

# TALENT MANAGEMENT AND WORKERS' EFFECTIVENESS OF SELECTED HOTELS IN RIVERS STATE

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**Abstract** *The present study examines the relationship between talent management and workers' effectiveness of selected hotels in Rivers state. Cross-sectional research survey was employed. Target population for the study consists of all registered hotels with the Rivers State Ministry of Commerce & Industry. However, the accessible population consists of 20 registered hotels using simple random sampling. A total of 70 top level managers were surveyed. Data collection method was through questionnaire administration. 52 copies of questionnaire were retrieved. Spearman's Rank Order Correlation Coefficient ( $\rho$ ) was used as a statistical tool to test the relationship between talent management dimensions and measures of workers' effectiveness with the aid of Statistical Package for the Social Sciences (SPSS) version 22.0. The finding of the study revealed that talent management has strong positive relationship with workers' effectiveness. Drawing from the findings, the study concluded talent management measured in terms of talent attraction, talent development and talent retention can be used by human resource practitioners to promote workers' effectiveness in the hotel industry and other business enterprise. One of the recommendations is that for right talent to be attracted, hotel practitioners should employed the services of qualified human resource experts during recruitment process.*

**Keywords:** *Talent, Talent Management, Talent Management Strategies, Workers' Effectiveness, Goal Accomplishment, Resource Acquisition, Talent Attraction, Talent Development, Talent Retention*

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## INTRODUCTION

In today's dynamic business environment where oil prices are dwindling in the market, there is a need for developing countries like Nigeria to look for other alternate sources of revenue generation for sustainable development. This alternative source of revenue is the hospitality industry which hotel is one aspect. The hotel industry if well managed, can generate foreign earnings that can be used for infrastructural development and service other sectors of the economy. Hotel being service-oriented businesses requires workers that can be effective in their services. Workers' effectiveness has been linked to customer retention (Harvey & Brown, 2006). Studies have shown that workers effectiveness increases quality service delivery in the hotel industry (Kinicki & Kreitner, 2003). Manzoor (2012) contended that the more workers are effective, the more productive they will be in the organisation. Ogundele (2009) accentuated that guests that receives quick service delivery are the ones that advertise hotels to their friends, colleagues and family relatives. Oyedapo, Akinlabi and Sufian, (2012) argued that workers effectiveness promotes goal congruency in the workplace. It

has been shown that objectives of the organisation can only be achieved when workers are effective in their respective departments (Olagunju, 2010).

Nevertheless, one of the responsibilities that the human resource manager is saddled with in today's world is how to manage talent. Lockwood (2006) argued that one of the most important roles of human resource personnel is that of facilitator of the talent mindset; leads the way for the organisation to own, as an entity, the role of talent management for organisational success. Lockwood (2006) also submitted that human resource department needs to develop an integrated and proactive strategic approach to talent management-the big picture-as well as managing critical information, such as tracking turnover and knowing what factors contribute to retention. This means that when talent is not managed by the human resource manager, the resultant effect will be turnover. The intention of quitting jobs by talents in much organisation today could be that management may not have the interest of such talent at heart. Supporting this argument, Hay (2002) advocated that employees are most likely to leave an organisation

when they feel that their skills/talent is not properly developed by the employer, when their manager does not take an interest in their career development, when they are dissatisfied with their boss, and when they perceive that the company management does not have a clear direction for the organisation.

However, studies on workers effectiveness have been recorded in the literature with their respective findings. Nwadukwe and Court (2012) carried out a study on the relationship between management styles and organisational effectiveness. The findings of the study revealed that management style is significantly associated with organisational effectiveness. Bewell, Yakubu, Owotunse, and Ojih (2014) carried out a study on work-induced stress and its influence on organisational effectiveness and productivity among Nigerian workers. Their study concluded that the concept of work-induced stress, workers' effectiveness, and productivity are relatively inseparable. The study also challenged various organisations in Nigeria to employ the services of organisational and clinical psychologists to help in providing stress coping skills, coaching and counselling to employees as it will help to boost efficiency and high productivity in various organisations in Nigeria.

Agu and Anichebe (2015) carried out a study on improving organisational effectiveness in Nigerian public enterprise. The findings of their study indicate that improved financial performance and reduced operating cost are the positive significant effect of culture on organisational effectiveness. Oyedapo, Akinlabi and Sufian (2012) examined the impact of sales promotion on organisation effectiveness in Nigerian manufacturing industry. The results of their study show that adoption of sales promotion strategies significantly influence the effectiveness of beverage drink industry. Obasanmi and Obasanmi (2012) examined the relationship between teachers' perceptions and organisational effectiveness of private secondary schools in the Niger Delta region of Nigeria. Their findings of their study show that there is a positive significant relationship between teachers' perceptions and organisational effectiveness of private secondary schools in the Niger Delta region.

Drawing from the above trend of studies and significance of worker's effectiveness, it appears that none of the scholars researched on talent management and workers' effectiveness. This has created a lacuna in the literature which this study intends to fill. However, unlike developed countries where firms have strategic plans on how talents can be managed, most hotels in Nigeria were mostly manned by family members who knew nothing about management process talk less of talent management. At the end of this study, most of the hotel managers will understand how talents can be managed effectively and this will enhance the effectiveness of their workers.

## AIM AND OBJECTIVES OF THE STUDY

The aim of this study is to examine the relationship between talent management and workers' effectiveness, in selected hotels in Rivers State. Specific objectives were drawn from the dimensions of talent management which includes talent attraction, talent development and talent retention (Mohammad, Mohammad, & Abbas 2010; Hamidi, Saberi, & Safari, 2014; Eketu, 2015), and the indicators (measures) of effectiveness which include resource acquisition and goal accomplishment (Kinicki & Kreitner, 2003). Hence, the specific objectives of this study are to:

1. To determine the relationship between talent attraction and resource acquisition.
2. To determine the relationship between talent development and resource acquisition.
3. To determine the relationship between talent retention and resource acquisition.
4. To determine the relationship between talent attraction and goal accomplishment.
5. To determine the relationship between talent development and goal accomplishment.
6. To determine the relationship between talent retention and goal accomplishment.

## RESEARCH HYPOTHESES

To achieve the above aim and objectives of the study, the following null hypotheses were formulated.

**H<sub>01</sub>:** There is no significant relationship between talent attraction and resource acquisition.

**H<sub>02</sub>:** There is no significant relationship between talent development and resource acquisition.

**H<sub>03</sub>:** There is no significant relationship between talent retention and resource acquisition.

**H<sub>04</sub>:** There is no significant relationship between talent attraction and goal accomplishment.

**H<sub>05</sub>:** There is no significant relationship between talent development and goal accomplishment.

**H<sub>06</sub>:** There is no significant relationship between talent retention and goal accomplishment.

## REVIEW OF RELATED LITERATURE

### Theoretical Framework

The underlining theory surrounding talent management and workers' effectiveness is rooted in human capital

theory. Human capital consists of the knowledge, skills and abilities of the people employed in an organisation (Armstrong, 2009). Bontis, Dragonetti, Jacobson, and Roos (1999) cited in Armstrong (2009) also agreed that human capital represents the human factor in the organisation; the combined intelligence, skills and expertise that gives the organisation its distinctive character. Therefore, talent represents the human capital needed in every organisation to achieve desired goals. McKinsey and Company (2001) argued that for organisations to survive in the turbulent business environment, they must have the right talent. They defined ‘talent’ as the sum of a person’s abilities...his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgement, attitude, character and drive (Beechler & Woodward, 2009). Workers in this study also represent the human capital or perhaps human resources that make up the organisation.

### The Concept of Talent Management

The concept of talent management has received attention regarding its importance to the organisation. As organisations cannot do without people, similarly people also cannot do without organisations. Before setting up a functional organisation, certain questions come to the mind of the human resource manager or team such as, Who do we need? How many people does the organisation really need? What kind of knowledge should the people possess? Does the organisation have the resources?

In line with the above questions, the paper therefore presents review of literatures on talent management among scholars. The concept of talent management was popularised by McKinsey and Company in 1997. Their research on *“The War for Talent”* shows that organisations that are more successful in attracting and retention of talented employees would have higher levels of profitability (Saeedeh & Rouhollah, 2014). On another hand, Zikmund (2000) viewed talent as those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. CIPD (2006) contended that talent consists of those individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential.

Organisations that are very successful worldwide tend to maintain local recruitment strategies, but they combine this local strategy with a more global transfer of information and best practices (Brewster *et al.*, 2007). Human resources experts believe that talent management system is the key element to the survivability and sustainability of every organisation (Ali, Freydon, & Javad, 2012). Talent management has been found to influence the performance

of employees in many organisations today. When an organisation gets to know who its high potential is, it becomes easier to invest in their professional development (Mangusho, Murei & Nelima 2015). Talent management is multidimensional concepts in the contemporary human resource management. It has been a major discourse among scholars, practitioners and students alike in the field of human resource management and other social sciences. Notwithstanding, talent management has gone under attacks by researchers and scholars making it very difficult for upcoming researchers to comprehend its meaning. This is not far from the trouble that has infected management concepts and theories as advocated by Harold Koontz in his management theory jungle. “But what is rather upsetting to the practitioner and the observer, who sees great potential from improved management, is that the variety of approaches to management theory has led to a kind of confused and destructive jungle warfare” (Koontz, 1961). In order to disentangle these anomalies, Koontz (1961) submitted that “to cut this jungle and bring to light some of the issues and problems involved in the present management theory so that the tremendous interest, intelligence, and research results may become more meaningful, it is my purpose here to classify the various schools of management theory, to identify briefly what I believe to be the major source of differences, and to offer some suggestions for disentangling the jungle”. Since Koontz submission till date, management concepts have been conceptualised by different authors in the way they conceived them to be. What then is talent management? Cascio (2006) argued that “everything that is done to recruit, retain, develop, reward and make people perform is part of talent management as well as strategic workforce planning”. Vance (2006) viewed talent management as the anticipation of required human capital the organisation needs at the time then setting a plan to meet those needs. On another hand, Armstrong (2009) elucidated that talent management is the process of identifying, developing, recruiting, retaining and deploying those talented people. Yona *et al.* (2015) contended that “talent management is the science of using strategic HR to improve business value and make it possible for companies and organisations to reach their goals”. Arguing further, Yona *et al.* (2015) submitted that “talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their ‘high potential’ for the future or because they are fulfilling business/operation-critical roles”. Mäkelä, Björkman, and Ehrnrooth (2010) in their view contended that talent management is the organisation’s effort to attract, select, develop and retain talented key employees.

Ali and HamidReza (2014) perceived talent management as a systematic and dynamic process of discovering, developing and sustaining talent. Bhatnagar as cited in Ali *et al.* (2012) contended that “talent management includes such areas as

recruiting employees, sorting out employees, mentoring, performance management, career path management, and succession diagnostic reward. Eddie (2007) elucidated that talent management is the additional management processes and opportunities that are made available to people in the organisation who are considered to be 'talent'. Macaulay (2009) submitted that talent management is about sowing seeds for the future and, sooner or later, retention will return yet again as a pressing issue, and the talent that has been nurtured now will be relied upon to take the organisation forward. Talent management is the basis for keeping the organisation healthy and innovative (Macaulay, 2009). This study however sees talent management as a process of attracting talents, developing talents, utilising talents and retaining talents by the human resource department in the organisation.

### Empirical Studies on Talent Management

Researchers have carried out empirical examination on talent management around the globe with their findings. Nicolene, Puleng, and Nico (2004) examined talent management, work engagement and service quality orientation of support staff in a higher education institution. The findings of their study showed a positive significant relationship between some of the talent management dimensions and work engagement. Hajikaimisari, Ghalambor, and Hajikarimi (2010) examined talent management an effective key to manage knowledgeable workers to fabricate safer steel structure in Iranian construction firm. The study found that work environment and balance are two important factors that affect talent management. Kehinde (2011) examined the impact of talent management on organisational performance. The findings of the study show that there is the positive impact of talent management on the performance of the organisation. Kimani and Waithaka (2013) examined the factors affecting implementation of talent management in Kenya broadcasting corporation. The findings of their study revealed that reward system, organisation culture, career development and work place environment affected implementation of talent management in the state corporations. Khan, Ayub, and Baloch (2013) reviewed the importance of talent management in business strategy. The study found that talent management has its share in modern organisational strategies. Layla and Abbas (2013) examined the relationship between talent management and organisational creativity in Maskan bank of Hamedan, Iran. The results of their study showed that talent management and organisational creativity have significant relationship.

Muhammad and Shao (2013) examined the role of talent management and human resource generic strategies for talent retention. The result of the study showed that talent management techniques are integral part of human resource

generic strategies. Aiza and Abdus (2013) examined the impact of talent management and employee turnover intention on organisational efficiency- a case of telecommunication sector of Pakistan. The findings of the study revealed that talent management dimensions reflect negative relationship with organisational efficiency in telecommunication sector of Pakistan. Saeedeh and Rouhollah (2014) examined the effect of talent management on organisational entrepreneurship in a case study of oil products company of Ilam province in Iran. Pearson test was used for measuring the relationship. The findings of their study show that talent management and its dimensions have a significant effect upon organisational entrepreneurship in the oil products company of Ilam in Iran. Vivas-López (2014) carried out a study on talent management and teamwork interaction in Spanish companies. The results of the study show that there is a significant relationship between autonomous and creative team dynamics and individual-team learning processes. The study also recommended that "team leaders are people who have the crucial ability to discover hidden talent among people who may not be in principle identified as members of the organisational talent pool."

Oladapo (2014) examined the impact of talent management on retention. The study found that job security, compensation, and opportunity for advancement were not found to have predictive value for employee retention rates. Hamidi *et al.* (2014) examined the effect of implementation of talent management on job satisfaction governmental organisations in Iran. The study showed that all variables of talent management (talent selection, talent recruitment, talent utilisation, talent development, and talent keeping) were positively and significantly associated with job satisfaction. Makworo and Abok (2014) examined the factors affecting integrated talent management in state corporations in Kenya (a case study of Kenya power and lighting company). The study findings revealed that recruitment and selection, learning and development, performance and compensation management do affect integrated talent management. Their study recommended that state corporations should adopt recruitment and selection, learning and development, performance management and compensation management processes as a way of ensuring that integrated talent management is maintained in order to attain competitive advantage over their competitors, retention of their employees and deliver quality services to their customers. Eketu (2015) examined talent management and sustainable enterprise resilience among travel agencies in Port Harcourt. The study found that travel agencies' resilient capacity is largely associated with their talent management practices. Finally, Koltapeh, Forotageh, Afruz, and Hossein (2015) surveyed the relationship between talent management and organisational health of employees of general directorate of youth and sports of Ardabil province. The result of the study showed that there is a significant correlation between dimensions of talent management and organisational health.

## Dimensions of Talent Management

In this study, talent attraction, talent development, and talent retention have been conceptualised as talent management dimensions which are in line with talent management dimensions given by Mohammad *et al.* (2010); Hamidi *et al.* (2014); and Eketu (2015). The human resource manager needs to understand the effects of these strategies so that effectiveness can be enhanced in the organisation.

### Talent Attraction

Talent attraction refers to recruitment and identification of talents. It is the process of identifying individuals with high potential of job candidates and recruits them to the organisation (Hamidi *et al.*, 2014). Saeedeh and Rouhollah (2014) argued that during the process of talent management, identifying talented individuals is done inside the organisation and attracting elites is done outside the organisation. In simple terms, talent attraction can be done through the recruitment, selection and placement processes. When the human resource department has concluded these processes, the next stage that requires adequate attention is how to update the skills of the talents being attracted to avoid being obsolete in the dynamic technological community.

### Talent Development

Development takes the form of learning activities that prepare people to exercise wider or increased responsibilities (Armstrong, 2009). Mohammad *et al.* (2010) argued that talent development is divided into internal and external development. Internal talent development relates to a variety of activities such as training, performance management, coaching, special projects, job design, career development, etc., while external talent development is essentially recruitment and selection, where the organisation goes out into the labour market to identify, attract, select and motivate required talent to join the organisation (Mohammad *et al.*, 2010). Training on the other hand is the use of systematic and planned instruction activities to promote learning (Armstrong, 2009). Tajadin and Moali Taffiti (2009) elucidate that organisation need to invest on employees, in order to meet future expectations and needs. This could be done through continuous training of new and old talent. Dialoke (2015) elucidated that for workers to be effective, they need to be trained and re-trained in order to imbibe the philosophy (in case of the new personnel) and their knowledge and skills to be updated (in case of the old staff), to achieve the organisational objectives. Dialoke (2015) opined that training can be in the form of technical or technology training, quality training, skills training, soft skills training,

professional training, team training, managerial training etc. Employees' skills can also be developed through on-the-job training, off-the-job training and job rotation (Ongori & Nzonzo, 2011). David (2006) cited in Amir and Amen (2013) argues that training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner.

### Talent Retention

Talent retention refers to all those efforts, done by the organisation, which increases the chances for an employee to stay in the organisation for a longer time (Ali & HamidReza, 2014). Retention also refers to development and implementation practices that reward and support employees (Rajpreet, 2013). Talent retention is also defined as the desire for an employee to stay with an organisation (Mowday, 2002; Dressler, 1999). When organisations are able to identify the reasons employees choose to stay or leave, they can create strategies to increase employee commitments thus reducing turnover and sustaining their talent (Clark, 2009). There are certain factors that need to be considered when it comes to talent retention; these include organisational justice, leadership styles, compensation as well as promotion.

### The Concept of Workers' Effectiveness

Workers effectiveness is a concept that has generated a lot of confusion among scholars and human resource management practitioners. In defining the concept, one needs to understand the concept of organisational effectiveness which the concept emanated from. Arnolds (1995) defined organisational effectiveness as the intent to increase and maintain optimal job performance by individual employees and to decrease and maintain low turnover and absenteeism levels. Organisational effectiveness has also been defined as the extent to which organisations achieve their mission through their core strategies (McCann, 2004). It is the ability of an organisation to achieve its objectives and meet the needs of its various stakeholders (Khandwalla, 1995). In another development, Ebrahim and Shima (2015) contended that the effectiveness of the organisation is the degree or the extent which the organisation will achieve its desired objectives. Put in another way, it refers to the degree to which an organisation will meet its goal without wearing out its members and community and by using of special resources without wasting its resources (Ebrahim & Shima, 2015). In other words, workers effectiveness refers to the degree to which workers achieve the goals of the organisation.

## Measures of Workers' Effectiveness

There are several criteria to measure the effectiveness of a functional organisation, but this study will be limited to organisational effectiveness indicators outlined by organisational behaviourists Kinicki and Kreitner (2003) which are goal accomplishment and resource acquisition.

### Goal Accomplishment

Effectiveness is achieved when organisation achieve its stated goals. Effectiveness relative to the criterion of goal accomplishment is gauged by how well the organisation meets or exceeds its goals (Wysocki, 1999; Collins, 1999). Take for instance, if the general manager of a hotel sets a goal of having 30 guests per day and he/she achieves it; then we can argue that the goal is achieved, but if 20 guests turn up every day then that goal is not realised.

### Resource Acquisition

An organisation is deemed effective if it acquires necessary factors of production such as raw materials, labour, capital, and managerial and technical expertise (Kinicki & Kreitner, 2003). This criterion also can be termed as organisational support needed to run the affairs of the organisation. Taking example of a hotel, the housekeeping department may be requested for changing bedspreads as a result of complaints being received by customers. If such requests are not met within the expected time, the hotel is termed ineffective in its operations.

## Talent Management and Workers' Effectiveness

The basic purpose behind talent management development is to improve the process of recruitment, selection, retention, and employee development in order to meet current challenges faced by organisation and improve organisational performance by fulfilling organisational needs (Bhatnagar, 2007). When talents are attracted, trained and retained, effectiveness will be recorded. This is because the talents will transfer the skills acquired during training to his/her assigned task which will in turn increase productivity of the firm. Chris and Lynne (2005) submitted that many organisations are now realising that attracting, identifying, growing, and retaining their management and leadership talent is an important business priority. With talent management, organisation would have a continuous supply of highly productive individuals in the right job and at the right time (Aiza & Abdus, 2013). Ghassem, Azadeh, and Asl (2011) also submitted that talent management ensures that organisation has competent employees with the appropriate

skills required to achieve the expected outcomes of the organisation. Younger, Small, and Ulvich (2007) suggested that the development and implementation of a talent management strategy requires high quality management and leadership from the top and from senior managers and the human resource function. Talent management and workers' effectiveness cannot be separated because of their relationship in the workplace especially the hotel industry. Nevertheless, when newcomers are attracted to the hotel industry, one of the functions of the human resource manager is to make provision for them to be trained in order to meet up with the latest skills that are necessary to be effective in the discharge of their respective duties. Having done that, the next step is to keep these trained talents with the enterprise so that they will not be tempted to leave or start looking elsewhere that their new skill being acquired will be needed with a pay that is more attractive compared to their former organisation.

For human resource personnel, retention of these talents should be a priority that should not be toiled with since money has been spent to attract and train them. The retention of talents in the hotel industry can be achieved successfully when they are compensated as well as promote them when they are due for promotion. This study suggests that hotel's human resource managers should make provisions for transport allowance, healthcare allowance, and educational advancement allowances for talents. With these allowances in place, it will be very difficult for talents to quit their jobs. Therefore, resources i.e. organisational supports such as materials and finance as elucidated by Dialoke (2016) needed to carry out organisational functions should be provided at the right time for talents to achieve overall objective of the organisation. Retention of talents becomes imminent in the hotel industry if workers' effectiveness will be achieved.

## RESEARCH METHODOLOGY

The study adopted a cross-sectional research survey which is one aspect of quasi-experimental research design. Cohen and Manion (1980) and Babbie (1986) submitted that survey design uncovered data, interprets, synthesises, and establishes the relationship among variables. Agba and Ushie (2010) also argued that survey design is used to study people's attitudes, feelings, and opinions. Target population for the study consists of all registered hotels with the Rivers State Ministry of Culture and Tourism. However, the accessible population consists of 20 registered hotels using simple random sampling. A total of 70 top level managers were surveyed. Sample size is 59 using Krejcie and Morgan (1970). Questionnaire was used for data collection. 52 copies of questionnaire were retrieved. The instrument validity was ascertained through face and content validity, while the reliability was determined using Cronbach Alpha test. The

dimensions of talent management strategies and measures of workers effectiveness falls within alpha coefficients of .70 (Nunnally, 1978 adopted by Sekaran, 2003; Sarantakos, 2005; Edeh & Anyanwu, 2015; Eketu, 2016). Nunnally (1978) recommended that instruments used in basic research should have reliability of about .70 or better. He adds that increasing reliabilities much beyond .80 is a waste of time with instruments used for basic research. Talent management strategies were measures with 15 items on a 5-point Likert scale ranging from 5=strongly agree to 1=undecided. Measures of workers effectiveness were also measured with 10 items on a 5-point Likert scale ranging from 5=strongly agree to 1=undecided. The study used Spearman's Rank Order Correlation Coefficient ( $\rho$ ) as a statistical tool to test the relationship between talent management dimensions and measures of workers effectiveness with the aid of Statistical Package for the Social Sciences (SPSS) version 22.0.

## DATA ANALYSIS

In this study, both descriptive and inferential statistics were employed for analysis of data. Demographics of respondents were analysed using descriptive statistics and presented on percentages.

**Table 1: Gender of Respondents**

Gender	Respondents	Percentage (%)
Valid Male	42	81
Female	10	19
Total	52	100

Source: Field survey (2017)

Table 1 shows the gender of 52 respondents of selected hotels in Rivers state. Forty two respondents representing 81% were males, while 10 respondents representing 19% were females. This implies that 42 out of 52 respondents in the selected hotels were males. It also indicates that most of the top level managers were males.

**Table 2: Age of Respondents**

Age	Respondents	Percentage (%)
Valid 20-35	7	13
35-45	28	54
45&above	17	33
Total	52	100

Source: Field survey (2017)

Table 2 shows the age of 52 respondents of selected hotels in Rivers state. Seven respondents representing 13% were between the ages of 20-35 years, 28 respondents representing 54% were between the ages of 35-45 years, and 17 respondents representing 33% were between 45 years

and above. This means that 28 out of 52 respondents were between the ages of 35-45 years. This also revealed that the human resources in the selected hotels were between 35-45 years and 45 years and above.

**Table 3: Position Held**

Position	Respondents	Percentage (%)
Valid General manager	8	15
Manager	30	58
Supervisor	14	27
Total	52	100

Source: Field survey (2017)

Table 3 shows the positions held by 52 respondents of selected hotels in Rivers state. Eight respondents representing 15% were general managers, 30 respondents representing 58% occupied the position of managers while 14 respondents representing 27% were supervisors. This implies that 30 out of 52 respondents occupied the position of managers in the selected hotels.

**Table 4: Number of Years in Service**

Years in service	Respondents	Percentage (%)
Valid 1-10yrs	40	77
10-20yrs	12	23
20-50yrs	0	0
Total	52	100

Source: Field survey (2017)

Table 4 shows the number of years in service for 52 respondents of selected hotels in Rivers state. Forty respondents representing 77% have served their firm between 1-10 years, 12 respondents representing 23% have served their organisation between 10-20 years while no respondents have served between 20-50 years. This however, revealed that 40 out of 52 respondents have been working in hotels between 1-10 years.

**Table 5: Educational Qualifications**

Education	Respondents	Percentage (%)
Valid OND/HND	12	23
B.Sc/B.A.	28	54
M.Sc/MBA	8	15
Others	4	8
Total	52	100

Source: Field survey (2017)

Table 5 shows the educational qualifications of 52 respondents of selected hotels in Rivers state. Twelve respondents

representing 23% hold OND/HND diploma certificates, 28 representing 54% were holders of B.Sc/B.A degrees, 8 respondents representing 15% were holders of M.Sc/MBA degrees while 4 respondents representing 8% were holders of other certificates not captured in the questionnaire. This means that 28 out of 52 respondents in the selected hotels hold B.Sc/ B.A degrees.

## TEST OF HYPOTHESES

The study adopted Mehran, Parivash, Hassan, and Fariba (2014) in Onyokoko and Eketu (2016) benchmark for rejecting and accepting null hypotheses using the SPSS as follows: when the p-value (Sig., 2-tailed) is less than the level of significance (0.05), reject the null hypothesis, and when the p-value (Sig., 2-tailed) is greater than the level of significance (0.05), accept the null hypothesis. Codes were used in SPSS to represent the dimensions of talent management strategies and measures of workers' effectiveness.

### SPSS Variable Codes

TA = Talent Attraction

TD = Talent Development

TR = Talent Retention

GA = Goal Accomplishment

RA = Resource Acquisition

### Test of Hypothesis One

There is no significant relationship between talent attraction and resource acquisition.

**Table 6: Correlations (H1)**

			TA	RA
Spearman's rho	TA	Correlation Coefficient	1.000	.716**
		Sig. (2-tailed)	.	.000
		N	52	52
	RA	Correlation Coefficient	.716**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The SPSS output (Table 6) shows that the p-value (0.000) is less than alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship

between talent attraction (TA) and resource acquisition (RA).

### Test of Hypothesis Two

There is no significant relationship between talent development and resource acquisition.

**Table 7: Correlations (H2)**

			TD	RA
Spearman's rho	TD	Correlation Coefficient	1.000	.822**
		Sig. (2-tailed)	.	.000
		N	52	52
	RA	Correlation Coefficient	.822**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The SPSS output (Table 7) shows that the p-value (0.000) is less than alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between talent development (TD) and resource acquisition (RA).

### Test of Hypothesis Three

There is no significant relationship between talent retention and resource acquisition.

**Table 8: Correlations (H3)**

			TR	RA
Spearman's rho	TR	Correlation Coefficient	1.000	.827**
		Sig. (2-tailed)	.	.000
		N	52	52
	RA	Correlation Coefficient	.827**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The SPSS output (Table 8) shows that the p-value (0.000) is less than alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. The study hereby states that there is

a significant relationship between talent retention (TR) and resource acquisition (RA).

### Test of Hypothesis Four

There is no significant relationship between talent attraction and goal accomplishment.

**Table 9: Correlations (H4)**

			TA	GA
Spearman's rho	TA	Correlation Coefficient	1.000	.708**
		Sig. (2-tailed)	.	.000
		N	52	52
	GA	Correlation Coefficient	.708**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The SPSS output (Table 9) shows that the p-value (0.000) is less than alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. The study hereby states that there is a significant relationship between talent attraction (TA) and goal accomplishment (GA).

### Test of Hypothesis Five

There is no significant relationship between talent development and goal accomplishment.

**Table 10: Correlations (H5)**

			TD	GA
Spearman's rho	TD	Correlation Coefficient	1.000	.731**
		Sig. (2-tailed)	.	.000
		N	52	52
	GA	Correlation Coefficient	.731**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The SPSS output (Table 10) shows that the p-value (0.000) is less than alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. The study hereby states that there is a significant relationship between talent development (TD) and goal accomplishment (GA).

### Test of Hypothesis Six

There is no significant relationship between talent retention and goal accomplishment.

**Table 11: Correlations (H6)**

			TR	GA
Spearman's rho	TR	Correlation Coefficient	1.000	.701**
		Sig. (2-tailed)	.	.000
		N	52	52
	GA	Correlation Coefficient	.701**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The SPSS output (Table 11) shows that the p-value (0.000) is less than alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. There is a significant relationship between talent retention (TR) and goal accomplishment (GA).

## DISCUSSION OF FINDINGS

From the benchmark of rejecting and accepting null hypotheses as suggested by Mehran *et al.* (2014), the following discussions of findings were made. The SPSS output for hypothesis one shows that a significant relationship exist between talent attraction and resource acquisition. This is consistent with the findings of Hamidi *et al.* (2014) and Koltapeh *et al.* (2015). Hamidi *et al.* (2014) examined the effect of implementation of talent management on job satisfaction governmental organisations in Iran. The finding of their study showed that all variables of talent management (talent selection, talent recruitment, talent utilisation, talent development, and talent keeping) were positively and significantly associated with job satisfaction. Koltapeh *et al.* (2015) surveyed the relationship between talent management and organisational health of employees of general directorate of youth and sports of Ardabil province. The result of their study showed that there is a significant correlation between dimensions of talent management and organisational health.

In hypothesis two, SPSS correlation output revealed that there is a significant relationship between talent development and resource acquisition. This corresponds with the findings of Nicolene *et al.* (2004). They examined talent management, work engagement, and service quality orientation of support staff in a higher education institution. The findings of their study showed a positive significant relationship between

some of the talent management dimensions and work engagement.

The analysis of hypothesis three shows that there is a significant association between talent retention and resource acquisition. This finding is consistent with the result of Kehinde (2011). He examined the impact of talent management on organisational performance. The findings of his study show that there is the positive impact of talent management on the performance of the organisation. The findings of Makworo and Abok (2014) also correspond with hypothesis three results. They examined the factors affecting integrated talent management in state corporations in Kenya (a case study of Kenya power and lighting company). The study findings revealed that recruitment and selection, learning and development, performance and compensation management do affect integrated talent management.

Hypothesis four test results indicate that there is a significant relationship between talent attraction and goal accomplishment. This findings falls within the same results with Layla and Abbas (2013). They examined the relationship between talent management and organisational creativity in Maskan bank of Hamedan, Iran. The results of their study showed that talent management has significant relationship with organisational creativity.

SPSS correlation output in hypothesis five shows there is a significant relationship between talent development and goal accomplishment. This result corresponds with Muhammad and Shao (2013) findings. In their study, they examined the role of talent management and human resource generic strategies for talent retention. The result of their study showed that talent management techniques are integral part of human resource generic strategies.

Lastly, SPSS correlation output for hypothesis six shows that there is a significant relationship between talent retention and goal accomplishment. This result is in line with Saeedeh and Rouhollah's (2014) findings. They examined the effect of talent management on organisational entrepreneurship, a case study of oil products company of province of Ilam in Iran. They used Pearson Product Moment Correlation Coefficient to test the relationship between talent management and organisational entrepreneurship. The findings of their study indicate that talent management and its dimensions have a significant effect upon organisational entrepreneurship in the oil products company of Ilam in Iran.

## CONCLUSION

Drawing from the discussions of finding, the study concluded that talent management measured in terms of talent attraction, talent development and talent retention can be used by human resource practitioners to promote workers' effectiveness in the hotel industry and other business enterprise.

## RECOMMENDATIONS

Based on the conclusion, the study hereby recommends that

1. For right talent to be attracted, hotel practitioners should employed the services of qualified human resource experts during recruitment process.
2. Hotel practitioners should pay emphasis on talent development that will enhance their skills for organisational goals to be accomplished.
3. Private and government administrators should always endeavour to retain talented employees by providing the necessary organisational support they will need to work.

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