

MULTILATERAL DIMENSIONS IN TALENT MANAGEMENT AND EMPLOYEES' TURNOVER INTENTIONS IN MANUFACTURING INDUSTRIES, SOUTH-WEST, NIGERIA

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Abstract

The importance of employees to manufacturing industries cannot be overemphasised as they contribute to the industries’ performance and the consequent impact on the nation’s economy. This study, therefore, investigated the contributions of talent management strategies (human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management, and employee performance appraisal) to employees’ turnover intentions in manufacturing industries in South-West Nigeria. The study employed a descriptive survey research design. The target population of the study comprised 3,172 staff working in six manufacturing industries in South-West Nigeria. The study made use of stratified and simple random sampling techniques to select 952 respondents. Two research instruments, the Integrated Talent Management Strategies Questionnaire (ITMSQ) and the Employees’ Turnover Intentions Questionnaire (ETIQ), were validated, and their reliability was ascertained. Two research questions were raised, and two hypotheses formulated were

analysed with inferential statistics. The findings reveal a low level of employees' turnout intentions, the adoption at a high rate of all examined talent management strategies, and significantly combined and relative contributions of talent management strategies to employees' turnout intentions. Recommendations made include organisations' need to adopt more talent management strategies, regularly evaluate the effectiveness of integrated talent management practices adopted, and improve retention programmes based on the identified integrated talent management strategies that contribute significantly to turnover employees' turnout intention.

Keywords: *Talent Management Strategies and Employees Turnover Intentions*

JEL Classification: L1

Introduction

The importance of employees to an organisation has been acknowledged for a long time, as they play a pivotal role in creating and maintaining a competitive advantage for their organisations (Akintayo et al., 2020). The biggest and most valuable asset of any company is its employees, as they can be described as a key asset in the world market (Akintayo et al., 2020). Besides, all other assets are nothing more than commodities that can be purchased at market prices, but only the human asset has the potential to learn, grow and contribute meaningfully to the growth of an organisation (Obisi, Samuel & Ilesanmi, 2020). This is more reason why, companies are competing against each other to acquire and keep talents in order to maintain their operations and continue to grow (Shafieian, 2014). Manufacturing industries, like every other organisation, are not known only by the physical structures (buildings), the reason being that such buildings, though as important as they may be in providing a face and shelter to the organisation and employees, are not the most important aspects of organisations (Pfeffer, 2010).

Most industries across the world depend largely on the efficiency of their manufacturing operations to generate quality outputs that can satisfy customers. An increasing inefficiency in the manufacturing process triggers higher production costs. (Verma & Kesari, 2020) Noted that the problem of inefficiency often degenerates from wrecked machines as well as low morale of employees, leading to a high rate of turnover. The consequences of such an upsurge in production cost

are higher product prices and possible shrinkage in the sales volume of the industry (Gulatti& Kletter, 2019). To mitigate the menace of inefficiency, it therefore becomes germane for industries to facilitate efficiency in manufacturing processes. Generally, manufacturing inefficiency could be attributed to the mismanagement of human and non-human resources as well as the quality of employees engaged in production (Bashir, Ali & Haruna 2021). The issue of attracting, engaging and retaining highly qualified employees stems from a managerial perspective that is more important than ever previously (Herzberg, 2005, cited in Sajeda, 2017). As employees are so vital for the functionality of organisations, employees' turnover intention is a subject matter that is considered to be one of the most serious obstacles facing different organisations considering the way and manner employees exit organisations (Lopes, 2018). This indicates that employee turnover places unnecessary pressure on the workforce, who are at work but experiencing an increased workload, thereby leading to low morale, high levels of stress and an increased rate of absenteeism (Yousef & Shadi 2021).

Statement of the Problem

The state of economic downfall in Nigeria has contributed negatively to the quality of work life of an ordinary government worker in Nigeria, and this has posed several challenges to the retention and overall performance of employees in many work organisations, particularly in the manufacturing industry (James & Mathew, 2020). In the manufacturing industry, for instance, there have been incidences where employees are resigning and jumping from one company to another, which results in a high cost of undertaking frequent recruitments training sessions and loss of valuable time to focus on customers (Benson, 2020).

The manufacturing industry in Southwest Nigeria is facing challenges in terms of employee retention and performance. Despite being a vital sector for economic growth and development, the industry is experiencing high turnover rates and suboptimal employee performance (Bikefe& Daniel, 2022). This raises concerns about the long-term sustainability and competitiveness of manufacturing companies in the region. The manufacturing industry in Southwest Nigeria is grappling with high employee turnover rates, resulting in significant costs for companies and hindering their ability to maintain a skilled and experienced workforce (Bikefe& Daniel, 2022). Furthermore, manufacturing in southwest Nigeria is facing challenges in maintaining high levels of employee performance.

Talent management strategies in manufacturing companies are poor and rife with unethical behaviours, such as selection bias, management preferences, Federal character syndrome, influences of ethnicity and social class, selection discrimination, favouritism, and godfather syndrome (Fajana, 2019). For instance, despite the importance of effective human resource planning in supporting talent management strategies, there are gaps, challenges, and shortcomings within the manufacturing industry in Southwest Nigeria. Okonkwo et al. (2022) claim that many firms, particularly those in the private sector, have given human resource planning—a crucial management function—less priority. Even the so-called large companies in the private sector lack well-articulated HR planning, which has serious financial repercussions for the organisations in the areas of excessive hiring, poor job performance, training, and transfers.

Furthermore, manufacturing companies in Nigeria face significant issues, gaps, challenges, and shortcomings related to employee retention strategies. The manufacturing industry in Nigeria has few opportunities for career growth, especially for entry-level and mid-level employees (Kojo et al., 2023). Thus, employees are less likely to stay with the same firm due to the lack of clear growth paths and development opportunities, which has also impacted their performance (Kojo et al., 2023). These hinder the effective execution of integrated talent management strategies, resulting in higher turnover intention and lower job performance. Thus, it is vital to rectify the specific challenges and gaps in employee retention practices to create a positive work environment and enhance employee satisfaction within the industry.

Furthermore, the turnover challenges facing organisations are taking their toll, leading to loss of highly skilled staff, loss of knowledge and experience, established customer relations. They may even result in poor customer satisfaction, poor sales, and resultant possible loss of revenue and market share (David, 2018). Essentially, it has been observed from the related studies that various researchers have conducted studies on different talent management variables as determinants of employees' turnover intentions and job performance at the workplace. Such variables include: compensation management, recruitment and selection, leadership styles, human resources planning, performance appraisal, training and development and career management, employee retention, health and safety management and the findings remain positive and were statistically significant (Wan & Syarif, 2015; Chipunza & Malo, 2017; Gareth, 2017; Harris & Williamson 2018; Onuorah et al.,

2019; Bello (2019); Onwukaet. al. 2020; Hezekiah, 2022; Adeoye & Elegunde, 2020; Debowale, 2021).

It is in light of the above that this study investigated the influence of integrated talent management strategies (human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management, and employee performance appraisal) on employees' turnover intentions in manufacturing industries in South -West Nigeria. This is for the purpose of ascertaining the contribution of integrated talent management strategies to employees' turnover intentions in South-West Nigeria.

Research Hypotheses

- i. There is no significant combined contribution of integrated talent management strategies (Human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management and performance appraisal) to employee turnover intention.

Literature Review

Conceptual Clarification

Talent Management

The concept of talent management has gained more ground and is relevant due to the evolution of corporate human resource management in today's present work environment. Talent management remains one of the most future-oriented practices in both private and public businesses (Ganaie& Haque, 2017). (Fatile et al., 2020), positioned that as talent remains scarce among other factors of production, there is a need to effectively manage and retain available ones in the interest of the organisation. Today, organisations now understand and appreciate the need to have the best talents if they must survive in this hypercompetitive and increasingly complex business environment (Smith, 2020). It also illustrates the need to fill up key positions promptly with employees whose talents were developed within the organisation (Cappelli, 2015).

Essentially, talent management signifies comprehensive and integrated human resource practices with the goal of attracting and retaining the right individuals for the right positions at the right time (Sajeda, 2017). Thus, Integrated talent management strategies are the combinations of a series of human resources

management practices of maintaining and retaining employees for better job performance. These strategies, according to Hazem (2018), include recruiting, retaining and developing the most talented and superior employees. The strategy also refers to the critical corporate function where the company strives to have the best talent, closing all the talent gaps and managing the talent by ensuring that the right person is in the right job at the right time to achieve the best possible results (Hezekiah, Opeyemi & Oluwatunmise, 2022). Keeping in view various strategies and indices of talent management as put forward by different researchers, this study considers it necessary to select integrated talent management strategies relevant to address the ravaging issues of employee turnover intentions and poor job performance. The strategies are human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management, and employee performance appraisal.

Human Resources Planning

Akinremi and Adedeji (2019) define human resource planning as the supply and demand of skills according to their skills requirements and ensuring that top-performing employees are retained in the organisation. They explain further that human resource planning is one of the major strategies for understanding talent requirements. Employee planning is the foundation of staffing; hence, the process that identifies current and future human resources needs for an organisation to achieve its goals (Armstrong, 2016). Wheeler (2014) says that employee planning is the first step in the talent management process and entails understanding the talent requirements and aligning them with the organisational goals as well as the specific service delivery environment in which the public sector department functions. Olonade, Omotoye and Olalemi (2023) posit that there is a necessity to establish and execute a robust and strategic human resource planning framework in order to harness the optimal talent within the workforce and improve organisational efficacy.

Employee Development

Another important strategy of integrated talent management is employee development, i.e. provision of training and development in public and private organisations (career development, on /off the Job training, seminars, workshops, orientation, and mentoring). Kim (2014) defined employee development as a set of systematic and planned activities designed by an organisation to provide its members with the opportunities to learn the necessary skills to meet current and

future demands of work (Ogbeta, Nzewi& Chiekezie, 2015). Employee development is decisive by the personal development that occurs overtime depending on the experienced gained but also on the specific legislation(Chirimbu, 2022). Participation in staff development programmes by an employee is to begin immediately as a person is employed and should continue throughout a person's career (Werner & Desimone, 2011). They further opined that the objective of employee resource development in organisations like manufacturing industries is to increase the skills and knowledge of the workers. Employee development no doubt adds value to organisations in terms of increased productivity, morale and greater organisational efficiency (Rashid & Ayoode, 2020).

Employee Retention

Employee retention is also a very crucial integrated talent management strategy. This strategy can simply be put as the policies and plans organisations have in place and follow to satisfy the diverse needs of employees and create an environment for those employees to stay in the organisation (David, 2018). Ayantunji et al (2020) argued that if an organisation's retention rate is high, it encourages prospective employees to join the company. Financial and non-financial rewards policies, such as remuneration, compensation, recognition, promotion and fringe benefits, supervisors' support, etc., are commonly retention strategies for controlling employees' turnover intentions and job performance. Masindi et al., (2023) posited that employees' overall happiness with their colleagues, supervisors, and customers is associated with a decrease in their intention to leave the company, indicating a higher likelihood of retention. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organisation kept 80% of its employees in a given period) (Smith, 2020).

Employee Health and Safety Management

Employee health and safety management, as part of integrated talent management strategies, depicts the general state of the physical, mental, and emotional well-being of an employee (Amponsah-Tawiah & Dartey-Baah, 2011). Organisation like the manufacturing industry is expected to comply with the Nigerian Labour Acts embedded under occupational safety and health (Ngwama, 2016). This is to ensure that the industry takes into consideration health and safety precaution measures against organisational work hazards (Ngwama, 2016). This is important because the healthy worker is free from illness, injury, and mental and

emotional problems that may impair his normal work activity or routine (Dwomoh, Owusu& Addo, 2013). (Boyede & Omotoye, 2021) opined that management of organizations should build a work environment that attracts, retain and motivates it employees to increase performance and productivity. Onoh-Linus (2021) put it more succinctly that in an organisation where employees feel that management ‘cares’ for them, there is an indication of positive management of the occupational health and safety system and as such, results in safer working practices and also a positive impact on employee job performance. However, Elegbede et al. (2024) conducted a study among nurses, and they found that industrial health and safety have a significant effect on employee attitude.

Employee Performance Appraisal

Employee performance appraisal is another talent strategy worth noting in this study. Onwuka, Ugwu and Kekeocha (2020) define performance appraisal as the means to gather essential information about employees for decision making. The authors further stressed that it determines employee performance, assists in communicating any areas of improvement to employees and helps the management to come up with a plan for ensuring good relations between supervisors and employees for enhanced organisational performance. Olonade et al., (2021) posited that management need to give more attention to workers for high job performance and low defiant work behaviour that could lead to employees turnover intention. This encourages employees to understand how their performance is contributing to the public sector department. They are committed to staying in the organisation (Linah, 2018). In his views, Bello (2019) submitted that globally, diverse performance evaluation practices are employed depending on the business, human resources cadre and corporation cultures. Organisations in diverse sectors have integrated performance appraisal in an attempt to strive and continue to exist in a globally competitive economy (Onwuka et al., 2020). Therefore, in any organisation, human capital is the most important asset that can be relied on to attain a competitive advantage.

Theoretical Background

Human Capital theory was first proposed by Theodore Williams Schultz in the 1960s (Oyeniyi, 2019) to examine the economic value of education, but more recently, it has been used in human resource management practices. The theory is the most popular in the studies that link human resource management and performance Oyewole & Adegoke (2018). This theory states that people possess

innate abilities, behaviour and personal energy that make up the human capital they bring to their work (Armstrong, 2006). People with collective skills, abilities and experience coupled with their ability to deploy these aspects in the interests of the employing organisations are now recognised as making a significant contribution to the organisational success and constituting significant sources of competitive advantage (Oyenyi, 2019). The human capital theory considers people as an asset and stresses that the investment in people by organisations always brings worthwhile returns. Armstrong (2006) points out that individuals generate, retain and use knowledge and skill; thus, human capital creates intellectual capital.

Human capital supports the notion that educational institutions need competent, motivated and committed employees who are willing to work and who can utilise their skills and knowledge towards effective attainment of the educational goals. Human capital theory is criticised for blaming individuals for defects of the system, making pseudo-capitalists out of workers, and fudging the real conflict of interest between the two and is regarded as a species of rational-exchange theory. Furthermore, it was said that human capital theory is a tautological or self-verifying theory and, therefore, not empirically testable (Oyenyi, 2019). In responding to this criticism, Rauf (2018) posits that, human resources need to be leveraged effectively by the organisation instead of simply possessed. He went further that the inclusion of dynamism of human capital compensation focuses on dynamic capabilities that help alleviate concerns and welfare of staff and consequently retain them.

Methodology

This study investigated the contribution of integrated talent management strategies (human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management, and employee performance appraisal) to employees' turnover intentions in manufacturing industries in South-West Nigeria. The study employed a descriptive survey research design. The target population of the study comprised 3,172 staff working in six manufacturing industries (BUA Group, WAMCO Nigeria PLC, Lafarge Africa PLC Ewekoro, Rite Food Ltd, Nigerian Eagle Flour Mills Ltd and Premium Edible Oils Products Ltd) in six States of South-West Nigeria (Lagos, Ogun, Oyo, Osun, Ondo and Ekiti states). The study made use of stratified and simple random sampling techniques to select 952 respondents from 3 sampled states: Lagos, Ogun and Oyo.

Two research instruments were used to collect data for this study. The instruments are. Integrated Talent Management Strategies Questionnaire (ITMSQ) with 60 questionnaire items and Employees’ Turnover Intentions Questionnaire (ETIQ) with 10 items. Both instruments were measured with 4 Likert-type scales(Strongly Agree, Agree, Disagree and Strongly Disagree). The instruments were validated by the experts in Test and Measurement Adekunle Ajasin at University, Akungba Akoko, Ondo state. ITMSQ has a demographic section which includes the name of the industry, employees’ age, marital status, gender, highest educational qualifications, designation, and working experience. So also ITMSQ has six subscales with a reliability index obtained through the test and retest method and Cronbach and Alpha reliability technique: the Human Resources Planning Scale(0.93), Recruitment and Selection Scale (0.81), Employee Development Scale (0.83), Employee Retention Scale(0.76), Employee Health and Safety Management Scale(0.77) and Employee Performance Appraisal Scale(0.74). Meanwhile the reliability index of ETIQ obtained was 0.78. Two research questions were raised and two hypotheses formulated were analysed with inferential statistics.

Testing of Hypotheses

Hypothesis One: There is no significant combined contribution of integrated talent management strategies (Human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management and performance appraisal) to employee turnover intention.

Table 1: Analysis of the Interaction between combined integrated talent management strategies and employee turnover intention

| Mode | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|-------|----------|-------------------|----------------------------|
| 1 | .934a | .873 | .872 | 1.45115 |

a. Predictors: (Constant), Employee Performance Appraisal, Recruitment and Selection Strategy, Human Resource Planning Strategy, Employee Retention Strategy, Employee Health and Safety Management, Employee Development Strategy

Source: Author’s Computation using SPSS 23.0, (2023)

Table 1 shows the model summary of the regression analysis of the interaction between combined integrated talent strategies and employee turnover intention with an (R) value of .934. This indicates a very strong association between combined integrated talent strategies and employee turnover intention. R² value of 0.873 indicates that combined integrated talent strategies accounted for employee turnover intention. Other major variables that accounted for about 13% of employee turnover intention are not contained in this model but are represented under the stochastic error term. This finding rejected the null hypothesis. Hence, there is a significant combined contribution of integrated talent management strategies (Human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management and performance appraisal) to employees' turnover intention.

Table 2: Regression Showing Significance of Predictors to Employee Turnover Intention

| | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|----------|-------------------|
| Regression | 13709.750 | 6 | 2284.958 | 1085.054 | .000 ^b |
| Residual | 1990.027 | 945 | 2.106 | | |
| Total | 15699.777 | 951 | | | |

a. Dependent Variable: Employee Turnover Intention

b. Predictors: (Constant), Employee Performance Appraisal, Recruitment and Selection Strategy, Human Resource Planning Strategy, Employee Retention Strategy, Employee Health and Safety Management, Employee Development Strategy

Source: Author's Computation using SPSS 23.0, (2023)

Table 2. shows the F-statistics value for regression to test the overall significance of the independent variables in explaining the employee turnover intention. The results show that the combined integrated talent management (Employee Performance Appraisal, Recruitment and Selection Strategy, Human Resource Planning Strategy, Employee Retention Strategy, Employee Health and Safety Management, Employee Development Strategy) in the selected study area significantly predicted the level of employee turnover with the F value 6,951, P-value < 0.05 (Sig .000). This indicates strong evidence against the null hypothesis, as there is less than 5% probability that null hypothesis is correct. F – statistical indicates that the overall regression model is highly statistically significant in terms

of its goodness of fit since the value of $F_{tab} (6,951) > F_{cal} (1085.054)$. The study, therefore, concluded that there is a significant combined contribution of integrated talent management strategies (Human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management and performance appraisal) to employees' turnover intention.

Table 3: Analysis of the Interaction between relative integrated talent management strategies and employee turnover intention

| Model | Unstandardised Coefficients | | Standardised Coefficients | T | Sig. |
|---------------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .825 | .353 | | 2.340 | .019 |
| Human Resource Planning Strategy | .133 | .050 | .130 | 2.642 | .008 |
| Recruitment and Selection Strategy | .463 | .042 | .456 | 11.058 | .000 |
| Employee Retention Strategy | .001 | .122 | .001 | .009 | .004 |
| Employee Development Strategy | .161 | .133 | .159 | 1.215 | .025 |
| Employee Health and Safety Management | .059 | .055 | .058 | 1.064 | .047 |
| Employee Performance Appraisal | .268 | .046 | .268 | 5.774 | .000 |

Source: Author's Computation using SPSS 23.0, (2023)

Table 3 shows the regression coefficients of the significant relative contribution of integrated talent management strategies to employees' turnover intention. The results show that beta weight 0.463 and t value =-11.058 are the highest contributions, meaning that a 1% increase in recruitment and selection strategy will lead to a 46% immediate improvement (Reduction) in employee turnover intention. Also, the employee performance appraisal strategy yields a beta weight of 0.268 and t value = 5.774 contribution. Followed by employee health and safety management with beta weight of 0.059 and t value =1.064. Moreover, the Human resource planning strategy also contributes significantly with a beta weight of

0.133 and t value of 2.642, meaning that a 1% increase in Human resources planning policy will lead to a 26% improvement (reduction) in employees' turnover intention. However, the Employee retention strategy contributes significantly to employees' turnover intention, with a beta weight of 0.001 and a t value of 0.009. From the results obtained from Table 4.10, the p-value calculated is less than 5%, a critical value. Hence, the null hypothesis was rejected. The study, therefore, concluded that there is a significant relative contribution of integrated talent management strategies to employees' turnover intention.

Discussions of Findings

The study's findings indicate that organisations' talent management strategies are effectively meeting the needs of their employees. Akinremi et al. (2019) discovered that organisations that have implemented various talent management strategies have exceptionally low employee turnover intentions. This success is attributed to the collective impact of integrated talent management strategies, which include human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management, and performance appraisal. The primary hypothesis finding reveals a significant combined contribution of these integrated talent management strategies to employees' turnover intentions. The study aligns with the findings of Al-Dalaweh et al. (2020), Zhaoyan (2022), and Ateufac (2021), which demonstrate that talent management strategies positively influence employee turnover intentions.

However, when testing the hypothesis on the relative contributions of integrated talent management strategies (including human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management, and performance appraisal) to employees' turnover intentions, the findings confirm a significant combined contribution of these strategies to employees' turnover intentions. The study supports the conclusions of Galgallo and Matembe (2022), Gadi and Kee (2018), and Zhaoyan (2022), which highlight the significant effects of different talent management strategies on turnover intention.

Conclusion and Recommendations

Based on the findings of this study, it has been concluded that the manufacturing industries in Southwest Nigeria have implemented all of the integrated talent management strategies (human resource planning, recruitment and selection, employee development, employee retention, employee health and safety management, and performance appraisal) that were examined in this study.

Furthermore, it was found that employee turnover intention was low, and all of the examined talent management strategies collectively and individually had a significant impact on employees' turnover intentions in the manufacturing industries of South-West Nigeria. Based on these findings, the following recommendations have been proposed:

- i. Considering the dynamic nature of the workforce, organisations should adopt additional talent management strategies in order to mitigate turnover intention.
- ii. Organisations should regularly assess the effectiveness of the integrated talent management practices they have adopted, with the aim of enhancing employee retention.
- iii. Organisations should develop other retention programs based on the identified integrated talent management strategies that have a significant impact on turnover intention. These initiatives could include mentorship programs, career development opportunities, and recognition programs, which can foster employee engagement and loyalty.
- iv. The government and policymakers should implement policies that enhance talent management in both the civil services and private organisations.

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