

## LEVERAGING ON ORGANISATIONAL COMMITMENT THROUGH TALENT MANAGEMENT PRACTICE IN NIGERIA'S HOSPITALITY SECTOR

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### ***Abstract***

*The study addressed talent management practices in Nigeria through management in the hospitality industry. The objective was to evaluate the influence of talent attraction on organizational commitment. The study was hinged on Talent-based theory. The study was analysed empirically. Findings revealed that talent attraction impacts organizational commitment positively. It was concluded that Talent attraction has a positive effect on organizational commitment. Hence the study recommended that in order to attract talent, firms must be innovative when creating a recruitment strategy and should steer clear of typical hiring practices to the greatest extent possible.*

***Keywords:*** *Talent Management, Organisational Commitment, Hospitality Sector, Talent Based Theory.*

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### **1. INTRODUCTION**

Increasing labour mobility, changing demographics, globalization, an older workforce, a shorter product lifecycle, and technological improvements are some of the characteristics of the modern labour market. It is impossible to overstate the importance of talent management in organizational operations. Due to the demands of globalization, globally active businesses like hotels are finding it more and more crucial to discover, hire, and utilize competent individuals from a variety of business cultures. Firms have been losing some of their staff to other firms in recent years. Even though most firms attempt to improve the working environment via appropriate governance, leadership, and management structures. Human talent is one of the most important resources for an operation's success in the hospitality industry towards achieving optimal performance (Kifordu, 2024).

### **The problem**

Many businesses, both public and private, have paid little attention to hiring employees based on their talent. In these two industries, hiring decisions are frequently made based on a candidate's educational background, kinship, nepotism, or cheap pay rather than on their skills. The workplace consequently tends to be less active, less independent, less innovative, and less concerned with organizational performance. Such a work climate unquestionably hinders advancement and jeopardizes the organization's future. Effective competition will be difficult for a company that struggles to keep its staff.

### **Objective**

Evaluate the influence of talent attraction on organizational commitment.

### **Research Question**

How does talent attraction influence organizational commitment?

### **Hypothesis**

H<sub>01</sub>: Talent attraction has no significant effect on organizational commitment.

## **2. LITERATURE UNDERPINNING**

### **The Talent Management Practice**

Talent management is more important for organizations that want to move forward, but its recent development has been quite positive. Many people have different perspectives on talent management. For example, Mohana, Santosh, Kumari, and Sudarsan (2021) regard it as a global human resources strategy with the goal of finding, developing, and keeping elevated personnel in an organization. The talent of a company gained prominence considering the significance of HR and their capacity, which led to the realization that companies should manage their talented resources to achieve their objectives (Karuri & Nahashon, 2015). Thus, talent management (TM) is crucial for identifying, elevating, hiring, keeping, and positioning skilled people. TM has grown in significance for modern firms and has taken on strategic importance everywhere (Jayaraman, Talib & Khan, 2018).

Additionally, because of the development of the knowledge economy, the introduction of cutting-edge technology, and the quick entry of new generations into the labour force, the management of companies is thinking more strategically and competitively by incorporating better methods for managing human capital (Zaki, Rathore, Sial, & Paul, 2020). This belief in TM's potential has motivated researchers to investigate several aspects of the notion. Despite this growing acknowledgement, studies have yet to clearly explain how TM relates to employee performance, even though it is widely acknowledged that employee performance overall reflects the performance of the organization (Mensah, 2015). Several studies have been conducted to demonstrate the importance of TM in HR, and businesses are using it to identify the finest candidates (Brunila & Yllner, 2013). Attraction, retention, training and development, and career management are among the dimensions of the TM (Chitsaz-Isfahani & Boustani, 2014).

### **Challenges associated with talent management**

According to Sparrow, Scullion, and Tarique (2014), there are various discussions and objections to how TM is used in practice, and the subject still lacks a definition and requires theological development. As there are numerous issues to be considered, particularly the organizational level and personnel level challenges, TM provides a novel strategy for tackling the trending topic through human resources wealth (Silzer & Dowell, 2010).

According to Mogwere's (2014) study, it is crucial to keep in mind that difficulties related to experience and talent shortage vary from organization to organization and even from continent to continent. Mogwere (2014) offers Africa as an example, where businesses struggle to find and keep skilled workers and deal with issues including low pay, unfavourable working conditions, inadequate employee engagement, and diminished benefits.

### **Talent Attraction (TA)**

The essential components of TA are recruitment and selection, employer branding, employee value proposition, and employer of choice (Armstrong, 2011). Good compensation packages, benefits, organizational culture, the hiring process, employee turnover, and social interaction are among the essential components of TA (Lyria, 2015). The processes or methods used in recruitment and selection to find the finest personnel must replicate the firm's traditions and values (Armstrong, 2011). Recruitment and selection procedures in a company are the first step in talent management (Alruwaili, 2018). Additionally, Armstrong (2006) noted that while there

are many strategies for luring bright people, recruiting and selection are among the most important ones.

### **Training and Development (TD)**

At its best, training is a collection of procedures designed to constantly improve individuals' knowledge, abilities, and organizational structures. This involves the participation itself (Mozael, 2017, Alnawfleh, 2020). Dessler (2010) asserted that training is a learning process used to improve the information and abilities needed to complete a task. Furthermore, (Engetou, 2017) notes that training increases productivity and operational safety in an organization (Katz, 2020). Training is a planned intervention that is intended to improve individuals' job performance, which raises productivity and, as a result, increases organizational effectiveness (Singh & Mohanty, 2012; Tzafrir, 2016; Alnawfleh, 2020 Vasudevan, 2014). An investigation conducted in Lebanon by (Halawi & Haydar, 2018) provides additional evidence for this claim, which states that training will improve employees' behaviour and their capacity for effective and efficient job performance. Major corporations must hire educated, qualified individuals who can quickly adapt to their constantly changing workplaces where new business needs have emerged to compete in the increasingly globalized workforce (Osewe, & Gindicha, 2021). As a result, businesses that invest in training initiatives have a competitive advantage over their peers who do not use training services (Aygul, 2019). Employee development is linked to the on-the-job abilities required for a certain position.

### **Organizational Commitment**

For both companies to advance, employees must be dedicated to the organization where they work. According to Robbins (2011), organizational commitment refers to how much employees identify with the company and desire to stay a part of it. One of these commitments relates to the sustainability of employees' desire to continue working for their organizations (Kifordu, 2024). The term "sustainability commitment" refers to an individual's perspective of their job within an organization that fosters morale, hope, and a desire to remain with the organization or leave it. Workers agreed that their continued dedication to the firm ensures the viability of their workplace because if they leave, the company will suffer losses, (Kifordu, 2022).

Employees who are committed are more likely to take advantage of new chances within the company.

### **Talent Attraction and Organizational Commitment**

Selection is defined as the ability of talent appraisal to fulfil the task of the job suitably, which inevitably leads to the hiring of the right person for the right job. Talent attraction via recruitment represents a vital phase in management of talent to ascertain which employees will be able to serve the business smoothly (Bratton & Gold, 2017). Companies use the management strategy of talent attraction to bring in the needed talent. This method is used to find candidates for the best jobs (Songa & Oloko, 2016). The goal of talent attraction is to draw potential employees who are qualified and a good fit for the open positions (Songa, & Oloko, 2016). According to Tien, Thi-To-Ly, Anh, and Thuong (2021), attracting talented individuals entails generating attractiveness through the general processes and policies on the management and development of human resources of enterprises to create an ideal environment in all respects for luring those who have exceptional experience and skills in working in a particular industry (Kifordu, 2018).

### **Training and Development and Organizational Commitment**

An efficient way to build a competitive human resource pool is to invest in the training and development of personnel. Financial investment is the most obvious sign of organizational commitment and resource expenditure connected to training among the input variables borne by an organization (Osewe, & Gindicha, 2021). Corporate training that are thorough and well-planned requires a lot of resources, thus they need to be backed up by the right resources, like a big enough budget. The most fundamental criterion to guarantee opportunities and high-quality training for employees has been emphasized as the financial involvement of businesses in training (Sung, & Choi, 2014).

During training, staff members acquire the information, skills, and capacities to alter their attitudes and behaviour, which can help the business achieve excellent results (Ahmed & Yohanna, 2014). Worker personal growth also contributes to greater corporate performance (Okechukwu, 2017). Additionally, training may guarantee that the workers can easily adopt new technologies, boosting productivity and efficiency for both individuals and businesses (Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016).

## **THEORETICAL FOUNDATION**

### **Talent-Based Theory**

The talent-based theory is another significant theory that resulted from the theory of the firm.

According to this view, the only resource that can assist preserve a competitive advantage is talent (Rabbi et al., 2015). According to the talent-based view of the firm, talent is the only resource that can create a sustained competitive advantage, hence attention and decision-making inside the company should be largely directed on talent and the competitive skills that result from it (Roberts, 2008).

### **Empirical Review**

Wandabwa, & Makokha, (2021) examined the effect of talent management practices on employee performance in the county government of Bungoma. Assessing the impact of talent career management on employee performance in the county government of Bungoma served as the study's overall objective. The Maslow Hierarchy of Needs Theory, the Human Capital Theory, and the Job Embeddedness Theory served as the study's foundations. The research design used in the study was descriptive. The 136 members of the supervisory cadre and management made up the study's target population. Due to the study's tiny target population, a census method was adopted. Structured questionnaires were used as the data-gathering tool. To examine the reliability and validity of the study instrument, pilot testing was conducted. Data was tabulated after descriptive and inferential statistics were applied to it. Correlation and multiple regression statistical methods will be applied to the data. According to the study's conclusions, job performance in the county government of Bungoma was found to have a substantial beneficial link with talent career management. The study's conclusions will help develop policies, conduct research, and manage human resources. The study's findings will assist counties in determining the value of talent management on their employees' productivity, the quantity of work done in collaboration with coworkers, absenteeism, and reliability at work.

## **3. METHODOLOGY**

This study used the survey research design method. The population of this study consists of the employees from the fifteen (15) selected hotels in Asaba, Delta State, Benin City, Edo

State and Yenagoa Bayelsa State. The research population for this study was made up of lower, middle, and senior management cadres of the hotels' personnel, and it is shown in table .1:

**Table 1: Showing the population spread of staff from the selected hotels**

S/N	Selected Hotels in Asaba Delta State	Staff
1	<u>Best Western Plus Elomaz Hotel</u>	47
2	Definite Destiny Hotel	37
3	Spring Hill Hotel and Suites	42
4	<u>Mainstay Apartment &amp; Suites</u>	45
5	<u>Seth Hotel</u>	44
	Selected Hotels in Benin City Edo State	
6	<u>Poshlux Executive Hotel</u>	34
7	<u>Eterno Hotels</u>	33
8	<u>De Brit Hotel</u>	46
9	<u>Meridian Lodge Hotels &amp; Resorts</u>	34
10	<u>Choice Gate Hotel and Suites</u>	38
	Selected Hotels in Yenagoa Bayelsa State	
11	<u>144 Suites Luxury Hotel</u>	47
12	<u>Amba Hotel Limited</u>	40
13	<u>Ebiis Hotel</u>	41
14	La Gold Hotels	39
15	De Brass Suites	37
Total		604

**Source:** Human Resources Department of Hotels (2024).

In the table from Krejcie and Morgan (1970), a subset of the population was chosen to study instead of the complete population. Two hundred thirty-four (234) items roughly make up this subset. The stratified random sampling technique was also used in the investigation. A structured questionnaire with responses on a five-point Likert scale was utilised as the research tool in this study. A test-retest technique was used to determine the instrument's reliability. The Cronbach Alpha Index was used to calculate the questionnaire's reliability. According to Hair, William, Black, Rolp & Ronald (2006), the lowest limit of acceptability in quantitative research is between 0.60 and 0.70.

**Table 2 Reliability Statistics**

S/N	Dimensions	Number of items	Alpha ( $\alpha$ ) Value
1	Talent Attraction	5	0.714

Descriptive statistics and inferential statistical methods were used to analyze data from the field survey of respondents from the various hotels whose employees were sampled to draw generalizations and conclusions

#### **4. ANALYSIS OF OTHER RESEARCH DATA**

To draw a conclusion and generalize, the other study data were analyzed and the earlier postulated hypotheses in the previous chapter were tested in this section.

**Table 3 Inter-Correlations and Descriptive Statistics for Study Variables**

Variable	1	2	3	4	5	6	M	SD
1. Talent attraction	1						24.46	0.82

#### **The guideline for Pearson correlation coefficients**

S/N	Coefficient value	Strength of association
1	$< r < 0.3$	Small correlation
2	$0.3 < r < 0.5$	Medium/moderate correlation
3	$r > 0.5$	Large/strong correlation

**Source:** Based on Cohen (1988)

Talent attraction showed a strong positive correlation coefficient with organizational commitment (0.578\*\*) which means that talent attraction is a large and good measure of talent management practice. Talent retention showed a moderate positive correlation coefficient with organizational commitment (0.333\*\*) which implies that talent retention is a moderate and good measure of talent management practice. Training and development showed a positive correlation coefficient with organizational commitment (0.289\*\*) which means that training and development is a strong and good measure of talent management practice.



**Table 4: Regression Analysis of talent management practice and organizational commitment**

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-13.058	2.471		5.285	.000		
Talent attraction	.472	.064	.374	7.415	.000	.810	1.234

**Fitness of the Model (Analysis of Variance)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	131.983	5	26.397	54.011	.000 <sup>b</sup>
	Residual	105.076	215	.489		
	Total	237.059	220			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Training and development, Talent attraction

Table 4. F-ratio measures how well the total regression model fits the data. According to the table,  $F = 54.011$ ,  $0.000 < 0.05$ , the elements of talent management practice strongly predict organizational commitment.

**Hypothesis One**

**H<sub>01</sub>:** Talent attraction has no significant effect on organizational commitment.

Since the p-value critical is at 0.05 (5%) i.e. the level of significance is lesser than the calculated level of significance ( $0.000 < 0.05$ ) in Table 4.4, the null hypothesis was rejected while the alternate was accepted. This implies that talent attraction has a significant effect on organizational commitment.

**Talent attraction and organizational commitment**

Table 5 shows that talent attraction has a strong positive correlation coefficient with organizational commitment ( $r=0.578^{**}$ ). Table 5 showed that talent attraction has significant

positive effect on organizational commitment ( $\beta = 0.374$ ,  $p = 0.000 < 0.05$ ). Test of hypothesis one showed that talent attraction has a significant effect on organizational commitment ( $0.000 < 0.05$ ). The result is in line with Bratton and Gold (2017) finding talent attraction via recruitment is a crucial stage in talent management to identify employees who can serve the company's operations, while selection is explained as the ability of talent assessment to carry out the task of the job suitably eventually lead to the hiring of the right person in the right job. Songa and Oloko (2016) discovered that talent attraction tries to draw potential employees who are qualified and a good fit for the open positions. Tien et al. (2021) found that attracting talented individuals requires the creation of attractiveness through the ultimate pathways and policies on the management and development of human resources of enterprises. This is done in order to create ideal environment in all respects for luring in individuals who have exceptional experience and skills in working in a particular sector of the industry. This suggested that businesses utilize talent attraction as a management strategy to entice desired capabilities into their organizations (Kifordu, 2022).

## **5. CONCLUSION AND RECOMMENDATION**

The study concluded that talent management practice has significant positive effect on organizational commitment. Talent attraction has a positive effect on organizational commitment. Hence the study recommended that in order to attract talent, firms must be innovative when creating a recruitment strategy and should steer clear of typical hiring practices to the greatest extent possible.

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