



# **Talent Management, Employees' Job Satisfaction and Organisational Performance: Lessons from Beverage Industries in Lagos State, Nigeria.**

**Dupe A. Abolade**

Department of Human Resource Management  
Elizade University, Ilara-Mokin  
Ondo State, Nigeria  
Email: [dupeabolade@gmail.com](mailto:dupeabolade@gmail.com)

## **Abstract**

This study examined the impact of talent management on organisational performance and employees' job satisfaction. Alcoholic and non-alcoholic beverage industries in Lagos State were used as case study. Self-structured questionnaire titled TMESOP (Talent Management Employee Satisfaction Organisation Performance) was used as the instrument for data collection. The respondents were 240 randomly selected non-managerial employees and 120 managerial employees. Two hypotheses were drawn for the study. Frequencies and percentages were used to analyse the data collected from the respondents while regression analysis was used to find out the impact of the independent variable on the dependent variables. The findings established that talent management had positive significant impact on employee job satisfaction and organisational performance. The study recommended that business owners and management should make talent management in all its areas and the variables involved their priority as talent management will ensure employee job satisfaction and organisational performance, and will also enable the organisation to continue in business and have competitive advantage in the business world.

**Key words:** Talent Management, Employee Job Satisfaction, Organisation Performance, Competitive Advantage.

## **Introduction**

Competition is the beauty of business, the aid to better organisation performance and the gain of customer. Talent management is likely to give this beauty to any organisation that desires to have competitive advantage over others and thereby probably achieve employee job satisfaction and better organisational performance as this study is set to find out. The world today is interconnected in almost every area of human endeavours and especially in business hence the need for the organisations to

be international in their strategy of talent management for employee job satisfaction and organisational performance in spite of all odds. Talent management is the main strategy that organisation can use to continue its existence and profit making in the business world (Santhanalaxmi & Chandramohan 2019; Abdulquddus 2015). Every business has competitors to contend with in product and service markets and to have sustainable competitive advantage in the business world, an organisation needs talents that will ensure this,

along with the achievement of organisational objectives.

Human resources are the most important resources in an organisation because of their ability to use their acquired skills for the achievement of organisational objectives. Mohammad and Nojedah (2016) conclude in their study that human capital is the key element in improving the assets of an organisation; that human skill is essential and therefore the people must have enough knowledge, information, innovation and creativity so as to increase customer's satisfaction and create competitive advantage for the organisation.

The labour market is the only place where every corporation gets the right hands for the business but the talents are generally in few supplies in spite of the need for them. In Nigeria, unemployment rate is high, in the third quarter of 2018, unemployment reached 23.10 %. (World Bank, 2019). Many organisations are not employing due to economic down turn and many are laying off their workers. Abolade (2019) states that re-engineering in the banking sector in Nigeria has led to many of the banks merging together, the weak ones are acquired by the financially stable and strong ones so as to have solid capital base and continue in business, and as a result, many of the employees are laid off. Yet the need to hire, train, motivate and retain the talents for the success of the business is essential hence the importance of talent management in the organisation to achieve employee job satisfaction for improved organisation performance. The new entrants into the organisation and the talents already in the organisation are all needed to enhance the success of the organisation which can be achieved through talent management.

The financial challenges that are being experienced globally may be a clog in the wheel of the success of many corporations. Attracting and recruitment of talents, training and development of the talents, motivating, rewarding, and retaining them which are important aspects of talent management will cost the organisation money. Adeosun and Ohiani (2020) state that firms compete for scarce talents, that though about 600,000 graduates are turned

out yearly from Nigerian tertiary institutions yet many employers lament inability to fill vacant roles as quality candidates are not easy to find among the crowd, the few ones available are highly mobile. Corporations that intend to matter and continue in business are all sourcing from the same labour market hence the organisations that has the capability will get the few that are available and the capabilities of the organisations may be challenged based on poor economy globally. Organisations need the talents to perform excellently and the talents must be well managed to enhance their job satisfaction so as to ensure that they are engaged for the success of the organisation in the area of organisational performance. This present study intends to find out if talent management will lead to employee job satisfaction and organisational performance, using beverage industries in Lagos State, Nigeria as case study.

### *Literature Review*

#### *Human Resource*

The human resource in organisations put to good use both the human and non-human resources of an organisation with the intent of achieving organisational goals. Manuti and Palma (2015) stating the importance of human resource to organisation opine that organisation of capital grew out of human reifying their essential forces, determining them in the light of capital's own interest. Organisations need the best hands to perform well and the essential resource of the organisation, the human resource, must be well managed in order to achieve organisational goals and have competitive advantage. Mattone and Xavier (2013) explain that human capital in an organisation help the organisation gain market differentiation, positive branding, superior execution and operating success. HR practice is not static as there are many strategies that may be employed to ensure that both the human and non-human resources available to the corporations are put to good use to achieve top-notch performance of the organisation using the human resource in the organisation. Human resources with different skills and expertise in the organisation will have to be properly managed for efficient and effective performance of the employee which is expected to translate to better organisational performance.

To achieve the expected performance in the organisation therefore, the needed talent must be recruited into the organisation and must be well managed using all the factors needed in this regard.

#### *Importance of Talents in Organisation*

Talents in organisations are those individual employees who have the skills, the potentials the expertise and experience that could be tapped to enhance the performance of the organisation; they are the pillars of the organisation to keep it functioning maximally and give it sustainable competitive advantage. The talents cut across different levels in an organisation as both managerial and non-managerial personnel have their unique roles to play. Therefore, an organisation should keep talent pool for continuous efficient performance. According to Iles (2008), talents are those employees who are of great value to the organisation based on either their high potentials for future performance or based on their fulfilling both business and operational critical roles. Armstrong (2009) quoting Chartered Institute of Personnel and Development (2007) explains 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 potential. Lyria (2014) says that there is competition among different organisations with the intent of attracting, acquiring and retaining talents so as to continue their operations and thereby continue to grow. Nigeria has its challenges in talent development as education and training systems in the nation are not necessarily geared towards supplying the talents that will handle challenges in the different corporations and this hinders the development of the needed talents and translate into scarcity of talents in the labour market. According to Sodipo (2014) many tertiary institution graduates are unemployable because they lack requisite skills to fill job vacancies. Human capital development in Nigeria is weak due to under-investment, the country ranked 152 out of 157 countries in the world in 2018 on human capital index (World Bank, 2018). Corporations hire the available hands and endeavour to train and groom them for the work but this may put so much strains on the

organisations especially now in this period of global economic challenges. Talent management is a major global organisational challenge, there is scarcity of talent and organisations are competing for the same pool of talents to acquire and retain for organisational profitability (Gardner, 2002; Onwuka, Ugwu & Kekeocha 2015). Foster (2014) opines that there will be increase in demand for talents in the labour market but that supply will drop.

#### *Talent Management*

Talent management is one of the most recent challenges of organisation management. It is a relatively new research phenomenon in human resource management though it is an important aspect of HRM and has been around as a coinage since the 1990s. Fegley (2006) opines that talent management is an important aspect of HRM and that an organisation's success depends on the talent it can access. Talent management may be seen as the art of attracting, motivating and retaining talents in an organisation; providing for and equipping the employees with all the essential variables that they need to perform and to boost their morale. Talent management entails attracting, recruiting, employing, developing, deploying, retaining, rewarding, motivating and maintaining both the old and the new talents as well as ensuring that the talents are engaged and have job satisfaction for improved performance of organisation which are actually the major challenges of the HR unit and the organisation at large. According to Armstrong (2009), talent management is the process of identifying, developing, recruiting, retaining and deploying those talented people. The organisation needs to put strategies in place to manage the talents for the success of the organisation at all times in spite of economic challenges. Beechler and Woodward (2009), based on Hewitt survey explain that during economic downturn, many organisations plan on increasing their talent management strategies. To get the right employees and make available the needed variables to better manage the talents takes a lot of strategic plans from the organisation, one of such is to get strategic organisation design that will take care of the plans of the organisation for the now and the future.

Talent management is expected to cut across all levels of operations within the organisation as those who have the innate potentials and performing well in the different functioning units contribute to the performance of the organisation when given the necessary motivations and properly groomed for the job. Fegley (2006) concludes in a survey that good talent management strategy will enable junior/mid-level employees to transit into leadership positions as occasion demands in the workplace. Lewis and Heckman (2006) see talent management from a general perspective of the organisation concentrating on enhancing the potentials of high performing employees. The whole essence of talent management is to ensure that the employees perform maximally for the organisation to have sustainable advantage over the competitors. Tanton, (2007) emphasising the importance of talent management opines that it is germane to the achievement of organisational excellence and also a driving force for business success. Some of the factors that the organisation must engage in to manage the talents include well planned out recruitment, selection and placement of well qualified candidates who have the capability of performing excellently in the workplace. Training and development of both current employees and the new entrants; compensation, monetary and non-monetary rewards for the employees; and performance management are also important factors of talent management to get the employees engaged in the organisation with the intent of improving organisational performance.

Since the essence of talent management is to ensure that the organisation achieves its goals, that the customers and the employees are satisfied all of which may translate to improved organisational performance and sustained competitive advantage, then certain variables must be put in place. Human resource planning to determine the needs of the organisation will be the focus of the HR unit and the needed human resource must be determined based on the corporate objectives of the organisation. These employed talents must be trained and motivated to perform well. The pay system must be appropriate so as to be able to retain the talents; reward, compensation and career development,

promotions and succession plans for the talents are also essential parts of talent management. To be able to have the talents unleash their abilities and potentials for the success of the organisation and to be able to retain them to a greater extent, total person approach and industrial democratic practices must be part of the policy of the organisation. All these will reduce employee turnover which has become one of the banes of organisational success (Chen, Lin, & Lien, 2010; Ferreira, Almeida, 2015).

#### *Employee Satisfaction and Organisational Performance*

Employee engagement is about emotional and intellectual commitment of employee to the organisation for efficient and effective performance of the organisation which is an off-shoot of employee job satisfaction, it is when an employee has job satisfaction that he can become committed to the organisation which is employee engagement. For the organisation to achieve positive organisational performance the employees must be well managed and treated humanely and not just a means of production. Employees are human beings first before being workers in any corporation, they get aligned to the objectives of the organisation when they perceive themselves as members of the organisation and are motivated. According to CIPD (2008) report, it is established that organisations lay emphasizes on the importance of talent management which leads to employee job satisfaction and this results in employee engagement. Abolade (2018) finds out in a study that organisation's performance is an analysis of the company's performance as compared to the set goals and objectives. The objective that an organisation sets out to achieve must be met before it can be concluded that the organisation is performing well, performing below the set goals could translate otherwise. The workers in the organisation will ensure the positive performance of the organisation if they are well managed and the necessary incentives provided to enhance their job performance and satisfaction. The outcome of a well-managed workforce is a group of satisfied employees that work for better performance of the organisation for improved productivity or service delivery. According to

Lee and Moreo (2007), employee satisfaction is a key factor to an organisation's success.

### *Objective of the Study*

The objective of this study is to find out if talent management has significant impact on employees' job satisfaction and organisational performance in beverage industry.

### *Research Hypotheses*

The formulated hypotheses are:

Hypothesis One: Talent management has no significant impact on employees' job satisfaction.

Hypothesis Two: Talent management has no significant impact on organisational performance

### **Methods**

The study made use of survey research method to find out the impact of talent management on employees' job satisfaction and organisational performance in beverage industries in Lagos State, Nigeria. Alcoholic and non-alcoholic beverage industries were used as case study because there is an increase in the consumption of these products in Nigeria and especially in the southern region due to urbanisation and increased socialization (Gbadamosi, Iwaloye & Bamber, 2009; Philip, Shittu & Ashaolu 2013; Dumbili, 2013; World Health Organisation, 2019; Flanders, 2020). The intent is to find out if talent management has any impact on the organisation which could be responsible for the industry being able to meet the demand for the products due to increase consumption. Self-structured questionnaire tagged TMESOP (Talent Management Employee Satisfaction Organisation Performance) was used as the instrument for data collection. The instrument had three sections. Section one was structured to elicit demographic information of all the respondents. Section two was structured to elicit information from the managerial cadre respondents on the impact of talent management on organisational performance in the areas such as production, customer patronage, employee performing to set standards, employee meeting deadlines, customers' satisfaction with the

organisation, employees' attitude to work, employee job performance, improved sales volume and employee turnover. Section three was structured to elicit information from non-managerial cadre employees on the impact of talent management on employees' job satisfaction in the areas of training, career progression, job security, employee recognition, conducive work environment, effectiveness of employee appraisal process, employee promotion process, regular and commensurate pay, good employee welfare (monetary and non-monetary) and availability of equipment to work with. The instruments for data collection were subjected to pre-test to ascertain their reliability and Cronbach's Alpha coefficient used for the pre-test yielded 0.86 for talent management and employee job satisfaction, 0.83 for talent management and organisational performance. There are over 865 food and beverage industries in Nigeria. In Lagos, there are twelve non-alcoholic manufacturing companies and ten alcoholic manufacturing companies. Random sampling technique was used to select three each from the two sets of industries. The population consisted of two thousand six hundred and forty-seven workers. Participants were randomly selected from the six beverage industries, three alcoholic and three non-alcoholic beverage industries, this gave every member of the population the probability of equal chance of being a part of the sample. Sixty participants were randomly selected from each of the six organisations comprising of twenty managerial cadre employees from each and forty non-managerial cadre employees from each and these made up three hundred and sixty participants. The questionnaire was distributed to the participants by the researcher and three assistants after getting approval of the superior officers and explaining in details what the questionnaire was about so as to get maximum support and participation. The researcher and the assistants stayed on over a long period of time to ensure that the questionnaire was properly filled and collected from the respondents. The data collected were analysed using descriptive statistics to analyse personal information of the participants. The two hypotheses formulated for the study were tested using regression analysis which aided in finding out the impacts of the independent variable- talent

management, on the two dependent variables-employees' job satisfaction and organisational performance.

### Results

Frequency and percentage statistics was used to analyse the data collected from the participants and regression analysis was used to test the two hypotheses drawn for the study. Male participants accounted for 255 of the total sample which represents 70.8 % and the female made up 105 of the sample which represents 29.2 %. Frequency distribution reveals that respondents between the ages 21-30 years represented 18.6 % with frequency distribution of 67, 31-40 years represented 30.3 % (109), and 41-50 years yielded 28.3 % (102) while those who are 50 years and above made up 22.8 % (82).

Most of the respondents have higher education qualification, those with B.Sc./HND were 169 of the total number of the sample size which yielded

46.9 %, M.Sc. /M.A. accounted for 23.1 % (83 respondents) resulting in cumulative percentage of 70 %. Employees with West African School Certificate and Ordinary National Diploma made up 30.0% (108) of the respondents. Majority of the respondents are married as the group accounted for 203 of total number of respondents which yielded 56.4 %. The single ones accounted for 141 of the total number of the respondent and yielded a frequency of 39.2 %, those separated from their spouses were 5 and yielded 1.4 % and the divorced were 11 in number and gave a frequency of 3.1 %. Analysing the length of service, 183 of the total number (50.8 %) of the respondents have spent 2-5 years in the industry, people with 6-9 years of service accounted for 126 (35.0 %) while respondents who have spent 10 years and above in the industry accounted for 14.2 % (51 respondents). The managerial cadre accounted for 33.3% and non-managerial cadre employees make up 66.7 %; permanent staff accounted for 76.1 % and contract staff constituted 23.9 %.

*Table 1: The impact of talent management on organisational performance based on responses of employees in the managerial cadre*

S/N	Questions	Yes (%)	No (%)
1	Does the organisation practice talent management?	120 (100%)	-
2	Does talent management activities contribute to better production in the organisation?	109 (91%)	11 (9%)
3	Are there improved sales of products as a result of talent management practices?	107 (89%)	13 (11%)
4	Are there improved customers' patronage?	108 (90%)	12 (10%)
5	Are the employees in your unit performing to the set standards?	104 (87%)	16 (13%)
6	Can you say the level of employee turnover in the industry is high?	5 (4%)	115 (96%)
7	Can you say that the customers are satisfied with the operations of the industry?	108 (90%)	12 (10%)
8	Do employees report for work regularly and early?	112 (93%)	08 (7%)
9	Can you say that workers in your unit meet deadlines?	109 (91%)	11 (9%)
10	Are employees informed on how their work contributes to the company's overall objectives?	85 (71%)	35 (29%)

*Source:* Survey Data and Author's Computation, 2021.

Table 1 shows the total number of managerial cadre employees as 120, 91% (109) of them affirm that talent management activities contribute to better production in the

organisation, 89 % agree that there is improved sales and 91 % agree that workers meet their deadlines and 87 % agree that employees perform to set standards. All these show the impact of

talent management in boosting production, customer patronage and low employee turnover. These are indications that the employees work

better as a result of talent management practice in the organisation.

*Table 2: The impact of talent management on employees' job satisfaction based on responses of non-managerial cadre employees*

S/N	Questions	Yes (%)	No (%)
1	Do you have career progression in this organisation?	166 (69%)	74 (31%)
2	Have you gone for some trainings since you joined the organisation?	175 (73%)	65 (27%)
3	Can you say you have job security here, that you are not likely to be laid off?	146 (61%)	94 (39%)
4	Is your salary commensurate to the work you do?	197 (82%)	43 (18%)
5	Do you receive sufficient praise and recognition for your achievements in this organisation?	142 (59%)	98 (41%)
6	Are you paid as and at when due?	218 (91%)	27 (9%)
7	Can you say there is employee welfare, for instance, monetary and non-monetary incentives for workers?	214 (89%)	26 (11%)
8	Does the industry provide workers with the right equipment to aid the work of the employees?	223 (93%)	17 (7%)
9	Do you feel that the industry's employee appraisal process is effective and fair to all?	209 (87%)	31 (13%)
10	Do you think there is enough transparency in companywide decision-making processes?	190 (79%)	50 (21%)
11.	Can you say that employees are promoted as and at when due?	202 (84%)	38 (16%)

Source: Survey Data and Author's Computation, 2021.

Table 2 shows that all the responses provided by participants indicate that the employees have job satisfaction, for instance, 93 % of the respondents indicate that workers are provided the right equipment to work with. The workers indicate that there is fair and effective employee appraisal process with 87 % agreeing to this and 84 % of the respondents agreeing that employees are paid

as at when due. All these are indications of employee job satisfaction.

### Research Hypotheses

**Hypothesis One:** Talent management has no significant impact on employees' job satisfaction

*Table 3: Regression Model Summary<sup>b</sup> of Talent Management and Employee Job Satisfaction*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.302 <sup>a</sup>	.091	.087	.412	.091	23.907	1	238	.000

a. Predictors: (Constant), Talent Management

**Decision Rule:** The regression analysis results in table 3 shows that the coefficient of R-square ( $R^2$ ) of 0.091, indicates that talent management

accounts for 91% of the overall variance, which is a high coefficient in the determination of employees' job satisfaction. This shows that

talent management has high positive significant impact on employees' job satisfaction. This analysis is based on the responses of employees

in the non-managerial cadre. Therefore, the null hypothesis ( $H_0$ ) is rejected while the alternative hypothesis ( $H_1$ ) is accepted.

**Table 4: Coefficients<sup>a</sup> Summary of Talent Management and Employee Job Satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.465	.148		36.992	.000
Talent Management	.156	.032	.302	4.889	.000

a. Dependent Variable: Employee Job Satisfaction

**Decision rule:** The coefficient summary on table 4 reveals the degree of the impact of talent management and employee job satisfaction. The statistical result shows talent management thus:  $\beta = .156$   $t=4.889$ ; (Sig. 0.000),  $p<0.05$ . The statistical result which is based on responses of

employees in the non-managerial cadre implies that talent management has significant impact on employees' job satisfaction.

**Hypothesis Two:** Talent management has no significant impact on organisational performance.

**Table 5: Regression Model Summary of Talent Management and Organisation Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.184 <sup>a</sup>	.034	.026	1.109	.034	4.152	1	118	.044

a. Predictors: (Constant), Talent Management

**Decision rule:** The regression analysis results in table 5 show that the coefficient of R-square ( $R^2$ ) of 0.034, indicates that talent management account for 34% of the overall variance, which is a high coefficient in the determination of organisation performance. This shows that talent

management has positive significant impact on organisation performance. This analysis is based on the responses of employees in the managerial cadre. Hence, the null hypothesis ( $H_0$ ) is rejected while the alternative hypothesis ( $H_1$ ) is accepted.

**Table 6: Coefficients<sup>a</sup> Summary of Talent Management and Organisation Performance**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.515	.874		2.879	.005
Talent Management	.375	.184	.184	2.038	.044

a. Dependent Variable: Organisation Performance

**Decision rule:** The coefficient summary on table 6 indicates the degree of the impact of talent management on organisation performance. The statistical result shows that talent management  $\beta = .375$   $t=2.038$ ; (Sig. 0.044),  $p<0.05$ . The statistical result is based on responses of employees in the managerial cadre which implies

that talent management has significant impact on organisation performance.

### Discussion

This study establishes that talent management has high positive significant impact on employees' job satisfaction. The regression analysis result shows the coefficient of R-square



as  $(R^2)=0.091$ , this shows that talent management accounts for 91% of the overall variance, which is a high coefficient in the determination of employee job satisfaction. The degree of the impact of talent management on employee job satisfaction as established by the coefficient summary is  $\beta = .156$   $t=4.889$ ; (Sig. 0.000),  $p<0.05$ , this confirms that there is a significant impact of talent management on employee job satisfaction. Dixit and Arrawatia (2018) conclude in their study that talent management has positive impact on employee job satisfaction and performance. Also, Lei, Basit & Hassan (2018) find out through their study that talent management has significant positive impact on employee job satisfaction, these are in agreement with findings of this present study. In the light of this, talent management being an important factor in employee job satisfaction should be a major organisational policy and efforts should be geared towards ensuring its full practice for the benefit of the employees and the organisation.

This study establishes that talent management has positive impact on organisational performance. The regression analysis shows that the coefficient of R-square ( $R^2$ ) of 0.034 indicates that talent management account for 34% of the overall variance, which is a high coefficient in the determination of organisational performance. The coefficient summary indicates the degree of impact of talent management on organisational performance as  $\beta = .375$   $t=2.038$ ; (Sig. 0.044),  $p<0.05$ . This result agrees with the findings of Fatile & Etim (2020) that talent management enhances performance of public sector organisations. Also, the result of this study agrees with that of Heinen & O'Neil (2004) that talent management is the best strategy for creating a long-term competitive advantage which is an indication of organisational performance.

### *Conclusion and Recommendation*

Based on the findings of other scholars as reviewed in this study and the findings of this present study, the importance of talent management for employee job satisfaction and better organisation performance are established. It is known that the human resource is the main and the most important resource in the workplace as the human resource put both the human and

non-human resources to use to achieve organisational goals, and managing them well for the achievement of organisational objective is advantageous for any organisation. All the factors that make up talent management in organisation should be used to enhance employee job satisfaction and organisational performance. Organisations should have talent pool from where it could draw for work continuity. Employees in the organisation must be well managed to ensure employee satisfaction, employee engagement, improved organisational performance and customer satisfaction. Organisation policy makers should of necessity make sure that the organisation has talent management policy and ensure it is functioning.

There are fewer people who have the right qualifications and skills in the labour market and different organisations are competing for these few people and desiring to get the best out of the labour market. There is the need therefore for collaborative arrangements between the universities and other training institutions on one hand, and production and service organisations on the other so as to train learners to meet the needs of the corporations.

The Human Resource Department of the organisation is fully involved in employment process and should put all the strategies of attracting the best candidates and ensuring that they are rightly placed in their job, train them, give them the right motivation and thereby retain them. For organisation to matter in the scheme of things in the present globally competitive business world, strategic talent management programmes must be the priority. Technology drives the way business is conducted globally and organisation should key in fully and use this advantageously for talent management.

Customized incentives may be given to the talents for them to be committed to the organisation and thereby contribute immensely to organisational performance. Motivation is a strategy that may be employed in getting the talents to perform, therefore, those things that motivate them must be known and used for the purpose. Contemporary pay system or even higher than what other competitors are paying, career development,

greater autonomy, conducive work environment, industrial democratic practices, flexible working hours and better condition of work, the use of total person approach in management, rewards and benefits, training and staff development programmes are essential to get the talents committed and therefore enhance organisational performance. Management teams must step up their game to ensure well balanced talent management programme in the organisation so as to have competitive advantage for improved production and efficient service delivery for better customer and employee satisfaction.

### References

- Abdulquddus, M. (2015). The impact of talent management on employee engagement, retention and value addition in achieving organisational performance. *International Journal of Core Engineering and Management*. 1(1), 1-10.
- Abolade, D.A. (2019). Effects of family demands on job performance and intention to quit of female employees in selected financial institutions in Akure, Nigeria. *Economic Insight- Trend and Challenges*. 8(71), 11-26
- Abolade, D. A. (2018). Impact of employees' job insecurity and employee turnover on organisational performance in private and public sector organisations. *Studies in Business and Economics*, 13(2), 5-19.
- Adeosun, O.T. & Ohiani, A.S. (2020). Attracting and recruiting quality talents: firm perspectives. <https://www.emerald.com/insight/2633-0091.htm>
- Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management* 11<sup>th</sup> edition, London: Kogan Page, pp. 580.
- Beechler, S. & Woodward, I.C. (2009). The global "war for talent". *Journal of International Management*. 15, 273-285.
- Chartered Institute of Personnel and Development (2007f). *Talent Management Facts Sheet*, CIPD, London.
- Chen, M.F., Lin, C.P., & Lien, G.Y. (2010). Modelling job stress as a mediating role in predicting turnover intention. *The Service Industry Journal*, 1743-9507.
- CIPD (2010). Annual survey report: learning and talent development. <http://www.cipd.co.uk/NR/rdonlyres/BC060DD1-EEA7-4929-91421AD733F95E7/5215>.
- Dixit, S. & Arrawatia, M.A. (2018). The impact of talent management on job satisfaction and employee performance in public sector banks of Rajasthan. [www.ijcrt.org](http://www.ijcrt.org) 6(1).
- Dumbili, E. (2013). Changing patterns of alcoholic consumption in Nigeria: An exploration of responsible factors and consequences. *Medical Sociology Online*. [www.medsoconline.org](http://www.medsoconline.org)
- Fatile, J.O., Afegbua, S.I. & Etim E. (2020). Talent management and public sector performance: an assessment of Lagos State Ministry of Education, Nigeria. *The Journal of Social Sciences Research*, 6(9), 845-855.
- Fegley, S. (2006). Talent management survey report. Available: <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/documents/2006%20talent%20management%20survey%20report.pdf>
- Ferreira, L.C. & Almeida, C.B. (2015). Employee turnover and organisational performance: a study of the Brazilian retail sector. *Brazilian Business Review*, 12(4), 27-56.
- Flanders Investment and Trade (2020). Food and beverage industry in Nigeria. [www.flandersinvestmentandtrade.com](http://www.flandersinvestmentandtrade.com)
- Foster, M. (2014). Retention and succession planning study, Human Capital Institute (HCI).
- Gardner, T.M. (2002), Competitive interaction for scarce human resources. *Human Resources Management Periodicals*, 41, 225-237.
- Gbadamosi, A., Iwaloye, O.O. & Bamber, D. (2009). An exploratory study of students' consumption of non-alcoholic beverages in Nigeria: A qualitative perspective. *Nutrition & Food Science*, 39(6), 609-618, <https://doi.org/10.1108/00346650911002931>
- Heinen, J. & O'Neil, C. (2004). Managing talent to maximize performance, *Employment Relations Today, Summer*, 31(2), 67-82.
- Iles, P. A. (2008): Book review: Talent balancing: staffing your company for long-term success, Human Resource Development International, 11(2), 215-8.
- Lee, C., & Moreo, P. J. (2007). What do seasonal lodging operators need to know about

- seasonal workers? *International Journal of Hospitality Management*, 26(1), 148–160.
- Lei, K.Y., Basit, A. & Hassan, Z. (2018). The impact of talent management on job satisfaction: A study among the employees of a travel agency in Malaysia. *Indonesian Journal of Applied Business and Economic Research*, 1(1), 1-19.
- Lewis, R. E., & Heckman, R. J. (2006). Talent management: A Critical Review, *Human Resource Management Review*, 16, 139–154.
- Lyria, R. K. (2014). Effect of Talent Management on Organizational Performance in Companies Listed in Nairobi Securities Exchange in Kenya (Doctoral dissertation).
- Manuti, A. & Davide de Palma (2015). Why Human capital is important in organisations. London: Palgrave Mac Millan.
- Mattone, J., Xavier, L. (2013). Talent Leadership: A Proven Method for Identifying and Developing High-Potential Employees, AMACOM
- Mohammad, P. & Nojedah, S.H. (2016). A review of the role of human capital in the organisation. 3<sup>rd</sup> International Conference on New Challenges in Management and Organisation: Organisation and Leadership, 2 May 2016, Dubai, AUE. Elsevier Procedia-Social and Behavioural Sciences, 230, 249-253.
- Onwuka, E.M., Ugwu, K.E. & Kekeocha (2015). The relationship between talent management and employee's performance in Nigerian public sector: A study of selected firms in Delta State. *International Journal of Economics, Commerce and Management*, 3(5), 1581-1592.
- Parilla, J. & Liu, S. (2019) *Talent-driven economic development, a new vision and agenda for regional and state economies*. Metropolitan Policy Program at Brookings.
- Philip, B.B., Shittu, A.M & Ashaolu, O.F (2013). Demand for non-alcoholic beverages among urban households in Southwest, Nigeria. *African Journal of Food, Agriculture, Nutrition and Development*, 13(3), 7853-7869.
- Santhanalaxmi, K. & Chandramohan, S. (2019). Talent management: A tactic to develop organisational performance for business sustainable. *Journal of Scientific Research and Review*. 8(1), 420-426.
- Sodipo, O.O. (2014). Employability of tertiary education graduates in Nigeria: Closing the skills-gap. *Global Journal of Human Resource Management*, 2(3), 28-36
- Tanton, S.N. (2007). Talent management in the role of employee retention, Available: <http://uir.unisa.ac.za/dspace/handle/10500/142>
- World Bank, 2018. Nigeria labour participation 1999 to 2018. <https://data.worldbank.org>
- World Health Organisation (2019). Alcoholic per capita consumption in Africa. [statista.com/statistics/1038427/alcohol-per-capita-consumption-africa-countries/#statisticsContainer](https://statista.com/statistics/1038427/alcohol-per-capita-consumption-africa-countries/#statisticsContainer)