

Talent Management and Employee Commitment in Selected Pharmaceutical Companies in Nigeria.

DIM, Ethel Mary *PhD*; UDU, Gabriel Obasi Chidozie *PhD*; ARISI-NWUGBALA Emmanuel A. *PhD* and ULOH, Fabian U. *PhD*

**Chukwuemeka Odumegwu Ojukwu University, Igbariam And
***Ebonyi State University, Abakaliki.*

Abstract

The work investigates talent management and employee commitment of selected pharmaceutical companies in Nigeria. Attracting three hypotheses and three objectives respectively. Descriptive survey approach was applied, data sourced from a five point likert scale questionnaire. The study was anchored on human capital theory by Becker 1964. Population of 1968 representing all the selected pharmaceutical companies used in the study sample of 322 employed using Cochran sample size recommendation. Pearson's product moment correlation coefficient was used to test the hypothesis findings revealed that a significant positive relationship exists between talent retention and employee commitment in the pharmaceutical companies used. Significant positive relationship exist between career advancement and employee commitment in selected pharmaceutical companies used and positive relationship also exist between employee engagement in selected pharmaceutical companies used in the study. The study concludes that talent management contributes significantly to employee commitment of pharmaceutical companies. Recommendations were made that these pharmaceutical companies should identify and build those qualities that should attract talented employees because in doing so, they will retain them. Pharmaceutical companies should employ people that are fit to develop their career so it will be of advantage to the company.

Key Words: Talent Management, Pharmaceutical companies, Employee commitment.

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I. INTRODUCTION

Talent management consist of talent planning and development. Talent management is integrated set of activities to ensure that organization attracts, retains, motivates and develops talented people it needs both now and in future. Talent is a corporate resource, everyone in the organization has talent though some have more talent than others. Talent management processes should not be limited to some favoured employees. F.C. Eze 2006 organizations have realized that the key resource is human resources for this reason organization are competing against each other in the quest to acquire and retaining talented employees that will ensure success in business operations as well as focusing on its growth plan without much hitches (Gardner 2002). Today more befitting values are being accorded to employees in the framework of firms as they are currently regarded to as talents at work in a firm, this introduced the emergence of talent management (kehinde 2012).

To deal with challenges in any organization management have realized that there is need to depend on the right talent at any given time to implement and monitor the strategy of a business. Management is seen as conscious process that ensures that organizations are well able to attract retain motivate and develop talented individuals it needs to pursue and achieve its objectives successfully. (Cappelli 2008).

History of pharmacy in Nigeria is old though large unrecorded, medical knowledge was largely kept by traditional healers information of healing both materials and methodology were passed from generation to generation verbally orally sometimes lost due to death. Before the advent of early European missionaries major source of healing the sick was through traditional healers.

Early years of European Pharmacy practice covers from 19th century to first decade of 20th Century during this period pharmacy education was training of Nigerians in dispensing through apprenticeship under physicians, preparing simple solutions and mixture serving as dispensers in hospital or opening medicine shops to serve Nigeria community example of such was shop of Mr Richard Zaccheus Bailey opened in 1887 along Balogun street Lagos.

Pharmaceutical companies in Nigeria is a association that is built through shared values and commitment to a common goal they have responsibility of dispensing quality drugs to the masses or Nigeria

populace. Since the significance of talent management cannot be over emphasized in any organization it is therefore to this end that this present study seeks to examine the nature of talent management and employee commitment in selected pharmaceutical companies in Nigeria.

Statement of Problems

Employees are obligated to remain in an organization as long as possible as long as factors that attract them remain but this is not so as most pharmaceutical companies deviate from the contracted agreement it has with its employees consequence of this is that talented employees might hoard vital information and reduce the amount of knowledge they make available to their organization, this might discourage these talented employees from joining most organization employees will be commuted to work if organization will retain them most pharmaceutical companies a times look down on employee performance and rewarding of hard work of these employees with turnover. Career advancement and management not done on merit, promotions to decision making these employees excluded it is against this drop we tend to know the relationship between talent management and employees commitment in selected pharmaceutical companies in Nigerian.

Objectives of the Study

The main objective is to analyze the nature of relationship that exist between talent management and employee commitment of selected pharmaceutical companies in Nigeria.

Specific Objectives

- Ascertain the relationship between talent retention and employee commitment of pharmaceutical selected companies in Nigeria.
- Determine the degree to which career advancement and management will effect employee commitment of selected pharmaceutical companies in Nigeria.
- Explore the relationship existing between employee commitment and employee engagement of selected pharmaceutical companies in Nigeria.

Research Hypotheses

These hypotheses were formulated to guide this study.

- Positive nature of relationship exists between employee engagement and employee commitment of selected pharmaceutical companies in Nigeria.
- Positive nature of relationship exists between talent retention and employee commitment of selected pharmaceutical companies in Nigeria.
- Career advancement and management significantly affects employee commitment in pharmaceutical companies in Nigeria.

II. REVIEW OF RELATED LITERATURE

Talent management (TM) is a process that has gained the attention of researchers since the 1990s (Shaemi,Allemah&Bajgerani 2011) Talent management emerged at the period when the phrase the war for talent was introduced in the society research studies.

Globalization played a great role in making this competition for talent known throughout the world. Most organizations that want to stand the competition are hunting for exceptional talents that would best serve their interest in stiff competition among organizations and countries main challenge that worries them is how to capture the best talents. (Shaemi 2011) asserts that it has been a problem and strategic priority of organizations to retain talents in their organizations since the last decade.

Pharmaceutical companies have come a long way in Nigeria, pharmaceutical company started with may & baker in 1944, Glaxo and Pfizer in 1954, these pharmaceutical companies were mainly into importation and marketing of pharmaceutical, large scale drug production began in the 1960s involving government agencies multinational companies and private entrepreneur presently there are more than is 115 registered pharmaceutical manufacturers in Nigeria, they manufacture various pharmaceutical drugs, they have contributed greatly to the economic growth of the nation.

Other pharmaceutical companies in Nigeria we have Juhel at No. 35Nkwubor Road Emene Enugu, Chazamx at Odume layout NkporObosi Road at Anambra , KingsizePharmaceutical ltd at km 15 old Enugu Express OgidiAnambra State, Abia State Maobison pharmaceutical ltd osisioma Road Aba, Delta Zunamediks pharmaceutical Ltd 16 GBC Murphy Avenue of BeninAsaba Express way, Edo State Esehi pharmaceutical ltd at 4b 2nd isiwuwa land off mm way Benin city, Imo Afrik pharm – plc No. 1 Afrik road AwoOmammaOrlu East LGA, Kano Asad Pharm Ltd plot 50 independence road Kawaji Kano, Kwara State Bloraj at 405 Karma Rd Ilorin, Kwara State, Lagos State Emzor, Pharmaceutical – Industries Ltd Ajao estate Isolo Lagos 10 KolawoleShanubare street. Oyo State Bentos pharmaceutical ltd at km 8 old lagos Road Ibadan Oyo state Ogun

State, Drug field pharmaceutical company km 38 lynson chemical avenue expressway sangootta Nigeria. These companies should retain talented employees if they want to survive.

Talent management can be viewed in different directions by researchers. Some see it as a system and strategy some perceive it as being a process, others see it as a tool. Talent management being a system designed to increase workplace productivity by developing improved processes for attracting development retaining and making the best use of employees with required skills that best meets the short and long term needs of business organization. (Kehinde 2012)

Talent management is a systematic and organized use of human resources management policies aimed at attracting talented individuals with the aim of developing and retaining these talents without losing focus of strategic direction of the organization (Torique and Schuler 2010).

For Talent management to be effective in pharmaceutical companies there is need to pay close attention to these key areas viz, talent retention, and career management and employee engagement. Talent retention is aimed taking critical measures needed to encourage employees to remain productive in the organization over a speculated period of time. Organizations need to retain talented employees instead of losing them to their competitors. (Rita 2013).

Organizations are advised to fill higher position with employees working with them already because they already know the culture of the organization. Adoption of this kind will reduce high cost of employee recruitment. Organization trying to attract the best talent should brace up their cooperate brand which serves as an edge over rivals. Organizations that fail to build a brand image will find it difficult to attract right talents. Rewarding employees both extrinsic and intrinsic are valuable to fill their needs and help in retaining talented employees. Career management is made up of formal and informal activities that includes job enrichment, workshop, job mobility and career progression ladder, organization can plan on how to make available self development programs, advancement opportunities and monitoring.

Pargham (2013) sees career management as having two types viz ;Organizational career and management and individual career management. Organization career management entails programs and behaviour offered by organizations to sustain their employee career success eg performance appraisal, career planning, retirement preparation, individual career management is responsibility of employees. Graduates can encourage themselves to remain employable and marketable by developing a lifelong skill in the market if the employees are highly talented, there might be need to involve them in business decisions.

Work Engagement; Emotional attachments that binds an individual with his work. It is the level at which workers commit to something in their organization as well as developing resilience to remain active in their organization as a result of commitment they have towards their organization. It can also be measured by the degree to which workers have a feeling of satisfaction and emotional intelligence for continued business success. Commitment yields improvement, increasing productivity also helps in retaining employees. (Talyor 2011)

Employ engagement; refers to optimistic, affective and psychological work related state of mind that lead workers to articulate and invest fully in performing their work. Employee commitment refers to focus and desire of workers to undertake task and conclude it effectively. Employee commitment is the measure of relative strength of an employee to identify with and get involved in a particular organization, knowledge skill know how and experience of work force that is useful to organization.

When an employee is committed to organization where he/she works they will put in their best to achieve organizational goals without checking time wasted, seeing the success of their organization as priority. Behavioral approach was known as exchange base and holds that individuals to the organization as long as their position is secured also t discourages turnover. Moral approach and physiological approach relates to dedicating of one's energy to organizational goals.

Theoretical framework.

This work is anchored on human capital theory which was developed by Becker in 1964, the theory states that if organization invest in its employees it will in turn leads to increase in performance and overall organizational productivity. Human capital theory sees investment in employees will lead to their commitment in the organization because organizations value them that's why they invest in them. Repaying the organization is to be committed to work and if the organization sees a better outcome in the little they have done they will do more, investing in employees will improve the level of service delivery of the organization because a trained employees will give you the best of his/her capabilities and better than untrained employee. Organizations that invest on employees have edge over other competitors

Empirical review

Evans (2012) investigated the effect of employer branding on the attraction and retention of employees in banking sector in Ghana. Descriptive survey was used for the study. Eighty employees both senior and junior

was used data analyzed using inferential statistic result showed that organization used employer branding processes in their business to attract talented employees. Brand organizations significantly influence decisions of employees to join and stay in the organization. Suggestions were made that employers should maintain conducive work environment with conditions to enable employees feel comfortable and remain in the organization

Rashmi (2016) reviewed the findings of the search papers of various authors and employing retentions and commitment so as to ascertain the factors that impact employee’s commitment and retention in a work environment the study examine the following factors career development opportunities effective talent management, strategies, investing in training and development etc. The author was of the opinion that there is no fixed practices that show relevant and significances as to show how to retain employees and keep them committed towards the organization because employers lay different emphasis on different variables depending on what suit their organization best, conclusion were given that for organizations to survive and compete with others they have to retain their best employees and keep them committed to the organization.

III. METHODOLOGY

Research Design and Area of the study

The study adopted descriptive survey research design which serves best for this type of research work while the area of study covers pharmaceutical companies in different parts of the Nigeria.

Population of the study

The population of the study comprises of 1968 selected qualified employees of the pharmaceutical firms.

s/n	Name	Address	Population
1	Juhel	35 Nkwubor Road Emene Enugu	380
2			
3	Albenpharmaceutical company	KM 15 Old Onitsha Road ,Ogidi,Anambra state	70
4	Ekoh Pharmaceutical company Abakaliki	4B,Ojoja Road Abakaliki,Ebonyi state	56
5			
2	Chazamx	Odume layout NkporObosi Road at Anambra	70
3	Kingsize Pharmaceutical ltd	Km 15 old Enugu Express OgidiAnambra State, Abia State	215
4	Maobison pharmaceutical ltd	osisioma Road Aba, Delta	100
5	Zunamediks pharmaceutical Ltd	16 GBC Murphy Avenue of Benin Asaba Express way, Edo State	88
6	Esehi pharmaceutical ltd	4b 2 nd isiwa land off mm way Benin city, Imo	82
7	Afrik pharm – plc	No. 1 Afrik road AwoOmammaOrlu East LGA	115
8	Kano Asad Pharm Ltd	plot 50 independence road Kawaji, Kano	77
9	Bloraj	405 Karma Rd Ilorin, Kwara State	63
10	Emzor, Pharmaceutical – Industries Ltd	Ajao estate Isolo Lagos 10 KolawoleShanubare street	380
11	Bentos pharmaceutical ltd	8 old Lagos Rd Ibadan Oyo state	80
12	Drug field pharmaceutical ltd	Km 38,Lagos Abeokuta Expressway Sango Otta ,Ogun State	190

Adopted from internet, July2021

Sample size and sampling technique

A sample is the selection of elements or individuals from a large population. Population that are large Cochran (1969) developed an equation to yield a representative sample for proportion as follows

Sample size determination

A sample is the selection of elements or individuals from a larger body or population. For population of this study,it is 1968, Cochran (1969) developed the Equation 1 to yield a representative sample for proportions.

$$n_0 = \frac{Z^2pq}{e^2}$$

Where

- n_0 = Sample size
- Z^2 = abscissa of the normal curve that cuts off an area α at the tails ($1 - \alpha$ equals the desired confidence level, e.g., 95%)
- e = the desired level of precision (0.05)
- P = the estimated proportion of an attribute that is present in the population (assume $p = .5$ maximum variability)
- q = $1 - P$ ($1 - .5 = 0.5$)

Note: The value of Z is found in statistical tables which contain the area used the normal curve. Furthermore, the research desire a 95% confidence level and $\pm 5\%$ precision. The resulting sample size is demonstrated in Equation 2.

$$n_0 = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2 (.5)(.5)}{(0.05)^2} = \frac{0.9604}{0.0025}$$

$$n_0 = 384.16 \approx 384 \text{ staff of the pharmaceutical companies}$$

For this study, the population is 1968, adopting the statistical modification formula method developed by Cochran for sample size

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Here, n_0 = Cochran's sample size recommendation = 385

N = the population size

n = the new adjusted sample size

$$= \frac{385}{1 + \frac{(385 - 1)}{1968}} = \frac{385}{1 + \frac{(384)}{1968}} = 322$$

IV. METHOD OF DATA ANALYSIS

Data collected for the study were analyzed using two tools: the descriptive statistics to present the frequencies and percentage mean and standard deviations, and inferential statistics. The hypotheses earlier formulated for the study was tested using Pearson's product correlation with the aid of Statistical Package for Social Science (SPSS) Ver.24. The decision rule is thus; reject the null hypotheses if P-value is greater than 0.01 level of significance, otherwise accept the null hypotheses.

Test of Hypotheses

Hypothesis One: Talent Retention significantly affects Employee Commitment.

Pearson Correlation Analysis between Talent Retention and Employee Commitment

Employee Commitment

Pearson Correlation (Talent Retention).434**

Sig. (2-tailed).000

N303

**** Correlation is significant at the 0.01 level (2-tailed).**

Source: SPSS Ver. 24

The result shows that talent retention and employee commitment were significantly correlated, $r=434$, $p < .05$. Thus, the study finds evidence to refute the null hypothesis and accept the alternate, that, there is a significant positive relationship between talent retention and employee commitment.

Hypothesis Two: a positive nature of relationship exists between talent retention and employee commitment.

Pearson Correlation Analysis between Talent Retention and Employee Commitment

Employee Commitment

Pearson Correlation (Career Management).671**

Sig. (2-tailed)'.000

N303

**** Correlation is significant at the 0.01 level (2-tailed).**

Source: SPSS Ver. 24

The result shows that career management and employee commitment were significantly correlated, $r = .671$, $p < .05$. Thus, the study finds evidence to refute the null hypothesis and accept the alternate, that, there is a significant positive relationship between career management and employee commitment.

Hypothesis Three: Career Management significantly affects Employee Commitment.

Pearson Correlation Analysis between Career Management and Employee commitment.

Employee Commitment

Pearson Correlation (Career Management)-.571**

Sig. (2-tailed).000

N303

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

Source: SPSS Ver. 24

The result shows that career management and employee commitment were significantly Correlated, $r = -.571$, $p < .05$. However, the nature of relationship was a negative one. Thus, the study finds evidence to accept the null hypothesis and reject the alternate, that, there is no Significant positive relationship between career management and employee commitment.

V. DISCUSSION OF FINDING

This study was aimed at determining the existing relationship between Talent Management and employee commitment of pharmaceutical companies in Nigeria. Three specific objectives were developed to guide the study. The first was to ascertain the extent to which talent retention influences employee commitment. **From** the result obtained, it was seen that Talent retention positively affects employee commitment. If pharmaceutical companies can build on and develop those qualities it possess that tends to make them attractive to prospective employees, they will not just grow, but will have the ability to attract the best creative brains that will propel the course of their companies towards achieving greater stride and progressively become a force to reckon with in the pharmaceutical sector of Nigeria. This finding is line with the findings of Azotam (2018) when they theoretically reviewed Talent Attraction and its Relationship to Organizational Productivity of universities in south east Nigeria, working condition, compensation and benefits, and good employment practices as factors affecting 'employee attraction in an organization. The second objective was to examine the type of relationship that exists between talent retention and employee commitment. The correlation result between talent retention and employee commitment shows that a significant positive relationship exists between talent retention and employee commitment. This means that as long as the concerned pharmaceutical companies are committed to the course of retaining the services of very talented employees by offering incentives and creating the enabling environment that will be conducive for these employees, in turn, these employees will be so much attached to their pharmaceutical companies; so much that the thought of leaving the organization will not be entertained by them. The finding of this is in line with the that of Jane, Susan and Michael (2017) when they concluded that, the most important task in human resource management is in retaining employees who will in the long-term aid the growth of an organization and will also add to their goodwill. Also, as identified by Par Vanch (2016) several factors which include excessive workload, job stress, are part of what mitigates retention strategy in organization. If pharmaceutical companies can work on the above mentioned factors that militate against employee retention in pharmaceutical companies, they will thus reap the fruit of having a committed workforce. Also, Kehinde(2012) is of the opinion that there are no fixed practices that show the relevance and significance as to how to retain employees and keep them committed towards the organization because employers lay different emphasis on different variables depending on what suits their organization best. However, the researcher concludes by saying that for any organizations to survive in today's ever increasing competition where employee poaching is on the rise, it is very important for organizations to retain their best employees and keep them committed towards the organization. *The third objective* was to determine the degree to which employee commitment significantly affects employee engagement. The test of hypothesis three shows that employee commitment and employee engagement correlated negatively. Employees in the studied pharmaceutical companies do not really pay much attention to the fact that offering employees opportunity to advance their respective career would automatically lead to a greater commitment.

5.3 Recommendations

Based on the findings of this study, the following recommendations emanated;

1. Organizations should identify and build on those qualities that attract talented employees because it will help them to attract prospective talented employees and retain the services of the already employed employees.
2. Employees should be given the opportunity to take up greater responsibility in their organization as it will propel them towards self development and growth in their organization
3. Pharmaceutical companies should go to a reasonable extent to assist employees in whatsoever means they deem fit to develop their career path as this would in turn be to the advantage of the organization.

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