

Talent Management and Organizational Innovation in Nigeria's Procurement Industry

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Abstract

Literature is replete with several studies on talent management in corporations. This study sought to examine talent management practices in Nigeria's procurement industry. In particular this paper is poised to ascertain the extent talent attraction, development and retention influences organizational innovation. The study adopted a descriptive survey research design. The population of study comprise of all the procurement managers in Lagos state while the accessible population are the procurement managers and officers in Ikeja business district of Lagos state, Nigeria. The collated data were presented in tables, analyzed with descriptive statistic mean, standard deviation and the formulated hypotheses tested with inferential statistics One way Analysis of variance, Pearson Correlation analysis and multi linear regression at 5% level of significance. This study found that firms efforts at attracting and retaining employees exhibits a positive significant relationship with organizational innovation. Similarly, this study reports a positive but insignificant relationship between firm's talent development efforts and innovation. Sequel to these findings, this study conclude that talent management has strong influence on organizational innovation. These findings suggest that thorough identification, development, utilization and retention of talents has the capacity to result in greater level of innovation. This study recommends that management of corporations should among other things align their talent management practices with business processes while identifying the factors that hinder employee attraction as well as those that negate the retention of high caliber employees.

Keywords: Talent Attraction, Talent Development, Talent Retention, Process Innovation Organizations Development

INTRODUCTION

It is a truism that the fulcrum of every organization activity revolves around people and processes among others. Unarguably, the extent to which a firm is successful or otherwise is largely determined by the quality and quantity of employees. The crucial roles employees' play in the success of a firm underscores the importance organization managers attach to employee engagement. Due to the pivotal role of employees in corporations, majority of organization managers are confronted with the dilemma of how to attract the best caliber of applicants as well as the strategies to deploy to retain these employees. Consequently, every organization strive to identify strategies that are most appropriate to persuade people to join the firm.

Experience has shown that public perception of a firm's products significantly influences the pool of talents it attracts. Given the pivotal position innovation occur as a weapon of marketplace dominance, it has become an axiom for a firm to either innovate or perish. Indeed, for firms to survive in the marketplace, it behooves on organizations to attract, recruit, develop and retain top talents.

Hitherto, organization managers take for granted its performance is driven by the quantity of employees. It is however only recently following the emergence of talent management that operating managers have come to believe the contrary. In fact, Abbasi, Sohail, Cheema, and Syed (2013) assert that the possession of suitable talent serves as a sufficient basis for firms to gain competitive advantage. This motive largely accounts for the need of firms to attract and retain key talents. The need for firms to be innovative is further heightened by the recent upsurge and the high rate of firms' deployment of modern technologies. To this end, the place of organizational innovation in building sustainable competitive advantage is undebatable. However, despite organizations investing heavily in recruitment, performance evaluation, organisational learning and development, and succession planning, many are still struggling to achieve their organizational objectives and sustain long-term competitiveness.

Regrettably, the rate at which corporations innovate in Nigeria is perceived to be generally low. This sorry state could probably have arisen from inadequate planning and ineffective implementation of management policies. Ultimately, the lack of these basic managerial practices has untold consequences on acquiring, developing and retaining talents with its attendant consequences on employee retention. These notwithstanding, the progressive and continuous embrace of talent management has become very important as it enable managers discover, develop and keep new and talented employees among its workforce.

A review of extant literature on talent management in firms are from divergent perspectives. Adnan and Rawashdeh 2018 Jordanian study was on the implication of talent management on the financial performance of commercial banks. In a similar vein, Arif and Uddin (2016) study was on talent management practices in the retail sector in Sylhet City Bangladesh. While in Nigeria, Okwuise, Afunwa and Eneh (2019) study focus was on talent management strategy in the fast-moving consumer goods sector. To the best of the researchers' knowledge there are paucity of studies on the nexus between talent management and organisations' innovation. In the light of the foregoing, this paper explores the interplay of talent management practices and organizational innovation in the procurement and logistics business sector. The specific objectives of this study are to ascertain the extent of the relationship between talent attraction and organizational innovation, to explore the influence of talent development on organizational innovation and to examine the effect of talent retention on organizational innovation. However, the pertinent questions this study seeks to address are;

1. To what extent does talent attraction influence organizational innovation?
2. How does talent development affect organizational innovation?
3. How effective is talent retention practices on organizational innovation?

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Conceptual Review

Talent Management

The phenomenon talent management as an organizational practice was first conceived by the McKinsey group in 1997(Ozuem, Lancaster &Sharma, 2016). Ever since its introduction

into organisational development discourse, experience has shown that firms have widely embraced talent management as an organisation development process. This wide adaptation is hinged on the potentials inherent in the practice as well as the fact that effective utilization of employees' talents and skills drive business success. Besin (2008) conceives talent management as a set of organization activities intended to attracting, developing, motivating and retaining critical employees. Talent management as a term is closely connected with succession planning, human resource planning, and performance management. In the same vein, Schweyer (2004) notes that talent management is a proactive activity. It therefore behooves on the personnel saddled with this responsibility to ensure that there is a constant pool of talented employees within the organization. Furthermore, Stockley (2007) re-echoes that talent management is a deliberate organizational effort intended to attract, develop and retain people with the requisite capacities required to satisfy the present and future organizational needs. In the same vein, Collings and Mellahi (2009) sees talent management as the activities involved in identification of strategic positions which distinctively contribute to the organization's sustainable competitive advantage. It also entails the development of a pool employees with high potential of talents as well as high performing incumbents to fill existing and future roles

Furthermore, Howard (2008) believes that the essence of talent management is the creation and nurture of large pool and supply of talents. This pool of available talents is expected to align with the right people at the right time for the right position. In fact, this pool of talents using measurable skills are expected to serve as a key to organizational success. Invariably, talent management are activities and practices put in place by employers in order to retain, maintain, sustain, and attract exceptional employees for greater performance. Due to the pivotal roles' talent management plays in organisational success, Mohammed in 2018 remark that firms that desire to be successful should not only attempt to identify the right people for the right position but they should endeavor to recognize the superior performers. In the same vein, the researcher recommends that operating managers should recognize and horn the requisite skills of the workforce, retain talented employees while offering protection from poachers.

Dimensions of Talent Management

Literature is replete with numerous management scholars' that have identified the components of talent management. Specifically, in 2019 Okwuise et al isolated talent attraction, development and retention as the predominant dimensions of talent management. This paper aligns with these scholars and consequently review these dimensions as follows.

Talent Attraction

Talent attraction is generally considered as a strategic move that enable corporations identify, attract and engage highly talented applicants. Talent attraction refers to the ability of organizations to attract highly talented individuals. In fact, talent attraction is a term use to describe how firms lure its most desirable candidates. The activities involved in talent attraction encompasses the strategies that highlights the envisioned benefits that serve as incentives that motivates prospective applicants. In essence, talent attraction implies firms' search of the most desirable applicants to engage. Talent attraction as a dimension of talent management focus is on attracting and selecting top notch talent to meet organizational needs. The simple truth is that talent attraction is an integral component of workforce planning, recruitment, interview and selection processes.

There are several avenues to explore when seeking to attract talent. Ironically, few of these avenues are more efficient. The implication is that employers need to be aware of the channels that potential candidates spend most of their time and leverage on those channels in talent hunt. Present day realities indicate that brand image is a precursor in attracting and retaining high caliber employees. According to Ana (2009), it is an absolute difficulty to attract the right talents in the midst of increasing global competition. The implication is that employees sourcing methods should encompass the strategies used to identify and attract potential candidates. In fact, both internal and external sourcing approaches could be engaged. Internal sourcing focuses on identifying talent within the organization in the form of internal job postings and talent mobility programs. External sourcing involves attracting candidates from outside the organization through various channels. Furthermore, Neal and Gebauer (2006) highlight financial and non - financial incentives as key drivers that attract people to organisations. Other critical factors include work-life balance, competitive pay and challenging work (Anwar *et al.*, 2014).

Several empirical studies on the influence of talent management strategies on firms' performance abound in literature. Adnan and Rawashdeh 2018 Jordanian commercial banks studies report a positive association of talent attraction on the banks' financial performance. In the same vein, Okwuse et al (2019) Nigeria study of fast-moving consumer goods found that talent attraction as a management strategy exert a significant influence on fast moving consumers goods performance in the marketplace. From the foregoing, this paper hypothesizes that:

H₀₁: *Talent attraction has no significant relationship with organizational innovation.*

Talent Development

Talent development as a human resource activity is concerned with how to develop newly acquired employees and indeed existing staff with the intent of creating synergy and enhance performance. In practical terms, talent development crucial functions are planning, selection and implementation of the strategies for employee's development. The essence of this activity is to ensure that the organization has sufficient pool of talents that meet firms' strategic objectives. In the bid to align talent development with organizational practices, Festus and Asawo (2020) remark that corporations have incurred huge sums in career management as well as in training and development. As a matter of fact, talent development focus is on nurturing the skills, knowledge and capabilities of individuals within an organization. It also involves providing training, mentoring, coaching and growth opportunities to enhance performance. Invariably, talent development programs are tailored to maximize employees' abilities, support career advancement, and align their skills with organizational objectives. Similarly regular performance management processes help individuals set goals, monitor progress and receive feedback. Indeed, frequent employee performance reviews as well as constructive feedback enable individuals to identify areas for improvement, align their efforts with organizational objectives as well as develop their skills and competencies.

In the light of the crucial roles' employees' development plays in corporations, there seems to be a consensus among operating managers to develop talents in-house rather than from outside the organization (Burkus & Osula, 2011). Several studies attest to the place of talent development in firms' performance. Laff (2006) study of nurses in Shebin El-Kom hospitals' in Turkey, found that that talent development exhibit positive relationship with firms' performance. In the same vein, Kehinde (2012) study of the impact of talent development on small and medium enterprises performance reports that talent development

has positive impact on the overall performance of SMEs in Lagos state Nigeria. In the light of the foregoing, this paper hypothesizes that;

H₀₂: *Talent development has no significant influence on organizational innovation.*

Talent Retention

The concept talent retention is a critical component of talent management. Its primary focus is on the strategies firms deploy with the intent of retaining high-performing and high-potential employees within an organization. Interestingly, many scholars consider talent retention as the organisational efforts in which managers attempt to retain employees in their workforce. The truth is that talent retention consists of the set of organisational policies that ensures above-average professionals remain for much longer period. Lewis and Heckman (2006) perceive talent retention as the ability of a firm to hold on to important employees for a long-time. To Griffeth and Hom (2011), talent retention connotes the measures firms take to encourage and support employees to continuously work in a firm. As a matter of fact, scholars are of the opinion that adequate talent retention policies is a panacea to employee turnover. The prevailing dynamics evident in globalization, information technology advancement and sever competition, has heighten the need for the retention of talented workers more than ever before. Prominent among the drivers of talent retention is flexible work environment. It is very critical that managers take into cognize the needs and aspirations of employees as well as develop an effective retention plan (Cappelli, 2008). It is equally true that firms can craft the path for talent retention by embracing career planning, training and development programs, mentoring, coaching, and advancement opportunities within the organization. The truth is that once an employee is able to clearly see the path for career growth and feel supported in their aspirations there is a greater likelihood for the employee to stay with the organization. Also, supportive and inclusive work environment are key factors in talent retention. However, offering competitive compensation and attractive benefits are crucial influencers of talent retention in corporations.

Empirical evidence abounds in literature that examine the effect of talent retention as an organisational strategy on firms' outcomes. Specifically, Edeh and Mlanga (2019) study found that organisations that embrace talent retention practices report a strong association with firms' productivity, growth as well as financial performance. Also, in a similar study, Ogbari, Onsanya, Ogunaiké and Kehinde (2018) study of the impact of talent management on organisations performance reports that talent management dimensions exhibit positive relationship with organisational success. Arising from the aforementioned, this paper hypothesizes that;

H₀₃: *Talent retention has no significant effect on organizational innovation.*

Organizational Innovation

Organisation managers often consider innovation as a strategy that is widely applicable in contemporary economies. However, the nature and degree of innovation varies across industries. Organizational innovation connotes novelty and creativity. In essence, organizational innovation entails the implementation of new ideas, processes, products, or business models. Onwuka, Ugwu and Kekeocha. (2015) posit that innovation alternately understood as the transformation of knowledge culminates in significant changes in existing processes and products. In the same vein, Laff (2006) opined that innovation serves as a source of competitive advantage that determines the economic success of each organization. This

suggests that innovation is a crucial tool for competition. The essence of organisations innovation is to facilitate change while improving on the corporation overall performance. The truth is that innovation enables organizations to adapt to changing market demands, enhance efficiency, foster creativity, and achieve sustainable growth.

Garrow and Hirsch (2008) identified the factors that determine an organization's innovative capability. Prominent among them are product or service innovation, process innovation, technological innovation, and organizational culture and structure. Product or service innovation refers to the novelty and meaningfulness of new products introduced to the market in a timely fashion. Process innovativeness implies the introduction of new production methods, new management approaches, and new technology that have the capacity to facilitate production process. In the same vein, technological innovation involves the adoption and integration of new technologies, tools, or systems to improve organizational processes, products, or services. Furthermore, organizational structure and design innovation connotes the rethinking and reconfiguring of organizational structure, roles, and reporting relationships. It aims to promote flexibility, collaboration, and agility within the organization while allowing for quicker decision-making and effective coordination.

Theoretical Underpinning

Develop-Deploy-Connect (DDC) Theory

Deloitte (2004) asserts that the Develop-Deploy-Connect (DDC) model resonates closely with the tenets espoused in talent management literature. In fact, the major elements of this model consist of capacity, commitment and alignment. Deloitte (2004) considers these elements as the core components of an organization's talent management strategy. Conceptually, the framework, D-D-C implies the development, deployment and connection of staff with the intent of achieving enhanced performance. In essence, developing, connotes the provision of practical knowledge employees need to master a job and not just theory obtainable in classroom or online education while deploying refers to working with key individuals to identify their innate potentials. This implies that managers find the best fit while crafting the job design as well as the conditions that would facilitate job performance. Finally, connecting connotes the provision of employees with adequate tools and instructions needed to build a network that has the capacity to drive individual and organizational performance while improving the quality of interpersonal interactions.

Scholars are of the belief that the centrality of Develop-Deploy-Connect in management thoughts, enables the corporation generate capacity, commitment and the alignment of essential workforce. It is also generally believed that managers' focus on these issues would facilitate the attraction and retention of skilled talents. Deloitte further elaborated that on this while affirming that corporations can derive synergy and alignment of workforce that result in improved organizational performance. The truth of the matter is that The Develop-Deploy-Connect model is largely multidimensional and deeply inter-connected

METHODS

This study adopted a descriptive survey research design. The method was considered most suitable for this study as it allows a methodical and well-organized description. The population of study consists of the managers in all the procurement firms in Lagos state while the accessible population are the procurement managers located in the Ikeja business district in Lagos state, Nigeria. The study data were gathered through a structured questionnaire. Relying on The Taro Yameni's formula the sample size was mathematically determined. The

research instrument was subjected to content and construct validity. The validity of the questionnaire was affirmed by experts in management. Consequent upon their findings, the draft questionnaire was modified. With the aid of analytical software, the reliability of the instrument was ascertained by means of Cronbach alpha coefficients. The outcome is as shown in Table 1. One hundred (100) copies of the questionnaire were purposive distributed to procurement managers and other procurement officers in their various offices. The drop and keep up later method were employed in the questionnaire administration. From the 100 copies administered, 96 copies were retrieved while 92 copies were found useful. This represents 92 % return rate. On the measurement of variables, talent management dimensions of talent attraction, talent development, talent retention was adapted from Olaka and Okafor 2018 study while organization innovation was not disaggregated, The respondents were expected to use a seven-point Likert type scale (1) Strongly Disagree (SD), (2) Some What Disagree(SWD), (3) Disagree (D),(4) Undecided (U), (5) Agree (A), (6) Some What Agree (SWA) and (7) Strongly Agree (SA). The with the aid of SPSS 25, the collated data were tabulated in tables, analyzed with simple percentages, mean and standard deviation while the formulated hypotheses were tested at 5% level of significance with inferential statistics multiple linear regression, Pearson correlation and One way Analysis of variance.

Table 1: Reliability Test of Cronbach’s Alpha Result

Variables	Cronbach’s Alpha Value
Talent Attraction	0.776
Talent Development	0.702
Talent Retention	0.777
Organizational Innovation	0.876

Result / Discussion of Finding

Data Presentation

Table 2: Demographic Profile of Respondents

Dimensions	Frequency	Percentage
Gender		
Male	54	58.0
Female	38	42.0
Age Bracket		
<i>Below 30 years</i>	25	27.0
<i>31-35 years</i>	14	15.2
<i>36-45 years</i>	24	26.1
<i>46-55 years</i>	19	20.7
<i>Above 55 years</i>	10	10.9
Marital Status		
Married	54	58.7
Single	21	22.8
Engaged	15	16.3
Separated	2	0.02
Category of Staff		
<i>Senior Manager</i>	22	23.9
<i>Manager</i>	33	35.8
<i>Senior Supervisor</i>	37	40.2
Work Experience		
Below 5 years	15	16.3
5-9 years	25	27.2

10- 14	42	45.6
Above 15 years	10	10.87

Table 2 shows the demographic characteristics of the respondents. From Table 2, Males (54) were the most dominant (58%) while females (38) followed (42%) among the respondents. Similarly, respondents within the age bracket of below 30 years (25) were the most frequent 27%. Similarly, respondents between 36-45 years (24) closely follows (26.1%) while respondents above 55years (10) were the least frequent. With respect to respondents' marital status, the married (54) were the most dominant (58.7%) while the single (21) closely (22.8%) follows. In the same vein, Table 2, shows that the separated (2) were the least frequent (0.02%). Furthermore, on the category of respondents, the study reveals that senior supervisors (37) were the most frequent (40.2%) among the respondents while senior managers (22) were the least frequent (23.9%) respondents. Finally, on the basis of employees work experience, majority of the respondents (42) have work for between 10-14 years. This is closely (25) followed by employees that have work for between 5-9 years while employees that have work for above 15 years were the least common (10).

Table 3: Descriptive statistics and Pearson Correlation Coefficients of Talent Management Dimensions and Organisational Innovation.

Variables	Mean	Standard Deviation.	1	2	3	4
Organisational Innovation	4.012	.774	1			
Talent Attraction	4.192	.591	.957**	1		
Talent Development	3.891	.821	.955**	.932**	1	
Talent Retention	3-126	.623	.959**	.952**	.945**	1

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

Table 3 shows the results of the descriptive statistics and Pearson correlation coefficients of talent management dimensions and organisational innovation. The result shows that talent attraction has the highest score of 4.192. This is closely followed by organisational innovation with a mean score of 4.012 while talent retention reports a mean score of 3.126. On the basis of standard deviation, talent development reports the highest level of deviation. Organisational innovation closely follows talent development while talent attraction shows the least deviation from mean. With respect to the Pearson correlation coefficient, the dependent variable and all the dimensions of talent management exhibit very strong and positive relationship with organisational innovation. Specifically, the result shows that talent retention exhibit the strongest (.959**) predicative power compared to other dimensions of talent management. However, the variable with the weakest strength though very strong is talent development (.955**) in expressing their relationship with firms' innovation.

Test of Hypotheses

Table 4: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.963 ^a	.927	.924	.93209	1.197

a. Predictors: (Constant), Talent Retention, Talent Development, Talent Attraction

b. Dependent Variable: Organizational Innovation

Table 4 shows the R square value of 0.927 and the Adjusted R² 0.924. These values indicates that talent attraction, talent development and talent retention can jointly explain about 92.4% variation in organizational innovation while the remaining 7.6% can be explain by other factors not captured in the model. The Durbin-Watson statistics of 1.197 shows that the model is free

from the problem of auto-correlation. Freedom from auto-correlation suggests that the model and its outcome is suitable for generalization.

Table 5: Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	892.812	3	297.604	292.629	.000 ^b
	Residual	90.541	89	1.017		
	Total	982.353	92			

a. Dependent Variable: Organizational Innovation

b. Predictors: (Constant), Talent Retention, Talent Development, Talent Attraction

Table 5 shows the ANOVA result of the study. The F-value 292.629 indicates the capacity of the model to represent the relationship between talent management dimensions and organizational innovation.

Table 6: Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8.254	1.487		-5.552	.000
	Talent Attraction	.621	.147	.532	4.219	.000
	Talent Development	.160	.158	.109	1.013	.314
	Talent Retention	.513	.174	.334	2.948	.004

a. Dependent Variable: Organizational Innovation

Source: SPSS Version 25

Hypothesis One.

H₀₁: Talent attraction has no significant relationship with organisational innovation

As seen in Table 6, talent attraction and organizational innovation shows a positive coefficient value of 0.532 with a p-value of 0.000. This shows that talent attraction has a significant effect on organizational innovation. The positive coefficient value implies a 0.532 unit increase in talent attraction will lead to a corresponding one unit increase in organizational innovation. The inference that can be drawn from this finding is that talent attraction exhibits a positive significant relationship with organizational innovation.

Hypothesis Two.

H₀₂: Talent development has no significant influence on organizational innovation.

From Table 6, talent development reports a coefficient value of 0.109 and a p-value of 0.314. This shows that talent development has a positive but insignificant effect on organizational innovation. However, the positive coefficient value shows that an increase in talent development will lead to an increase in organizational innovation. This result implies that the null hypothesis is accepted while rejecting the alternate hypothesis. The conclusion from this test is that talent development has no significant influence on organizational innovation.

Hypothesis Three

H₀₃: Talent retention has no significant effect on organizational innovation.

From the regression analysis as in Table 6, talent retention has a positive value of 0.334 and a p-value of 0.004. This shows that talent retention has a positive significant effect on organizational innovation. The positive coefficient value shows that an increase in talent retention will lead to an increase in organizational innovation. This finding suggests the

rejection of the null hypothesis while accepting the alternative hypothesis. The conclusion drawn is that talent retention exerts positive significant effect on organizational innovation.

Discussion of Findings

With respect to the first research objective, this study found that talent attraction exhibits a positive and significant relationship with firm's innovation. This result corroborates Festus and Asawo (2020) earlier study that found talent management practices positively and significantly correlated with competitiveness in terms of firms' flexibility and innovation. To the authors, talent management is a precursor to innovation. This finding is as expected. The most probable reason for this result is hinged on the pivotal contributions of employees albeit high caliber employees to the growth and development of a corporation. Also, Human resource literature attest to the direct relationship between high quality employee and firms' innovation (Imianvan, Ogedengbe & Ewanlen, 2006). Furthermore, this finding of this study is in agreement with Azotani *et al.*, (2020) earlier study that sought to ascertain the extent to which talent attraction influences employee commitment in state owned universities in South East Nigeria. The results from the analysis showed that a positive relationship exist between talent attraction and employee commitment.

Also, on the second objective, the result shows that talent development exerts a positive influence on organisational innovation. The result further reveals that talent development has an insignificant effect on organisational innovation. This finding contradicts findings from similar study. In fact, this finding contradicts Laff (2006) study of nurses in Shebin El-Kom hospitals' in Turkey that found talent development exhibit positive significant relationship with firms' performance. The most probable reason for this contradictory finding could be associated with the country and industry of study. In the same vein, in addition to methodological reasons, firms' age could also possibly account for the observed differences in results.

Finally, objective three result shows that firms' talent retention strategies have a positive and significant effect on organisations innovation. This result is as expected. In deed several studies corroborate the findings of this study. In particular, Ogbari, Onsanya, Ogunaike and Kehinde (2018) study of the impact of talent management on organisations performance reports that talent management dimensions exhibit positive relationship with organisational success. The reason for this study is not far-fetched. The truth of the matter is that the continuous retention of highly talented employees especially those that have imbibed the innovation culture enhances the innovative posture of a firm.

Conclusion and Recommendations

Without any iota of doubt employees play pivotal roles in the success of corporations. In fact, the quality of human capital serves as a major source of differentiation among firms. The foregoing suggests that the value of human capital is a unique competitive tool. Consequent upon the unique role employees plays in organisation, it has become expedient for operating managers to devise strategies to attract and ultimately retain large pool of highly talented employees. Literature attests to the commonality of talent management practices among managers in Nigeria corporations. This study is poised to unveil the various strategies of managing both existing and potential talents with the aim of accelerating firms' innovation. The outcome of this study reveals that on the aggregate talent management significantly influence the rate at which firms are innovative. In specific terms, the study conclude that talent attraction and talent retention have a positive significant relationship while talent development exert positive and insignificant influence. As a matter of fact, it is germane for firms to embrace

effective talent management practices in their aspiration to optimizing their workforce potential, enhance productivity and maintain a competitive posture.

In the light of the foregoing, this study recommends the following,

(1) Talent management should be an engrained culture and incorporated into the business strategy. In fact, the practice of talent management in firms should not be the exclusive preserve of the human resources department. Talent management should be embraced by all other functional units as they hunt for highly talented potential employees while devising strategies to retain them.

(2) Managers of firms should develop policies that promote talent management practices. These policies should be such that has the capacity to endear employees to be committed to the firm. In fact, the extent of employees' commitment to firms should such that is demonstrated in long term tenure orientation.

(3) Organizations should adopt a proactive performance management system generally perceived to be transparent and dynamic to attract and retain skillful and talented employees.

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