the organization's overall strategy by attracting, encouraging, developing and retaining the most qualified and talented staff (Aina & Atan, 2020). Organizations face the challenge of being limited by talented employees. Talented employees are only 3-5% of all employees in an organization (Kehinde, 2012). Therefore, talent management (TM) could be seen as a crucial issue in the human resource and succession planning.

Talent is a key success factor for improving and maintaining organizational performance, where talent consists of abilities, experience, knowledge, intelligence, and individual qualifications, as well as their ability to learn and develop (Berger, 2004). Talent management (TM) refers to the anticipation of required human capital the organization needs at the time and then setting a plan to meet those needs (Vance, 2012). Talent management is the science of using Strategic Human Resources to improve business value and make it possible for companies and organizations to reach their goals. Everything that is done to recruit, retain, develop, reward and make people perform is part of talent management as well as strategic workforce planning. Talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. Talent management is therefore the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles (Klein & Miles, 2009).

Having talented employees can achieve organizational goals efficiently and effectively with outstanding performance, and they have more engagement with the organization because they are highly motivated, which in turn provides a significant competitive advantage while increasing productivity and profitability (Nafei, 2015). Studying the impact of talent management on organizational performance is based on the assumption that talent management improves organizational performance by attracting and retaining the talented people it needs (Armstrong & Taylor, 2014). The goal is to create a positive and comfortable environment for employees, strived to get employees who are satisfied and then engaging. Employee engagement is defined as a state of wanting, fulfilling, and affective motivation for well-being and not job fatigue (Maslach & Leiter, 2008). Talent management has attracted a lot of attention from academics and practitioners since a group of McKinsey consultants coined the phrase "The War for Talent" in 1997 (Moayedivaseghi, 2016). Organizations around the world realize that the knowledge, skills, and abilities of employees as sources of competitive advantage (Jamnagar, 2014). Indeed, even in times of financial crisis, talent remains an important agenda to focus on highest achievers and the majority of companies still intend to focus on the best talents, with nearly half of companies planning to maintain or enhance learning (Lockwood, 2006). Without a doubt, talent management will continue to grow important in the knowledge economy era.

Employee performance is another key outcome that may potentially be affected by the talent management practices. Employees become loyal when the company provides them training and improve their skills to meet the company's objective. Employee can perform in either way, the employee can perform individually or within a team to achieve the organization's goals. An employee that performs well does so because they want to help the organization accomplish its goals and be more productive. Huselid, Beatty, and Becker (2005) affirmed that firms recognized that strategically aligned talent management practices will help the organization in achieving its goals, and it enables the employees to develop their competencies,

attitudes and improve performance. Manufacturing firms can use talent management to build winning teams which will be formed by talented people; the team can be used to solve problems or weaknesses in their business because they are competent and experienced. When talent management practices are not in place attracting, retaining and nurturing talented employees in manufacturing firms for its benefits becomes a big challenge. This challenge is probably as a result of poor talent management in organizations. Little seems to be done in areas of improving employees skills through training and learning, the progression in employees career seem very slow. This affects employees moral, competence, loyalty, commitment and satisfaction leading to reduced effort by the employees which affects general organizational performance. It is against this backdrop that the study was initiated.

The desire of every organization to attract and retain good talent is born out of the need to outperform one another in a competitive business environment and survive the turbulent business period. It has become imperative that organizations integrate a highly functional talent management strategy across every facet of its business, as it has become a mandate for organizations seeking to create sustainable competitive advantage, productivity, and profitability through their human assets. However, SMEs in Nigeria are confronted with lingering distress occasioned by recent economic recession, financial downturn, unstable government policies and COVID-19 lockdown challenges that has crippled the economy for so long. All these created a turbulent business environment for SMEs, and has the capacity to force SMEs to lose talented employee and threat to SMEs survival.

Moreso, manufacturing SMEs in Anambra State suffer from high employee turnover which seems to be connected to lack of job satisfaction. This may not be unconnected to their seeming poor talent management practices where little seems to be done in sharpening the skills of their workforce through various training programmes and so affects their competencies negatively. Employees also seem to be stagnating in their positions with little prospects of progressing in their careers which affects their commitment levels and result to disloyalty to the firms. Issues such as low morale, voluntary resignation, negative attitude to work, and high turnover rates of top talents are abound in manufacturing firms in Anambra State as a result of the aforementioned problems. This appears to affect employees moral, competence, loyalty, commitment and satisfaction leading to reduced effort by the employees which affects customer's satisfaction and general organizational performance. It is against these backdrop that this study seeks to determine the relationship that exists between talent management and organizational performance.

The broad objective of the study is to examine the nature of the relationship that exists between talent management and organizational performance in selected manufacturing firms in Anambra State. Specifically, the study seeks to:

- a. Determine the nature of the relationship that exists between talent attraction and job satisfaction in selected manufacturing firms in Anambra State.
- b. Ascertain the extent of the relationship that exists between talent development and employee loyalty in selected manufacturing firms in Anambra State.
- c. Investigate the nature of the relationship that exists between talent retention and employee commitment in selected manufacturing firms in Anambra State.

1.1. Conceptual Framework

a. Talent Management

Talent is an exceptional set of skills, knowledge or ability that is possessed by an employee which is capable of giving him a competitive advantage while working in an organization (Spacey, 2017). Talented employees are usually good at assigned roles either after training or using their natural ability in some cases. Talented employees are assets to modern organizations, hence, there is need to hire, manage and equip them with required skills and competencies to function, grow on the job and fit in the leadership structure of the organization in due course for the sake of sustainability (Ulrich & Smallwood, 2011). This process is captured and explained in this study using the concept talent management. Talent management gained popularity in the mid-90s after Kinsey's research and was further explained by Michaels et al. (2001) in their book titled 'War for Talent'. It is used to refer to the expectation of required

human capital for an organization and laid down strategies to meet those needs. As a science, it involves the improvement of the business and organizational values through the strategic usage and planning of human capital. As a process, it involves attracting, training, developing, compensating and retaining high-performing workers. Talent management is still somewhat of a mystery to most, but it is becoming more widely used to describe the overall Human Resource (HR) strategy around people in the workplace.

Talent management is a systematic process of hiring suitable and qualified individuals, assisting to develop both the skills and expertise of the individual to correspond with the position as well as retaining the individual to achieve organizational goals and objectives (Wright, 2018). Some of the key components of talent management include; planning, identification, acquisition, training, retention, and compensation. According to Chartered Institute of Personnel and Development (CIPD) (2012), talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either given their 'high potential' for the future or because they are fulfilling business/operation-critical roles. Talent management is one of the vital aspects of human resource management that improves organizational effectiveness by increasing the potentials of employees that are overwhelmed with prospects for the value difference in the present and future endeavours of the organization. It goes further to employ strategies to create a satisfying work-life that suits employees' skills and competence to distract them from considering employment elsewhere, especially in the recent competitive business environment where talented workers are scarce. There is a reward for retaining a talented workforce and that is a high-performance ratio and the ability for organizations to survive amidst stiff competition.

Merlevede (2014) stated that talent management practices are conducted at all employee's lifecycle stages from the first day is being recruited to job until the day they quit. Moreover, (Ganapathy, 2018) indicated that talent management is all about possess qualified personnel with top skills and abilities in critical tasks in order to implement the human resources vision. Ali, Bashir & Mehreen (2019) assert that talent management refers to the anticipation of required human capital for an organization and the planning to meet potential needs. Campbell and Hirsh (2013) view talent management as the best human resources in an organization whose performance highly influence the organization's overall performance. TM is the sourcing (finding talent), screening (sorting of qualified and unqualified applicants); selection (assessment/testing, interviewing, reference/background, checking, of applicants) on-boarding (offer generation/acceptance, badging/security, payroll, facilities; retention measures to keep the talent that contributes to the success of the organization); development (training growth, assignments); deployment (optimal assignment of staff to projects, lateral opportunities, promotions) and renewal of the workforce with analysis and planning as the adhesives, overarching ingredient (Brewster et al., 2010).

Most SMEs have not adopted the basic talent management. The recruitment of talented people into the talent pool is the first task of talent management strategy, it also encompasses identifying the right people who can provide competitive advantage and deliver result. Iles et al, (2010) view talent management as a tool to strengthen organizational capability through talent development succession planning and career planning which eventually lead to organizational success. Talented employees leave the organization if they are not satisfied with the total rewards, leadership and organizational policies etc., these problems occur when proper talent management practices are not in place. Stockley (2007) states that the talent management is a very conscious, deliberate approach adopted by the organization to attract, develop and retain people who possess right competencies, attitude and aptitudes to meet the strategic objectives of the organization. The organizations that are interested in achieving its strategic goals must adopt unique approaches for attracting, developing and retention of talented employees (Huselid et al., 2005).

b. Talent Attraction

Talent attraction can be defined as a series of processes to follow to find candidates at the right time for the right opportunity to ensure the right person for the job (Al Aina & Atan, 2020;

Masa'deh et al., 2018). It is the process of identifying individuals with high potential of job candidates and recruits them to the organisation (Hamidi, Saberi, & Safari, 2014). Attraction encompasses the elements of recruitment, selection, employer choice, employer branding, and employee value proposition (Ardyanfitri & Wahyuningtyas, 2018). Talent attraction's goal is attracting employees with the right qualifications and fit for a vacancy (Al Aina & Atan, 2020). Philips & Roper (2009) assumed that the best way to attract talent was to provide them with high-compensation packages that include better benefits than competitors in the same market. Although some executives observed there could be a rise in costs, the initial investment to attract top-tier talent pays huge profits. Saeedeh & Rouhollah (2014) argued that during the process of talent management, identifying talented individuals is done inside the organisation and attracting elites is done outside the organization. In simple terms, talent attraction can be done through the recruitment, selection and placement processes. When the human resource department has concluded these processes, the next stage that requires adequate attention is how to update the skills of the talents being attracted to avoid been obsolete in the dynamic technological community.

The components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer of choice (Armstrong, 2006). Recruitment and selection requires that organizations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization (Armstrong, 2006). The recruitment of members of talent pool is the first task of talent management strategy. The talent pool is a group of employees with special traits and are source of future senior executives. The sources of talented employees can be internal or external. The best way to create a talent pool is the internal sources since the employees have already the knowledge of how business processes work and can be incorporated directly into the new position and the morale of workforce uplifted (David, et al., 2007). However, if the organization want to introduce radical changes or to renew the culture, external sources are the best (Ballesteros, et al, 2010).

Employer branding includes development of an organization's image, good enough to attract employees. In order to attract the best, organizational branding is a useful strategy, the organizations that manages its corporate brands effectively, gains advantage in the highly competitive global market place. Without the good brand image, it is difficult to attract the right talents (Ana, 2009). Top rated companies have one characteristic in common, that is they give clear and consistent messages about themselves and that translates into a strong pull on talents (Tanuja, 2007). Employee value proposition is characterized by the potential employee's perception of the value of an organization seeking to recruit him. The employee measure value proposition based on the challenge the job possess, work environment, training opportunities, flexibility and reputation of the organization (Oehley, 2007). The results of studies by Khodabakhshi and Abdoalrezagholizadeh (2015), Elahinejad and Gholami (2015) emphasized the significant impact of talent attraction on employee job satisfaction. Companies should make every effort to adopt and facilitate the implementation of TM strategies to keep their talented employees in a more caring and sustainable way, which ultimately leads to positive results (Obeidat et al., 2018). Awan & Farhan (2016) undertook a study on TM practices and their impact on job satisfaction of employees in the banking sector of Pakistan, and the results revealed a positive relationship between talent attraction and employee job satisfaction.

c. Talent Development

Talent development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization (Davis, et al, 2007). Development takes the form of learning activities that prepare people to exercise wider or increased responsibilities (Armstrong, 2009). Mohammad, Mohammad & Abbas (2010) argued that talent development is divided into internal and external development. Internal talent development relates to a variety of activities such as training, performance management, coaching, special projects, job design, career development, etc., while external talent development is essentially recruitment and selection, where the organisation goes out into the

labour market to identify, attract, select and motivate required talent to join the organisation (Mohammad, et al., 2010).

Talent development is considered a significant stage of the TM process (Boštjančič & Slana, 2018). Without continual learning and development, it may become problematic for employees to maintain their performance in today's competitive environment (Mohammed, et al., 2019). Therefore, learning and development to upgrade employee skills is important to meet the needs of a continuously changing business environment (Al Aina & Atan, 2020; Bibi, 2018). Talent development is a planned effort to facilitate employees gaining job-related knowledge, skills, and behaviours (Dalal & Akdere, 2018), which is important for the success of employees and the firm (Collings & Mellahi, 2009). Firms may adopt several talent development strategies to improve their employees' skills, competencies, attitudes, and knowledge with the intent of creating positive performance (Masa'deh, et al., 2018). It implies the concerted activity of offering trainings, seminars, tutoring, counselling, or further education avenues to instigate, dare, and stimulate employees in carrying out their position's duties to their best capacity and within local, state, and federal government principles, as well as licensing organisation guidelines (Dalal & Akdere, 2018).

Ra'ed et al. (2018) posit that talent development starts with a performance appraisal and evaluation, by which an individual's strengths and weaknesses are assessed and training needs are pinned down, providing the needed feedback for learning programs and career planning. This means that organizations initiate talent development by simply evaluating the strengths and weaknesses of the employees in relation to their performance, observe areas where they need to be trained and train them accordingly in order to ensure improvements on their career plans. Thunnissen (2016) assert that when management is able to marry their concern for employees and the organizational interests, employees tend to be motivated in the development phase with certain practices that eventually boosts employees' professional development and involvement. This is basically why it is the duty of the organization to create a clear career path so talent will be attached to future needs (Nobarieidische et al., 2014). Organizations that create the right platform for employee career development tend to successfully attract, motivate and retain their employees especially as employees will be highly motivated and committed to their jobs.

d. Talent Retention

Keeping talent is the final stage in the war for talent, with the purpose of keeping employees with the organisation for longer periods (Al Aina&Atan, 2020; Szkudlarek et al., 2020). Talent retention refers to all those efforts, done by the organisation, which increases the chances for an employee to stay in the organisation for a longer time (Ali & HamidReza, 2014). Talent retention refers to the retention of skilled and talented individuals in the organization for a long period of time (Dagogo & Worgu, 2020). Talent turnover hurts a company's productivity and drives the costs of attraction too high (El Dahshan, et al., 2018). In this respect, direct cost refers to turnover costs, replacement costs, and transitions costs, while indirect costs refers to production waste, reduced performance levels, unjustified overtime, and low levels of employee morale. In the current competitive environment, the retention of highly talented employees is crucial because they contribute to increased organisational productivity. The reduction of turnover among these talents is important for employee job satisfaction (Al Mamun & Hasan, 2017). Retention of key employees is therefore important to the sustainability and survival of any organization either with short or long benefits (Salau, 2022). Deery and Jago (2015) mentioned multiple organisational factors that affect talent retention, including working hours, pay, skill requirements, educational matching, and career development, leading to job satisfaction, organisational commitment, and employee retention improvements.

Talent retention aims to take measures to encourage employees to remain in the organization for the maximum period of time. Talent turnover is harmful to a company's productivity because costs of attraction are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (Echols, 2007). Vaiman et al, (2008) define two classifications of retention tool to suffice employee's expectation: extrinsic

and intrinsic incentives. Extrinsic incentives includes different sorts of monetary rewards which can satisfy employees' physiological needs, while intrinsic incentives refer to non-monetary rewards that can fulfil employees' psychological needs. The monetary reward is admitted as an essential tool to retaining talent (Vaiman et al, 2008). Retaining talents in an organization impacts greatly on an organizations return on investment that is why organizations devise various strategies to retain talents for a long period of time. Some of talent retention strategies include career planning, long term incentives, positive working environment and flexible working arrangements amongst others. Ahmadi, Ahmadi, & Abbaspalangi (2012) assert that talent leadership, commitment, value, communication, as well as incentive programs like giving rewards or compensation of valuable services rendered by the employee constitutes the factors that affect talent retention.

e. Organizational Performance

Performance is a dynamic concept and is the indicator of financial and nonfinancial factors which help to identify on which level of objectives and results are achieved. Organisational performance is a complex and contentious concept. No two authorities agree on what constitutes performance or on how it is measured although they all agree that it involves attention to goals, satisfaction of constituents and relationship with the external environment. But we live in a world tyrannized by performance. Workers, managers, departments and organizations are always asked to be effective and that simply means to produce some form of results (Mgbemena et al., 2022). Early management thinkers believe that performance is the ultimate measure of managerial and organizational performance. Performance relates to the accomplishment of the cooperative purpose which is social and non-personal in character, insisting that organizations cannot continue to exist without performance and that this performance can easily be measured. Organizational performance refers to the degree of congruence between organizational goals and some observed outcome. Every employee in a company contributes to organizational performance. Taking into account skills, experience, motivation and rank, some employees play a bigger role than others. These are the people who contribute to the development of organization mainly with their knowledge. There are 4 performance approaches measuring performance look at different parts of the organization and measure indicators connect with outputs, inputs, internal activities, or key of stakeholders. It include goal approach, resourced-based approach, internal process approach and strategic constituent approach.

Organizational performance is the analysis of a company's performance as compared to goals and objectives. Performance is the outcome of all of the organizations operations and strategies. Organizational performance is an indicator which measures how well an enterprise achieves their objectives. Organizational performance can be assessed by an organizations efficiency and effectiveness of goal achievement. Within corporate organizations there are three primary outcomes analyzed, financial performance, market performance and shareholders value performance (Adler, 2015). The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets including human, physical and capital resources for the purpose of achieving a shared purpose. Organizational performance comprises the actual output or results of an organization as measured against its intended output. Organization Performance can be classified into financial performance and non-financial performance (Mahoney & Roberts, 2009).

Puja and Shikha (2016) define organizational performance as a set of financial and nonfinancial index which provides the information on the level of achievement of its goals and objectives. The organizational performance is considered to be high when all of its parts function together in order to achieve tremendous results and these results are measured in terms of the value that it creates and delivers to employee and staffs. Moreover, Short and Palmer (2014) posit that organizational performance refers to how well an organization is doing to reach its vision, mission, and goals. Assessing organizational performance is a vital aspect of strategic management. Organizational performance encompasses three specific areas of firm outcomes, financial performance such as profits, return on assets, return on investments, profit rate, return on equity and earnings per share, product market performance such as sales, market share, new

product introduction, product quality, marketing effectiveness and shareholders return measure through total shareholder return and economic value added (Peloza, 2009).

f. Job Satisfaction

Job satisfaction is an important dimension of employee well-being, and it is also a desirable indicator of organizational success (Judge et al., 2020). Job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney & Younkyoung, 2017). Job satisfaction is how well you feel about the work. It is 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 (Ghadeer et al., 2019). Each individual has different criteria for measuring job satisfaction. Influencing factors are payment, working hours, schedule, benefits, level of stress, and flexibility. Judge et al. (2020) defined job satisfaction as psychological responses to a job encompassing cognitive (evaluative), affective (emotional), and behavioural aspects. Job satisfaction has been linked to productivity, motivation, performance, life satisfaction and even talent management (Abuhashesh et al., 2019).

Job satisfaction refers to the degree to which the employee is content with his/ her job nature, and to what extent he/she is compatible with the provided awards such as; the amount of payment, insurance coverage, travel, scholarships. Research suggests that job satisfaction has emotional and behavioral components. The emotional components are the feelings of happiness, anxiety, boredom, and excitement evoked by the job. The behavioral components include early arrival, tardiness, working late, or faking illness in order to avoid work (Bernstein & Nash, 2008). Mueller and Kim (2008) identified two types of job satisfaction; firstly, the overall feeling about the job, and secondly, the feelings about the aspects of the job, such as benefits, salary, position, growth opportunities, work environment, and the relationships among employees. The considerable time spent by employees at the work place makes job satisfaction a significant factor since dissatisfaction can have an adverse impact on the individual's personal life.

g. Employee Loyalty

Employee loyalty is the loyalty of an employee to an organization or company which can be seen in his commitment to give the best effort for the organization or company. (Valentino & Haryadi, 2016). Loyalty can be best described in terms of a process, where certain attitudes give rise to certain behaviors (intended or actual). Loyalty has two dimensions: internal and external. Loyalty is, fundamentally, an emotional attachment. The internal dimension is the emotional component. It includes feelings of caring, of affiliation and of commitment. This is the dimension that must be nurtured and appealed to. The external dimension has to do with the way loyalty manifests itself. This dimension is comprised of the behaviors that display the emotional component and is the part of loyalty that changes the most. Macey & Schneider (2008) conceptualized employee loyalty as a desired condition securing a managerial purpose. It has both behavioural and attitudinal components as it indicates enthusiasm, effort, commitment and involvement.

The concept of employee loyalty was found to be a difficult system of behavioural and state constructs and organizational settings facilitate the employees to engage in their work. The trust (trust in top-level administration, trust in coworkers and trust in supervisor) has a dynamic role and significantly affects the advancement of employee work engagement (Tariq et al., 2017). Frese (2008) explained that loyalty multiplies in conditions when one is happy and satisfied with their job especially in situations where deadlines are given to employees to work. Rich et al. (2010) investigated that employee loyalty is not a one-time activity but it is a constant process of knowledge, improvement, action and development of employees. Employee loyalty is grouped into three categories: 1) Employee loyalty to the organization or company; 2) Employee loyalty to the leader and 3) Employee loyalty to a job. Jun Cai and Shin (2006) identified the indicators of employee loyalty as; obedience, dedication, responsibility, ability to obey, honesty.

h. Employee Commitment

Employee commitment is the loyalty and attachment that employees have in an organization and is associated with their feelings about the institution. It implies the dedication of employees and the willingness to make an effort on behalf of an organization (Armstrong and Taylor, 2014). Ihionkhan and Aigbomian (2014) observed that organizations need committed employees effectively and efficiently so that they can achieve their objectives. Employee commitment has to do with the level of commitment, loyalty and sacrifice that employees are willing to do for the good of the organization where they work. Commitment from employees are, therefore, sacrosanct for organizations that want to make headways. Accentuating this point, Dixit and Bhat (2012) posit that it has been argued that organizations cannot be at their best until staff are committed to the organizational goals and objectives. On his part, Akintayo (2010) states that organizations depend on committed employees to create and maintain competitive advantage and achieve superior performance.

Employee commitment is a very important asset to the organization. Thus, Uzundu, Aloh and Okafor (2014) posit that committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization. They provide the human capital which has become the most critical asset for many organizations (Hunjra et al., 2010). Korir and Kipkebut (2016) pointed out that the appropriate timely and effective management improves employee motivation which in turn leads to a better commitment, as well as the achievement of the organization goals.

1.2. Theoretical Framework

a. Resource Based Theory

Resource Based Theory (RBT) has been influenced by the work of Edith Penrose, in his book: the Theory of Growth of the Firm, which was published in 1959. Resource Based Theory also called Resource Based View (RBV) of the firm is concerned with the relationships between internal resources (of which human resources are one), strategy and firm performance. This theory believes that superior performance can be recorded when an organization pays adequate attention to the development of capabilities. It focuses on the promotion of sustained competitive advantage through the development of human capital rather than merely aligning human resources to current strategic goals. A firm will have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any competitor. On the other hand, a firm will have sustained competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by competitors and when the competitors are unable to duplicate the benefits of this strategy. Barney (1991) studied four empirical indicators: values, rareness, imitability and substitutability in order to assess the relationship between firm resources and sustained competitive advantages. In his research, he clarified the main relevant concepts, which are, firm resources, competitive advantage and sustained competitive advantage. Firm resources can be classified into three resource categories: physical, organizational, and the last resource is human capital.

Barney (1991) argues that to understand the source of competitive advantage, it is assumed that a firm's resource may be heterogeneous and immobile with four potential attributes. The first characteristic is that the resource must be valuable in terms of executing the organizational strategy efficiently and effectively. The second attribute is the resource should be rare and not possessed by current and future competitors. Imitability is the third resource attribute which means that not only do competitors lack them but also cannot obtain them. The last characteristic is substitutability which means that the resource cannot be copied and there are no possible alternative options with other firms. To illustrate this relationship between firm resources and sustainable competitive advantage, Barney (1991) developed a resource-based model which is the interaction between the firm's immobile resources which are rare and the sustainability of the firm's competitive advantage which can be used by organizations to analyze its resources with the potential of generating a sustainable competitive advantage. This theory, is important, to effectively execute the talent management as human factor is essential because

only individuals with appropriate competencies can understand, describe and analyze all types of resources and their applicability to the evaluation criteria.

b. Empirical Literature

Talent management has been consistently linked to improved organizational performance across various industries. Studies such as those by Mgbemena et al. (2022) and Babarinde (2022) found that talent management strategies—including talent retention, performance management systems, and training—positively influence employee productivity and organizational performance. Similarly, Adewoye and Salau (2022) and Olufemi et al. (2020) reinforced the significance of talent attraction, development, and retention in enhancing productivity in both small and medium enterprises (SMEs) and the public sector. Moreover, Muddangala et al. (2022) highlighted the mediating role of talent acquisition, retention, and employee engagement, showing that these factors fully mediate the relationship between talent management and organizational performance. While these studies generally agree on the positive effects of talent management, Hu et al. (2020) take a broader perspective, revealing regional disparities in talent attraction in China, suggesting that external environmental factors influence the effectiveness of talent strategies.

In addition to performance, talent management is a key driver of job satisfaction and employee engagement. Almomani et al. (2022) found that while talent development and retention significantly improve job satisfaction, talent attraction alone does not. This aligns with Ghadeer et al. (2019) and Tash et al. (2016), who demonstrated a strong link between talent management and job satisfaction, emphasizing that retaining and developing talent fosters employee commitment. Kamal and Lukman (2017), however, found only a moderate relationship between attracting talent and job satisfaction, suggesting that other organizational factors might influence the outcome. Meanwhile, Ali et al. (2019) further expanded this relationship by introducing employee engagement as a mediating variable, showing that career development within talent management leads to increased engagement, ultimately improving organizational effectiveness.

Beyond job satisfaction, talent management plays a crucial role in employee retention and turnover. Al-Dalahmeh et al. (2020) revealed that ineffective talent management practices contribute to high employee turnover, especially in the ICT sector, where competition for skilled workers is intense. This is consistent with Ogbu and Dialoke (2017), who found that talent attraction, development, and retention improve worker effectiveness in the hospitality sector, highlighting that talent management is not just about recruitment but also about sustaining employee performance. Akinremi and Adedeji (2019) further supported this by emphasizing that effective implementation of talent management practices significantly enhances employee satisfaction, which in turn reduces turnover. These studies collectively indicate that organizations investing in talent management strategies can reduce attrition and maintain a more stable workforce.

The relationship between talent management and organizational effectiveness has also been widely explored. Tamunomiebi and Worgu (2020) and Obeidat et al. (2018) established that talent management is a significant predictor of organizational effectiveness, reinforcing the idea that structured talent strategies contribute to better organizational outcomes. This aligns with Ali et al. (2019), who found that career development enhances both engagement and effectiveness, further proving that investment in talent management has long-term benefits. Moreover, Tash et al. (2016) demonstrated that talent attraction, alignment, and maintenance collectively enhance organizational performance, suggesting that a holistic approach to talent management is necessary for sustainable success. Lyria et al. (2017) added a financial perspective, showing that talent attraction is a key determinant of firm performance in listed companies, highlighting its importance beyond just employee well-being.

While most studies affirm the positive impact of talent management, nuances exist in the extent of its influence across different sectors and contexts. For example, Almomani et al. (2022) found that talent attraction alone does not significantly impact job satisfaction, contrasting with Lyria et al. (2017), who identified a strong link between talent attraction and firm performance. This suggests that while attracting talent is vital, it must be accompanied by development and

retention strategies to be effective. Additionally, Muddangala et al. (2022) showed that employee engagement only partially mediates the talent management–performance relationship, indicating that other factors also contribute to organizational success. Furthermore, Hu et al. (2020) demonstrated that external factors such as regional development influence talent attraction, highlighting that talent management strategies must be tailored to specific socio-economic conditions. These variations underscore the need for context-specific approaches in designing and implementing talent management strategies for optimal effectiveness.

2. Methods

In this study, the researcher used the survey research design to gather the research data. This design is convenient because this method is effective compared to other designs and is suitable for statistical analysis and presentation. Therefore, the research design was employed to examine the relationship between talent management and organizational performance in selected manufacturing firms in Anambra State. The population of this study include the selected manufacturing firms in Anambra State. The study targeted three hundred and twenty (320) staff who work in the following sections; personnel department, sales and marketing department, research & development department, quality and inventory control, production and operations department, finance & accounting department. Moreover, the researcher targeted various categories of staff in the three levels management positions which include; heads of departments, line managers, and junior staff as summarized in the table below.

Table 1. Population Distribution Table of the Study

Name of Manufacturing Firms	Addresses	Population Size
Ezenwa Plastic Industries Nigeria Limited.	85 Amobi Street, Onitsha Anambra State	69
Rexton Industries Limited.	No. 1 Castello Avenue, KM 3, NkwelleEzunaka	75
Sylflora Industries Limited.	Phase 2, Block 39, Plot 10 Unique Estate NkwelleOgidiIdemili L.G.A.	60
Hardis and Dromedas Limited.	Km 19, Onitsha-Enugu Expressway, Umunya.	54
Aquept Ind. Co. Limited.	Plot 67 Aquept Rd. Enuko Village IsiaguAwka Anambra State	62

Sources: Anambra State Chamber of Commerce, Awka (2022)

Sampling is the process of selecting a few (a sample) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group (Kumar, 2014). The sample size was obtained by using Taro Yamane (1967) formula.

$$n = N / 1 + N (e)^2$$

$$n = 320 / 1 + 320 (0,05)^2$$

$$n = 178 \text{ (approximately)}$$

where, n = Sample Size

e = Co-efficient Error

1 = Constant

Bowley's Population Allocation Formula (1964) was used in arriving at the number of questionnaire allocated to each sampled organization because of the differences in the number of employees. The Bowley population allocation formula (1964) in Nzelibe (1999) is:

$$nh = \frac{NHn}{N}$$

Where;

nh = number of units/categories allocated to each organisation

N = Overall population of the study

NH = Population in each organisation
n = Total sample size obtained

Table 2. Bowley's Allocation Formula

S/N	Manufacturing Firm	Applying Formula	No. Allocated
1	Ezenwa Plastic Industries Nigeria Limited.	$69 \times 178 / 320$	38
2	Hardis and Dromedas Limited.	$75 \times 178 / 320$	42
3	Sylflora Industries Limited.	$60 \times 178 / 320$	33
4	Rexton Industries Limited.	$54 \times 178 / 320$	30
5	Blessed Nnamdis Limited.	$62 \times 178 / 320$	35

Source: Development by Reseacher (2023)

In this study, the researcher used questionnaire as an instrument to collect data, which is a set of systematically structured questions used by researchers to gather the desired information from the respondents. The questionnaire will constitute of closed-ended questions to enable the respondents to give detailed information. To establish the validity of the research instrument, questionnaires was designed in ways that questions asked were congruent to the conceptual framework. The instrument used to collect data for the study has been subjected to content and face validity by the researcher, the supervisor and other experts to ensure that the items of the questionnaire capture the variables of the study. The variables are reflected in the objectives, research questions and the hypotheses of the study, which is well structured on the basis of the related literature awareness. They also ensure that the questions were relevant, clear and unambiguous. The reliability of the measuring instrument was tested using Cronbach Alpha. which indicated that the variables are reliable since the alpha coefficients exceeded 0.7.

In this study data analysis was based on quantitative analysis. Quantitative analysis were based on descriptive statistics analysis and inferential statistics. Descriptive statistics includes frequencies, percentages, mean, and standard deviation was used to assess respondent's characteristics and present key finding of the study. Statistical Package for Social Science (SPSS) version 23 was used as software for data analysis. Also Pearson correlational analysis was used to test the hypotheses. The alternate hypothesis was accepted since the probability value (p-value) is less than 5% (0.05).

3. Results and Discussion

This chapter involves presentation and analyses of data. This was done in line with the specific research objectives. The participants' questionnaire response rate and their demographic variables were presented before the analysis of the research questions and testing of related hypotheses. The participants' response rate is presented in table 4.1 below.

3.1. Analysis of Questionnaire Response Rate

Table 3. Percentage of Questionnaire Distributed & Returned

Copies of questionnaire administered	178
Copies of questionnaire returned	146
Response rate	82%

Source: Data Processed (2024)

Table 3 above shows that 146 (82%) copies of the questionnaire were returned and used for analysis. Eighty-two percent return rate was considered sufficient enough to use in ascertaining and generalizing the relationship between talent management and organizational performance in selected manufacturing firms in Anambra State.

Table 4. Analysis of Demographic Distribution of Respondents

	Frequency	Percentage (%)
Gender		
Male	47	32.2
Female	99	67.8
Age		
18 - 30 Years	40	27.4
31 - 40 years	64	43.8
41 - 50 years	27	18.5
51 - 60 years	15	10.3
Marital Status		
Single	87	59.6
Married	59	40.4
Work Experience		
Below 2 years	81	55.5
2 - 4 years	29	19.9
5 - 7 years	22	15.1
Above 7 years	14	9.6
Educational Qualification		
SSCE/NECO/GCE	74	50.7
ND/NCE	44	30.1
HND/B.Sc.	25	17.1
M.Sc.	3	2.1

Source: Data Processed (2024)

Table 4 recorded participation of 47 (32.2%) males and 99 (67.8%) of females. The research also showed that young adult participants (aged 18 – 40 years) outnumbered older participants (aged 41 years and above). 87 (59.6%) participants were single whereas 59 (40.4%) of them were married. The survey further showed that 81 (55.5%) employees had worked for their firms for below two years, 29 (19.9%) employee had worked for their firms between two and four years, 22 (15.1%) employee had served their firms between five and seven years, whereas 14 (9.6%) had worked in their firms for minimum of seven years. The results suggested that the respondents were knowledgeable enough to participate in the research.

3.2. Test of Hypotheses

Hypothesis One

Ho₁: There is no significant relationship between talent attraction and job satisfaction in selected manufacturing firms in Anambra State.

Table 5. Relationship between Talent Attraction and Job Satisfaction in Selected Manufacturing Firms in Anambra State.

		Job Satisfaction
Talent Attraction	Pearson Correlation	.649**
	Sig. (2-tailed)	.000
	N	146

Source: Data Processed (2024)

The relationship between talent attraction and job satisfaction was examined using Pearson product-moment correlation coefficient. The result found a strong positive statistical correlation between talent attraction and job satisfaction in selected manufacturing firms in Anambra State, $r = .65$, $n = 146$, $p < 0.01$. Consequently, the null hypothesis was rejected. The result suggested that the level of talent attraction tends to associate with the level of employee job satisfaction in most manufacturing firms in Anambra State. Therefore, higher talent attraction tends to increase the likelihood of recording employee job satisfaction.

Hypothesis Two

Ho₂: There is no significant relationship between talent development and employee loyalty in selected manufacturing firms in Anambra State.

Table 6. The Extent to Which Talent Development Influences Employee Loyalty in Selected Manufacturing Firms in Anambra State.

		Employee Loyalty
Talent Development	Pearson Correlation	.703**
	Sig. (2-tailed)	.000
	N	146

Source: Data Processed (2024)

The influence of talent development on employee loyalty was evaluated using linear regression. The result established that talent development exerted moderate statistical influence on employee loyalty in selected manufacturing firms in Anambra State ($\beta = 0.70, p < .01$). Thus, the null hypothesis was rejected. This research indicated that talent development was an important predictor of employee loyalty in selected manufacturing firms in Anambra State. The result suggested that 49% change in employee loyalty was associated with proportionate change in employee talent development. This implies that employee talent development was a strategic approach to achieve employee loyalty.

Hypothesis Three

Ho₃: There is no significant relationship between talent retention and employee commitment in selected manufacturing firms in Anambra State.

Table 7. Relationship between Talent Retention and Employee Commitment in Selected Manufacturing Firms in Anambra State.

		Talent Retention	Employee Commitment
Talent Retention	Pearson Correlation	1	.824**
	Sig. (2-tailed)		.000
	N	146	146
Employee Commitment	Pearson Correlation	.824**	1
	Sig. (2-tailed)	.000	
	N	146	146

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

Source: Data Processed (2024)

The nature of relationship between talent retention and employee commitment was investigated using Pearson product-moment correlation coefficient. The research indicated a very strong, positive statistical relationship between talent retention and employee commitment in selected manufacturing firms in Anambra State, $r = .82, n = 146, p < 0.01$. Thus, the null hypothesis was rejected. This result suggested that employees' level of commitment tends to increase when manufacturing firms invest in talent retention strategies.

3.2. Discussion

The first research objective was to determine the nature of the relationship between talent attraction and job satisfaction in selected manufacturing firms in Anambra State. The result found a positive, statistical correlation between talent attraction and job satisfaction in selected manufacturing firms in Anambra State. The result was in line with some prior studies (Babarinde, 2022; Oyerinde & Adeyemi, 2022; Al-Dalahmeh, et al. 2020; Obeidat, et al, 2018). In a study of private universities in Nigeria, Babarinde (2022) found that talent management strategy had a significant effect on competitive advantage and organizational performance. Oyerinde & Adeyemi (2022) found that talent attraction positively and significantly relate to the performance of SMEs in Lagos State, Nigeria. Al-Dalahmeh, et al. (2020) established that talent attraction exerted the strongest influence on employee retention in ICT companies in Jordan. Obeidat, et al. (2018) determined a statistical influence of talent attraction on effectiveness of healthcare sector. Kamal & Lukman (2017) established a moderate statistical influence of talent

attraction on job satisfaction of employees in selected public Higher Learning Institutions. Lyria, et al. (2017) ascertained that talent attraction was statistically influenced performance of listed companies in the Nairobi Securities Exchange. Tash, et al. (2016) established s is a significant relationship between talent attraction and job satisfaction of Oil Jam Petrochemical Complex employees. Alternatively, Almomani, et al. (2022) revealed that talent attraction did not exert a significant influence on job satisfaction of employees in Jordanian commercial banks.

The second research objective was to ascertain the extent to which talent development influence employee loyalty in selected manufacturing firms in Anambra State. The result established that talent development exerted moderate statistical influence on employee loyalty in selected manufacturing firms in Anambra State. Similar result was reported by prior researchers (Mgbemena, et al, 2022; Oyerinde & Adeyemi, 2022; Almomani, et al. 2022; Al-Dalahmeh, et al. 2020;Obeidat, et al. 2018).For instance, Mgbemena, et al. (2022) ascertained a statistical, significant influence of talent development on employee productivity in pharmaceutical companies in Anambra State, Nigeria. Oyerinde & Adeyemi (2022) revealed a positive significant influence of talent development on performance of SMEs in Lagos State, Nigeria. Almomani, et al. (2022) found a statistical, significant influence of talent development on employee job satisfaction in Jordanian commercial banks. Al-Dalahmeh, et al. (2020) established that talent development had lowest influence on employee retention in Jordan ICT companies. Obeidat, et al. (2018) determined a strong positive correlation between talent development and organizational effectiveness. Tash, et al. (2016) found that talent development significantly correlated with job satisfaction among Oil Jam Petrochemical Complex employees.

The third research objective was to establish the nature of relationship between talent retention and employee commitment in selected manufacturing firms in Anambra State. The research indicated a strong, positive statistical relationship between talent retention and employee commitment in selected manufacturing firms in Anambra State. This result was in line with previous studies (Oyerinde & Adeyemi, 2022; Mgbemena, et al, 2022; Olufemi, et al. 2020; Akinremi & Adedeji, 2019). For example, Oyerinde & Adeyemi (2022) found that talent retention significantly influenced SME performance in Lagos State, Nigeria. Mgbemena, et al. (2022) ascertained the influence of talent retention on employee productivity in pharmaceutical companies in Anambra State, Nigeria. Olufemi, et al. (2020) ascertained that employee retention statistically correlate with productivity of public sector organization. Akinremi & Adedeji (2019) found a significant relationship between talent retention and employee performance in selected banks in Akure, Ondo State, Nigeria. Obeidat, et al. (2018) determined a strong positive correlation between talent maintenance and organizational effectiveness in healthcare sector.Tash, et al. (2016) established a statistical relationship between talent maintenance and job satisfaction of Oil Jam Petrochemical Complex employees.

4. Conclusion

In relation to the findings of the study which showed that manufacturing firms which have the capacity and resources to attract talents tends to guarantee employee job satisfaction more than those which lack the required resources. Firms which have invested in talent development also enjoy employee loyalty more than those which have not made any investment in employee development. The study therefore concluded that talent management (TM) has a significant positive relationship with organizational performance in selected manufacturing firms in Anambra State, Nigeria. This is due to the fact that all the decomposed variables of talent management and organizational performance had significant positive relationships with each other (talent attraction and job satisfaction, talent development and employee loyalty, talent retention and employee commitment). On the basis of the research findings and conclusion, the following recommendations were made:

- a. Manufacturing firms should exhibit objectivity in recruitment process, offer the right reward, provide job security, and invest in staff welfare so as to increase the chances of attracting highly talented employees.

- b. Firms should launch periodic training programs, introduce staff mentoring, and offer new roles to employees to enjoy the loyalty of their staff.
- c. Manufacturing firms should offer allowances, provide incentives for extra jobs, and sometimes offer casual leave to sustain the commitment of employees.

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