

THE PLACE OF ORGANIZATIONAL COMMITMENT THROUGH TALENT MANAGEMENT: THE HOSPITALITY EXPERIENCES

Omotejiohwo Jennifer OBIRE,

Department of Business Administration, Delta State University, Abraka

jennyobire@gmail.com

Abstract

The study looked at the place of organizational commitment in marketing through talent management practices in Nigeria's 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 retention has a positive effect on organizational commitment. Hence it is recommended that Companies should always try to retain their talented employees and consistently provide them with possibilities for personal growth to enhance organizational commitment

Keywords: *Talent Management, Talent Retention, Organizational Commitment, Social Exchange Theory, the Hospitality Sector.*

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1.INTRODUCTION

Companies increasingly rely on the services of skilled workers in the knowledge economy, where knowledge is an important element in value generation (Zaim, Keceli, Jaradat, & Kastrati, 2018). Consequently, to achieve long-term competitive advantages in this competitive climate, talent management strategies are required (Gallardo-Gallardo, Thunnissen, & Scullion, 2020). Even before the major impacts of COVID-19 on the hospitality industry, sustaining a satisfactory talent pool ranked retention and turnover concerns among the top current challenges in the sector, according to hotel owners (Bufquin, DiPietro, Partlow, & Smith, 2018). The remarkable task of attracting and retaining skilled workers in the hospitality industry will persist as the industry moves beyond the current pandemic pressures.

Hughes and Murray (2018) asserted that the hospitality industry is still developing its ideas of talent management and the utilization of high-performance personnel, but there is also a growing discourse in hospitality management about the sustainability of enough labour. Companies are worried about how to create a talent management plan that matches the national environment amid globalization (Agarwal, 2016). There is no denying that technology and globalization have altered our way of life by fostering more talent-based competition. Therefore, the ability of businesses to guarantee that the appropriate people with the right abilities are in the right location at the right time, and engaged in the correct activities, impacts the potential growth of companies all over the world (El Dahshan, Keshk, & Dorgham, 2018). Due to these factors, talent management has risen to the top of the list of strategic human resources management issues and has become the main priority for all enterprises (Elia, Ghazzawi, & Arnaout, 2017).

Problem statement

Globally, there is an unresolved skilled labour talent crisis. As a result, the shortfall might affect millions of workers and cause a significant reduction in yearly revenue. Talent management has emerged as a crucial concern for corporate companies in Nigeria. Many firms are now concerned about employee turnover, which lowers operational expenses while having a substantial impact on talent loss and bottlenecks in business operations. Since it is a constant source of concern for many firms, management practitioners have become more interested in the labour turnover model during the past few decades. Some attribute it to the company's senior management because they pay less attention to and do not focus on this important issue, probably because they are unable to recognize how labour turnover negatively affects the organization's performance.

Study Objectives

The objective of the study is to ascertain the effect of talent retention on organizational commitment

Hypothesis

H₀₁: Talent retention has no significant effect on organizational commitment.

2. LITERATURE UNDERPINNINGS

The Talent Management Practice

With 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).

Companies can successfully attract and retain the appropriate staff, making talent management essential. Additionally, talent identification and development assist companies in identifying staff members who have the potential to assume leadership roles in the future. This strategy places a focus on creating talent pools with a high level of leadership ability (Baheshtiffar, 2011). Talent management strategies make sure the proper individuals desire to work for the organization and efficiently recruit new, bright employees, Kifordu (2018). Additionally, talented people are recognized and respected, and there are incentives to keep them (Brundage & Koziel, 2010). Companies in all advanced economies will certainly have challenges with personnel management, and recent research indicates that these issues may even be more severe in emerging economies (Kifordu, 2022).

Talent management has several advantages, including improved productivity, a culture of competence, employee engagement, and staff retention (Rabbi et al., 2015). Mary, Enyinna, and Ezinne (2015) also pointed out that the lack of planning and execution of management policies, processes, and initiatives that have a positive influence on the process of acquiring, developing, and retaining talents to sustain an organization's competitive advantage is the main reason why talent management systems have failed in most companies today.

Talent Retention (TR)

Each manager must retain talented employees. Businesses spend far less on keeping talented employees than they do on hiring new ones. Nevertheless, many businesses continue to accept a large percentage of workers quitting their employment, invest little time in training new hires, and fail to provide opportunities for them to integrate, Kifordu, (2024). Promoting corporate image, enacting preferential policies and regimes, creating a positive work atmosphere, and transforming the company into a reasonable workplace that fulfils employees' aspirations are all necessary for attracting and keeping brilliant individuals (Tien, et al 2021). Once a solid system has been established to address employee needs, it will unavoidably be advantageous for the business. First of all, it will provide companies with a competitive edge in the war for talent. Therefore, when businesses need to hire new employees, they do not need to spend a lot of money on advertising, posting job listings, or hiring headhunters because talented individuals will find it on their own (Tien, et al 2021).

Employees will spread the word about the company's good policies and pay through the "worth of mouth" impact. To meet the project's human resource needs, this is crucial. Manpower is a key component for any project, ensuring that firms do not lose out on business prospects due to a shortage of human resources. Additionally, keeping and growing the business's competitiveness depends on finding and keeping capable employees who are right for the company (Tien, et al 2021).

Companies will improve consumer satisfaction with the quality of their products and ancillary services with a team of competent human resources. Therefore, boosts both the competitiveness of the market and corporate revenue (Tien & Anh, 2018). As a result, it is clear why it is crucial and urgent to find and keep outstanding individuals. Every firm is becoming more mindful of the need to choose and keep employees who are knowledgeable, capable, and committed to the company (Iles, Chuai, & Preece, 2010). A talent stream that creates and maintains the pool of skilled HR personnel is created because of the suggested TR policies, which are intended to ensure that workers are committed to the firm (Iles et al. 2010). This can have a long-lasting effect on the workforce's hearts and minds and continue to solidify employees' perceptions that their employers value them (Nzewi, Chiekezie, & Ogbeta, 2016).

Organizational Commitment

Every worker must have organizational commitment, which is defined as a mindset of devotion to the company for which they work. The acceptance and belief in the organization's ideals and aims, which are raised by the desire to keep up membership in the organization, are tightly linked to psychological components of organizational commitment. Loyalty to a company is referred to as organizational commitment (Schermerhorn, Hunt, & Osborn, 2011). It indicates that the more a person is dedicated, the more pride they will have in being a part of the company, and the more they will identify with it. In contrast, Robbins & Judge (2011) defined organizational commitment as the level of employee identification with a certain organization and its objectives and desire to continue belonging to that company.

When a worker supports the company, with a succession plan a favourable environment must be realized where workers and employers have a common orientation toward attaining goals and trying to achieve the defined targets. In this approach, organizational commitment is required (Kifordu, 2024). For a business to maintain its continuity, organizational commitment becomes crucial. Employee dedication to the organization demonstrates a desire to remain, work, and dedicate themselves to it. Work engagement also considers how much a worker identifies with the business, how involved they are there, and how much they want to stay.

Additionally, organizational commitment is described by Mowday, Porter, and Steers (2009) as the degree to which a person identifies with and is involved in a specific company. Porter and Steers (2009) define organizational commitment as 1) a strong belief in and acceptance of the goals and principles of the company, 2) a willingness to put in a lot of effort, and 3) a strong desire to remain employed by the business. This commitment is categorized as an affective or attitude commitment since it has to do with how closely people believe their values and objectives align with those of the company with a diversity mentality (Kifordu, 2022). Employee dedication is inversely correlated with the degree to which personal beliefs and goals align with those of the company.

Talent Retention and Organizational Commitment

Many firms place a high focus on retaining brilliant workers, and doing so is what makes human capital management unique. TR is a crucial factor in determining company success and a competitive resource that forces organizations to reevaluate how they handle the significant top achievers (Shoaib, Noor, Tirmizi & Bashir, 2009). Even while it may not have a direct

impact on profitability, worker welfare may foster responsibility and aid in the retention of key representatives' duties. Although it may not directly increase output, worker well-being may increase commitment and help retain crucial potential candidates (Nzewi et.al, 2016).

For a firm to remain competitive, talent retention is crucial. This is made possible by implementing remuneration practices that prevent employees from quitting their jobs (Chiekezie, Emejulu, & Nwanneka, 2017; Nzewi & Chiekezie, 2016). The retention of productive workers, on the other hand, has emerged as the top challenge for firms, according to Mabaso (2016). Therefore, it appears that paying talented individuals well will help the firm grow and achieve its objectives. The distinction between compensation and returns resulting from an employee's work (Dessler, 2013). a procedure used in organizations to pay employees for their contributions (Sharma, 2013).

According to Osibanjo, Adeniji, Olubusayo, and Heirsmac (2014), remuneration is viewed as an effective strategy used by organizations since it influences worker performance and retention. Worker performance is greatly improved by salary, which is crucial to the company. A study conducted by Hameed, Ramzan, Zubair, Ali, and Arslan (2014) looked at how remuneration affected worker performance. They demonstrated a beneficial impact of pay on worker performance. Sulaefi (2018) conducted an explanatory study to ascertain how employee work performance is affected by pay, organizational commitment, and career route. Study findings indicated a substantial relationship between pay, organizational commitment, and career and employee performance.

THEORETICAL FRAMEWORK

Social Exchange Theory

This study is anchored on the social exchange theorists contend that social exchange entails interactions that endow members of the social network with obligations at work throughout time (Amo, 2006; Cropanzano & Mitchell, 2005). More specifically, the Social Exchange Theory (SET) theory is founded on the idea that the recipient of a good deed will eventually repay them with good deeds. Such reciprocal interactions foster high-quality connections at work under the correct circumstances (Xerri, 2013). Employees are more likely to react with more workplace production if they are satisfied with the results of their work-related interactions (Hom et al., 2009). In contrast, when people feel negative emotions, their opinions and plans for action may be slimmer, resulting in more cautious acts being communicated.

When a person feels positive emotions, their thoughts and behaviour appear to be more expansive, improving their capacity to change their talents and social relationships (Fredrickson, Tugade, Waugh, & Larkin, 2003).

Empirical Review

Ebrahim, Razak, Mustakim, Mokhtar, & Sauid (2021) examined the effect of talent management on employees' retention: A Study of Professional Employees in Malaysian Companies with Governmental Ties. Performance management and rewards and compensations were two essential talent management methods that were put to the test in this study. This investigation was a correlational one. These GLCs allowed for the identification of 140 professional workers in total, and the census sampling method was used. The physically delivered surveys to the responders. Pearson The relationship between the variables was ascertained using correlation, and the hypothesis was tested using the regression analysis approach. The findings showed a positive association between both talent management strategies and employee retention. Multiple regression analysis reveals that only performance management has a favorable impact on staff retention, though. The study's drawbacks include its small sample size (N=140), lack of longitudinal design, and potential for generalizability to other samples. This study offers a thorough insight of how talent management strategies are used to retain talent among professional workers. By offering businesses more guidance on how to adjust their personnel management methods and fit in with different industries, this study demonstrates the value of talent management practices for GLCs. It is suggested that in the future, the research field be widened to more thoroughly examine the various facets of talent management

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 below.

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 & 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 & 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 (α) Value
1	Talent Retention	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

Table 3 Inter-Correlations and Descriptive Statistics for Study Variables

Variable	1	2	3	4	5	6	M	SD
1. Talent retention	0.133*	1					24.49	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 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.

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

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-13.058	2.471		5.285	.000		
Talent retention	.241	.063	.190	3.850	.000	.848	1.179

Fitness of the Model (Analysis of Variance)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	131.983	5	26.397	54.011	.000 ^b
	Residual	105.076	215	.489		
	Total	237.059	220			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Talent Retention

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. The Table above shows that talent retention has a significant positive effect on organizational commitment. ($\beta =0.190$, $p=0.000 < 0.05$),

Hypothesis Testing

Hypothesis One

H₀₁: Talent retention has no significant effect on organizational commitment.

Table 4. shows that the calculated level of significance, which is ($0.000 < 0.05$), is less than the p-value of 5%. Based on this result, the null hypothesis was rejected, and the alternate was accepted implying that talent retention has a significant effect on organizational commitment.

5. DISCUSSION OF RESULT

Talent retention and organizational commitment

Table 4 shows talent retention has a moderate positive correlation coefficient with organizational commitment ($r=0.333^{**}$). Table 4. shows that talent retention has a significant positive effect on organizational commitment. ($\beta =0.190$, $p=0.000 < 0.05$). Test of hypothesis two showed that talent retention has a significant effect on organizational commitment ($0.000 < 0.05$). The outcome is consistent with the findings of Chiekezie et al. (2017) and Nzewi and Chiekezie (2016) that talent retention is more important than recruiting new talent for organizations to remain competitive. This is made feasible by implementing remuneration practices to keep individuals on the job. According to Shoaib et al. (2009), talent retention is an important factor in determining corporate success and a competitive resource that forces

organizations to reevaluate how they handle their significant-top performers. Additionally, keeping and growing the business's competitiveness depends on finding and keeping capable employees who are right for the company (Tien, et al 2021). Considering these findings, keeping highly talented individuals on board is crucial in the present, cutthroat corporate environment because of their good effects on increasing organizational efficiency.

6. CONCLUSION AND RECOMMENDATIONS

The study concluded that talent management practice has a significant positive effect on organizational commitment. Talent retention has a positive effect on organizational commitment.

The term "talent retention" refers to all of an organization's actions, procedures, policies, and methods that are most likely used to stop talented individuals from leaving the company early or voluntarily resigning or being made redundant. Employee retention is one of many corporations' top priorities nowadays. The goal of talent retention is to take steps to motivate employees to stay with the company for the longest possible time. Hence it is recommended that Companies should always try to retain their talented employees and consistently provide them with possibilities for personal growth to enhance organizational commitment

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