

## **An Assessment of the Relevance of Talent Management in the Enhancement of Quality Customer Service in the Hospitality Industry in Delta State, Nigeria**

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### **Abstract**

*The Nigerian hospitality industry is highly competitive as customers are attracted to firms that provide them with the best services. Consequently, this study explored the effect of talent management on quality customer service in the hospitality industries in Delta State, Nigeria. Specifically, the study examined the effect of talent management (explanatory variable) on the dimensions of the dependent variable (customer satisfaction, customer retention, customer loyalty and customer engagement). To obtain primary data from study participants and determine the effect of talent management on quality customer service, the researcher used survey research designs in this study. 179 copies of questionnaire were given to the study participants in order to test the study hypotheses, of which 171 were considered to be valid. The data that were obtained from the respondents were analyzed using descriptive statistics and simple linear regression analysis via SPSS version 23. Findings revealed that talent management has a significant positive effect on all the dimensions of quality customer service (customer satisfaction ( $T=32.84$ ,  $P<0.05$ ), customer retention ( $T=13.45$ ,  $P<0.05$ ), customer loyalty ( $T=19.12$ ,  $P<0.05$ ) and customer engagement ( $T=7.72$ ,  $P<0.05$ ). Based on the study's finding, it was recommended management/supervisors of hospitality firms should place emphasis on their recruitment procedures as well as their retention strategies in order to ensure that highly skilled and competent employees are attracted and retained in the organization. This will enable the organization to deliver exceptional quality customer services to their customers.*

**Keywords:** Talent Management, Quality Customer Service, Customer Satisfaction, Customer Retention, Customer Loyalty and Customer Engagement

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## INTRODUCTION

Talent management can be described as the organized evaluation, advancement, attraction, dedication, retention, and distribution of high-potential and skilled workforce to occupy critical positions that substantially affect an organization's sustainable productivity (Mensah & Bawole, 2016). Skilled workforce (talented employees) is the most important elements of any organization, especially in the hospitality sector that is characterized with intense competition. For any hospitality firm to have good financial performance, high competitive capacity, profitability and enhanced customer service, its talent must be effectively and efficiently attracted, developed, retained and well managed (Igbomor, 2023). As a vital aggressive motivating force of the organization, employees (talents) contribute adequately to its efficient operation through service delivery quality, resulting in profit-making. Nowadays, organizations understand that individuals, human capital, and talented employees are always essential to their achievement (Jimoh, Kee & Odebunmi, 2020; Alabbas, Alshaboul & Daud, 2020; Nafei, 2015). Talent management emphasizes the maintenance of the organizational best talent for effective performance. As a result, the talent flow creates and maintains the talent pool, enabling the employees' best service delivery (Armstrong, 2017). To most organizations, employee exits could significantly affect service delivery, and may eventually lead to a parallel downturn in the quality of service delivered (Jimoh, et al., 2020). Attracting and retaining high performing employees is very important to hospitality firms as a low retention rate might create both monetary and other consequences like loss of customers in the organization (Barkhuizen, Mogwere & Schutte, 2014). Talented employees are highly needed to ensure sustainability, profitability and quality customer services in the hospitality sector.

The main objective of this research is to determine the relationship between the talent management and quality customer service in Nigerian hospitality sector. Furthermore, no studies currently exist relating talent management as a variable to the various dimensions/aspect of quality customer service used in this study.

The specific objectives of this study were to:

1. Examine the link between talent management and customer satisfaction
2. Ascertain the relationship between talent management and customer retention
3. Investigate the association between talent management and customer loyalty
4. Highlight the linkage between talent management and customer engagement

The following null hypotheses were tested.

- 1 Talent management has no effect on customer satisfaction
- 2 Talent management has no effect on customer retention
- 3 Talent management has no effect on customer loyalty
- 4 Talent management has no effect on customer engagement

## LITERATURE REVIEW

### Talent Management

Talent Management is a concept increasingly on the minds of managers and practitioners as it becomes more difficult to attract, develop and retain talented employees in a fierce competitive business world (Barkhuizen et, al, 2014).As cited Barkhuizen et, al (2014) talent

management can be defined as the implementation of integrated human resource strategies to attract, develop, retain and productively utilize employees with the required skills and abilities to meet current and future business needs. Talent management is formulated as follows: the recruitment, selection, identification, retention, management, and development of personnel considered to have the potential for high performance (Nafei, 2015). Lokhande (2023) defined talent management as a process of bringing in top talent; developing and keeping hold of current staff, and on boarding new hires. Talent management refers to the effective identification, attraction, training and management of an organizational human resource element for optimum performance. This means that organizations need to identify and recruit employees that possess the required qualification and skills. Recruitment of unqualified employees has a detrimental effect on the organizational overall performance such as low quality of customer service, low profitability as well as loss of customers in the organization. Once new employees are recruited into the organization, there is a need for the development of their skills and abilities so as to perform well in their various roles.

Also, the talented individual identified, recruited, selected, and developed, must be the focused of retention efforts (Irtameh, Al-Azzam & Khaddam, 2016). A customer expression of dissatisfaction, low organization performance and loss of customers may be as a result of high rate of employee turnover in the organization. How managers interact with people is important to the “stay or leave” decisions of workers (Irtameh, et, al, 2016). When workers feel that they have been mistreated by a supervisor, they begin looking for alternative employment. It is particularly important that organizations retain their high-performance and critical talented employees. Organizations should be able to know what their employees value and do everything they can to be sure that they are offering their critical employees rewards (both financial and non financial reward) that will retain them. If the employees are not satisfied with the financial and non financial reward they receives from the organization they work for, turnover intent or actual turnover becomes inevitable. These in turn affect the organizations performance negatively in terms of profitability and the quality of services they render to customers. The most expensive talent to replace is high performance talent (Irtameh, et, al, 2016)

It is also essential to know that organizational performance, profitability, efficiency, effectiveness, survival, competitive capacity as well as quality customer service largely depends on how talents (human elements) are managed in the organization. Behera (2016) asserted that talent management is a way to attract the best suitable talent through its evaluation, recruitment, development, involvement, retention, and leadership towards achieving goals in the organization and increasing the productivity of individuals working in the organization.

### **Quality Customer Service**

Quality customer service is a key determinant of an organization's reputation, competitive capacity, customer satisfaction, customer retention and profitability. Organizations that want to improve their brand image and generate more profits must constantly measure and improve the quality of their services. Quality customer service measures an organizations service delivery against customer expectations. According to Irtameh et, al, (2016) defined Quality customer Service as an assessment of how well a delivered service conforms to the client's expectations. These include the ongoing improvements of quality of services provided to customers, quickly

identify problems, and better assess client satisfaction. Quality customer service means the ability of a service provider to satisfy customer in an efficient manner through which he can better the performance of business (Ramya, Kowsalya & Dharanipriya, 2019). In the hospitality sector ‘quality’ is an important element for the success of business. It is because of the realization of its positive link with profits, brand image and customer satisfaction (Ramya et, al 2019). Poor, Poor and Darkhaneh (2013) also posited that willingness to provide high quality services plays an important role in service industries because quality of service is critical to the survival and profitability of such organizations and also it is a profitable strategy for the organization.

### **Measurement/Dimensions of Quality Customer Service**

There are numerous dimensions of quality customer service. However, the following dimensions were used in this study.

**Customer satisfaction:** customer satisfaction is an important aspect of every organization because of its direct impact on the efficiency, prosperity and profitability of organizations. Customer satisfaction is the term used to describe how customers feel about the quality services provided to them by an organization (Kuntonbutr and Sangperm, 2019). Customer satisfaction in the hospitality sector is influenced by various factors such as the standard of accommodations, hygiene, relaxation, attentiveness, food and beverage selections, facilities, and the general atmosphere of the organization.

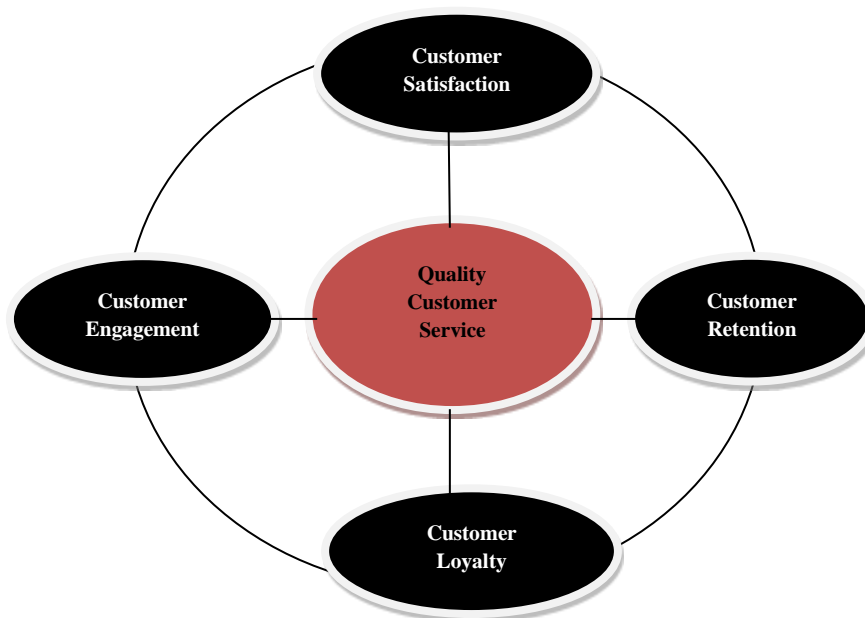
Providing optimum services that customers will cherish is one of the main objectives of the hospitality industry. This objective is achieved through effective management of talents (employees)

**Customer Retention:** In this present competitive business domain, where organizations (most especially the hospitality firms) aim to create and maintain long-lasting connections with their visitors, customer retention is a crucial idea. Maintaining a customer base can be crucial to long-term success and profitability in a highly competitive market. It entails putting best practices and tactics into action to keep customer coming back and building a solid reputation to draw in new customers (Qadri & Khan, 2014). Improved word-of-mouth recommendations, improved income, and repeat business are all outcomes of successful customer retention.

**Customer Loyalty:** customer loyalty is the tendency of customers to repeatedly prefer a particular brand or organization over its rivals (Rane, Achari and Choudhary, 2023). It refers to the allegiance and commitment of customers to a particular organization, leading to repeat visits and a long-standing relationship.

**Customer Engagement:** Customer engagement as cited by Vivek, Beatty and Morgan, (2012) is the intensity of customer participation with both representatives of the organization and with other customers in a collaborative knowledge exchange process. Customer engagement encompasses all of the contacts, experiences, and touch points that customers have with a business from the first point of contact to the follow-ups after their visit. It represents the whole amount of engagement, interaction, and enjoyment that customers have with the organization and includes both emotional and physical ties. In order to ensure lasting relationships and encourage repeat patronage, organization must work to engage customers at every opportunity, starting from the check in process to check out process and post-stay communication. Customer must receive satisfactory services in order to achieve effective customer engagement. This kind satisfactory service leaves

a good impression and fosters a sense of emotional attachment between the customer and the organization. Additionally, it is also important to know that customer's opinions and suggestions are very important for customer involvement. Thus, using surveys, feedback cards, or digital platforms, organizations can solicit the opinions, preferences, and suggestions from their customers regarding the organization. This encourages engagement and presents the business as receptive to feedback from customers (Vivek, et, al, 2012).



**Figure 1:** Dimensions of Quality Customer Service  
*Source: Author's Computation, 2025.*

### Empirical Studies

In the Pakistani cellular business, Qadri and Khan (2014) examined the impact of price perception, customer happiness, brand image, switching barriers (cost, interpersonal relationship, and attractiveness of alternative) and trust on customer retention. Customers in Lahore who subscribe to Pakistani cellular companies (Mobilink, U-Fone, Telenor, Warid, and Zong) provided the data. Multiple regression analysis was used to analyze the data. Seven factors were investigated, and the results show that brand image (which is determined by talent management), pricing perception, trust, and customer happiness have an impact on customer retention along with switching obstacles (interpersonal relationship and switching cost).

Sadek, (2022) examines the connection between employee engagement and talent management strategies at five-star hotels in Sharm El-Sheikh, one of Egypt's most popular tourist destinations. 299 out of the 384 employees in the human resource departments who completed the questionnaires that were distributed were eligible to participate in the field study. The data was analyzed using multiple linear regression and correlation using SPSS software (version 22). The

results of this study demonstrated a strong and positive relationships between employee engagement and talent management. Talent management strategies also have an impact on guest satisfaction and loyalty, which can only be attained by hotels with highly skilled and talented staff members whose abilities are evident in the services they offer.

Wahba (2016) investigated the relationship between employee engagement and talent management in Egyptian logistics companies. A questionnaire was given to 269 out of 500 workers in global logistics companies in Egypt in order to conduct the study. To get the required information, a self-administered questionnaire with 67 questions was utilized. Factor analyses were performed in order to evaluate the measuring scales' validity and reliability. In the study, stepwise regression analysis and correlation were used. The findings show that employee engagement, which is expressed in productivity, quality service, and customer satisfaction, is impacted by talent management.

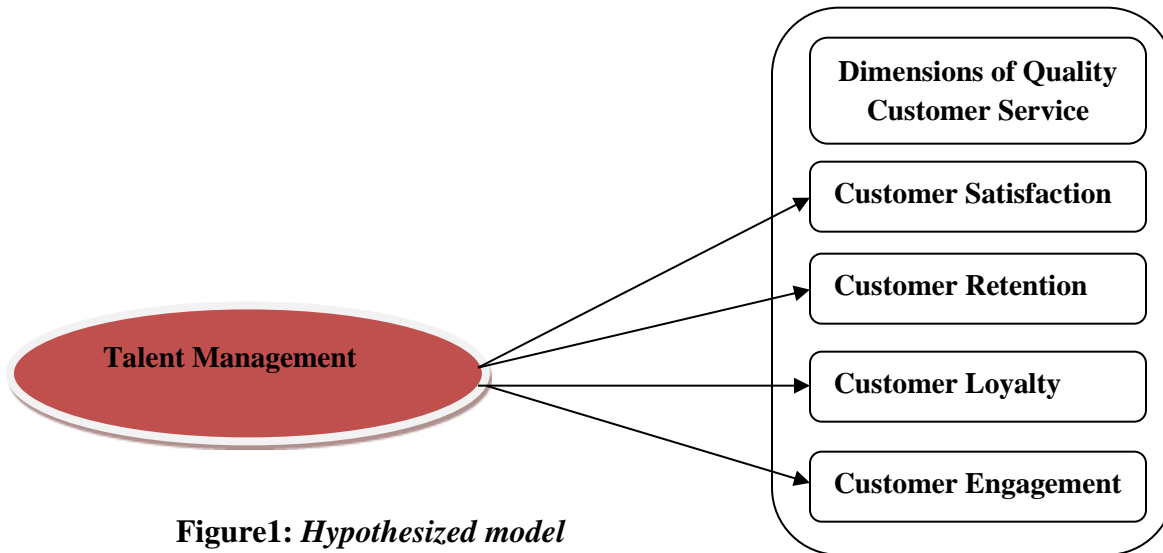
Kuntonbutr and Sangperm, (2019) examined how large business developed talent management initiatives for its Human Resource Development plan and how talent management benefits businesses in terms of their ability to satisfy customers in Thailand. In 2018, the data gathering took place between July and August. A total of 272 participants were ultimately chosen at random, leaving 176 acceptable participants as the final total. The paradigm takes into account a theoretical justification for corporate citizenship behavior and workplace involvement acting as mediators. It has been acknowledged that talent management is a crucial organizational factor that influences managerial effectiveness. To make the multivariate framework more understandable, the Structural Equation Model (SEM) was utilized. The findings suggest that talent management has an impact on corporate citizenship behaviors and work engagement, which in turn have an impact on customer satisfaction and complaints. Based on work engagement and organizational citizenship behaviors, the company's focus on talent management will increase customer happiness thereby increasing the overall performance of the organization.

Rajini (2016) conducted a research on Fostering Employee Engagement: features contributing to Quality of Services in Hospitality industry —as well as the effect these features have on the caliber of services provided in India. In order to address research questions, test hypotheses, and assess results, data collection aimed to collect and measure information on variables of interest in a systematic and established manner was carried out. Both primary and secondary data were used in this study. Data were gathered from 150 randomly chosen employees in the hotel industry. Factor analysis was utilized to characterize the variability among observable, correlated variables, and the variables were evaluated using the multiple regression technique to measure the cumulative effects of independent variables. According to the findings, a proactive approach is required to maintain employee engagement at work in order to improve service quality and enhance organizational performance. Because these factors have a big impact on how guests perceive the quality of the services they receive, the employees should concentrate on other aspects of customer expectations and satisfaction.

Jimoh, Kee, and Odeunmi (2020) examined whether service quality is impacted by talent management. 275 workers at the National Institute for Labour Studies made up the study's population. However, the study purposefully sent 250 questionnaires with the goal of analyzing the data gathered using structural equation modeling analysis. The analysis's findings supported



the following: (1) Service quality is impacted by talent attraction; (2) service quality is impacted by talent retention; (3) service quality is impacted by reward strategy; (4) the relationship between service quality and talent attraction is mediated by reward strategy; and (5) the relationship between service quality and reward strategy is mediated by reward strategy. The findings suggest that attracting and keeping talent results to high service quality, and that an incentive plan can improve a weak correlation between the variables.



**Figure1: Hypothesized model**  
Source: Author’s Computation, 2025.

**Methodology**

In this study, the survey research design was used. This is believed to be suitable for the kind of research where respondents' viewpoints are gathered and evaluated for possible findings. The total population of the study comprised of the employees of the nine (9) selected hospitality firms from the three (3) senatorial district in delta state, Nigeria. Because of its size, the population as a whole serves as the study’s sample. Simple linear regression analysis via SPSS was used in analyzing the responses obtained from the respondent of this investigation.

**Table 1: Names of hospitality firms and their number of employees**

<i>S/N</i>	<i>Names of hospitality firms</i>	<i>Senatorial District</i>	<i>No. of employee</i>
1	VNN Hotel	Delta north	20
2	Fegmound Hotels	Delta north	23
3	Nomad hotels	Delta north	17
4	Kelly continental hotel and suite	Delta central	21
5	Gordon Resort Hotel	Delta central	22
6	Bisyl Suite	Delta central	18
7	Wetland Hotels	Delta South	25

8	Eliko hotels	Delta South	14
9	Royal link hotels	Delta South	19
<b>TOTAL</b>			<b>179</b>

*Source: Field Survey, 2025*

### Measurement

A questionnaire was used in the collection of data from respondents. The questionnaire contains items that measured both the dependent variable (quality customer service) and independent variable (talent management). Talent management was measured by a modified version of talent management scale developed by Yuniatia, Soetjptob, Wardoyob, Sudarmiatinb and Nikmah (2021) with 6 items. Respondents responded via a 4 point Likert scale with (4) = strongly agree to (1) = strongly disagree. Quality customer service (customer satisfaction, retention, loyalty, engagement) was measured by a modified version of Li, Pomegbe, Dogbe and Novixoxo (2019). with 25-items via a 4 point Likert scale with (4) = strongly agree to (1) = strongly disagree.

### Model Specification

Below is the research model built for this study.

$$CS = \beta_0 + \beta_1 TM + E_1 \text{----- (i)}$$

$$CR = \beta_0 + \beta_1 TM + E_2 \text{----- (ii)}$$

$$CL = \beta_0 + \beta_1 TM + E_3 \text{----- (iii)}$$

$$CE = \beta_0 + \beta_1 TM + E_4 \text{----- (iv)}$$

Where CS, CR, CL, CE are dimensions of quality customer service

CS = customer satisfaction

CR = customer retention

CL = customer loyalty

CE= customer engagement

TM = talent management

E<sub>1</sub>, E<sub>2</sub>, E<sub>3</sub>, E<sub>4</sub> = error terms

β<sub>0</sub> & β<sub>1</sub> = coefficients

### Presentation of Results

**Decision rule for descriptive statistics:** if the mean score of each item is above 2.00, then it is accepted indicating that the item was fully accepted by the respondents.

Data on the surveyed respondents' perceptions of talent management and quality customer service (customer satisfaction, retention, loyalty and engagement) was gathered using the items in Table 2. The mean score of all the items exceeded the 2.00 benchmark when a 4-point Likert scale is used. This signifies that all the items were accepted. Again, the standard deviation values show that the data series for each item only slightly varied, indicating that respondents' opinions about how their organizations handle talent management and quality customer service are not too far apart.



**Table 2: Descriptive Statistics**

Variables	Mean	Std. Dev	Decision
Talent management 1	3.06	0.78	Accepted
Talent management 2	3.33	0.57	Accepted
Talent management 3	3.39	0.58	Accepted
Talent management 4	3.27	0.93	Accepted
Talent management 5	3.32	0.57	Accepted
Talent management 6	3.50	0.51	Accepted
Customer Satisfaction 1	3.34	0.76	Accepted
Customer Satisfaction 2	3.30	0.51	Accepted
Customer Satisfaction 3	3.47	0.68	Accepted
Customer Satisfaction 4	3.36	0.74	Accepted
Customer Satisfaction 5	3.47	0.50	Accepted
Customer Retention 1	3.47	0.73	Accepted
Customer Retention 2	3.60	0.51	Accepted
Customer Retention 3	3.51	0.55	Accepted
Customer Retention 4	3.61	0.57	Accepted
Customer Retention 5	3.43	0.62	Accepted
Customer Loyalty 1	3.47	0.50	Accepted
Customer Loyalty 2	3.54	0.57	Accepted
Customer Loyalty 3	3.54	0.52	Accepted
Customer Loyalty 4	3.59	0.50	Accepted
Customer Loyalty 5	4.00	0.00	Accepted
Customer Engagement 1	3.60	0.53	Accepted
Customer Engagement 2	3.59	0.55	Accepted
Customer Engagement 3	3.73	0.47	Accepted
Customer Engagement 4	3.60	0.50	Accepted
Customer Engagement 5	3.53	0.51	Accepted

*Source: Author's Computation, 2025.*

In order to determine whether the research instrument that was used to obtain data from the study respondents is reliable, the Cronbach alpha test was carried out. The Cronbach alpha test is a statistical test that is used to ascertain the reliability of a given research instrument used in a study. This help to know whether the research instrument actually measured what it was design to measure. Based on the result of the Cronbach alpha test, it thus, appeared that the research instrument is very reliable. The result is presented in Table 3.

**Table 3: Cronbach Alpha**

<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>No. of Items</i>
Talent management	0.97	6
Customer Satisfaction	0.77	5
Customer Retention	0.95	5
Customer Loyalty	0.94	5
Customer Engagement	0.94	5
<b>Composite Cronbach alpha value</b>	<b>0.91</b>	

*Source: Author's Computation, 2025.*

### **Test of Hypotheses**

Decision rule: if the p-value obtained is less than 0.05, the null hypothesis is rejected and the alternate hypothesis accepted.

#### ***H<sub>01</sub>: Talent management has no significant effect on customer satisfaction***

The result of the effect of talent management on customer satisfaction is presented in Table 4. A critical evaluation of the result indicates that a regression parameter (coefficient) of 0.930 and a standard deviation of 0.023 were found on the linkage between talent management and customer satisfaction. This means that 1% shift/increase in talent management would result to 93% increase in customer satisfaction. Furthermore, a t-value of 32.84, p-value (0.000<0.05) was obtained in Table 4. This is an indication that there is a statistically significant positive relationship between the predictor (talent management) and the dependent variable (customer satisfaction). In other words, talent management has a statistically significant positive effect on customer satisfaction. Based on this premise, the null hypothesis which stated that talent management has no significant effect on customer satisfaction is rejected and the alternate hypothesis is accepted. The R-square (R<sup>2</sup>) value which indicates the degree of variation in the dependent variable that can be accounted for by the predicting variable (independent variable) is 0.865. This R<sup>2</sup> value of 0.865 means that about 86.5% variation in customer satisfaction is accounted for by talent management. The adjusted R-square (Adj R<sup>2</sup>) of 0.864 represents the fit of the model (goodness of fit) which means that the regression model is good as talent management statistically and significantly predicts customer satisfaction.

**Table 4: Regression Coefficients**

<i>Model</i>	<i>Coefficients</i>	<i>Std.Error</i>	<i>T-value</i>	<i>Sig.</i>	<i>R-square</i>	<i>Adjusted R-square</i>
(Constant)	1.766	0.468	3.775	0.000		
Talent management	0.930	0.023	32.844	0.000	0.865	0.864

*Dependent variable: CUSTOMER SATISFACTION, Predictors: (Constant) TALENT MANAGEMENT*

*Source: Author's Computation, 2025.*

#### ***H<sub>02</sub>: Talent management has no significant effect on customer retention***

Table 5 illustrates the outcome of the relationship between talent management and customer retention. The relationship between talent management and customer retention was found to have a regression parameter (coefficient) of 0.719 and a standard deviation of 0.037. This indicates that an increase of 72% in customer retention would come from a 1% change in talent management. Additionally, Table 5 showed a t-value of 13.45 and a p-value ( $0.000 < 0.05$ ). This suggests that the dependent variable (customer retention) and the predictor (talent management) have a statistically significant positive connection. What this implies is that there is a statistically substantial positive effect of talent management on customer retention. This led to the acceptance of the alternate hypothesis and the rejection of the null hypothesis, which stated that talent management had no effect on customer retention. Talent management accounts for about 51.7% of the variation in customer retention according to the R-square ( $R^2$ ) value of 0.517. The regression model's fit (goodness of fit) is indicated by the adjusted R-square (Adj  $R^2$ ) of 0.514, which indicates that talent management is a statistically significant predictor of customer retention.

**Table 5: Regression Coefficients**

<i>Model</i>	<i>Coefficients</i>	<i>Std.Error</i>	<i>T-value</i>	<i>Sig.</i>	<i>R-square</i>	<i>Adjusted R-square</i>
(Constant)	7.822	0.737	10.616	0.000		
Talent management	0.719	0.037	13.454	0.000	0.517	0.514

*Dependent variable: CUSTOMER RETENTION, Predictors: (Constant) TALENT MANAGEMENT*

*Source: Author's Computation, 2025.*

***H<sub>03</sub>: Talent management has no significant effect on customer loyalty***

Table 6 shows the results of the relationship between talent management and customer loyalty. The regression parameter (coefficient) of the relationship between talent management and customer loyalty was found to be 0.827 with a standard deviation of 0.021, meaning that a 1% change in talent management would result to 83% increase in customer loyalty. Also Table 6 showed a t-value of 19.12 with a p-value ( $0.000 < 0.05$ ), indicating a statistically significant positive connection between the predictor (talent management) and the dependent variable (customer loyalty). This suggests that there is a statistically substantial positive effect of talent management on customer loyalty. As a result, the null hypothesis—that talent management had no bearing on customer loyalty—was rejected and the alternate hypothesis is accepted. Based on the R-squared ( $R^2$ ) value of 0.684, talent management is responsible for approximately 68.4% of the variation in customer loyalty. The adjusted R-square (Adj  $R^2$ ) of 0.682 illustrates the fit (goodness of fit) of the regression model and shows that talent management is a statistically significant predictor of customer loyalty.

**Table 6: Regression coefficients**

<i>Model</i>	<i>Coefficients</i>	<i>Std.Error</i>	<i>T-value</i>	<i>Sig.</i>	<i>R-square</i>	<i>Adjusted R-square</i>
(Constant)	10.274	0.417	24.666	0.000		
Talent management	0.827	0.021	19.121	0.000	0.684	0.682

*Dependent variable: CUSTOMER LOYALTY, Predictors: (Constant) TALENT MANAGEMENT*

*Source: Author's Computation, 2025*

***Ho4: Talent management has no significant effect on customer engagement***

The result of the effect of talent management on customer engagement is presented in Table 7. A regression parameter (coefficient) of 0.510 and a standard deviation of 0.046 were found on the linkage between talent management and customer engagement. This signifies that 1% increase in talent management would result to 51% increase in customer engagement. Likewise, a t-value of 7.72, p-value (0.000<0.05) was obtained in Table 7. This is an indication that there is a statistically significant positive relationship between the talent management and customer engagement. The implication is that talent management has a statistically significant positive effect on customer engagement. Based on this outcome, the null hypothesis which stated that talent management has no significant effect on customer engagement is rejected and the alternate hypothesis is accepted. The R-square (R<sup>2</sup>) value 0.261 denotes that about 26.1% variation in customer engagement is accounted for by talent management. The adjusted R-square (Adj R<sup>2</sup>) of 0.256 represents the fit of the model (goodness of fit) which means that the regression model is good as talent management statistically and significantly predicts customer engagement.

**Table 7: Regression Coefficients**

<i>Model</i>	<i>Coefficients</i>	<i>Std.Error</i>	<i>T-value</i>	<i>Sig.</i>	<i>R-square</i>	<i>Adjusted R-square</i>
(Constant)	11.068	0.915	12.095	0.000		
Talent management	0.510	0.046	7.716	0.000	0.261	0.256

*Dependent variable: CUSTOMER ENGAGEMENT, Predictors: (Constant) TALENT MANAGEMENT*

*Source: Author's Computation, 2025.*

**Discussion of Findings**

This study explored the effect of talent management on quality customer service (customer satisfaction, customer retention, customer loyalty and customer engagement) in the hospitality sector in Delta State, Nigeria. Data collected from the research respondents were analyzed via descriptive and simple linear regression analysis. The result showed that talent management has a statistically significant positive effect on customer satisfaction, customer retention, customer loyalty and customer engagement. This suggests that the ability of an organization to manage its workforce successfully will determine its ability to deliver the best services that its customers will value. Employees that are properly identified and trained enable the organization to have the

necessary qualified and skilled employees who can provide exceptional customer service that goes above and beyond customers expectations. Employees can gain the necessary skills for exceptional performance through efficient talent management. For example, training teaches employees how to handle customers well, welcome them, treat them with respect, and give them the best services possible in order to keep and retain them.

The hospitality industry in Nigeria is highly competitive in nature and customers usually patronize firms that provide outstanding customer services. As a result, having unsuitable employees may negatively impact the level of customer service that they provide. The organization may lose customers as a result of this. Talent management do not only deals with the effective identification, recruitment and training of employees but also emphasizes the importance of employee motivation. Igbomor (2024) posited that **“it is imperative for employees to be well motivated in the organization to ensure the delivery of high quality services and enhanced customer satisfaction, engagement and retention”**. Employees will be strongly driven to complete their tasks quickly and effectively when firms are able to identify what their employee’s value and take the necessary steps to ensure that they are providing them with rewards. This ultimately results to customer satisfaction, customer retention, customer loyalty and customer engagement. Poor service delivery is unavoidable if employees are dissatisfied with the monetary and non-monetary rewards they receive from their employer. This is because they may find it difficult to give their best effort when providing services to customers. This result is in line with prior studies on talent management and quality customer service. For example researchers like Qadri and Khan (2014), Sadek (2022), Wahba (2016), Kuntonbutr and Sangperm (2019), Jimoh (2020), Vivek et al (2012) found that talent management plays a crucial role in the quality of service rendered by organizations (particularly hospitality industry).

### **Conclusion and Recommendation**

This study investigated the effect of talent management on quality customer service. Talent management functioned as the explanatory variable while customer satisfaction, customer retention, customer loyalty and customer engagement which are metrics of quality customer service served as the dependent variable. Based on the result of this study, it is concluded that talent management has a statistically significant and positive effect on all the metrics of quality customer service used in the study. Therefore, it is recommended that management/supervisors of hospitality firms should place emphasis on their recruitment procedures as well as their retention strategies in order to ensure that highly skilled and competent employees are attracted and retained in the organization. This will enable the organization to deliver exceptional quality customer services to their customers.

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