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Talent Management And Organization Performance In Pharmaceutical Companies In Anambra State, Nigeria

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ABSTRACT
This work examined the effect of talent management and organization performance in pharmaceutical companies in Anambra State, Nigeria. The study reviewed relevant conceptual, theoretical and empirical literatures. This study is anchored on Human Capital Theory. The study adopted survey research design. Talent retention, training and talent attraction were employed as the explanatory variables while employee performance as dependent variable. The study adopted survey research design. The population of the study comprise of the Staff of the selected manufacturing firms South-South, Nigeria 1800. Sample size of 353 respondents was selected for the study using Borg and Gall (1973) formula. Questionnaire was employed as the main instrument of data collection. The data generated were analyzed using frequency, percentage analysis, and multiple regression analysis. The study found that the study discovers that talent retention has a significant influence on employee productivity. Performance management systems has a significant effect on employee productivity. Training and development has a significant influence on employee productivity and talent attraction has a significant effect on employee productivity. The study concludes that talent management on has a significant effect on employee productivity employee productivity. The study therefore recommends that management establish talent retention strategies and make them known to all employees. Management and employee should involve in the entire process of performance appraisal should be made mandatory. To enhance employee productivity, it is imperative that the organization focuses on training and developing programs that are not only essential but enhances employees' competitiveness. Programs should be designed by both managers and employees. Talent attraction such as competitive salary packages and rewards motivated should be establish as a policy in every organization.
Keywords: Employee Retention, Training, Talent Attraction, Organizational Performance

INTRODUCTION
Talent management processes change over time in response to the impact of both internal and external factors on the workplace. Globalization, workplace reform and changes in the demographic composition of the workforce have affected how talent needs to be managed (Nankervis, Compton & Baird, 2015). Globalization has led to increased competition and pressure on organizations to use human capital as

effectively and productively as possible (Hiles & Bunnell, 2016). According to Hiles and Bunnell, (2016) growth potential of organizations worldwide depends on the ability of organizations to have the right people, in the right place at the right time. Employers are forced to compete to attract and retain an increasing pool of talented individuals in order to achieve their objectives. Companies with effective talent management practices deliver better results for shareholders (Huselid, 2015). Effective talent management practices can create enduring competitive advantage and enhance organizational productivity. Talent management deals with human capital management which consists of people, knowledge and skills. Gardner (2012) noted that talent management is a major global challenge confronting most organizations in the world. Due to scarcity of talent, organizations around the world are competing for the same pool of talents to acquire and retain talents in order to maintain their operations and continue to grow in terms of service and profitability. Most assets of an organization such as, products, technologies and strategies may be replicated easily but human capital takes great deal of time to develop and considered as a key asset to manage and adapt to the organizational needs (Chuai, 2018) .

Talent management gained more ground and relevant due to evolution of corporate human resource and training in today's present work environment. The concept of talent management was originated in 1980s and 1990s the time when the responsibilities of human resource department/personnel department shifted from being routine administration and processing, to more complex configuration and planning duties. At a time when decision makers relied solely upon HR departments for employee management and competent evaluations, the idea of talent management was born or emerged (Ackland, 2015). During this period, most organizations realized that HR had larger role in recruiting and training the right people to fit into the work force environment. Again, HR plays vital role in developing good compensation packages which include; employees' fringe benefits, stock options and bonuses, and serving as a central point of communication for employee health and happiness (Bersin, 2016). Talent management is an important activity to enables organization to have the right people with the skills and expertise to meet the immediate and future needs of the firm. The process covers activities such as selection, development, succession and Career management(Wellins, Smith &Erker, 2019).Talent management is one of the primary management tools for 21st century human assets management (Cappelli, 2018) because the significant resource for firms competing in this century is no longer land, capital, and other tangible assets but the human capital necessary to adapt. In the US for instance, the Bureau of Labor and Statistics indicated that in 2018 the US had a deficit of 10,033,000 out of which, talent was most sought after by employers (Pfeffer & Sutton, 2017).According to a global survey that was conducted by Stavrou-Costea and Morley (2017) that targeted 26 countries and 32,000 employees revealed that shortage of talent in business entities as undermining productivity, every organizations, needs a talented employee. Piansoongnern and Anurit (2018) argue that Africa has a reflex, complex paradox in that on one hand, it has high unemployment rates yet managers complain that they are short on talent, and are willing to recruit talent any time.

The challenge with Africa is that over the years, the continent has suffered brain drain, as talented employees seek greener pastures in Europe and America (Lewis & Heckman, 2017). Kambui, (2014) equally argues that talent management in Africa has been a major challenge due to poor compensation by companies, and prevalence of uncompetitive work environment that impact negatively on organizational performance and desire to remain with the company. Guthridge, Komm& Lawson (2018) opines that talent management has become a key management, and productivity issue. Organizations to global competition and maximize the benefits associated with the current technological boom (Ingham, 2016; Ashton and Morton, 2015; McGee, 2016).Talent management focuses on how people come into the organization and grow (Sayyasi, 2017). Today, organizations have realized that in order to be successful in complicated world economic system and durability in the business environment, they require the best talents. At the same time to the need to recruit, develop and retain talents, organizations have found that their talents are critical resources that for achieving the best results require management (Maali and Tajaddin, (2018).The basic notion around scramble for talent is organizational performance. As such, financial sector have also discovered that attracting and retaining talented employees does not only enhance organizational performance itself, but organization productivity as a whole. (Smith, (2017).

Talent management is defined as the process of identifying, development, recruitment, retaining and deployment of high potential individuals at the workplace (Wellins, Smith &Erker, 2019). Talent management also entails the identification, development and management of talent portfolio (Drucker, 2018). It is therefore a deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Its against this background this study examine the effect of talent management on employee performance.

Statement of the Problems

Managing talent is a challenge to all organizations in the context of globalization irrespective of the country and moreover, the concern about the scarcity of talent is almost universal, (Gardner, 2012). Organizations around the world are competing for the same pool of talents and this is seen as a global labour market for talents. Trend of global integration shows organizations' standardizations in talent recruitment, development and management, to ensure their competitive position and consistency. Organization has been under attacks in recent times for productivity gaps and it has not been spared from the "war of talent" as the competition was mentioned organizational performance (Kahinde 2012). Despite knowledge of talent management strategies, many organizations are failing to put in place the kind of human capital development and retention strategies that will bear appropriate outcomes (Cappelli, 2019). The determinants of talent management in this study include; talent attraction, Career management systems, talent retention, employee training and career management. The problems of this study focused on the effects of talent attraction, talent retention, employee training and career management as independent variables and organizational performance as dependent variables with special reference on organizational performance. Gibbons (2016) state that talent management is a system that addresses competency gaps by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent that must be adopted by all future oriented organizations to gain competitive advantage.

Several scholars have conducted studies on talent management including Koranteng (2014) study on talent management as a tool for employee retention using a case study of Procredit Savings and Loans Limited Kumasi. The study revealed the adoption of major talent management practices including motivation, regular training and development of employees. Koketso and Rust (2012) conducted an exploratory study on the perceived challenges to talent management in the South African Public Service using the case of Cape Town Municipality. Kambabazi (2012) examined talent management, organization culture and employee engagement using the case of National Water and Sewerage Corporation in Uganda. The findings indicate that both talent management and organization culture predict employee engagement and therefore productivity.

Wambui (2012) studied talent management practices in commercial state corporations while Lyria (2013) examined the role of talent management on organization productivity in companies listed in Nairobi Security Exchange. These studies revealed that the existence of a strong positive correlation between talent management and organizational performance. However, these studies did not examine whether this correlation still holds true for companies and in particular, in Nigeria context. Therefore, this study seeks to fill the existing gap in literature by providing empirical data on effects of talent management on organizational performance in pharmaceutical companies in Anambra State.

Objectives of the Study

The purpose of the study was to examine the effect of talent management on organizational performance in pharmaceutical companies in Anambra State. The specific objective are to:

1. Determine the influence of employee retention on organizational performance in pharmaceutical companies in Anambra State
2. Assess the influence of training and on organizational performance in pharmaceutical companies in Anambra State.
3. Investigate the effect of talent attraction on organizational performance in pharmaceutical companies in Anambra State

Research Questions

1. To what extent does talent retention influence organizational performance in pharmaceutical companies in Anambra State?
2. To what extent does employee training influence organizational performance in pharmaceutical companies in Anambra State?
3. To what extent does talent attraction on organizational performance in pharmaceutical companies in Anambra State?

Hypotheses

Ho_1: Talent retention has no positive significant influence on organizational performance pharmaceutical companies in Anambra State

Ho_2: Training has no significant influence on organizational performance in pharmaceutical companies in Anambra State

Ho_3: Talent attraction has no positive significant effect on organizational pharmaceutical companies in Anambra State

REVIEW OF RELATED LITERATURE

Conceptual Framework

Talent Management

Aston and Morton (2015) noted that there is not a single consistent or concise definition of talent management. Notwithstanding this criticism, Lewis and Heckman (2016) identified three key streams of thought around the concept of talent management. First, those who merely substitute the label talent management for human resource management. Studies in this tradition often limit their focus to particular HR practices such as recruitment, leadership development, succession planning and the like. The contribution of this literature is relatively limited beyond the strategic HR literature, as it largely amounts to a rebranding of HRM. In an attempt to give the correct definition of talent management, several scholars have defined this phenomenon differently making it to be more complex in understanding. Tansley (2017) defined talent as "an innate giftedness, which is regarded as a gift". It is also a natural ability and aptitudes. On the other hand, Wikstrom et al, (2012) noted that talent represents greater mastery of developed abilities and knowledge systematically in the field of human endeavor. According to the authors thinking, it is assumed that language learning makes humans to believe that talent is static; however talent can actually be developed, through talent management. Stockley (2017) assert that talent management is defined as the conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. According to the authors' perspective, talent management deals with the recruitment, selection, identification, retention, management, and development of personnel considered having the potential for high productivity.

Talent management simply refers to an organized process of attracting, selecting, hiring, engaging, training and developing, retaining and utilizing top talents to an organization's best advantage (Lockwood, 2016). It aims at ensuring the right job placements at the right time, in the right position for the right candidates to deliver their best and remain committed to the organization. Though, talent management is organization-specific, but the focus is on developing and optimizing high potentials or talents of individuals within the organization more quickly than ever to enhance competitiveness. Collings and Mellahi (2019) defined talent management as "activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued productivity to the organization". Similarly, Garrow and Hirsh (2018) opined that "talent management is about doing things for your best people, investing in developing them, building their potential and assisting people to make the best use of their strengths." Finally, Howard (2018) assert that the purpose of talent management is to ensure that a supply of talent is available to align with the right people at the right time in the right job using measureable, predictable, and actionable skills that serve as a key to organizational success; and talent audits are a worthwhile tool in that process based on strategic business objectives.

Organizational performance

Organisational performance is a complex and contentious concept. No two authorities agree on what constitutes performance or on how it is measured although they all agree that it involves attention to goals, satisfaction of constituents and relationship with the external environment. But we live in a world tyrannized by performance. Workers, managers, departments and organizations are always asked to be effective and that simply means to produce some form of results (Oghojafor, Muo, & Aduloju, 2012). Early management thinkers believe that performance is the ultimate measure of managerial and organizational performance. Barnard (2014) believes that performance relates to the accomplishment of the cooperative purpose which is social and non-personal in character, insisting that organizations cannot continue to exist without performance and that this performance can easily be measured. Drucker was more emphatic that the society and individuals within it cannot satisfy their needs without performance. In his own words: “Only executive performance can enable this society of ours to harmonize its two needs: the needs of organization to obtain from the individual, the contribution it needs and the need of the individual to have organization serve as his tool for accomplishing his purposes (Drucker, 1967).

Georgiou (2013) provides is not really appropriate as a gauge of performance per se but, rather, as an index of an organization's "propensity" to be effective. That is, when an organization satisfices its various participants by providing incentives which are seen to exceed their contributions, it establishes the base for effective accomplishment of its goals—whatever these may be. To avoid confusion with the concept of performance, the organization's ability to satisfy its participants might be called organizational competence. Where actual performance is the degree to which the organization attains its goals, organizational competence is its propensity or potential for reaching its various goals. Organizational performance as the extent to which an organization as a social system, given certain resources and means, fulfills its objectives without in- capacitating its means and resources and without placing undue strain upon its members. Organisational performance is basically about the ability of the organisation to meet its set goals and objectives given the resources at its disposal. every organisation has certain predetermined goals and objectives that it looks up to, each time any of these goals is met, the organisation is considered effective in that regard. Measuring it is a function of what the organisation's core business. Organizational performance refers to the degree of congruence between organizational goals and some observed outcome. Every employee in a company contributes to organizational performance. Taking into account skills, experience, motivation and rank, some employees play a bigger role than others. These are the people who contribute to the development of organization mainly with their knowledge. There are 4 performance approaches measuring performance look at different parts of the organization and measure indicators connect with outputs, inputs, internal activities, or key of stakeholders. It include Goal Approach, Resourced-based approach, internal process approach and strategic constituent approach.

Organizational performance can be defined as the efficiency with which an association is able to meet its objectives. This means an organization that produces a desired effect or an organization that is productive without waste. Organizational performance is about each individual doing everything they know how to do and doing it well; in other words organizational efficiency is the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money, and human and material resources (Mitchell, 2012). The desired effect will depend on the goals of the organization, which could be, for example, making a profit by producing and selling a product. An organization, if it operates efficiently, will produce a product without waste. If the organization has both organizational performance and efficiency, it will achieve its goal of making a profit by producing and selling a product without waste.

Talent Retention and Organizational performance

The term employees’ retention is referred to be the ability of an organization to retain its employees within the organization in the long run. It can be measured in simple statistics like percentage and considered as the outcome or in terms of efforts made by employer to keep employees within the organization in this sense it is considered to be the strategy. It is therefore advisable that every

organization should maintain its best performers especially in today's competitive economic arena where competitors are observed to poach employees from each other (Hall, 2015). Mokaya (2014), explains that when an organization cannot retain its employees, such action leads to high costs associated with employee turnover including additional burden on the remaining staff, recruitment and training costs. As a result, it is important that firms adopt human resource management (HRM) strategies that make the best use of employees and retain talent. Retention of employees is very important because if the talented employees of the organization leave the organization in large numbers it directly affects the cumulative productivity of the employees as well as the profitability of the organization. Employee turnover is important to individuals, organizations and society (Ngo, Lau & Foley, 2018). From the organizational perspective, employee turnover may lead to disruption of service to clients. The extra time and money spent on recruitment and training of the replacement and the added stress of more work for the remaining staff during the interim are a few of the consequences suffered by the organization when turnover occurs.
Whenever an organization can retain its employees for long periods of time, the organization benefits as the employees think of the long term goals of the organization that they could achieve as opposed to look for new opportunities out there. The employees are more focused and thus are able to perform better in their roles and the assigned tasks (Hall, 2015). As organizations continue to pursue high productivity and improved results through talent management, they are taking a holistic approach to talent management. Agrela (2018) states the need to focus on the factors that affects employee retention leading to growth and success of organizations as these employees' productivity improves due to gaining experience as they have worked for a long time in the organization and they are conversant with the organizational culture and processes. Studies suggests that employee retention strategies which satisfy the needs of all employees and enhances the ability for companies to adapt to changes in organizations and the trends in modern retention strategies go beyond the traditional salary and benefits package but looks at motivating the employee in a wholesome way (Thomas, 2000). Talent retention strategies include succession planning, career development and motivation. Morton (2015) said that organizations are working on retaining their employees and following different strategies, that is, HR generic strategies to retain their top talent. Chiu, Luk and Tang (2012) highlighted that motivation and job satisfaction are key factors for talent retention. The importance of succession planning techniques at different levels of management to enhance organizational performance.

Training and Organizational performance

Aswathappa (2018) attempts to draw a distinction among training, education, and development and argues that training is the process of imparting specific skills while education on the other hand is confined to theoretical learning in the classroom. He further defines development as the learning opportunities designed to help employees grow. Staff development and training activities are designed to help an organization meet its skills requirement and to help its employees realize their maximum potential with the overall aim of implementing its strategy and ensuring the success of the organization (Anthony et. al. 2016). Aswathappa (2018) sees training and development is any attempt to improve current or future organizational performance by improving an employee's ability to perform through learning, usually by changing attitudes or increasing skills and knowledge. Aswathappa (2018), continues to argue that the organization must offer a wide range of development provision, enabling staff to gain the skills, competences, and experience necessary to contribute to the attainment of an individual, team and organizational goals and expectations.

The training of employees provides an opportunity to widen knowledge and capabilities that enhances more efficient cooperation at the workplace thus achieving individual development and improving work productivity. Kreitner and Kinicki ((2017), argue that employees at any level in an organization can be trained to be more transactional and transformational. They posit that this reinforces the organizational value of developing and rolling out a combination of transactional and transformational leadership training for all employees. The success of the organization depends mainly on people. If they have knowledge and skills, as well as opportunities for development, they will be able to improve their jobs and enhance their productivity. When employee training and development is relevant, it should efficiently and effectively deliver and impart new skills and knowledge to meet organizational needs (Kaplan & Norton, 1996).

Training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to increase organizational performance (Byars & Rue, 2018). It is a key strategy for generating skills in people since it enables them to both learn and unlearn skills – in other words, to acquire new skills and change inappropriate skills (Pineda, Quesada &Ciraso, 2014). Cascio (2018) observes that to promote efficient learning, long term retention and application of the skills or factual information learnt, in training to the job situation, training programs should incorporate principles of learning developed over the years. Rothwell and Kazanas (2003) found out that talent training requires not only formal classroom training but also there are other approaches such as mentoring and autonomous learning. Most companies choose to adopt the HR strategies such as the productivity strategy which attempts to develop psychological connections between the company and the employee as a means of achieving goals. Training develops self-efficacy and results in superior productivity on job, by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason & Zakkeer, 2016).

Talent Attraction and Organizational performance

The components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer of choice (Armstrong, 2016). Recruitment and selection requires that organizations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization (Armstrong, 2019).The recruitment of members of talent pool is the first task of talent management strategy. In the organization, high employee turnover can have a direct impact on your bottom line. Not only does it cost your organization in terms of recruitment, on-boarding and training, it impacts your ability to provide consistent, high-quality service to your clientele (Zikmund, 2000). Talent management programs offer the organization a proven and practical way to significantly improve employee satisfaction and retention in order to reduce turnover and its associated costs. Furthermore, happier, more productive employees deliver high levels of customer service and help to deliver strong overall business results. There are several talent management best practices that have been shown to significantly improve employee satisfaction and retention. By correctly identifying upfront, the knowledge, skills, experience and attitudes that lead to success in a position, you can more effectively recruit and hire suitable candidates for open positions. Turnover can be reduced by ensuring that prospective employees' attitudes and values align with those of the position and organization on the whole (Vance, 2016). Using core and job specific competencies as qualifiers in the recruiting/hiring process, and assessing a candidate's past demonstration of these can be an effective way to identify and hire the right people, right from the start. A comprehensive on boarding process that takes care of more than just the hiring paperwork is critical to ensuring the success of new employees and has been shown to reduce short-term turnover. A good program includes training on the tasks and tools important to the role, but also covers the corporate culture and values, information on talent management programs, networking opportunities, initial goal setting, and interim reviews. Setting parameters upfront helps employees better prepare for their new roles and help them become more productive from the on-set. When you retain talented employees using such practices, you do not need to continuously train and orient new hires, or take the risk that new hires will be unable to meet job requirements. Lower rates of employee turnover have a direct effect on hiring, and help in fewer drops in productivity (Tonidandel, Morriss, Hernandez and Hebl(2017). It is important to establish clear productivity expectations for all employees, right from the start. An up-to-date job description is one of the best ways to communicate a new employee's job responsibilities, scope of decision-making and breadth of authority. Job descriptions that capture your culture and organizational values can help you attract and retain the kind of employees you want. Plus, job descriptions help to reinforce your culture to ensure you always have the right people on your team (Vance, 2016).

Every employee should be assigned individual goals that are directly linked to higher level organizational goals. Often, organizations fail to set goals that connect to the organization's overall goals, or do not set goals at all. Employees who lack clear direction are not able to easily connect with the work they do with the organization's success. Linking employee goals to overall corporate goals helps to set expectations for productivity and gives employees an all-important context for their work. Linking their individual goals to corporate goals helps employees understand how their day-to-day work contributes to the organization's success.

Theoretical Framework

Human Capital Theory Becker (1964)

This theory postulates that human capital - the composition of employee skills, knowledge, and abilities - is a central driver of organizational performance. The theory has been widely used in the field of human resource management (Crook, Todd, Combs, Woehr, & Ketchen, 2017; Fisher, 2019). This theory views human capital as a competitive resource that organizations can invest in and is valued by the organization since it increases productivity (Kessler & Lülfesmann, 2016; Nafukho, et al., 2014).

The relevance of this theory is that if organizations pursue goal congruence, and focus more on retaining top performers, the huge amount invested in top performers pays off with long term benefits to the organization. If employees are adequately invested in, well managed and retained, they will be innovative and creative, readily useful and available to the organization to do the right job for all the right reasons, and goal achievements becomes glaring and tangible

Empirical Review

Talent management has been studied by various authors but in different aspects and directions. Khezri, Niknafs, Aidnlou, Alian, and Eslamlou, (2016) examined the impact of talent management on productivity of Bank Mellat of West Azerbaijan province. The statistical population of this research were all employees of Bank Mellat of West Azerbaijan province. The population were 850 people of employees of Bank Mellat of West Azerbaijan province. The number of sample obtained 265 people using Morgan table. Validity of the questionnaire was confirmed by five professors in management and the career management with Cronbach's alpha was 0.89 and 0.91, respectively. For data analyzing Pearson correlation test was used. The results showed that there is a significant positive relationship between talent management and employees of Bank Mellat southern province of Western Azerbaijan. Also results indicated that significant and positive relationship between components of talents management that is talent attraction ($p<0.05$), keep talents ($p<0.05$) and talent attraction talent development with productivity of employees of Bank Mellat of West Azerbaijan province.

Knott (2016) examine the effect of talent management practices on organizational performance. The study adopted a descriptive survey research design. The population of the study was 95 employees of Suraya Property Group Limited. This study adopted a stratified sampling technique to select a sample size of 76 respondents. A structured closed ended questionnaire was used to collect primary data. Data was analysed both for descriptive statistics (frequencies and percentages) and inferential statistics (correlation analysis). Data was presented using tables and figures. The findings revealed a statistically significant relationship between training and development of employees and organizational performance. The findings also showed that there was a statistically significant relationship between talent retention strategy and organizational performance. Finally the study revealed that there was a statistically significant relationship between Career management systems and organizational performance. This study concludes that talent management has positive significant on organizational productivity. The study recommends that programs should be designed by both managers and employees. Employees are critical component that determines the success or failure of an organization's training programs therefore, should not be ignored.

Nzewi, Chiekezie and Ogbeta (2015) assessed the relationship between talent management and organizational performance in selected commercial banks in Asaba, Delta State. Descriptive survey design was adopted. Data were generated from Guaranteed Trust Bank, Plc and First Bank of Nigeria, Plc Staff on a 5-point Likert scale structured questionnaire. Hypothesis was tested with Pearson Product Moment Correlation coefficient. Regression technique was used to analyze the data collected. The findings revealed a positive relationship between talent management and organizational performance. The study concluded that talent management was significantly related to organizational performance. The authors advocated that the banks and other corporate organizations should enrich job contents and offer growth opportunities, in order to retain their top talents. Besides, talented employees are productive resources capable of adding value and competitiveness in organizations.

Doherty (2018) assessed employee engagement and how to attract and retain the best talents. In the study, Rabo bank International was assessed covering over 340 offices in over 40 countries worldwide because Rabo bank was finding it difficult to consistently manage the productivity of its employees to the same standards globally. The study recommended that organizations should be focused on people rather than on processes to save the organizations unnecessary spending of money on recruitment and training. The study revealed that job security, compensation, and opportunity for advancement were not found to have predictive value for employee retention rates. Though data confirmed Lockwood's findings that although pay and benefits initially attract employees, it is not the primary reason given for retaining them.

Blass, (2017) investigated talent management and business productivity. Study objective was focused to provide better understanding of the different ways through which organizations organize talent management. Research was conducted using 20 case studies involving mix of (private, public and voluntary) organizations of different sizes and sectors and survey questions were administered to representatives of senior managers and middle managers. About 1,500 responses were recorded from the population of the study. Statistical tool used in the survey involved correlation, regression and ANOVA, this was due to the nature of the variables being analyzed. Findings reveal that organizations managed talent through rotational system involving various career stages of employees to avoid the danger of setting high expectations for early developers or disregarding later developers. In conclusion, study noted that organization manage talent through transparent talent system which is embedded within organization.

Ntonga (2017) examined the impact of talent management practices on business productivity. Talent management practice within an organisation is an international human resources strategy that seeks to identify, develop, deploy and retain talented and high potential employees. Although talent management practices may be applied in South African companies, they can only contribute optimally to business productivity if both top management and employees are aligned on its objectives and implementation in the organisation. However companies are often unaware of the extent of misalignment between the perception of employees and top management. Using a combination of quantitative and qualitative approaches, this study examined the perceptions of Talent Management Practices of 42 employees and seven top managers in a major South African mining company with reference to international best practice. The study then compared the perceptions of employees and top management on six themes of talent management practices. The empirical results revealed that the perceptions of the employees were misaligned with international best practice, particularly on the themes of implementation and the instruments used to identifyhigh potential employees. Furthermore, there was misalignment between the perceptions of employees and top managers, particularly on the themes of transparency, competency models and communication. Company talent strategy focused more resources on perfecting the Talent Management

Collings and Mellahi (2019) studied talent management and business productivity. Study objective was focused to provide better understanding of the different ways through which organizations organize talent management. Research was conducted using 20 case studies involving mix of (private, public and voluntary) organizations of different sizes and sectors and survey questions were administered to representatives of senior managers and middle managers. About 1,500 responses were recorded from the population of the study. Statistical tool used in the survey involved correlation, regression and ANOVA, this was due to the nature of the variables being analyzed. Findings reveal that organizations managed talent through rotational system involving various career stages of employees to avoid the danger of setting high expectations for early developers or disregarding later developers. In conclusion, study noted that organization manage talent through transparent talent system which is embedded within organization.

METHODOLOGY

This study adopted survey research design. One of the advantages of using survey research is that it allows the collection of a large amount of data from a sizeable population in a highly economical way. This study was Anambra State. The population of this study consists 1824 of academic staff of the five pharmaceutical companies in the Anambra State, Nigeria. The sample size comprises 356 using Borg and Gall (1973) formula. With respect to this research work, the researcher makes use of primary data. The primary sources of data include the questionnaire and the personal interview. Questionnaire was used as the instrument of data collection. al status) while section B includes questions on talent management and organizational performance. The researcher use face and content validity. test-retest and Cronbach's alpha was use to verify the internal consistency of each construct in order to achieve. The Cronbach's Alpha results shows that talent retention, career management, training, talent attraction and organizational performance recorded reliability coefficients of 0.79, 0.70, 0.74, and 0.71 respectively. Base on the threshold, they are found to be reliable for the study. The analysis of data was performed using SPSS package. This involved descriptive analysis. Data were cleaned before analysis to ensure that they were correctly captured from source documents. Multiple regression analysis used to assess the effect of talent management on organizational performance. P value was considered significant at level 0.05.

DATA PRESENTATION AND ANALYSIS

Administration and Retrieval of Instruments

Table 4.1 below shows the number of questionnaires distributed, the numbers retrieved and the number deemed suitable for the analysis. Note that the copies of the questionnaire not properly filled were not fit for screening requirements and therefore not used for the analysis.

Table 4.1 Questionnaire Distribution and Return

Option		Percentage
Number Distributed	356	100%
Number Return	332	93.3
Number Completed	332	93.3
Number Not Completed	21	5.9
Number Missing	2	0.6

Source: Field Survey, 2022.

Table 4.1 reveals that a total of three hundred and fifty three (353) copies of questionnaires were distributed to the respondents, out of which three hundred and thirty two was properly filled and found relevant to the study 21 copy were not properly filled and some got missing. Therefore, the analysis in this section will be based on the three hundred and thirty two relevant copies.

RESULTS

Presentation of Data relevant to the Research Questions

Here, data relevant in answering the research question and testing the hypotheses were presented in tables below.

Table 4.6: Respondents View on Whether Organization Identifies and Prepares Suitable High Potential Employees to Replace Key Players

	Frequency	Percent	Valid Percent
Agree	126	37	37.0
Strongly Agree	114	34	34
Strongly Disagree	12	4	4.0
Neutral	49	15	15
Disagree	32	10	10
Total	332	100	100.0

Source: Field Survey, 2022/SPSS

Greater percentage 37% of respondents agree that organization identifies and prepares suitable high potential employees to replace key players, 34%strongly agree, 4%are neutral, 15% disagree while 7% of respondents strongly disagree.

Table 2 Respondents Opinion on Organization Systematic Succession Plans

	Frequency	Percent	Valid Percent
Agree	131	40	40
Strongly Agree	117	35	35
Strongly Disagree	25	8	8
Disagree	20	6	6
Neutral	39	11	11
Total	332	100	100.0

Source: Field Survey, 2022/SPSS

Table reveals that;/35% of the respondent strongly agrees that organization has systematic succession plans, enabling employees to effectively perform roles traditionally reserved for managers 40% agree, 8% are neutral, 6 % disagree while 11%of respondents strongly disagree.

Table 4.8: Respondents View on Whether Organization Succession Planning Programs Strongly Influences Staff Retention

	Frequency	Percent	Valid Percent
Disagree	18	5	5
Strongly Disagree	14	4	4
Agree	158	48	48
Strongly Agree	113	34	34
Neutral	29	9	9
Total	332	100	100

Source: Field Survey, 2022/SPSS

Table 4.8 shows that 48% of the respondents agree that organization succession planning programs strongly influences staff retention 34% strongly agree, 9 % are neutral, and 5% disagree while 4 % of respondents strongly disagree.

Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.4 Summary of the Regression Result

The result of the multiple regression formulated in chapter three is presented in the tables below.

	Variables Entered	Variables Removed	Method
1	**TAR, , TRA, TAT**		**Enter**

a. Dependent Variable:O P

b. Ail requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Durbin Watson
1	.294[a]	.686	.572	3.185	.086	6.151	5	326	1.875

a. Predictors: (Constant), TAR, TRA, TAT, b. Dependent Variable: OP

Table 4.4 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of .572. This implies that 69% of the variation in organizational performance is explained by variations in talent retention, training, talent attraction. This was supported by adjusted R^2 of .086.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.875 in table 4.4 shows that the variables in the model are not autocorrelated and that the model is reliable for predications.

b. Table 4.5: ANOVA Result

Model	Sum of Squares	df	Mean. Square	F	Sig.
Regression	312.052	5	62.410	6.151	.000[b]
Residual	3307.502	326	10.146		
Total	3619.554	331			

a. Predictors: (Constant), TAR, TR, TAT, b.

b. Dependent Variable: OP

The f-statistics value of 6.151 in table 4.5 with f-statistics probability of 6.151 shows that the independent variables has significant effect on dependent. This shows that talent retention, career management, training, and talent attraction can collectively explain the variations in organizational performance in the selected banks.

Table 4.6 Coefficients of the Model

	Unstandardized Coefficients		**Standardized Coefficients**	**T**	**Sig.**	**Collinearity Statistic's**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	18.916	1.918	.158	9.863	.000	.930	1.075
TAR	.123	.043		2.870	.004		
TRA	.171	.044	.209	1.901	.176	.978	1.023
TAT	.076	.049	.185	2.562	.009	.941	1.063

a. Dependent Variable: OP

Source: SPSS 21.0

Table 4.6 shows the coefficient of the individual variables and their probability values. Talent retention has regression coefficient of .123a probability value of .004. This implies that stress associated with Talent retention has a positive but insignificant effect on employee performance. Furthermore, training has a regression coefficient of .171 with a probability value of .176. This implies that training has a negative and significant effect on employee performance. On a similar note, Talent attraction has a coefficient value of .076 and a probability value of .009. This shows that Talent attraction has a negative and significant effect on employee performance. Finally, assurance has a coefficient value of .028 and a probability value of .000. This shows that assurance has a negative and significant effect on employee performance.

Hypothesis One

Ho: Talent retention has no significant influence on organizational performance.

Ho_i: Talent retention has a significant influence on organizational performance

In testing this hypothesis, the t-statistics and probability value in table 4.7 is used. Talent retention has a t-statistics of 2.923 and a probability value of .005 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that talent retention has a significant influence on organizational performance

Hypothesis Two

Ho: Training has no significant influence on organizational performance

Hi: Training a has a significant influence on organizational performance

Training and development has a t-statistics of 3.632and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Training has a significant influence on organizational performance

Hypothesis Three

Ho: Talent attraction has no significant effect on organizational performance. .

Hi: Talent attraction has a significant effect on organizational performance

Talent attraction has a t-statistics of 9.863 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that talent attraction has a significant effect on organizational performance

DISCUSSION OF FINDINGS

The main objective of this study is to examine the effect of talent management on organizational performance in commercial banks firms south east, Nigeria. The data were analyzed using descriptive statistics, correlation and multiple regression analysis.

The result of the multiple analysis shows that talent retention has a significant influence on organizational performance. This finding is consistent with that of Agrela (2018) who noted that talent strategies enable an organization to pursue high productivity and improved results through talent management. Agrela,

(2018) argued that talent strategies enabled organizations to focus on factors that affect employee retention leading to growth and success of organizations as employees' productivity is enhanced through talent programs within the organizations. This finding agrees with the organizations. Guthridge, Harttig, Komm and Lawson (2018) who noted that the primary role of talent retention is to enhance easy identification of future talents which are needed at all organizational levels. The talent retention process endeavors to obtain an optimal talent positioning level that refers to having the correct talent at both the right time and place. Tunje (2014) noted that their existed a relationship between retention practices and employee production.

The study also revealed that training has a significant influence on organizational performance. This finding conforms with that of Cascio (2018) who had observed that organizations that did promote efficient learning training programs had higher levels of organizational performance compared to those that did not. This is collaborated by Rothwell and Kazanas(2003) who found out that talent training requires not only formal classroom training but also there are other approaches such as mentoring and autonomous learning. Equally, Wright, Gardner and Moynihan, (2003) had argued that in as much as most organizations use training and development as a psychological connection between the company and the employee, the end goal is actually to enhance organizational performance. This is in line with Aswathappa (2018) argument that training and development improves current or future organizational performance by improving an employee's ability to perform through learning, usually by changing attitudes or increasing skills and knowledge. This finding is confirmed with Cheboi (2014) argument that employee training generates an improvement in productivity related benefits for both the organization and the employee.

Finally, the study found that talent attraction has a significant effect on organizational performance. This study agrees with the findings of Ballesteros (2018). Employer branding includes development of an organization's image, good enough to attract employees. In order to attract the best, organizational branding is a useful strategy, the organizations that manages its corporate brands effectively, gains advantage in the highly competitive global market place. Tanuja, ((2017) noted that top rated companies have one characteristic in common, that is they give clear and consistent messages about themselves and that translates into a strong pull on talents. Oehley, ((2017) agrees with the findings that employee measure value proposition based on the challenge the job possess, work environment, training opportunities, flexibility and reputation of the organization

Summary of Findings

This study examines the effects of talent management on organizational performance in pharmaceutical companies in Anambra, Nigeria. The study adopted simple percentage analysis and Multiple Regression Analysis in analyzing the data generated. The data analyzed shows that:

1. Talent retention has a significant positive influence on organizational performance. Talent attraction has a t-statistics of 9.863 and a probability value of 0.000 which is statistically significant
2. Training has a significant positive influence on organizational performance. Training has a t- ` statistics of 3.632and a probability value of 0.000 which is statistically significant.
3. Talent attraction has a significant positive effect on organizational performance in pharmaceutical companies. Talent retention has a t-statistics of 2.923 and a probability value of .005 which is statistically significant.

CONCLUSION

This study examines the effects of talent management on organizational performance using pharmaceutical companies in Anambra State, Nigeria. The analysis shows that Talent retention has a significant positive influence on organizational performance. Training and development has a significant positive influence on organizational performance. Talent attraction has a significant positive effect on organizational performance. Therefore, the study concludes that talent management has a significant positive effect organizational performance in pharmaceutical companies Anambra State

RECOMMENDATIONS

The following are recommendations based on the findings of the study.

1. Management establishes talent retention strategies and makes them known to all employees. This is to ensure that employees are aware that the organization is making necessary effort to enhance their productivity. Equally, each of the talent strategies should be used in a targeted manner for each employee.
2. To enhance organizational performance, it is imperative that the organization focuses on training programs that are not only essential but enhances employees' competitiveness. Programs should be designed by both managers and employees. Employees are a critical component that determines the success or failure of an organization's training and development programs, therefore, should not be ignored.
3. Employee job retention such as competitive salary packages and rewards motivated the employees. The study further established that attraction through attractive packages motivated the employees.

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