



Effect of Talent Management Strategies on Organizational Performance: A Study of Tertiary Hospitals In Anambra State

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ABSTRACT

This study examines the effect of effect of talent management strategies on organizational performance, a study of tertiary hospitals in Anambra State. The study aims to investigate; the effect of talent attraction on organizational output in tertiary hospitals; the effect of talent retention on organizational output in tertiary hospitals; effect of talent development on organizational output in tertiary hospitals and the effect of career progression strategy on organizational output in tertiary hospitals in Anambra state. The study adopted survey research design. The population for the study comprised 2,540 elements in the population. The sample size consist 488 determined by using the Borg & formular. The survey instrument used in this study was structured questionnaire with 5 Likert scale response. Face validity was achieved through the content of the instrument. Test-retest method and Cronbach's alpha was conducted to test the consistency of the instrument. A Cronbach's alpha value of 0.823 indicated a very strong reliability and since it is large and tending to one, the instrument was reliable for the study. Frequency count and percentages were used in the analysis of personal characteristics, while research hypotheses were tested, using Simple linear regression analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS) version 23The result from the findings revealed that talent attractions have significant effect on organizational output in tertiary hospitals Talent retention has significant effect on organizational output in tertiary hospitals; talent development has significant effect on organizational output in tertiary hospitals; career progression strategies have significant effect on organizational output in tertiary hospitals in Anambra state. The study, therefore, concluded that talent management has positive significant effect on tertiary hospital in Anambra state. The study recommended that organization should take seriously in establishing apposite employer branding and employer value proposition. Tertiary hospitals should imbibe the culture of implementing talent management policy to enable them to achieved set goals and relevance in the business environment. Tertiary hospitals firms should have a thorough plan according to developing personnel of their policy to achieve efficient and effective job delivery and talents discovered within the organization should be properly managed, developed and retained for maximum productivity. This will provide a good platform for employees to grow and develop quickly to attend greater positions when there are vacancies.

Keywords: Talent Attraction; Talent Retention Talent Development, Career Progression Strategy

INTRODUCTION

Talent management has received a remarkable degree of practitioner and academic interest. A paradigm change from more traditional human resource-related sources of competitive advantage literature, such as those that focus on organizational elites, including upper-echelon literature, is represented by the relatively recent emphasis on talent management. (Miller, Burke, and Glick, 2018), emphasizes on strategic human resource management (SHRM) towards the management of talent specifically suited to today's dynamic competitive environment. While the context may have shifted

significantly since the latter part of the 21st century, the notion of talent management remains important. Arguably, the challenge of maximizing the competitive advantage of an organization's human capital is even more significant in the recessionary climate of the latter part of the opening decade of the twenty-first century. Talent management is one of the main challenges facing organizations on a global scale. It is especially challenging in the current volatile and dynamic business environment (Harsch, & Festing, 2020). The reason for this is that talent management requires both quantitative and qualitative skills (De Boeck, Meyers, & Dries, 2018). Talent management encompasses putting the right employee in the right position (Devine, 2018). When employees are put in the right positions in the organizations, their talent is maximized for optimum organizational success. Talent management is a relatively new area for private and public institutions and organizations. Talent management is now being prioritized by most organizations to recruit staff because it has been shown to have good results in attracting, retaining, and developing employees (Pandita, & Ray, 2018). Talent management includes procedures to attract, retain and develop personnel (D'Annunzio-Green, 2018). Further, talent management is essential to an organization because of its role in helping organizations effectively entice and retain talented employees. Furthermore, the identification and development of talent help organizations in identifying employees that can serve as leaders in the future. This dimension of talent management stresses the development of talent pools that possess a high level of leadership capability (van Zyl, Mathafena, & Ras, 2017). Furthermore, Talent management is also a strategy that is used to support the competence of the organization through performance enhancement, succession planning, carry development, and employee development (Iles, 2017). The process of managing talent is an issue facing all organizations worldwide. The scarcity of talent is a universal concern that has led many organizations in the world to compete for the same talent pool thus this issue is viewed as a global labour market competition for talent. The global integration trend demonstrates the standardizations of organizations in recruiting, developing, and managing talent to maintain their competitive advantage and position. Hence, organizations need to adapt to global talent management best practices as well as adapt to local labor markets and requirements (Stahl et al., 2017). Talent management involves positioning the right people in the right jobs (Devine, 2018). This ensures that the employees maximize their talent for the optimal success of the organization. It is evident that talent management is a relatively new area for both public and private sector organizations, most organizations have prioritized it to ensure they acquire the right staff. This is because talent management has been linked to the successful attraction, retention, and development of employees (Pandita, & Ray, 2018).

The prominence of talent management can be traced to around the start of the year 2000. This is the period when a management consulting firm, 'McKinsey' reported that employers face a 'war for talents' characterized by difficulties in the recruitment of employees due to the tight labor market (Hartmann et al., 2010). Since then, the topic of talent management has increased in importance and has gained attention in both the literature and in business practices. It has been claimed to be "more critical than ever to organizational strategic success" and a "fast gaining top priority for organizations across countries" (Latukha, 2015). Talent management involves mechanisms put in place to ensure the attraction, retention, and development of talent (D'Annunzio-Green, 2018). Talent management is of the essence because organizations can successfully attract and maintain necessary talent. Moreover, talent identification and development helps organizations identify employees who are capable of playing leadership roles in the future. This approach emphasizes developing talent pools that have high leadership ability.

Statement of Problem

Talent management plays a crucial role in driving organizational performance in various sectors, including healthcare. However, there is a dearth of comprehensive studies examining the relationship between talent management and organizational performance in tertiary hospitals within Anambra State, Nigeria. This knowledge gap raises the need to investigate the specific challenges and factors that influence talent management practices and their impact on organizational performance in the healthcare sector of Anambra State. More sophisticated procurement strategies and technology productivity strategies are changing the way services are been delivered within any specific market. The ability of an organization to adapt and manage quality talent to meet client needs is necessary to remain competitive over the next decade (Harsch & Festing, 2020). Large companies still find it

difficult to achieve workforce planning and succession management. Although management recognizes that talent is crucial to the success of the organization, adequate measures to protect and nurture it, is yet to be established. Furthermore, it is unclear to what extent the existing talent management practices within these hospitals are aligned with the organizational goals, objectives, and overall strategic direction, hindering their ability to optimize human resources and achieve optimal performance. Other human resources initiatives such as talent audit schemes, competency analysis, and team-building activities have to be achieved so doing the organizational performance increases. This development has largely retarded the growth and development of the organization concerned

Objectives of the Study

The main objective is to critically examine the effect of talent management strategies on organizational performance, a study of tertiary hospitals in Anambra state. The specific objectives of the study are to:

- i. Assess the effect of talent attraction on organizational output in tertiary hospitals in Anambra state.
- ii. Determine the effect of talent retention on organizational output in tertiary hospitals in Anambra state.
- iii. Investigate the degree to which talent development on organizational output in tertiary hospitals in Anambra state.
- iv. Evaluate the effect of career progression strategy on organizational output in tertiary hospitals in Anambra state.

Research Questions

The following research questions guided this study:

- i. To what degree does talent attraction affect organizational output in tertiary hospitals in Anambra state?
- ii. To what extent does talent retention affect organizational output in tertiary hospitals in Anambra state?
- iii. To what level does talent development affect organizational output in tertiary hospitals in Anambra state?
- iv. To what extent does of career progression strategy affect organizational output in tertiary hospitals in Anambra state?

Research Hypotheses

The following null hypotheses were formulated that guide the objectives of the study and strengthen the analysis

Ho₁: Talent attractions have no significant effect on organizational output in tertiary hospitals in Anambra state.

Ho₂: Talent retention has no significant effect on organizational output in tertiary hospitals in Anambra state

Ho₃: Talent development has no significant effect on organizational output in tertiary hospitals in Anambra state.

Ho₄: Career progression strategies has no significant effect on organizational output in tertiary hospitals in Anambra state

REVIEW OF RELATED LITERATURE

Conceptual Review

Talent Management

The concept of talent management has become one of the most important current topics in human resource management. Current trends have been moving toward rethinking the measures taken by organizations to attract workers, and specifically focusing on attracting talented creators and creative thinkers and retaining them. Even though we are inundated with definitions of the concept of talent, there are no clear and explicit ones. Most researchers and writers differ in defining the concept of talent management. Some have linked the terms to direction and orientation and others to fashion, urbanization, and creativity. Talent management means several things, according to Painter-Morland, Kirk, Deslandes, and Tansley, (2019) consider it as the integration of a range of innovative initiatives with tried and true activities, which include the spirit of community. Al-Dalahmeh, (2020) sees it as a

set of practices, activities, and functions of human resources in organizations, which include selection, development, and career planning. Moreover, (AlMannai, Arbab, & Darwish, 2017) states that talent management is one of the most important functions of human resources, which plays an important strategic role.

Kaliannan, Darmalinggam, Dorasamy, & Abraham, (2023), posits that it is a process of implementing complete integrated strategies and systems designed to improve and modify the operations of recruitment, development, and retention of highly skilled and qualified staff to meet an organization's requirements currently and in the future. Moreover, Efendi, (2021), sees talent management as the total activities related to organizations that seek to acquire, develop, motivate, and retain talented employees to achieve their current and future goals. This definition complements Collings, David, Mellahi, and Kamel (2019) who claim that talent management is a set of interrelated and overlapping activities designed to enable organizations to attract, sustain and develop talented individuals who are currently present in the organizations as well as in the future to enhance competitive advantage. Based on concepts, the researchers define talent management as a set of integrated operations that focus on the selection of employees according to their skills, abilities, and competencies followed by staff development and training inside organizations. Hence, discovering talent inside organizations and then strengthening their abilities through motivation can lead to the accomplishment of competitiveness of organizations.

Talent Attraction: According to Armstrong (2016), talent attraction strategy is the use of techniques for identifying and selecting the right talent that reflect organizational value and culture. For talent attraction strategy to be effective, organization needs to put in place strategies of recruiting the best talent from the talent pool. (Biswas, & Suar, 2016) pointed out that in an era where skills and knowledge of employees gives an organization competitive advantage, the importance of procuring and retaining the talented employees cannot be ignored. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition (Karthiga et al., 2015). Recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage (Ntiamoah, 2014). Recruitment and selection requires that organizations use various techniques of selecting the right talent that reflects the culture and value of that particular organization (Armstrong, 2016).

Organizations that recruited internally usually got a raw deal because the internal employees did not add anything new to the organizations (Carroll et al. 2018). For an organization to be competitive, it has to amalgamate ideas and talents from within and outside the organization as this would create diversity and synergy within the company. According to Biswas, & Suar, (2016), many organizations recruit externally prior to looking at inside talent due to the reasons such as corporate culture and managers struggling to retain the best performing individuals and not losing them to other managers. The talent managing organizations will have pursued its employee's capacity and career aspirations so that it can encourage internal career movement. As the profile of workforce is changing, the young work force is regarded generally as less committed to the organization than their senior colleagues are. This has presented complexities to the human resource in recruiting and selecting the right talent to fit into the right job (Uysal, 2015). Gamage (2014), indicates that there is a helpful and noteworthy affiliation between recruitment and selection and the performance of an organization. The selection procedures are there to inform whom to be employed. If appropriately taken into account, it will recognize proficient applicants and precisely place them to relevant job. Deploying efficient selection method will improve prospects of a right individual been picked to fill a slot. Outcome is improved when the best candidates are picked for the job.

Talent retention: Talent retention is not a fancy word for identifying and developing employees. It is an act whereby an organization sets aside certain factors to attract, retain develop employees and direct their abilities in performing activities that are useful to the organization. Bani-Hani, (2021), views talent retention as attracting, identifying, recruiting, developing, motivating, promoting, and retaining people that have a strong potential to succeed within an organization. Also, Purgat-Popiela, (2018) sees talent retention as the process of inviting, attracting, engaging, and retaining talented personnel. However, talent retention is all about the various means by which an organization brings in

employees, retains, and develops them. Furthermore, even though organizations have so many employees, some are regarded as talented employees. Most organizations would do their best to retain talented employees because of the benefits they will bring to the organization. If organizations are truly willing to win the war for talent, then they need, in particular, to keep finding, nurturing, and developing extraordinary people, they must develop a capacity and new approaches to talent management (Powell and Lubitsh, 2017).

Talent Development: Talent Development denotes the attainment of the proficiency, information, and ability needed for carrying out activities through coaching (Nwaeke, & Obiekwe, 2017). Damtew, (2017), defines talent Development as “a planned effort to facilitate the learning of job-related knowledge, skills, and behavior by employees”. Talent development shapes the approaches of employees and enables significant addition to the business (Gautam, & Shutte, 2016). Talent Development makes up corresponding elements within a procedure (Obi-Anike & Ekwe, 2014). They are extremely important to the success of employees and the organization (Priya, & Amutha, 2015). Talent Development strategy is considered one of the most necessary strategies to give organizations power, efficiency, and confidence. Ameen, & Baharom, (2019), argues that this strategy relies mainly on the continuous follow-up and analysis of what the organization provides and compares that with the supply and demand of human resources. Talent management should understand that talents do not like routine work.

Therefore, talent management must deal with talents in a manner different from others such as giving an assignment never performed before or transferring talent from one job to another if related to his/her specialty and field. Accordingly, departments should cooperate with talent management to assign entire projects to talent to be able to activate the talent fully. Full project management makes talented employees feel independent. Moreover, it represents an incentive for them to develop their talents, abilities, and skills. Departments should accept differences in opinion. Talent management should activate its education role with other departments since differences will pave the way for the development of talent. Therefore, it is beneficial to organizations to possess talent resources. Organizations need to have plans and budgets for investment in talent in terms of motivation, training, and development.

Investment in talent is productive for organizations as it is considered a competitive advantage. Researchers believe that the presence of talent in organizations should not be in one only, so talent management should seek to deploy talent in all areas of the organizations in a balanced and coordinated way. Talent development makes employees' knowledge, skills, and capabilities more unique and/or valuable. It makes employees more committed to the needs of the organization and hence improves its growth; people (employees) feel good about themselves, and find new ways of using their strengths for the organization's benefit and since they feel valued by their organization, they desire to stay longer with their firm and so, there is continued growth of that organization (Armstrong, 2014). Therefore, talent development is measured by training and development, in-service development programs, and leadership skills development.

Career Progression Strategy: According to Ball, (2017) Career Management is a combination of structured planning and the active management choice of one's professional career. Arnold (2017) proposed that career development is the way a person's career develops and progresses over time. It starts from an entry-level position and goes to a senior manager. Successful career management is characterized by the activity of personal fulfillment, work/life balance, goal achievement, and financial surety. Career management definition according to Arnold (2017) is “the attempts that are made to influence the career development of one or more people” and the formal activities of providing training, mentoring, and career advice.

Career management is important to an organization because it helps it to secure the skills and knowledge for its future needs (Sharf, 2016). Recruitment at the entry-level, a planned process of employee growth that is managed by effective training and development, promotion based on performance, succession management, and job rotation based on a logical sequence of work positions create an overall career structure are the strategies by which organizations can maintain and develop the needed talent to satisfy organizational future needs. Career management involves collecting information, illustrating the “interests, norms, strengths and weaknesses of a skill, indicating career objectives, and integrating it in career strategies that aim at increasing the prospect of career goals to

be attained” (Callanan, Perri, & Tomkowicz, 2017). Career management consists of formal and informal activities, such as job rotation, employee seminars, and career development, as well as providing practices for self-improvement.

Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2019), organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc). Organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management (Devinney et al., 2010). This broad construct is essential in allowing researchers and managers to evaluate firms over time and compare them to rivals. In short, firm performance is the most important criterion in evaluating organizations, their actions, and their environments. Several methods have been put forward for measuring organizational performance at the employee and organizational levels. One group of performance measures which is traditional is financial and accounting based and these were based on the assumption that firm performance is only measured in quantifiable units. These financial measures include income or sales from operations, rate of return on investment, and residual income (Warren et al., 2018). Without disregarding the merits of the financial and accounting measures in assessing performance, the fact that they were cost-based and backward-looking provided little motivation (Manzoni & Islam, 2019). There are now new enhanced metrics to measure performance being adopted by financial specialists and these include measures such as activity-based costing and economic value added (Armstrong, 2016). Another recent concept to measure performance is a balanced scorecard.

Theoretical Framework

This study is anchored on the talent-based theory of the firm postulates that talent is the only resource that provides sustainable competitive advantage, and therefore, the firm’s attention and decision making should focus primarily on talent and the competitive capabilities derived from it (Omotunde, & Alegbeleye, 2021). A firm is considered as being a talent integrating institution. Its role is neither the acquisition nor the creation of organizational talent; this is the role and prerequisite of the individual. Talent resides in and with individual persons; the firm merely integrates the individually owned talent by providing structural arrangements of co-ordination and co-operation of specialized talent workers. That is, the firm focuses on the organizational processes flowing through these structural arrangements, through which individuals engage in talent creation, storage, and deployment (Warren et al., 2018). The concept of talent in regard to talent-based theory is extremely impoverished in many enterprises. Various types of projects created and implemented in diverse organizations programs raise objections. They indicate the risk of inconstancy in talent management.

Hence, the suggestion that the term talent management should be replaced with talent development, which means to create appropriate environment for talent identification, development, and exploitation. An organization that develops talents is the one that cares for the development of organizational culture and simultaneously has results of it, as probably the talented employees have opportunities there for self-realization. The processes are the success factors that should arise so that the people indeed want to give everything of themselves of what is possible to give, and even more (Callanan, Perri, & Tomkowicz, 2017). Therefore, this theory is relevant to the study as it helps in understanding learning and development. It also constitutes the management style, which rejects the haphazardness and replaces it with a constant improvement of working conditions and management.

Empirical Review

Akpan (2023) studied succession plan and organizational sustainability among Banks in Eket Local Govt., Akwa Ibom State. If succession planning is a priority of the future it would clearly suggest that it is directly linked to organizational sustainability. Unfortunately, this critical area receives less attention because of directors’ fear of agency costs, need for short term profits, without thinking more of a robust succession policy to produce competent chief executive officers (CEOs) for intergenerational growth and sustainability. Objectives were designed to assess the effect of

succession plan practices and organizational sustainability. From the objectives, four research questions and four hypotheses were formulated for the study. A research survey design was employed for the work, a total of 275 respondents were used as population of the study. Data gathered were analyzed and four hypotheses formulated were tested using statistical tool of Regression Analysis test, the four formulated null hypotheses were tested at 0.05 level of significance. The result from the analysis showed that, talent management is a significant strategy for organizational sustainability ($r=0.642$, $p<0.05$) career development has a significant influence on organizations sustainability among Banks in Eket Local Govt, Aks ($r=0.772$, $p<0.05$).

Al-Hussaini, Turi, Altamimi., Khan., & Ahmad, (2019) examined empirically the effect of talent management strategies on employees' performance behavior, through mediation of talent management outputs, in telecommunication industry in Pakistan. Positivist paradigm had been used for the study. A structured questionnaire was used to collect data from a convenience sample of 200 employees of telecommunication industry located in Rawalpindi Islamabad area. Descriptive statistics, correlation, and regression tests were used to analyze the data. The results indicated that talent management strategies significantly and positively affect employees' performance behavior; whereas the talent management outputs partially mediate the relationship between talent management strategies and employees' performance behavior. The results provided new insights into the phenomenon of the study. It also offered opportunities to management to plan and initiate appropriate interventions to foster employees' performance behavior for organizations' competitiveness.

Almohtaseb, Shaheen, Alomari, & Almahameed (2020) examines the relationship between talent management and organizational performance. This study was carried out on the public health sector and specifically focused on public health workers in Jordan. The study focused on 30 public hospitals in Jordan survey of 430 respondents that were made up of public health workers was used for the analysis. SEM in AMOS statistical analysis package was used in this study. The findings showed that a performance management system moderates the relationship between talent management and organizational performance. This suggests that performance management system can be used as a strategy to identify talented employees; integrate, re-strategize and strengthen management-employee relationship to improve their organizational performance.

Baharin., Kelana., Sanny, Teo., Ho, & Ramliy, (2023) investigates the relation between talent management practices and leadership skills, as well as the potential mediating role of emotional intelligence. This study accomplished its aim through a conceptual analysis by utilizing the lenses of talent management for leadership outcomes, talent-based theory, social cognitive theory, and extant literature. The study indicated that good talent management practice implementation was not adequate to develop and produce talented leadership skills in Malaysian Government-linked Companies (GLCs). The hypothesized partial mediating models were supported by talent-based theory and social cognitive theory, signifying that talent management practices with emotional intelligence will develop leadership skills. This study enhanced the use of mediatory roles of emotional intelligence to better understand the mechanism of talent management practices within the framework.

Bouteraa, & Bouaziz., (2023) studied the impact of talent management practices on organizational resilience in Tunisian firms in times of the sanitary crises due to COVID-19. A hypothetico-deductive approach is adopted. First, it is hypothesized that four talent management practices positively affect organizational resilience. Then, the hypotheses were tested by using quantitative methods. Data were collected through questionnaires and analyzed with PLS-SEM techniques. Results show that talent identification positively affects organizational resilience operationalized through the three dimensions of agility, integrity and robustness. Talent development and talent succession planning positively influence the firms' agility only, whilst talent retention had no effect on the three organizational resilience dimensions.

Ekhsan, Parashakti, & Perkasa, (2023) analyzed the impact of talent management on employee performance through employee engagement mediation. The data was collected from 84 employees working in the manufacturing area of Bekasi using questionnaires as a data collection tool. This research uses a quantitative approach with survey methods. Respondents were selected from manufacturing companies in the Bekasi region through purposive sampling techniques. The data collected will be analyzed using Structural Equation Modeling (SEM) techniques to test hypotheses and evaluate models. These findings show that the implementation of good talent management can

improve employee performance through increased employee engagement. Employee engagement also mediates the relationship between talent management and employee performance

Felix, (2023), examined the effects of control strategies on organizational effectiveness. Three hypotheses guided the study, Data were analyzed and hypotheses tested using Multiple Regression and correlation analytical statistics. The results showed that premise control, implementation control and special alert control had positive and significant effects on organizational effectiveness. The study, concluded that the identification of the major functions of the organization, and their alignment, are basic ingredients of organizational effectiveness. The right step to be taken, which completes the structural framework of the organization, is to decide on appropriate methods of co-ordination and control for different functions and at different levels. The study recommends that future research studies should expand to Public and Private hospitals, including other industries not related to healthcare service delivery.

Fernandes, Veiga, Lobo, & Raposo (2023) Studied global talent management during the COVID-19 pandemic. The ongoing COVID-19 pandemic has brought terrifying effects for labor markets all around the world. Just as we witness rapid changes in terms of the ways of working (working from home), we are also observing an increase in unemployment. The ways in which major corporations with international operations process their global talent management (GTM) already represents a challenge in relatively stable times and clearly, in a period of such great and sustained turbulence as current experienced, this task becomes still more difficult. Hence, our research aims to study the impact of GTM on the international performance of major companies during the COVID-19 pandemic period. To this end, we surveyed a sample of 59 large companies that act in external markets. Through recourse to multiple linear regressions, we conclude that GTM practices return positive impacts on levels of international performance. Our research returns theoretical implications in terms of the application of integrated GTM models and with the results of significant relevance to corporations operating internationally, and thus enabling them to better understand which strategic human resource management policies will return the best GTM results.

Hongal and Kinange (2020) identified the relationship between talent management and organization performance. This study is based on empirical research evidence build by literature reviews carried out in this direction. Researcher is intended to use different articles, research papers and literatures in order to identify the positive relationship between talent management and organization performance. This empirical research paper will provide insights to HR managers to build Talent management as a Strategic tool to build employee engagement and thereby improving organization performance

Kaliannan, Darmalinggam, Dorasamy, & Abraham, (2023) studied Inclusive talent development as a key talent management approach: A systematic literature review. Organizations often source exclusive talent development instead of nurturing talent inclusively. Exclusive refers to organizations' tendency to hire top talents outside their organization when needs arise, or if they have to look for candidates within the organization, only those identified as performers within their elite pool are selected. Literature suggests that inclusive talent development (i.e., career development via training for all employees regardless of individual performance) can complement management for employee retention. The present study carries out a systematic review of articles published from 1997 to 2020 pertaining to talent development, particularly inclusive nurturing, to enable frugal human resource management, i.e., developing human resource inclusive talent development (ITD) in a resource constrained environment. We address three major questions: to what degree is talent development (TD) represented in the wider talent management (TM) literature?; how does ITD contribute to individual talent growth and organizational performance?; and what are the limitations of current research on ITD? A total of 48 articles on TD, with 13 articles on ITD, are analyzed to provide theoretical and practical insights. This review presents research gaps on inclusive TD, and highlights future research directions, such as wider coverage to develop a more comprehensive scope, TD for low performers to improve their individual growth and organizational performance, application of frugal innovation through ITD, and association with resource-based view – valuable, rare, inimitability, and organized model (RBV-VRIO). While ITD coupled with other TM activities has significant effect on individual growth and organizational performance, the evidence for and discussion of this concept remains scarce.

Kravariti, Tasoulis, Scullion, & Alali (2023) investigated Talent management and performance in the public sector: the role of organisational and line managerial support for development Drawing on Organisational Support Theory (OST) and strategic human resource management (SHRM) literature, we test the role of line managerial support for development (LMSD) and organisational support for development (OSD) as mechanisms through which TM practices influence individual talent performance. Results from a survey based on a talent pool of a Bahraini governmental administrative institution show that LMSD fully mediates the relationship between TM practices and each of the individual talent performance indicators, apart from task performance. We also find that the indirect relationship between TM and individual talent performance was significant at low levels of OSD.

Lavina and Jitendra (2020) examined the impact of talent management on employee's performance in the Organization. Most of the organizations has considered talent management as highly important practice for the development of the organization. At initial period some organizations have taken this function lightly, but now it's a high time for industries. The biggest challenge for any industry is to retain talent for long period of time. Many organizations have developed different talent management practices to enhance the employee performance. Organizations put their maximum efforts in functioning such practices, so that they can get maximum input of employees. Such talent management practices can develop positive relationship between employees and management. This Study has revealed that talent management practices have positive effects on employee's performance.

Moza, Ogolla, and Mureithi (2020) examine the relationship between talent management practices and organizational performance in Islamic banks in Kenya. The researcher adopted the following factors: recruitment, selection, learning & development and employee retention to examine their impact on organizational performance. The study targeted 100 respondents from the three Islamic banks in Kenya and used multivariate regression analysis to examine the relationships between the study variables. The researcher concludes that the three independent variables; recruitment, selection and learning & development strongly impact organizational performance but not for employee retention which has no impact on organizational performance. Therefore, if these organizations are to achieve their desired objectives, they must adequately address the factors identified in this study.

Muyela and Kamaara (2021) determined the effect of talent management on employee performance in the Civil Service in Kenya. The specific objectives of the study comprised of the following: to determine the effect of talent development on employee performance, to assess the effect of talent retention practices on employee performance, to find out the effect of talent attraction on employee performance, and to examine the effect of career development on employee performance. The study was anchored on Resource Based View Theory, Human Capital Theory, Equity Theory and Expectancy Theory. A descriptive survey design was used and stratified simple random sampling technique was employed to enable select the respondents from the different departments in the ministry. The study targeted 1069 employees in the ministry's department of industry, trade, and cooperatives. A sample size of 291 respondents was selected from the different departments using the Israel sampling formulae. Questionnaires were the main instruments of data collection and publications from the ministry's respective departments were the main source of the secondary data. Data was analyzed using SPSS version 22. Correlation coefficient was used to test for the strength of the relationship between dependent and the independent variables. Research findings were presented in form of graphs, tables, mean, frequencies and charts. The findings of the study revealed that talent development, talent retention, talent attraction and career development positively and significantly has effect on employee performance in the ministry of Industries, Trade and Cooperatives in Kenya. The study advocates the ministry to enhance its talent development practices since the practices leads to improved employee performances. The ministry should also focus on improving its talent attraction strategies since the practice positively and significantly has effect on performance of employees. Additionally, the study recommends the ministry to focus on improving its talent retention strategies since the practice positively and significantly has effect performance of employees. Finally, the study finally recommends the ministry to enhance its career development practices since this act positively and significantly influence performance of employees.

Sembingir, & Damayanti, (2023). Analyzed Talent attraction, talent retention, and talent management as a mediating on organization performance. An effective human resource management system is

related to people, policies, and systems that affect the workforce. An organization consists of labor, money, materials, and machines. When an organization prepares to compete globally, it must have skilled workers that strengthen their intelligence to develop the market and apply the best organizational learning practices. Human resource quantity and quality are directly proportional to organizational performance and productivity. One of the most difficult challenges in management is developing and retaining a workforce that contributes to organizational performance. This study investigates the impact of human resource management on talent attraction, talent management, and talent management on organizational performance in large-scale and coal mining companies. This study uses SPSS 2.6 version to analyze 119 respondents. Results of this study are talent attraction significantly impacts talent management, talent retention significantly influence talent management. Talent attraction significantly affects organizational performance, talent retention did not influence employee performance. Talent management has a significant influence on employee performance. Talent attraction has a significant impact on organizational performance mediated by talent management and talent management variable as a mediating variable helps talent retention by providing an indirect effect on organizational performance.. The limitations of this study are cross-sectional empirical studies and the variables in this study are measured based on the responses of top and middle management staff only. The research findings suggest that further research should examine other fields related to human resources, especially focusing on the influence of talent retention on organizational performance and talent attraction on organizational performance through talent management as a mediating variable with different dimensions and elements.

METHODOLOGY

The research design adopted in this study was survey research design. This was adopted because it is the best for the nature of this research. Data were collected from two major sources:- Primary Sources and Secondary Sources. The instrument that was employed to collect data for this study were the questionnaire, interviews, discussion with staff of sample organization and general observation. These were data collected from various relevant sources, publications, textbooks, newspapers, magazines and journals written and presented by various experts. The population for the study comprised staff of Chukwuemeka Odumegwu Ojukwu University Teaching Hospital (COOUTH), 305 staff. Nnamdi Azikiwe Teaching Hospital, Nnewi, 2235 staff. This gave us a total of 2,540 elements in the population. Given the nature of this study, it will be difficult to cover the entire population of (2540). A fair representative sample of the population, therefore, was imperative. Accordingly, the sample size for the study was determined by using the Borg & Gall (1973) formular for calculating sample size as follows

$$n = (1.960)^2 (0.05) [2540]$$

$$n = (1.960)^2 (0.05) [2540]$$

$$n = (3.8461) (127)$$

$$= 488.4547$$

$$n = 488$$

The researcher used questionnaire, structured. Face validity was achieved through the content of the instrument. Test-retest method and Cronbach's alpha was conducted to test the consistency of the instrument. A Cronbach's alpha value of 0.823 indicated a very strong reliability and since it is large and tending to one, the instrument was reliable for the study. Frequency count and percentages were used in the analysis of personal characteristics, while research hypotheses were tested, using ANOVA. The research hypotheses were tested at 0.05 level of significance. Simple linear regression analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS) version 23.

DATA PRESENTATION AND ANALYSIS

This section presents the data obtained from the respondents through the administered questionnaire. Four hundred and eighty-eight (488) were administered, to the selected staff. However, three hundred and seventy-seven (377) copies were retrieved. Therefore, the analysis and interpretation of data were only based on the returned copies of the questionnaires. The validity and reliability of this study is highly ensured, despite the number of copies not returned.

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.

Summary of the regression result

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

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.541 ^a	.693	.685	1.17031	.293	37.323	4	361	.000	1.829

a. Predictors: (Constant), CPS, TAD, TAA, TAR

b. Dependent Variable: ORGO

Table 3 shows that R² which measures the strength of the effect of independent variable on the dependent variable have the value of 69%. This implies that 69% of the variation in talent management is explained by variations in talent attraction, talent retention, talent development and career progression strategy. This was supported by adjusted R² of 69%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.829 in table 4.3.1 showed that the variables in the model are not auto correlated and that the model is reliable for predications.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	204.475	4	51.119	37.323	.000 ^b
	Residual	494.432	361	1.370		
	Total	698.907	365			

a. Dependent Variable: ORP

b. Predictors: (Constant), CPS, TAD, TAA, TAR

The f-statistics value of 37.323 in table 4.5 with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent variables such as talent attraction, talent retention, talent development and career progression strategy can collectively explain the variations in profitability.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.140	.256		4.454	.000	.637	1.643
	TAA	.601	.102	.300	5.915	.000	.401	.801
	TAR	.176	.067	.143	2.606	.010	.043	.309
	TAD	.296	.055	.304	5.375	.000	.404	.188
	CPS	.618	.074	.399	8.315	.000	.472	.765

a. Dependent Variable: ORP

A’piori Criteria: This is determined by the existing business theories; it also indicates the signs and magnitude of the business parameter under review. In table above, we found out that talent attraction has a positive sign given its value as .601, this implies that a unit increase in talent attraction increases the organizational performance by 60%, this conform to the a’ priori expectation. Talent retention has a positive sign given its value as .176; this implies that a unit increase in talent

attraction increases the organizational performance by 17%, this conform to a' priori expectation. Talent development has a positive sign given its value as .296; this implies that a unit increase in Talent development increases the organizational performance by 29%, this conform to theoretical expectation. Career progression strategy has a positive sign given its value as .618; this implies that a unit increase in Career progression strategy increases the workers' productivity by 61%, this conform to theoretical expectation.

However, talent attraction variables have regression t-value of 5.95 with a probability value of .0.000. This implies that talent attraction has a positive and significant effect on profitability. Talent retention has a regression t-test of 2.606 with a probability value of 0.010 implying that Talent retention variable have positive and significant effect on profitability.

On a similar note, talent development variable has a t-test value of 5.375 and a probability value of 0.000. This shows that talent development has a positive and significant effect on profitability. Career progression strategy has a regression coefficient of 8.315 with a probability value of 0.000. This implies that Career progression strategy has a positive and significant effect on profitability.

Test of Hypotheses

Here, the hypotheses formulated in chapter one was tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables.

Test of Hypothesis One

Ho₁: Talent attractions have no significant effect on organizational output in tertiary hospitals in Anambra state.

Talent attractions have a t-statistics of 5.915 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state Talent attractions have no significant effect on organizational output in tertiary hospitals in Anambra state.

Test of Hypothesis Two

Ho₂: Talent retention has no significant effect on organizational output in tertiary hospitals in Anambra state

In testing this hypothesis, the t-statistics and probability value in table above is used. Talent retention has a t-statistics of 2.606 and a probability value of 0.010 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Talent retention has no significant effect on organizational output in tertiary hospitals in Anambra state

Test of Hypothesis Three

Ho₃: Talent development has no significant effect on organizational output in tertiary hospitals in Anambra state.

Talent development ability has a t-statistics of 5.375 and a probability value of .000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Talent development has no significant effect on organizational output in tertiary hospitals in Anambra state

Test of Hypothesis four

Ho₄: Career progression strategies has no significant effect on organizational output in tertiary hospitals in Anambra state

Career progression strategies has a t-statistics of 8.315 and a probability value of .000 which is statistically insignificant. Therefore, we reject the alternative hypothesis and accept the null hypotheses and conclude that Career progression strategies has no significant effect on organizational output in teaching hospitals in Anambra state.

Summary of Findings

The findings of this study can be summarized thus:

1. Talent attractions have significant effect on organizational output in tertiary hospitals in Anambra state (t-5.915, p-0.000).
2. Talent retention has significant effect on organizational output in tertiary hospitals in Anambra state (t-2.606, p-0.10).
3. Talent development has significant effect on organizational output in tertiary hospitals in Anambra state (t-5.375, p-0.000).

4. Career progression strategies have significant effect on organizational output in tertiary hospitals in Anambra state (t=8.315, p=0000).

CONCLUSION

Talent Management arguably, being the brain box of human capital management has remained under the scrutiny of Organizational Performance. This is the reason why in the turbulent economy or the dynamic business environment, TM strategies facilitate the integration of all units to have better-informed decisions about the novel or familiar changes in people management and strategies based on greater understanding of potential benefits and risks. Over the years' talent management has thereby improve the performances of tertiary hospital. Based on the tested hypothesis and findings, the study, therefore, concluded that talent management has positive significant effect on tertiary hospital in Anambra state

RECOMMENDATIONS

- i. The organization should take seriously in establishing apposite employer branding and employer value proposition
- ii. Tertiary hospitals should imbibe the culture of implementing talent management policy to enable them to achieved set goals and relevance in the business environment.
- iii. Tertiary hospitals firms should have a thorough plan according to developing personnel of their policy to achieve efficient and effective job delivery.
- iv. Further, talents discovered within the organization should be properly managed, developed and retained for maximum productivity. This will provide a good platform for employees to grow and develop quickly to attend greater positions when there are vacancies

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