



## EFFECT OF TALENT MANAGEMENT ON EMPLOYEE PRODUCTIVITY IN FOODS AND BEVERAGE MANUFACTURING COMANIES IN NIGERIA

BY

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### Abstract

*This study examines effect of Talent management on employee productivity in foods and beverage manufacturing companies in Nigeria. The study specifically examined the effect of talent attraction, talent development and talent retention on employee productivity in foods and beverage manufacturing companies in Nigeria. The study adopted survey design and questionnaire was used as an instrument for data collection .The population of the study consists of 4409 staff of the selected breweries in Nigeria. Multiple regression was used as a technique of data analysis. Findings of the study reveal that, talent attraction, talent development and talent retention positively and significantly influenced employees' productivity of listed breweries, foods/beverage manufacturing organisations in Nigeria. The study recommended that, management of manufacturing companies such as foods and beverages in Nigeria should adopt favourable and competitive policies to attract talented employees and also provide training and development programmes to increase knowledge and skills of employees as well as favourable policies that will encouraged talent retention in the organization.*

**Key words:** Talent Attraction, Talent Development, Talent Retention, Employee Productivity

## 1.1 Introduction

In today's global business environment where competition is becoming intense, organizations have mounted pressure to perform better than before. Over the years, the creation and preservation of knowledge has become a key tool in accelerating competitiveness and enhancing organizational capabilities to respond to market changes (Patricia, 2020). Identifying and developing individuals who have talented skills or leadership potential, like any other vital strategic function, is a demanding process that is vested on the Human Resource Department (Oluyemi, 2020). Human resources are significant for the sustainability of business organisations hence, the most important challenge in the field of business is not limited to the use of technology but investment in talented human capital, which is the main challenge that is affecting the growth and development of businesses, companies or organizations locally and internationally (Basiron, 2020). Previously and today, financial and technological resources are not the only advantage of organizations, but having talented and capable people who can not only be considered a competitive advantage of the organization but also contribute skillfully to the success of the organization is the global concern of business organizations (Ndolo, 2017).

Human resources are considered the major assets of organizations and they have become the main factors in the survival of organizations in the face of competition (Fatemeh, 2019). Organizations that operate in this competitive world are trying to create opportunities to attract these talents, and organizations that fail to manage their human resources according in today's competitive business environment will be hopeless in achieving its desired goals

(Dayel,2020).Companies compete with each other based on the skills and talents of their employees so that by attracting and retaining the best and most talented employees, they can reach the highest market share and increase their profits (Rezaian & Soltani, 2019). Talent management entails exploring, discovering, selecting, retaining, developing and improving talents of the workforce. Talent management is a system for identifying, hiring, nurturing, promoting and retaining talented individuals, with the aim of optimizing the organization's ability to achieve business results (Fatemeh, 2019).

The process of talent management covers all the important aspects of an employee's "life cycle" which are recruitment and selection, enhancing their knowledge by providing the appropriate trainings, performance management, succession planning and retirement for the future to enhance higher productivity (Varma, 2019). The top management and human resource managers are concerned on basic talent management but to reach the desired levels of success, they require committed, engaged and high-performing employees. It is quite clear that people are organizations most important assets and as a result, organizations are adopting different ways to build decision-making platforms which are data-driven Varma and Chavan (2019). In the researcher view, talent management in organizations influences competitive business organizations base on high demand for hiring talented employees due to their high contribution to the organization's peak of success.

Talent management enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of the firm. Talent management is hinged on the belief that organizations with the best workforce are the winners in their industries. Talent management

is therefore considered a tool to strengthen organizational capability. It involves systematic attraction, retention and development of individuals who are valuable to an organization with regard to current critical roles or future endeavors (Pierre, 2017). Talent management is concerned about getting the right individuals in the right positions, and this can only be achieved by actively managing employee talent. Many companies consider talent management as a short-term effort; however, the goal of talent management is to help organizations achieve their long-term strategic objectives.

## **1.2 Objectives of the Study**

The main objective of this study is to examine the effect of Talent management on Employees productivity in Foods and Beverage Manufacturing Companies in Nigeria. The specific objectives of the study includes to:

- i. Examine the effect of talent attraction on employee's productivity of Foods and Beverage Manufacturing companies in Nigeria,
- ii. Determine the effect of talent development on employee's productivity of Foods and Beverage Manufacturing companies in Nigeria,
- iii. Examine the effect of talent retention on employee's productivity Foods and Beverage Manufacturing companies in Nigeria.

## **2.0 Literature Review**

### **2.1.1 Concept of Talent Management.**

Talent management has been defined by various scholars to reflect their understanding of the concept. Nowadays, the perception of talent management activities varies from company to company. The reason is, organizations have some technical conflicts and misunderstanding in talent management practices. In other words, Human Resources (HR) activities and talent

practices are mixed and are not separated easily by some organizations. Furthermore, some organizations apply talent management formally and others apply it informally. Nevertheless, talent management is part of human resource management activities which is examined in two parts; the first part is related with the coordination and interaction between sub-components of human resource function and the second part is evaluated in terms of being a supportive strategic partner and contributing to organization's strategic objectives, Mujdalen, Gulruh and Pinar (2017). However, talent management is the process of attracting, retaining and developing employees for the achievement of organizational goals. This has come from classical personnel management to today's strategic human resource point of view. Obviously, different talent management perspectives lead to various and complex definitions about talent management concepts in fact, talent is a relative concept and varies according to time and circumstances.

Talent management is a set of strategies and systems to increase productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs (Beluchi, 2020). However, the researcher looking at the above view, sees talent management as the systematic process of recruiting or selecting, training and maintaining employees for effective improvement of organizational output. Talent management is an important activity that enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of the firm. According to Macha (2020) talent management is hinged on the belief that those organizations with the best workforce are the winners in their industries. It is also view by the researcher as the system adopted by an organization to select qualify and competent staff in an

organization. Talent management is therefore considered a tool to strengthen organizational capability (Odegov, 2021). Talent management refers to the systematic attraction, retention and deployment of individuals who are valuable to an organization with regard to current critical roles or for future endeavours (Mehdi, 2017). Talent management, when used as a tool to manage the best-in-class talent, involves the identification, development, appraisal, deployment and retention of high-performing and high-potential employees (Anoopa, 2019). Talent management should put the right individuals in the right positions, and this can only be achieved by actively managing employee talent. Many companies consider talent management as a short-term effort; however, the goal of talent management is to help organizations achieve their long-term strategic objectives (Kazeem, 2023).

Tyskbo (2019) describes talent management as the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. The above view shows that talent management involves selecting individuals from the talent pool, keeping them and continuously providing training and development programmes to improve their skills by enhancing organizational productivity. A talent-management strategy should link to business strategy and to local context to function more appropriately. Talent management is defined as the methodically organized, strategic process of getting the right talent on board and helping them grow to their optimal capabilities keeping organizational objectives in mind (Beluchi, 2020).

### **2.1.2. Dimensions of Talent Management**

In our physical or social environment, researchers emphasized that talent management is in its infancy or adolescence. The conceptual frameworks related to the field are still in development stage. However, most researchers have a common idea on the definition of talent. In the 21st century, TM is seen as a source of competitive advantage for organizations (Oltra & Vivas, 2013). Scholars in the field of talent management, such as Louise & Heckman (2006) identified four dimensions of talent management to include, selection, recruitment, performance management and service compensation. Ariss (2013), have recognized three different dimensions of talent management; talent attraction, retention and development. These three dimensions developed in chronological order, with attraction, development and retention. Therefore, the researcher has adopted the three dimensions of talent management outlined by Aris, (2013).

### **2.1.3 Talent Attraction**

Talent attraction is a management technique that employers use to entice desired skills into the organization. This technique is administered in order to get the right job fits. Al-Queed (2018) defined talent attraction as total positive expressions towards a given job which includes components such as attitude and willingness to accept and work when it is acceptable. However, the researcher in his view defined talent attraction as favourable policies adopted by organizations that motivate individuals to seek employment in an organization. The researcher view talent management as the ability of an organization to develop policies that exert a pull on talented individuals to an organization. According to Oluyemi (2020) a strong organization image is critical in the recruitment process. Oluyemi (2020) stated that employees are attracted to

organizations that offer good pay packages in terms of remuneration, fringe benefits and rewards. High levels of remuneration have high effect on job attraction, and variable pay increases levels of attractiveness for employees. Most employers design competitive pay packages to attract knowledgeable and talented, skilled workers or professionals who will eventually be engaged easily in the organization system to increase their productivity in the competitive industry (Calvin, 2016).

The components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer of choice (Lyria, 2017). Recruitment and selection requires that organization use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization (Bibi, 2019).

Talent recruitment is the process of getting the qualified talented applicant in a key position. This means organizations must have a strategic plan in talent recruitment which can be internal or external. Internal recruitment in an organization motivates internal employees to help seek talent within the organisation, external recruitment use the merit system method for recruiting talented employees outside the organization. Talent recruitment is a stage of talent management system (Desai, 2016). The recruitment of talented individuals is critical for organizations' success. But recruiting employees can be a challenging task (Bhatt, 2015). This stage includes all issues related to individual with high-level skills (Lyria 2017). As sources of talent recruitment an organization uses its own specialized sites, attends the job fair "Top Employers", and now uses recruitment agencies and services, to recruit the best talent, the organizations must consider recruitment as a marketing function and the candidate as a customer (Joseph, 2016).



Talented individuals should be recruited on the basis of careful and systematic screening. One critical theme during this process is to ensure that no talented employees are overlooked for the benefit of the whole organization. Talent recruitment is an essential and difficult exercise which has an important influence over the entire performance of every organization. Because of the merit system principles, are especially relevant to talent recruitment, talented employees should be recruited based on appropriate merit and background. Thus, organization needs the right people to be engaged in making the right contributions. Managers and HR staff should be train on the merit system principles (Sparrow, 2015).

Talent selection is the process of choosing an applicant that was selected from the talent recruitment stage to identify a strong talented person to be in a talent pool. Talent pool is a group of people ready for responsibilities. People who are placed in a talent pool may appear with different and various abilities (Derakhshan, 2016). Talent selection and talent recruitment are complimentary of each other. On the other hand, external resources must be congruent with organizational policy and strategy, using previous specific competencies. Also, internal selection can be considered from performance appraisal (Elvir, 2021). Talent selection process has been very systematic in several organizations, hence the selection tests must be reliable, valid, objective, and must be applied in correct norms (Thakur, 2015). Therefore, manufacturing organizations such as brewery, foods/ beverages companies should ensure that, selection of employees should be done on merit and transparent to individuals seeking employment in the organization. Talent pools can be separated into two groups such as, administrative talent pool, and professional or technical talent pool. Employer branding includes development of an

organization's image, good enough to attract employees. In order to attract the best, organizational branding is a useful strategy, the organizations that manages its corporate brands effectively, gains advantage in the highly competitive global market place. Without the good brand image, it is difficult to attract the right talents (Anorpa, 2019). Top rated companies have one characteristic in common, that is they give clear and consistent messages about themselves and that translates into a strong pull on talents (Anorpa, 2019). Employee value proposition is characterized by the potential employee's perception of the value of an organization seeking to recruit. The employee measure value proposition based on the challenge the job poses, work environment, training opportunities, flexibility and reputation of the organization (Marina, 2018).

#### **2.1.4 Talent development**

Talent development is the co-responsibility between employee and employer in preparing employees knowledge, skill, behavior, and characteristics that will affect the success in the present and the future (Lyria, 2017). Human resource in organizations should have the skills and capabilities to grow people in their jobs, and managers consistently provide developmental feedback to support and encourage employee development. Talent development is the process of improving the skills and attitude of the employees (Al-Qeed 2018). As the business continuously keep on changing, the technologies business models and new strategies to cope up with these changes a company needs to enhance and improve the knowledge of their employees and making strategies for development practitioners must keep in mind the integration and strategic fit between the current talent and the skills of the employees (Kim, 2017). Therefore talent development's focus is on developing high potentials or talents more quickly than others (Lewis,

2016) and has to prepare talented-employees to compete, to grow, to innovate and to develop themselves (Elvir, 2021). Based on the researcher's view, talent development is the process of helping talented employees to acquire the skills and knowledge they need to succeed and improve performance.

To build up the desired knowledge, skills and abilities of the employees to perform well on the job, requires effective development plans that may also affect employee motivation and commitment (Alias, 2014). In lodge to prepare their workers to perform their tasks as desired, organizations provide training so as to optimize their employees' potential. Most firms, by applying long term planning, invest in building new skills by their hands, enabling them to cope with the changeable conditions that they may confront in the future, therefore, improving the employees' performance through superior level of motivation and dedication. When employees know that their organization have interest in them by providing training programs, they in turn apply their best endeavors to accomplish organizational goals, and express high performance in their tasks. Employees are the most valuable asset of any society or institution as they can establish or break a company's or institution's reputation and can adversely affect profitability or the accomplishment of set goals. Employees often are responsible for the large volume of the necessary work to be performed as well as customer satisfaction and the quality of products or services and events (Bibi, 2019).

### **2.1.5 Talent retention**

Talent retention is a process of keeping the talented employees with the company for a longer period of time. Talented employee turnover in any company is very harmful for many reasons

such as a reduction in the productivity as well as more cost to attract the new pool of talent (Abbas, 2018). In view of the above definition, talent retention is the process of maintaining experience employees in an organization over a period of time. The researcher sees talent retention as the process of encouraging talented employees to remain in an organization by providing favourable environmental conditions and policies that suit the benefits of the employees and the organization. Talented employees leave company if they are not satisfied with the total rewards, leadership and company policies etc. Some of the common factors that can support employees' interest to work for the same companies include engagement, empowerment, trust, opportunities to grow in their career and good work environment. The working condition and environment plays a critical role in supporting employee job satisfaction and commitment. Some of the important components that employers should pay attention are friendly work environment which is free from stress, emphasizes open communication and cordial work relationships (Enyinna, 2015).

Employee retention is concerned with keeping or encouraging employees to remain in an organization for a maximum period of time (Kossivi, Xu & Kalgora, 2016). Also, it is the systematic process of maintaining motivating employees to stay in an organization for a long period of time. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs (Mathimaran & Kumar, 2017). The Workforce Planning for Wisconsin State Government (2015) describes employee retention as a systematic effort to create and foster an environment that encourages employees to remain

employed by having policies and practices in place that address their diverse needs. Imam (2017) define retention as the percentage of employees remaining in the organization. For good job performance, high levels of retention are desired in most work groups. Based on the researcher's view, talent retention is the efforts of a company to keep its talented employees and to reduce their turnover.

Talent retention is an effort of business entity to maintain a healthy working environment which supports current talent to remaining within the organization (Palwasha, Abdul & Faisal, 2015). Talent retention strategies are therefore employed by organizations with the aim of addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involve in employee turnover.

## **2.2 Employee productivity**

Productivity is a measure of the quantity and quality of work done, considering the cost of the resources used (Iuhia, 2012). Employee's productivity can be defined as the amount of goods and services that a worker produces in a given amount of time using the available resources, machines and environment in order to bring about improvement in standard of living, economic growth, production margin, profit maximization and organizational competitiveness (Ibhagui, 2017). Employees are productive if they achieve their goals by transforming inputs into outputs at the lowest cost without any wastage.

The more productive an employee is, the better the competitive advantage of the organisation. This is because of the efficiency of the resources that have been used. Ibhagui (2017) further affirmed that, results are usually the final and specific outputs desired from the employee. They

may be in terms of financial accomplishments, impact on a community; whose results are usually expressed in terms of cost, quality, quantity or time. Ramanujam, (2014) also asserted that measuring productivity involves determining the length of time that an average worker needs to generate a given level of production. It could also be the amount of time that a group of employees spends on certain activities such as production, travel, or idle time spent waiting for materials or replacing broken equipment. The method can determine whether the employees are spending too much time away from production on other aspects of the job that can be controlled by the business.

Employee productivity may be hard to measure, but it has a direct effect on a company's profits. An employer fills satisfied with staff who are productive, and also committed with the interest of the organisation in mind that, they can get recruit competent and talented worker's that will be productive in the organisation during the initial job interview. Yet, there are several factors on the job that help maximize what an employee does on the job (Saxena, 2015), Sharma(2014) asserts that, perhaps none of the resources used for productivity in organizations are so closely scrutinized as the human resources. Many of the activities undertaken in an HR System are designed to influence individual or organizational productivity. Pay, appraisal systems, training, selection, job design and compensation are HR activities that are directly concerned with productivity. However, to the researcher one of the key issues that most organizations face nowadays is the need to improve employee productivity most especially breweries, foods/ beverage manufacturing companies. Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component which directly affects the company's profits.

Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average output of employees doing similar work. It can also be assessed according to the amount of units of a product or service that an employee handles in a particular time frame. Also, the success of an organization relies mainly on the productivity of its employees. Therefore, employee productivity has become an important objective for businesses. Furthermore, (Ibhagui,2019), maintains that controlling labour costs and increasing productivity through the establishment of clearer linkages between pay and performance are deemed to be crucial component of Human Resource Management (HRM) so as to achieve competitive advantage. In addition, increased concerns over productivity and meeting customer requirements have prompted renewed interest in methods designed to motivate employees to be more focused on meeting (or exceeding) customer requirements and increasing output.

### 3.1 Methodology

This study adopted survey design since it involved the field enquiries by collecting data using questionnaire from the target population. The population of this study consisted of 4409 staff drawn from Nigerian Breweries, Guinness, International Breweries and Champions Breweries. The questionnaire was used as the major instrument of data collection. A pilot study was conducted to test the accuracy and the consistency of the research instrument.

#### 3.1.1 Table 1: Kaiser-Meyer Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.797
Approx. Chi-Square		238.596
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

**Source:** Computation from SPSS Version 23 Output (2022).

Factor analysis was used to test the construct validity of the instrument. The result presented in Table 1 indicates that KMO = 0.797; Bartlett test results  $\chi^2 = 238.596$ ;  $df = 10$  ( $p = 0.000$ ), and the data set is considered excellent for factor analysis.

**3.1.2 Table 2: Reliability Test**

Variables	Cronbach Alpha
Talent attraction	0.894
Talent development	0.879
Talent retention	0.885
Employee Productivity	0.891
<b>Average Reliability</b>	<b>0.887</b>

**Source:** Computation from SPSS Version 23 Output (2022).

A pilot test was carried out through pretest method. The test was conducted on selected Brewery and Foods/Beverage manufacturing firms in Nigeria. The result in Table 2 showed the results of the talent management constructs as follows; talent ( $\alpha = 0.894$ ), talent ( $\alpha = 0.879$ ) and talent strategic intelligence ( $\alpha = 0.885$ ). The result of the dependent variable (employee productivity) shows that ( $\alpha = 0.891$ ). This implies that the items used in the measurement of talent management and employee productivity were highly reliable and consistent.

**3.2 Results and Discussion**

Results collected from the respondents were analyzed and presented in the tables below:

**Table 3: Univariate Analysis**

N=351	Mean	Std. Dev.	Skewness	Kurtosis	TAT	TDE	TRE	EMP
TAT	3.98	.794	-1.587	3.345	1			
TDE	4.01	.959	-1.468	2.741	.619**	1		
TRE	4.04	.718	-1.415	2.691	.762**	.669**	1	
EMP	4.05	.713	-1.300	3.028	.785**	.615**	.642**	1

\*\*Correlations is significant at the 0.01 level (2-tailed)

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

TAT=Talent Attraction, TDE= Talent Development, TRE= Talent Retention, EMP=Employee Productivity



The study measured every construct for each variable in the questionnaire using multiple items. Therefore, the average score of the multi-items for each construct was computed and used for additional analysis of the data. From Table 3, talent attraction has a mean score of 3.98 and standard deviation of 0.6794. The normal curve is skewed to the left with a skewness of -.1587 and kurtosis measure of 3.345. Talent development has a mean score of 4.01 and standard deviation of 0.759. It has skewness of -1.468 making it skewed to the left side of the curve along with a kurtosis 2.741. Talent retention has a mean score of 4.04, standard deviation of 0.718. The curve is skewed to the left with a skewness of -1.415 and a kurtosis of 2.691. The dependent variable (employee productivity) has a mean score of 4.05, standard deviation of 0.713. The curve is skewed to the left with a skewness of -1.300 and a kurtosis of 3.028. All the hypothesized relations advanced were established to be significant statistically at level  $p \leq 0.01$ , signifying adequate external validity of the measures. Subsequently, a significant and positive correlation exists between talent attraction and employee productivity ( $r = 0.785, p \leq 0.01$ ), talent development and employee productivity ( $r = 0.615, p \leq 0.01$ ) while talent retention and employee productivity ( $r = 0.642, p \leq 0.01$ ).

**Table 4: Regression Model**

Variable	Unstandardized Coefficients		Beta	Standardized Coefficients		Collinearity statistics	
	B	Std. Error		t	Sig.	Tolerance	VIF
Talent attraction	.226	.050	.229	2.527	.009	.865	1.156
Talent development	.235	.042	.242	2.848	.007	.861	1.161
Talent retention	.320	.055	.321	4.023	.000	.893	1.120
R		.749					
R-Square		.562					
Adjusted R-Square		.554					
Durbin-Watson		1.561					
ANOVA F Statistic		7.655					
Sig.		.000					

Predictors: (Constant), Talent retention, Talent attraction, Talent development

Dependent Variable: Employee Productivity

In this study, linearity was tested using ANOVA test of linearity, results of linearity had a sig. for linearity of  $P < .05$ . The study did test for multicollinearity using Variance Inflation Factor (VIF) and Tolerance (TOL). The VIF for all the assessed parameters were found to be less than 4, suggesting that there was no problem of multicollinearity and thus the difference contributed by each independent variable was significant. In addition, all the factors should be included in the regression model. All the study test variables explained 56.2% ( $R^2 = 0.562$ ) variation in employee productivity. Further, coefficient of determination was significant as evidenced by F ratio of 7.655 with p value  $0.000 < 0.05$ . This was also supported by change of R of 74.9% ( $R = 0.749$ ) indicating that there is a significant relationship between talent management dimensions (talent attraction, talent development and talent retention) and employee productivity.

### 3.3 Hypotheses Testing

The results of multiple regressions, as presented in Table 4 revealed that talent attraction has a positive and significant effect on employee productivity of listed brewery and foods/beverage manufacturing organizations in Nigeria with a beta value of  $(\beta) = 0.229$ ,  $t = 2.527$ , ( $p$ -value = 0.009 which is less than  $p = 0.05$ ). Therefore, the study rejects the null hypothesis ( $H_{01}$ ).

The result of hypothesis two revealed that talent development has a positive and significant effect on employee productivity listed Brewery and foods/beverage manufacturing organizations in Nigeria with a beta value of  $(\beta) = 0.242$ ,  $t = 2.848$ , ( $p$ -value = 0.007 which is less than  $p = 0.05$ ). Therefore, the study rejects the null hypothesis ( $H_{02}$ ).

The result of hypothesis three indicated that talent retention has a positive and significant effect on employee productivity in listed brewery and foods/beverage manufacturing organizations in Nigeria with a beta value of  $(\beta) = 0.321$ ,  $t = 4.023$ , ( $p$ -value = 0.000 which is less than  $p = 0.05$ ). Therefore, the study rejects the null hypothesis ( $H_{03}$ ).

### 4.1 Conclusion

This study investigate the effect of talent management (talent attraction, talent development and talent retention) on employees productivity, with particular focused on Brewery, foods /beverage

manufacturing organizations in Nigeria. The results of the study led to the conclusion that talent management has positive and significant effect on employees productivity of listed Brewery, foods/beverage manufacturing organizations in Nigeria.

#### 4.2 Recommendations

The study recommends that;

- i. Favourable policies such as work life balance, competitive pay and challenging work attract employees in foods and beverage manufacturing companies in Nigeria
- ii. Foods and beverage manufacturing companies in Nigeria should always train their employees and create development programmes that will make their employees to increase in skills and knowledge to discharge their duties and invariably improve the organizational productivity.
- iii. Foods and beverage manufacturing companies in Nigeria should provide favourable working environment and fringe benefits to encourage talented employees retention in their organization in order to enhance higher productivity.

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