The Impact of Talent Management on Employees Attitudes: Findings from Nigerian Federal Teaching Hospitals

Okeke Emma Obum, Beni Widarman Yus Kelana

Azman Hashim International Business School, Universiti Teknologi Malaysia, Jalan Sultan Yahya Petra, 54100, Kuala Lumpur, Malaysia

Abstract

Extant literature suggested that talent management is positively related to individual work attitudes. This study posited the critical success of talent management (TM) in Nigerian Federal Teaching Hospitals. The study attempts to incorporate components from the talent management practices at individual levels of employees` attitudes, thus, providing a more thorough understanding of the dynamic relationship between talent management practices and employee outcomes in Nigerian Federal Teaching Hospitals. A pilot study was conducted on the Federal Teaching Hospitals in the FCT facilities from the federal healthcare sector whereby a 52-item questionnaire captured the effect of talent management on employee-level outcomes in this sector. Descriptive statistics of the constructs were performed and the data were analysed using Statistical Package for the Social Science (SPSS) version 25 software. The results showed that talent retention and talented employees` organisational citizenship behaviour (OCB) were the most crucial components of the success of effective talent management implementation in the healthcare industry. This study offers significant guidelines for human resource managers and practitioners in Nigerian Federal Teaching Hospitals to implement talent management practices and improve employee-level outcomes. This study also provides new managerial insight into the impact of talent management on employee work attitudes and performance.

Keywords: Talent Management, Federal Teaching Hospital, Healthcare Sector, Employee Outcomes

Introduction

In Nigeria, several issues have been significantly identified within the sphere of the healthcare sector, especially in the healthcare workforce. The patient-to-talented workforce in Nigeria's healthcare sector is 2500:1, which is more than four times higher than the WHO`s 600:1 (Medic West Africa, 2019). In line with this report, Nigeria needs up to ten (10) times its current talented workforce in sustaining its national health system needs. Nigeria has a relative number of healthcare facilities but the performance of the healthcare sector is predominantly hindered by a lack of qualified health workers (Ibidunni et al., 2018; Dayal et

al., 2020). However, insufficient talented health workers contribute to Nigeria's poor performance in the sector (Abimbola et al., 2012; Salami et al., 2016).

Nigeria's healthcare is moving fast forward in contributing to the economic growth of the nation. However, with the situation of the effective talent management mechanism still lagging towards ensuring employee retention. Nigeria's healthcare sector demands to move aggressively to combat employee turnover. Talent management is one of the major determinants of various organisational outcomes but is highly misconstrued in a demanding environment like the healthcare sector (Anlesinya et al., 2019; Thunnissen, 2016). Nigerian healthcare is constantly in search of critical factors for sustaining its workforce.

Despite numerous improvements in TM literature, unresolved issues remain. For instance, much has been known about the impact of TM on the firm performance level (Anlesinya et al., 2019; Anlesinya and Susomrith 2020) but little is known about the level of the individual employee and the mechanisms determining the influence of TM on talented employee outcomes (Eseferuo et al., 2022; Masri & Suliman, 2019; Mensah, 2019) This study analyses immediate behavioural reactions using the social exchange theory. Thus, Social Exchange Theory is a better theory for understanding reactions related to benefits originating from talent management practices (Eseferuo et al., 2022). Moreover, responsible talent management practices promote the accomplishment of multilevel sustainable outcomes such as decent work, employee well-being and organisational well-being.

Past studies have explored talent management to be on the rise of attracting considerable attention, and employees react mostly positively when they are awarded talent status. However, this paper posits that talented employees` reactions are complex, and it can be positive and negative. Thus, employee reactions to talent management practices are processual. The implication for HR practitioners is managing talented employees entails a process mixed with some mechanism, not a one-time activity.

Furthermore, the extant literature on TM is carried out in multinational and profit-seeking. Nonetheless, public sector organisations are confronted with rising competition for talent and a chronic shortage of talented employees (Mensah, 2019), there is little on TM in the public sector and healthcare context (Anlesinya et al., 2019; Masri & Suliman, 2019). The significant impact and mechanisms through which talent management leads to talented employees' outcomes have attracted scant attention (Mensah and Bawole 2017; 2018). In line with this, the understanding of how and why talent management effect talented employees` outcomes positively and negatively posit a theoretical gap. As a result, the study posits that enhancing health workers` job satisfaction and adopting effective management practices in the Nigerian Federal Teaching Hospital should influence the workforce's intention to leave the hospitals and ensure their commitment through organizational citizenship behaviour (Ibidunni et al., 2018).

Previous studies have explored the impact of talent management on talented employee outcomes (Anlesinya et al., 2019; Masri & Suliman, 2019; Mensah, 2019; Mensah & Bawole, 2018) Furthermore, talent management has a direct negative effect on employees' counterproductive behaviours (Masri & Suliman, 2019; Tarique & Schuler, 2018, 2010). Thus, encouraging effective talent management practices that encourage a good reward system (both intrinsic and extrinsic) tends to increase positive attitudes among employees. Organisational success depends largely on the effort and quality of the workforce and how they are being managed properly within the organisation.

It has been examined to some extent how talent management affects employee performance. As a result, effective talent management practices drive performance and value

creation in any organization (Sparrow & Makram, 2015). Nigeria has a lower trajectory when it comes to studying talent management practices that are linked to human resource outcomes. It has been shown that the retention of employees is significantly related to perceived organisational efforts to increase job satisfaction and citizenship behaviour (Ngozi Nzewi, 2016).

Nonetheless, the outcome of this study is expected to give a clearer picture of talent management practices that can increase retention and reduce various human resources issues that plague the Nigerian healthcare sector. Also, the findings would urge healthcare organisations on the best practices and approaches in adopting talent management, utilising and maximizing their talents` well-being, making use of those highly qualified employees and aligning to their potential of executing their well-being and satisfaction for value creation and individual work performance (Makram et al., 2017).

Table 1
Variables in this research

	Variables	Items
Independent variables	Talent Management Practices	
	1. Talent Identification	7 items
	2.Talent Development	6 items
	3.Talent Culture	6 items
	4. Talent Retention	6 items
Mediate variables	Job satisfaction	8 items
	Organisational Citizenship Behaviour (OCB)	14 items
Dependent variable	Employee Turnover Intention	8 items

Literature Review
Talent Identification
This aspect of talent management strategies focuses on finding talent among the organization's present workforce (Meyers, 2020; Meyers & van Woerkom, 2014; Miiro F et al., 2016). The first stage of the talent management process, which concerns the exclusivity and position approach to talent management, works with discovering openings and talented individuals and developing them. This is why it is vital to the talent management system (Collings & Mellahi, 2009). The organization's outcomes and competitive advantage may be impacted by the selection of key jobs and the competent people to fill them while emphasising training, development, and retention policies (Boudreau & Ramstad, 2005; Cascio & Boudreau, 2016) Consequently, one key input in talent management that results in the desired outcome is identifying critical roles (Annakis et al., 2014; Miiro F et al., 2016)

Talent Development
Several activities in talent development may be program-based, which replaces formal learning models, or they may be experience-based, which replaces it through job activities like rotations and difficult assignments (Yost & Chang, 2009). Numerous organisations see their abilities as a collective that must be developed together, and as a result, actions are focused on achieving this goal (Gurbuz et al., 2017). The overall talent management approaches regularly and rightly places a high priority on talent development (Lesenyeho et

al., 2018; Salau et al., 2018) This talent management component focuses on developing abilities, and talented people who receive internal training and development have a big positive impact on the performance of the organisations (Annakis et al., 2014; Lesenyeho et al., 2018; Miiro F et al., 2016) Competence development and training differ slightly from one another in the meantime. Therefore, development focuses on meeting future demands and requirements required for the constantly changing business environment and creating the alignment needs for the organisation, while competence training of talent management deals with enhancing talents' skills and abilities in the current job.

Talent Culture
This is a component or aspect of talent management that deals with creating a comprehensive, supportive, and transparent workplace, all of which have an impact on the productivity of talented individuals (Annakis et al., 2014; Mohan et al., 2015) The development and execution of a talent culture within an organisation helps and motivates talented employees to remain committed to the company (Annakis et al., 2014). Undoubtedly, a company with a strong supporting culture affects the attitudes and behaviours of its brilliant people, which improves and leads to better business outcomes (Mohan et al., 2015). This talent culture cultivates an environment where talented employees are enthusiastic and eager to interact constantly (Bratton & Watson, 2018; Gurbuz et al., 2017).

Talent Retention
We examine the literature on retaining talented employees in this talent management dimension. Talent retention is critically important for all organisations. Hence, from every viewpoint talent is essential and is often regarded as a critical strategy for achieving competitive advantage. It is required to achieve success, efficiency and consistency for the organisation (Khandelwal & Shekhawat, 2018). The implementation of integrated strategies or systems intended to increase workplace productivity by developing better procedures for attracting, developing, improving, retaining, and utilising individuals with the necessary skills and aptitude to meet current and future business needs is a critical element and mechanism that can be quantified as talent retention (Gurbuz et al., 2017; Miiro F et al., 2016) Decrease the turnover of talented employees, talent retention is one of any organization's top concerns (Oladapo, 2020; Pandita & Ray, 2018; Potgieter & Snyman, 2018). These talent management techniques advocate the development of appropriate policies and procedures to encourage and motivate talented workers to stay and be content in their positions and organisations for an extended (Kumar, 2022; Miiro F et al., 2016; Mohan et al., 2015)

Job Satisfaction
The concept of job satisfaction has been explained from prior research as a mix of three aspects, that is psychological, physiological and environmental circumstances, and employees react to their perception of overall satisfaction based on these concepts (Nielsen et al., 2009; Williams & Hazer, 1986). "A happy or positive emotional state resulting from one's employment or job experience" is what job satisfaction is defined as (Locke, 1976, p.1304). So, it depends on how much someone values or despises their job (Owen et al., 2018). It can be traced to how the employees feel about their work (BRAYFIELD et al., 1954). According to (Hartmann & Rutherford, 2015), the harmony that arises from the job itself is what defines job satisfaction. It is clear from previous literary works that a person's attitudes and

perceptions about their workplace determine whether they are content with it or not. A happy employee has a good attitude about their work, and the opposite is true of a dissatisfied employee. An employee's good thoughts about his or her job's qualities and structure are referred to as job satisfaction (Proudfoot et al., 2009).

Organisational Citizenship Behaviour
The conceptualisation of organisational citizenship behaviour (OCB) can be a tool for ensuring organisational harmony and success (O`Reilly and Chapman, 1986). Organizational citizenship behaviour can be characterized as an "individual way of behaving that is optional, not straightforwardly or unequivocally perceived by the conventional award framework, and that in the total advances the compelling working of the association" (Organ, 1988, p. 4), Organizational Citizenship Behaviours (OCBs) are fundamental for the useful working of work associations. Also, organisational citizenship behaviour (OCB) is a means of coordinating activities effectively. It shows an employee is taking ownership of the organisation which invariably improved its performance and productivity. It also posits that organisational effectiveness can be enhanced through the mechanism of OCB, and the difference in environmental changes can be drastically reduced through fostering and encouraging talented employee OCBs (Xu et al., 2022).

Employee Turnover
One of the biggest problems and a major difficulty for organisations has been the high turnover rate among skilled healthcare employees. In recent decades, reducing employee turnover has been a top goal, which has impacted businesses all over the world (Manzano-García & Ayala-Calvo, 2014). According to earlier studies, a lack of effective management techniques within an organisation, a lack of possibilities for professional growth and advancement, complex working relationships, job overload, and long work shifts may all contribute to significant employee turnover (Mensah, 2019). It is pertinent to comprehend organisational retention practices and the factors that contribute to employee turnover. According to important research findings, employees leave their jobs for a variety of reasons, including job stress, job satisfaction, job security, work environment, motivation, salaries, and rewards (Al-Suraihi et al., 2021). Employee turnover also has a significant financial impact on an organisation due to the expenditures incurred, and it can have a negative effect on an organization's productivity, sustainability, competitiveness, and profitability (Zhang et al., 2019). To adopt specific tactics to enhance employee performance and lower turnover, firms must first understand the demands of their workforce (Gadi & Kee, 2018). Thus, putting solutions into practice will boost people's motivation, productivity, and job satisfaction, which can lower turnover, absenteeism, and employment issues. According to research, workers prefer to remain with a company that gives them the chance to advance professionally. Compensation packages have also proved to be quite effective at luring and keeping workers (Kumar, 2022).

Research Methodology
To determine the success elements of talent management strategies in Nigerian Federal Teaching Hospitals, this study used a quantitative methodology. Descriptive analysis was used in this study to analyse the data and determine the statistical mean. To investigate the efficient application of talent management strategies and their link with employee attitudes including job satisfaction and OCBs among Nigerian public healthcare facilities, the

questionnaire collected demographic data. Talent identification, talent development, talent culture, and talent retention were the four (4) components of talent management in this study. We looked at OCB and job satisfaction as unidimensional concepts.

Results and Discussion
Validity
An expert was hired to evaluate the content's validity by getting input on each item's quality, clarity, and comments. The talent management experts and HR professionals received the questionnaire's draft version to validate it.

As the Federal Capital Territory (FCT-Abuja) is a major city with all the visible components of the Nigerian healthcare sector, the questionnaire's pilot testing was conducted using the judgmental/purposive, a non-probability sampling technique, on health employees working in the Federal Teaching Hospitals. 95 surveys in all were given out to the qualified individuals. 61 of them received responses or 64.2% of them. Nine cases were eliminated from the 61 surveys due to questionable responses and missing values. 52 cases were the final data after 9 cases were dropped. Statistical Package for Social Science (SPSS) version 25 was used to code, analyse, and evaluate the instrument's reliability in the 52 cases.

Reliability
All of the Cronbach Alpha values in this study met the 0.7 thresholds suggested by Hair et al (2010). The composite reliability must be greater than 0.7 to maintain internal consistency (Hair et al., 2011). **Table 2** present the pilot analysis of the reliability of talent management dimensions, job satisfaction, OCBs and employee turnover.

Table 2
Reliability of the study variables

No	Variables	Item number	Cronbach's Alpha values	Items for deletion
1	Talent Identification	7	0.868	None
2	Talent Development	6	0.868	None
3	Talent Culture	6	0.837	None
4	Talent Retention	6	0.889	None
5	Job Satisfaction	8	0.846	None
6	OCBs	14	0.728	None
7	Employee Turnover	8	0.854	None

In conclusion, the reliability analysis of the pilot data showed that all the variables had alpha values greater than the 0.7 cut-offs (0.889 - 0.728). As a result, the variables could be used to collect the actual data about Nigeria's public healthcare system.

Table 3

The average rating for critical success factors of the variables

Variables	Average Mean	Std. Deviation	Rank
Talent Identification	3.7885	0.73635	4
Talent Development	3.8365	0.71362	3
Talent Culture	3.5449	0.75271	5
Talent Retention	4.3769	0.96500	1
Job Satisfaction	3.2524	0.88475	6
OCBs	4.2720	0.30438	2

The average results for the talent management dimensions, job satisfaction, OCBs, and employee turnover are displayed in **Table 4**. To determine the degree of TM implementation and its connection to employee attitudes in Nigerian Federal Teaching Hospitals, the overall mean score for each aspect was calculated. The two most important essential success elements, according to the mean assessment, were talent retention (4.3769) and OCBs (4.2720). These were followed by talent development (3.8365), talent identification (3.7885), talent culture (3.5449) and job satisfaction (3.2524).

According to the findings of the average results, talent retention came out on top as the most important success element for talent management in the Nigerian public healthcare sector. This result is consistent with (Mensah, 2019; Mensah & Bawole, 2018) that suggest that one of the most crucial goals for every firm today is talent retention. Talent retention refers to the plan and procedures a firm uses to keep its talented employees. It is a method of enhancing each employee's competencies in carrying out their duties (Khandelwal & Shekhawat, 2018). According to (León & García-Saavedra, 2019), the retention of the talent pool is a crucial issue. Additionally, all organisations must keep their best employees since turnover is expensive and because top performers are what fuel the success of their companies.

Organisational citizenship behaviour (OCB) is the second important critical success factor for ensuring effective human resource outcomes and attitudes. Organizational citizenship behaviour (OCB), like many other significant employee outcomes, is influenced by organisational strategy and resource availability but, more crucially, by the perception of specific employees who do the organization's daily tasks. According to (Jung & Yoon, 2013) and (Gupta, 2019) employees' perceptions of the work environment have a significant impact on how much OCB they engage in while performing their tasks (Teng et al., 2020).

On the other hand, the three lowest critical success factors of talent management practice in this study are talent development, talent identification and talent culture. These findings are in line with other research that highlights the importance of these concepts in maintaining the competitive edge of federal teaching hospitals. Additionally, according to these talent management aspects, employees should be strongly motivated to deliver positive outcomes. (Muyia et al., 2018) proposed identifying gifted and talented individuals as a prerequisite for programming, and that this should occur as a result of meticulous planning and ongoing evaluations. He added that talent development (TD) and identification (TI) ought to be continual processes. Talent management should include an effective development strategy in addition to recruiting and retention. To secure a large talent pool of the greatest quality possible, all institutions and organisations must implement effective talent development (TD) programmes (Abimbola et al., 2015; Muyia et al., 2018). Recognizing that talented employees

contribute more to organisations when they are respected and given support is important (Annakis et al., 2014; Davies & Davies, 2010). The establishment and implementation of a talent culture (TC) within an organisation helps and motivates talented workers to stay committed to the company (Davies & Davies, 2010).

Last but not least, job satisfaction with a mean rating (3.2524) is the least important key success criterion in this study. Even though job satisfaction was reported to be fairly effective in creating excellent employee outcomes, this condition depends on several indices (Arian et al., 2018). In the healthcare industry, a lack of proactive measures to increase job satisfaction results in negative behaviours and intentions to quit; yet, it is satisfied TM specialists or HR professionals who can train competent healthcare employees. Healthcare workers' job satisfaction and its contributing factors enable federal teaching hospitals to retain a skilled healthcare workforce. Also, the identification of these contributing factors is thus vital to maintaining both the quality of healthcare and employee performance.

Conclusion

Based on the findings, the critical success factor to implement talent management practices and achieve higher individual-level outcomes in the federal teaching hospital is talent retention followed by employees` organisational citizenship behaviour in the Nigerian healthcare sector. However, the reliability analysis posits the validity and reliability of all constructs and variables. Talent management (TM) practices may be something that is still foreign in organizations in Nigeria, particularly in the healthcare sector. However, the elements contained within the Talent Management (TM) Model, influence human resource sustainability and performance.

The practical implications of this study are to provide guidelines for the Nigerian public healthcare industry in the implementation of effective talent management practices in ensuring positive employee-level outcomes. Public healthcare HR managers need to be aware of the following challenges to develop alignment between their organisation and the people within it. They must first set up a strong TM system that enables them to find, evaluate, and employ employees with the appropriate knowledge, abilities, and experiences. Second, they should also put in place an onboarding process that will swiftly acquaint new hires with the company's culture and help them fit in. Third, after the right employees are hired, they should be used in a way that will enable them to consistently advance their knowledge, abilities, and experiences.

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