

Effect Of Talent Management On Employee Productivity: A Study Of State Universities In South-East Nigeria.

Azotani, Francis Chuks, Onuorah, A.N, Ojukwu, Henry Sonna

Senior Special Assistant to the Governor, Anambra State, Nigeria
+2348039353917

Department of Business Administration,
Chukwuemeka Odumegwu Ojukwu University, Igbariam
Anambra State, Nigeria +2348065130040

Department of Business Administration, Nnamdi Azikiwe University, Awka
Anambra State, Nigeria +2347035188000
hs.ojukwu@unizik.edu.ng

Abstract: Creating and maintaining a competitive and productive workforce rests on the ability of an organization to identify exceptional talents which on the long-run would yield the much increase in productivity. The objective of this study was to ascertain the extent to which talent attraction influences employee commitment in State Universities in South East Nigeria. A sample size of 331 was attained from a population of 1929 employees of the five State Universities using Taro Yamane's formula. The formulated hypotheses were tested using Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences version 24. The results from the analysis showed that a positive relationship does exist between Talent Attraction and employee commitment. Conclusions and recommendation were made in line from the result findings.

Keywords: Talent Management, Talent Attraction, Employee Commitment

Introduction

The attainment of organizational objectives requires that several resources be coordinated in ensuring effectiveness and efficiency in the organizational processes. Some of these valuable resources include money, men, and machine; among these resources however, man seems to be the most valuable in ranking (Kehinde, 2012). Organizations having realized that human capital acquisition and development is key to achieving an increased level of performance, are now more than ever, competing against other firms in a bid to ensuring that the employees they have in their rank are those that can add value and productively simultaneously (Gardner, 2002). This issue is the singular reason why researchers delved into the area of talent management; which is the development of strategies through which a firm would adequately attract, train, and retain employees for the attainment of its objectives. The objectives of an organization can be sufficiently achieved only when its employees are fully committed to the course of the organization. Commitment occurs when an employee keys in fully into dealings of its organization. Commitment is a force that propels an employee towards the achievement of organizational objectives. Education is the foundational bedrock of successful organizations as it is key to ensuring that national objectives are attained through the training and development of great minds that would impact positively to an organization. The university system is a tool by which national identity and civil society are built through shared values and a commitment to a common goal (Akpan, 2013). Employees are obligated to remain in an organization so long as the factors that attract them remain. But this is not usually the case as most institutions deviate from the contractual

agreement it has with its employees. The consequence of this is that talented employees may begin to hoard vital information and reduce the amount of knowledge they make available to their institution. This category of disgruntled employees may also discourage other prospective talented employees from joining their institution. It is against this background that this study sets out to ascertain the extent to which talent attraction influences employee commitment.

Review of Related Literature

Talent Management

Kehinde (2012), when he posits that Talent management (TM) is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and making the best use of employees with the required skills that best meets the short and long term needs of business organizations. Cappell (2008) perceive Talent management to be the systematic attraction, identification, development, engagement, retention and deployment of individuals who are of a particular benefit to an organization, either in view of their talent for the long term need of an organization or because of the critical role they are expected to fill so as to ensure business continuity in critical areas.

Talent Attraction

This refers to the ability of organizations to attract highly talented individuals. Neal and Gebauer (2006) elucidated monetary and non-monetary factors as being the key reasons why people are attracted to a certain organizations. Also, factors like work-life balance,

competitive pay and challenging work important factors that attract talented prospective employees to an organization (Anwar, Nisar, Zubair, Khan, & Sana, 2014). The components that make up of talent attraction include; recruitment and selection, employer branding, employee value proposition and employer of choice (Armstrong, 2009). Recruitment and selection requires an organization to use various methods or techniques in selecting the right talent that best reflects the culture and value of a particular organization (Armstrong, 2009). It is often advised that organizations recruit among employees who are already in the organization to fill up higher positions knowing that these employees have imbibed the culture of the organization. The adoption of this method will also reduce the high cost associated with staff recruitment. Employer branding entails the development of an organization's image, which ought to be good enough so as to attract talented individuals. In order to attract the best talents, organizational branding serves as being a useful strategy because, an organization that manages its corporate brands effectively will to a great extent gain advantage over its competitors in this highly competitive global market. It will be almost impossible if not difficult to attract the right talents if an organization fails to build its brand image in the face of an increased global competition among firms (Ana, 2009). In view of this, the study of Albinger and Freeman (2000) indicates that the reputation of an organization is indeed an important factor in attracting key individuals. Employee value proposition is characterized by the potential employee's perception of the value of the organization seeking to recruit him. Employees' measure value proposition by looking at the following; how challenging a job is, the immediate work environment, and the reputation of the focal organization (Oehley, 2007).

Employee Commitment

Commitment refers to the focus and the desire of attachment of employees to a certain task or his work (Abdullah & Muhammad, 2012). Wiener (2002) defines commitment as the totality of internalized normative pressures to act in a way which meets organizational goals. Meyer and Allen (1994) also state that employee commitment is a psychological state that characterizes employee's relationship with an organization, and have implications for the decision to continue being a members of an organization. Prospective employees accept to join an organization because they have personal goals that they want to accomplish. An important aspect regarding organizational commitment is the identification of factors that induce employees to stay with or leave the organization in times of unpleasant organizational situations (Newstrom & Davies, 2007). Bussing (2002) identifies three sources of commitment; the instrumental (continuance), affective and normative source. *Continuance commitment* refers to the costs of leaving an organization or staying in order to use investments and capitals (Allen & Meyer, 1991). Affective commitment is conceptualized as an individual's attitudes towards the organization, consisting of a strong belief in, and acceptance of an organization's goals as well as the willingness to maintain its membership of an organization (Mowday, Porter & Steers, 2002, cited in Eby, Freeman, Rush & Lance, 2005). Normative commitment refers to

an obligation to remain with an organization, that is, employees see it as morally right to remain with their organization (Nafiseh & Morteza, 2014).

Theoretical Framework

The theories upon which this study is anchored are the Resource-Based view (RBV) theory of the firm. The resource based theory was developed by Wernerfelt in 1984. The theory stipulates holds that the basis for competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible and intangible resources at the firm's disposal. For these resources to be sustainable, they must be valuable, rare, in-imitable, and non-substitutable.

Empirical Studies

Somayyeh, Raheleh and Nikpour (2014) evaluated the Relationship between Talent Management and Organizational Commitment in International Division of Tejarat Bank, Iran. Descriptive survey method was employed for the study. 148 employees were selected as a sample. In analyzing the data, descriptive and inferential statistics were used including correlation test of Kendall and Partial and ranking test of Friedman. The findings of the research shows that a significant positive relationship exists between talent management sub variables such as attracting talents, talent maintenance and talents development, and organizational commitment. And also, that there is a positive relationship between talent management and organizational commitment according to demographic variables.

Kehinde (2012) examined the effect of talent management on organizational Performance among Chief Executive Officers (CEO) and Chief Operating Officers (COO) in Businesses located in Lagos, Nigeria. The impact of talent management on organizational performance is a problem especially where only strategic staff is treated as talents of the firm. The purpose of the study was to examine the effect of talent management on organizational performance. Questionnaire was used as the survey method of collecting primary data for the study. Correlation coefficient, t- student distribution and the descriptive analyses were the methods used to analyze the gathered data. The analyses revealed that talent management has positive impact on the organizational overall performance. It also revealed that talent management scheme has a positive impact on the performance of multinational and national firm. Interestingly, the result also reveals that, small and medium scale firms have not been gaining from this new technique within the Nigerian business environment. The study therefore recommends that talent management scheme should be used for all categories of staff within the firm that have special talent and that firms should have a clear distinction between their talent management scheme and the total human resources management style of the firm.

Haghparast, Mehrdad and Mohamadzadeh (2012) conducted a study on the Relationship between the elements of talent management and organizational success in the Department of Youth and Sport in west Azerbaijan Province. The study adopted a descriptive survey design.

The population consists of all staff at the Department of Youth and Sport west Azerbaijan Province. A five point Likert scale questionnaire was used to collect data for the study. For data analysis, descriptive statistics including frequency tables, percentages mean, and standard deviation was used as well as inferential statistics of the KS test for normality of the data and the Pearson correlation test was used to test the hypothesis between the elements of talent management and organizational success using SPSS (v 16). The Result shows that between the elements of talent management ($r = 0.430$), talent management practices, ($r = 0.287$), organizational assessment ($r = 0.346$) and motivational factors ($r = 0.576$), and organizational success is a significant relationship, but that organizational talent identification ($r = 0.115$) and organizational performance ($r = 0.095$) and organizational planning ($r = 0.162$) wasn't significantly associated with organizational success. The study concludes that in a competitive market, talent management is the primary driver for organizational success. And finally, the study suggests that if an organization wants to achieve superior performance, it should apply talent management practices in its operations.

Calvin and Connie (2016) theoretically reviewed Talent Attraction and Its Relationship with Organizational Productivity using Vroom's (1964) expectancy theory as a framework. The authors argued that rewards are one of the most important elements to motivate employees for contributing their best effort to generate innovative ideas that lead to productivity within the organization. The authors identified factors such as company reputation, working condition, compensation and benefits, and good employment practices as factors affecting employee attraction in an organization. The study therefore recommends that Organizations should establish attraction strategies in order to attract and retain valuable employees in this competitive corporate world.

Evans (2012) investigated the impact of employer branding on the attraction and retention of employees in the banking sector in Ghana. The descriptive survey design was adopted for the study. Eighty-seven employees, including junior and senior staff were conveniently sampled for the study. Data was analyzed using both descriptive and inferential statistics. The results of the study suggest that organizations use employer branding processes in their business to attract talented employees. It was also found that brand names of organizations may significantly influence the decision of employees to join and stay in the organization. It was therefore suggested that employers need to create conducive work environment with conditions to enable employees feel comfortable and remain in the organization.

Research Methodology

Research Design

The study adopted a descriptive research design. This method was deemed appropriate for this study since the researcher is interested in examining the type of relationship existing between the identified variables.

Sources of Data

Data for the study was gathered from both primary and secondary sources.

Population of the Study

The population of the study consists of all academic staff of the five (5) State Universities in South East Nigeria, which include;

| | |
|-----------------|-------------|
| ABSU, Uturu | 432 |
| COOU, Uli | 413 |
| EBSU, Abakaliki | 321 |
| ESUTH, Enugu | 392 |
| IMSU, Owerri | 371 |
| Total | 1929 |

Sample Size Determination and sampling technique

The sample size for this study was derived from the population of 1929 employees from the above State Universities in South East Nigeria using Taro Yamane's formula:

$$n = \frac{N}{1+N(e)^2}$$

$$n=1929 / \{1+1929(0.05)^2\} = 331$$

Method of Data Collection

A five point Likert scale questionnaire was used to collect necessary information needed for the study.

Method of Data Analysis

The hypotheses earlier formulated for the study as enumerated for this study was tested using Pearson's product moment correlation coefficient with the aid of Statistical Package for Social Science (SPSS) Ver.24. The decision rule is thus; reject the null hypothesis.

Presentation and Analysis of Data

Analysis of Research Questions

Research Question: To what extent does talent attraction influence employee commitment?

Table 1: Relationship between Talent Attraction and Employee Commitment

| | Employee Commitment |
|---|---------------------|
| Pearson Correlation (Talent Attraction) | .434** |
| Sig. (2-tailed) | .000 |
| N | 303 |

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

The table above shows that talent attraction has a positive influence on employee commitment of teaching staff of State Universities in South Eastern Nigeria.

Test of Hypothesis

H_A: Talent Attraction significantly affects Employee Commitment.

Table 2: Pearson Correlation Analysis between Talent Attraction and Employee Commitment

| | Employee Commitment |
|---|---------------------|
| Pearson Correlation (Talent Attraction) | .434** |
| Sig. (2-tailed) | .000 |
| N | 303 |

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

Source: SPSS Ver. 24

The result shows that talent attraction and employee commitment were significantly correlated, $r = .434$, $p < .05$. Thus, the study finds evidence to refute the null hypothesis and accept the alternate, that, there is a significant positive relationship between talent attraction and employee commitment.

Discussion of Finding

From the result obtained, it was seen that Talent attraction positively affects employee commitment. What this means is that if institutions can build on and develop those qualities it possess that tends to make them attractive to prospective employees, these institutions in question, will not just grow, but they will have the ability to attract the best creative brains that will propel the course of their institution towards achieving greater stride and progressively become a force to reckon with in the educational sector of Nigeria. This finding is line with the findings of Calvin and Connie (2016) when they theoretically reviewed Talent Attraction and Its Relationship to Organizational Productivity. The authors identified factors such as company reputation, working condition, compensation and benefits, and good employment practices as factors affecting employee attraction in an organization.

Conclusion and recommendation

Talent management has been seen to be an important tool which can either move an institution forward or make it to remain at the same point if not properly utilized. Employees are endowed with different skills that make them stand out among other employees. Organizations should identify and build on those qualities that attract talented employees because in so doing, they will not only attract prospective talented employees but retain the services of the already employed employees.

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