



Talent Management and Employee Commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria

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Abstract

This study examined the relationship between talent management and employee commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria. The study adopted a cross-sectional survey research design. Primary data was generated through structured questionnaire. The population for the study was fifty-three (53) employees in Technology Transfer Division and Industrial Linkages Division. The entire population was used as a sample size. The population was small hence indicating a census. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypothesis was tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The test was carried out at a 95% confidence interval and a 0.05 level of significance. The finding revealed that there is a significant relationship between talent management and employee commitment in federal institute of industrial research Oshodi, Lagos Nigeria. The study also concludes that when the Federal Institute of Industrial Research Oshodi, Lagos Nigeria vigorously pursues talent management of its employees, it fosters a lot of innovative ideas to the organization which ultimately leads to employee commitment as well as enhances growth and success. The study recommends that organizations should enact policies that promote talent management which will in turn promote employee retention. The policy makers should enact policies that promote talent management aspects in order to ensure sustainable employee retention and competitive advantage.

Keywords: *Talent Management, Employee Commitment, Talent Acquisition, Talent Development, Talent Retention*

1.0 Introduction

Globalization has not only increased competition among organizations but has also created new window of opportunity for the workforce. In the view of Wheelock (2010) in Hanief, et al, (2013), the present economic situation of the world has increased the importance of talent management and retention. The author further adds that intellectual capital is always an asset for any organization which they must invest in. People, intellectual capital and talent are ever more critical

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to an organization's strategic success. Again, the need for highly skilled and dedicated manpower cannot be overemphasized. Nowadays the markets are also very competitive and there is cut throat competition. For every organization it is difficult to start, survive, stabilize and excel in the business. The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market (Echaaobari, Ihunda & Adim, 2018). Retaining talented employees is the priority of many organizations and it is the key differentiator of human capital management (Mohammed, 2015). It is one of the critical issues facing organizations today and the biggest challenge faced by HR in modern economy (Lathitha, 2012) because of shortage of skilled workers, economic growth and high employee turnover.

Talent management ensures that organizations have the right people with fit skills located at the right place to access business strategy (Devine 2008, Ballesterous, 2010; Mohammed, 2015). This ensures that the right employees maximize their talent for optimal success of the organization. Talent management involves mechanisms put in place to ensure attraction, retention and development. The employment relationship is undergoing fundamental challenges that have implications in attracting, motivation and retention of talented employees and talent shortage has resulted to fierce competition (Nyanjom, 2013). Although talent management is a relatively new area for both public and private sectors, most organizations have prioritized it to ensure they acquire the staff (Kagwiria, 2014). This is because talent management has been linked to successful attraction, retention and development of employees (Baheshtiffar, 2011).

Consequently, various theoretical and practical studies have examined the effects of talent management on employee's commitment and organizational growth in firms (Gardner 2002, Vito, Alagala and Naakuu, 2018) while these studies focused on talent management in different contexts, none of these studies have been Federal Institute of Industrial Research Oshodi, Lagos Nigeria. It is in this light that this study intends to address talent management and how it relates employee commitment in the Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

1.2 Conceptual Framework

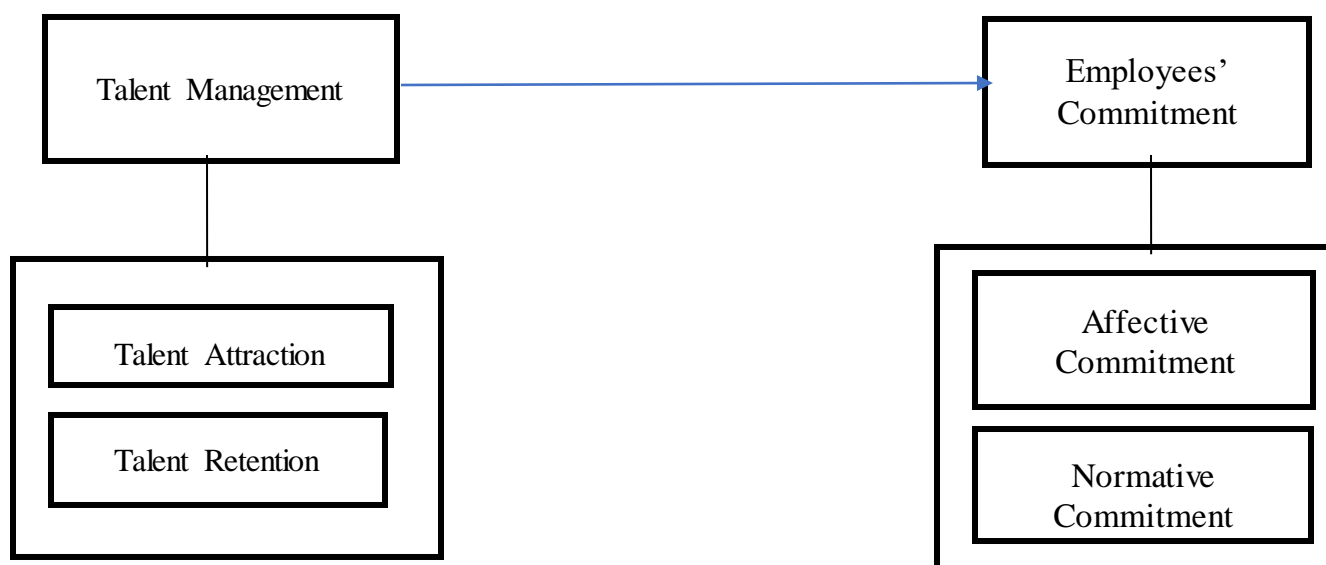


Fig 1.1 Conceptual framework of the relationship between talent management and employee commitment

1.3 Purpose of the Study

The purpose of the study is to examine the relationship between talent management and employee commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

Basically, the specific objectives of the study are to:

- i. Examine the relationship between talent attraction and employee commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.
- ii. Examine the relationship between talent retention and employee commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

Research Hypotheses

The following hypotheses were tested:

Ho₁: There is no significant relationship between talent attraction and affective commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria

Ho₂: There is no significant relationship between talent attraction and normative commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria

Ho₃: There is no significant relationship between talent retention and affective commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria

Ho₄: There is no significant relationship between talent retention and normative commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria

2.0 Literature Review

2.1 Theoretical Foundation

2.1.1 Social Cognitive Career Theory (SCCT)

The social cognitive career theory was conceptualized as a derivative of Bandura's general social cognitive theory in which the intersection of intrinsic and extrinsic factors influences psychosocial learning. This theory has been termed as the most promising career theory that may prove satisfactory in retention and career development. Lent and Brown (2006) expanded the scope of social cognitive career theory, offering a new and related social – cognitive model designed to explain the ways in which previously identified inputs such as self-efficacy and outcome expectations, along with person and contextual variables are related to job satisfaction. The authors cited recent research (Lles, Heller & Watson 2004), that linked job satisfaction to overall subjective well-being, thus providing a rationale for the use of the theory in the current research. The primary focus is on the central elements of social cognitive namely: self-efficacy and outcome expectations. Self-efficacy can be defined as an individual's sense of control and responsibility for his/her personal environment. It is also defined as the beliefs in one's capability to organize and execute the courses of action required to produce given attainments. Self-efficacy is concerned with the belief in the ability to exercise control over one's actions and events that affect their lives.

Beliefs impact life choices, motivation, quality of actions and the ability to overcome adversity. The sources of self-efficacy are derived from three sources: mastery experience, vicarious experience and social persuasion. Vicarious experience is observing the model of someone similar managing a task successfully and drawing experience. Outcome expectations refer to the personal belief that successfully performing certain tasks may result in probable response outcomes.

Lent *et al.*, (2006) expanded upon Bandura's work to focus exclusively on the development of the individual within the context of career. Managers who wish to retain talent can borrow heavily from this theory. Career behavior is driven by self-efficacy or the belief in the ability to accomplish something worthwhile. The degree of achievement depends on two factors: outcome expectations or the idea that initiating a particular behavior will yield the desired results and goals. If a person feels confident of his/her abilities, he/she is more likely to take specific actions to reach them. This is especially so for the young generation of employees popularly known as the millennials. They have grown up with an abundance of role models from parents and other mentors and still expect the same at work.

This theory associated individual failure to insufficient skill and knowledge which are deemed as acquirable. It is therefore imperative to provide customized training and development opportunities to the employees. This theory is relevant to the current study in that career behavior is driven by self-efficacy or belief in the ability to accomplish something worthwhile. The degree of achievement depends on two factors; outcome expectations or the idea that initiating a particular behavior will yield to desired results. Goals are keys because if a person feels confident of his/her abilities, he's more likely to take specific actions to reach them. If employees feel supported and their goals and career advancement looked into, their intention to stay will be higher.

2.2 Talent Management

Thompson, Gamble and Strickland (2005) refers to talent management as a process of attracting and integrating new people, developing and retaining current employees, compensating and motivating skillful workers all in a bid to achieve the aims and objective of the organization,

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therefore, employees with high potential, uncommon knowledge and capacity that will bring the desired goals and success in the organization should be attracted and retained, in doing so the employee's talent must be adequately motivated so as to have competitive edge in value generation to the organization. On the other hand, media firms are now developing their own employer brand by using talent management strategies to manage talented people. Subsequently, talent managers must have resourceful ideas and the capacity to deal with changes in their environment; also existing media organizations must be abreast with modern talent management techniques in order to survive in the industry (Hiles & Bunnell, 2006).

Talent management programs have impacted significantly on organizational growth due to the way most firms design and manage their organizational structure, in order to implement a successful talent management, organizations need to have; a clear mission and vision, a good corporate culture, and inculcate the consciousness that talent management is of a strategic concern, Conner (2000) and Hartley (2004). Talent management is important in its ability to add value to the industry even in the weak and recessive economy because it involves all the processes of planning, recruiting, developing, managing, and compensating employees in the organization.

The process of hiring new talent may be very expensive, when compared with the cost incurred to train, develop and retain the existing employees in the organization. Organizations in their quest to grow have seen the need for talent management programs and as such are currently embarking on intensive talent retention programs in their organization. Talent retention program at the first instance may look expensive in the short run due to increase in wages, rewards and compensation but the organization will be of competitive advantage at the long run.

Armstrong (2006) suggested that research on talent integration has shown organizations consistency in talent recruitment, selection, engagement and management, which has given some organization a competitive position. Organizations need to standardize best labor practices and implement a good talent management culture. In the same vein, Laff (2006) argued that the main force in implementing successfully talent management culture in any organization is the total commitment from the employer and employee to achieve firm's corporate intent.

Accordingly, proper talent attraction and talent retention strategy will bring about futuristic growth in organizations. Thus, people are seen as company greatest asset, and through these people the achievement of organizational goals can be facilitated. It is therefore important for organizations to attract, engage, and retain productive workers which will bring about success to the organization. Talent management dimension like employee attraction, career path development, employee retention, succession planning, training and development are very critical to the survival of any organization, accordingly these dimensions aids HR managers in finding out solutions and developmental support needed for companies to succeed. However, for the purpose of this study, the researcher will take an incisive analysis of talent management dimension in terms of talent attraction and talent retention.

2.2.1 Talent Attraction

The ability to attract external talent depends upon how potential applicants view the organization or industry, whether they share the same values with the organization. The creation of an attractive employer brand is an important factor in attracting external talent. Talent attraction is an addictive organizational process that involves recruitment, selection, induction and placement of potential workforce. Employees are certainly the best asset to the organization, it is therefore essential for

organizations to attract and hire the right people to work in their firms to achieve the firm's objective (Ashton & Morton, 2005).

These days media organizations' top most priority is how they will source and attract the best talented employee to assist their survival in the industry. Therefore, talent attraction has turned out to be the key strategy to hire and fill the skill gap in the organization. Accordingly, Tamunomiebi and Zep-obipi (2013) refers to human resources procurement herein talent attraction as a process of acquiring the skill and competence requirements of the organization. The process commences with the confirmation of employment opportunity, recruitment, selection, employment contract, induction and it terminates at personnel assignment. For this reason, HR practitioners should ensure they procure people with the necessary competence without biasness.

2.2.2 Talent Retention

Talent retention is a systematic approach used by media organizations to encouraged employees with high potential skills and competencies to remain with the organization for the maximum period of years. It involves human resource career development, maintenance, motivation, integration and compensation functions. Talent retention strategies are critical factors for the survival and growth of any organization. Lockwood (2006), characterize talent retention program as the application of integrated strategies or scheme planned to enhance workplace productivity by developing improved processes for mentoring, nurturing, retaining, coaching and succession planning of people with the required skills and propensity to meet current and future business needs.

Consequently, the definition above is important to media organizations because it suggests that talent management programs should be tailored to those who are most responsible for the organization's image and success. Ashton and Morton, (2005), argued that talent retention policies in the areas of employee's remuneration, motivation, maintenance, compensation and separation will bring about good employee performance; also, policies that bring about low talent turnover and retention strategy in the organization should be encouraged by talent managers. They further explain that talent retention policies in the areas of career development, succession planning, employee work life balance between office and private life, employee safety needs, the provision of employee sense of recognition and respect, adequate remuneration and compensation and separation will enhance employee commitment and build the organizational capacity which in turn will facilitate the organizations success in the long run.

2.2.3 Talent Development

Talent development refers to the training, orientating, and teaching of employees on how to perform their tasks. Employee talent development represents ways of helping an employee acquire skills that will enable him contribute his all-out worth to the firm (Carrol and Hannan, 1995). Tende, Ukoha and Alagah (2017) opined that the impartiality in the apportionment of talent development opportunities and/or openings make employees to be dissatisfied with their jobs hence, they become loyal and are always eager to put in their best to improve customer's satisfaction. Talent development impacts new knowledge and skills, if the talent development is relevant, it will meet employees' and organizational needs (Ibidunni et al., 2015).

When employees are satisfactorily trained, the result of the talent development will in turn boost output, quality and services which leads to a higher performance and hence, profitability. Carrol and Hannan (1995) suggested that human resource practices such as providing talent development

through flexibility and responsive capabilities by any organization are indeed very important determinants of talent retention. A firm with satisfactory talent development opportunities will definitely have higher retention rate. This is in line with Carrol and Hannan's (1995) postulation that talent development that aligns with proper training, reduces lateness, absenteeism, negative attitude to work, excessive complains and insubordination.

2.3 Employee Commitment

In recent times, several scholarly research works have been conducted in the area of employee and organizational commitment. Commitment on its own is a difficult concept to define (Meyer & Allen 1997; Meyer & Hercovitch, 2001). They defined commitment as a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mindsets), including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mindset are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively. According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. In the view of Ongori (2007), employee commitment is described as an effective response to the whole organization and the degree of attachment or loyalty employee feels towards the organization.

In the same vein, Zheng, Sharan and Wei (2010) saw employee commitment as simply employee attitude to organization. Therefore, employee loyalty to management is shown in how committed they are to their job in the organization. It shows identification with involvement in the day-to-day activities of the organization and management of organization should be concern with determining the level of commitment displayed by managers and would-be managers at all times. According to Meyer and Allen (1991) employee commitment is multi-dimensional in nature, encompassing workers loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization.

2.3.1 Affective Commitment (AC)

According to Meyer and Allen (1991) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi, Hamilton, Squirrell, Mioulet, Evans, Lee & King, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Also, Meyer and Herscovitch (2001) argued that the primary basis for the development of affective commitment is personal involvement, identification with the relevant target, and value congruence (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). As a result of the above view of Meyer & Herscovitch (2001), which states that when there is a high level of affective commitment, employees will be willing to remain in that organization, otherwise the reverse will be displayed. It has also been seen in the view of Bal, Sullivan & Harper (2014) that affective commitment

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reflects an emotional attachment and involvement in the organization. But earlier, Allen and Meyer (1991) defined affective component as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The ‘work experience relates to the boss-driven development as a dimension in management development.

2.3.2 Normative Commitment (NC)

According to Madi, *et al* (2012) normative commitment refers to an employee’s feeling of obligation to remain with the organization where it is based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Bal, *et al*, 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that coworkers’ commitment is expected to provide normative signals that influence the development of normative commitment. It is worthy to mention that organizational dependability and participatory management are key issues that will foster and install a sense of moral obligation to reciprocate to the organization. Normative commitment is said to reflect a sense of obligation instilled in the employee to sustain membership in the organization (Bal, Sullivan & Harper, 2014).

2.4 Talent Management and Employee Commitment

Armstrong, (2006), argued that one of the main factors to implement successful talent management in the resilient of an employee is the total commitment from the part of employee and employer. According to Brush, Ceru and Blackburn (2009), talent management is positively correlated with the chances of employee resilience. It is therefore important for organizations to attract and retain employees which will not just increase profitability through product innovation, increased market share but also be flexible in the complex economic scenario of the nation (Ashton and Morton, 2005). Most organisations presently focus on how they will source and attract the best talented employee to assist its survival in the market. Katou and Budhwar (2007) in their study of Greek manufacturing firms using resilience determinant such as adaptation and competence found out that there is a positive relationship between talent attraction and employees flexibility. Damapour and Gopalakrishnan (2001), opined that talent attraction is positively related to product employees’ competence and activeness.

Furthermore, Lockwood (2006), characterize talent retention program as the application of integrated strategies or scheme planned to enhance workplace productivity by developing improved processes for mentoring, self-assurance, personal vision of people, flexibility and adaptability, organizing, problem solving with the required skills and propensity of employees, in particular, to meet current and future business needs. Hence, talent retention programs should be gear towards the employees that will assist the organization to be flexible within the economic condition.

Katou and Budhwar (2007) opines that organizations should pay proper attention to the processes that is involved in talent attraction, retention, training and development, motivation and welfare of on-air and off-air personality as is a panacea to employees’ competence of any organization. In addition, Hartley (2005) attributed talent grooming and retention as key indicators of the organizational growth and it is therefore important to note that good talent management strategies

adopted by organization are precursor to market flexibility, adaptability and any organization's competence of prospective organizations.

3.0 Methodology

The study adopted a cross-sectional survey research design. Primary data was generated through structured questionnaire. The population for the study was fifty-three (53) employees in Technology Transfer Division and Industrial Linkages Division. The entire population was used as a sample size the population was small hence indicating a census. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypothesis was tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The test was carried out at a 95% confidence interval and a 0.05 level of significance.

4.0 Data Analysis and Result

The scatter diagram below provides vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration. The positive relationship is evidenced by the pattern of the points moving upwards from left to right. This positive relationship indicates that a higher value of the dependent variable is associated with higher values of the independent variables.

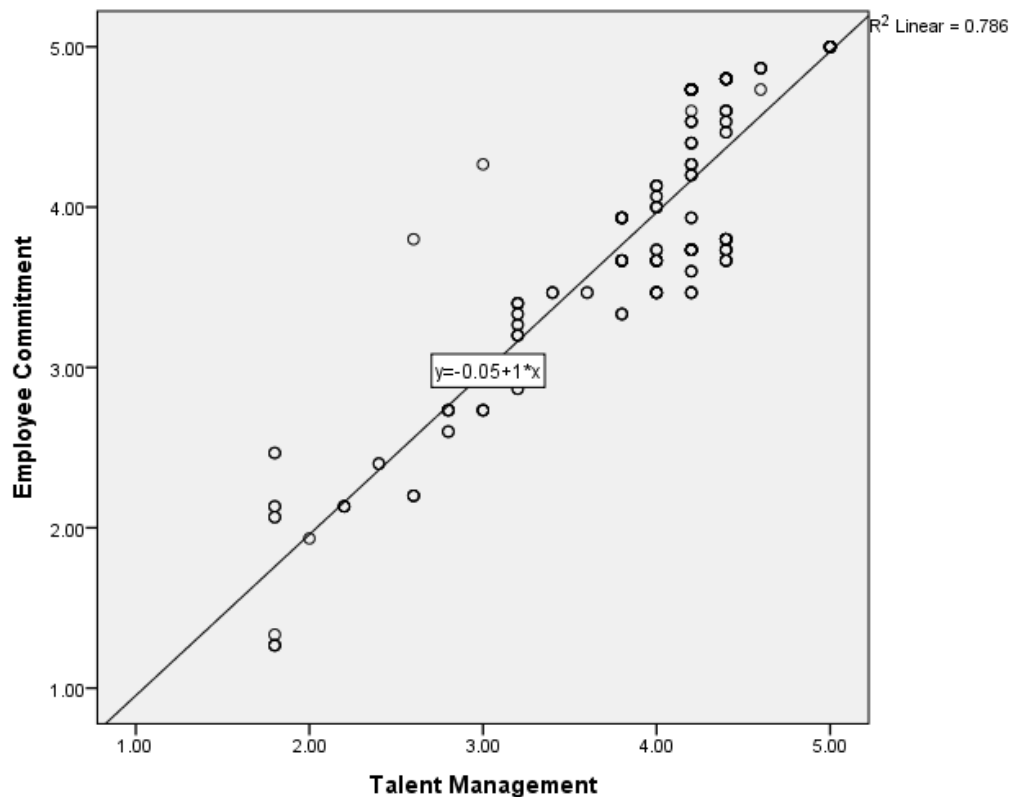


Figure 1: Scatter plot showing the direction of the talent management and employee commitment

Figure 1 shows a very strong relationship between talent management (independent variable) and employee commitment (dependent variable). The scatter plot graph shows that the linear value of (0.786) depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in talent management simultaneously brings about an increase in the level of employee commitment. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variable through the nature of their concentration.

Table 1: Correlation for talent attraction and the measures of employee commitment

			Talent Attraction	Affective Commitment	Normative Commitment
Spearman's rho	Talent Attraction	Correlation Coefficient	1.000	.638**	.814**
		Sig. (2-tailed)	.	.000	.000
		N	224	224	224
	Affective Commitment	Correlation Coefficient	.638**	1.000	.313**
		Sig. (2-tailed)	.000	.	.000
		N	224	224	224
	Normative Commitment	Correlation Coefficient	.814**	.313**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	224	224	224

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

Source: SPSS Output

H₀₁: There is no significant relationship between talent attraction and affective commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

The result of correlation matrix obtained between talent attraction and affective commitment was shown in Table 1. The correlation coefficient of very strong 0.638 confirms the direction and strength of this relationship. The coefficient represents a strong positive correlation between the variables. The test of significance shows that this relationship is significant at $p < 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent attraction and affective commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

H₀₂: There is no significant relationship between talent attraction and normative commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

The result of correlation matrix obtained between talent attraction and normative commitment was shown in Table 1. The correlation coefficient of very strong 0.814 confirms the direction and strength of this relationship. The coefficient represents a strong positive correlation between the variables. The test of significance shows that this relationship is significant at $p < 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent attraction and normative commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

Table 2: Correlation for talent retention and the measures of employee commitment

			Talent Retention	Affective Commitment	Normative Commitment
Spearman's rho	Talent Retention	Correlation Coefficient	1.000	.552**	.883**
		Sig. (2-tailed)	.	.000	.000
		N	224	224	224
	Affective Commitment	Correlation Coefficient	.552**	1.000	.313**
		Sig. (2-tailed)	.000	.	.000
		N	224	224	224
	Normative Commitment	Correlation Coefficient	.883**	.313**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	224	224	224

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

Source: SPSS Output

H₀₃: There is no significant relationship between talent retention and affective commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

The result of correlation matrix obtained between talent retention and affective commitment was shown in Table 1. The correlation coefficient of moderate 0.552 confirms the direction and strength of this relationship. The coefficient represents a strong positive correlation between the variables. The test of significance shows that this relationship is significant at $p < 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent retention and affective commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

H₀₄: There is no significant relationship between talent retention and normative commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

The result of correlation matrix obtained between talent retention and normative commitment was shown in Table 2. The correlation coefficient of very strong 0.883 confirms the direction and strength of this relationship. The coefficient represents a strong positive correlation between the variables. The test of significance shows that this relationship is significant at $p < 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent retention and normative commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria.

5.0 Discussion of Findings

This study examined the relationship between talent management employee commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria. The findings revealed that there is a strong positive and significant relationship between talent management and employee

commitment in Federal Institute of Industrial Research Oshodi, Lagos Nigeria. This finding supports the earlier finding in a study by Karemu, *et al* (2014), on critical analysis of talent management on medical employees' retention in public hospitals in Kenya, which indicated that talent management strategies impact positively on the retention of doctors and nurses at Kenyatta National hospital in Kenya. The studied variables were career development, compensation and benefits attractiveness, nature of work climate and levels of training and development. The data obtained from the study indicated that talent management strategies impact positively on the retention of doctors and nurses at Kenyatta national hospital in Kenya. A unit increase in career development opportunities would lead to effects in retention of with the findings of the current study which shows career development playing the greatest role in employee retention and talent management.

Also, the current study finding corroborates the work of Bano *et. al.* (2011) who studied talent management in the corporate sector of Islamabad, Pakistan and found out that talent management has a positive, significant influence on employee attitudinal outcomes and organizational effectiveness like employee work engagement, turnover avoidance and value addition. They concluded that organizations which are enthusiastic for gaining competitive advantage over their business rivals need to manage their talent in a vigilant and effective ways.

Furthermore, this study's findings align with the earlier study conducted by Tiwari and Shrivastara (2013) on strategies and practices of talent management and their impact on employee retention and effectiveness in India and concluded that talent management is one of the primary management tool in the 21st century human assets management. The study revealed that the age of the 41 employees is independent from the employee satisfaction and retention. However, experience was found to affect the satisfaction level of employees with practices of talent management. This study provided useful insights as to the relationship between performance management and talent management and retention.

The study also corroborates Anand (2004) as quoted by Tiwari (2013) explored to understand the talent management innovation, practices and process in a major telecom company in India. The researchers revealed the process of effective management of talent pool which led to enhanced employee engagement and reduced attrition and proportionately increase the average tenure of employees. It further concludes that every organization in whatever sector it serves should have defined capabilities in terms of skills, knowledge, ability and behavior. A gap analysis should be conducted by assessing every employee's competency profile and correct if there are any deficiencies that exists between the actual and the desired current performance.

The study also concludes that when the Federal Institute of Industrial Research Oshodi, Lagos Nigeria vigorously pursues talent management of its employees, it fosters a lot of innovative ideas to the organization which ultimately leads to employee commitment as well as enhances growth and success. Thus, by implementing an effective talent management strategy, organizations can ensure that the right people are selected at the right time for the right job.

6.0 Conclusion and Recommendations

Globalization has not only increased competition among organizations but has also created new window of opportunities for the workforce. Failing to retain key talents in any organization, with Government organizations (especially in the era of performance based criteria for releasing funds) being no exceptions are costly due to costs associated with employee turnover. Talent management strategies can facilitate development of employees, enhance service delivery and also give an

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organization an enhanced corporate image. This study therefore concludes when Talent management strategies can facilitate development of employees, enhance service delivery and also gives companies an enhanced corporate image.

The study makes the following recommendations:

- i. Organizations should enact policies that promote talent management which will in turn promote employee retention. The policy makers should enact policies that promote talent management aspects in order to ensure sustainable employee retention and competitive advantage.
- ii. The management organizations should focus on allocating resources for attracting, developing, engaging and retaining talent in order to remain competitive. There is also emphasis that in the present business scenario, organizations need to be proactive as business organizations in managing their workforce optimally through talent management.
- iii. Organizations should conduct a skills audit to find out what skills were available, whether they were in congruence with the business strategy in the short and long run and so direct human and other resources strategically.

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