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DOES TALENT MANAGEMENT PRACTICES IMPACT SERVICE QUALITY IN NIGERIA?

人才管理實踐是否會影響尼日利亞的服務質量

Jimoh, Adams Lukman[a,b*], Daisy Mui Hung Kee[a], Odebunmi, Abayomi Tunde[a]
[a]School of Management, Universiti Sains Malaysia,
11800 Universiti Sains Malaysia, Pulau Pinang, Malaysia.
[b]Department of Industrial Relations and Personnel Management,
Faculty of Management Sciences,
University of Ilorin, 1515 Ilorin, Nigeria.
*Corresponding author: Jimoh@student.usm.my

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Abstract

Over the years, the field of talent management has attracted much attention among stakeholders. Therefore, this present study aims to explicitly state whether talent management impacts service quality. The population of the study was 275 employees of the National Institute for Labour Studies. However, the study purposely administered 250 questionnaires because we had to use structural equation modeling analysis to analyzed the collected data. The outcomes of the analysis our result have confirmed the following: (1) talent attraction have an impact on service quality, (2) talent retention affect service quality, (3) reward strategy affects service quality, (4) The relationship between talent attraction and service quality mediated by reward strategy, and (5) The relationship between talent retention and service quality mediated by reward strategy. Based on our findings, it can be inferred that service quality improvements have been influenced by attraction and retention of talent, and a weak relationship between the variables can be strengthened through a reward strategy. This study contributed to a different system of talent management and service quality relationships that should be included in strategic planning. Therefore, the institutes, other organizations, and the government can use employ attraction and retention talent to improve service quality in their realm.

Keywords: Talent Management Practices, Attraction; Retention; Service Quality, Training

摘要 多年來，人才管理領域引起了利益相關者的廣泛關注。因此，本研究旨在明確說明人才管理是否會影響服務質量。該研究的人口是美國國家勞工研究所的 275 名員工。但是，該研究有目的地管理了 250 個問卷，因為我們必須使用結構方程模型分析來分析收集的數據。分析的結果證實了以下幾點：（1）人才吸引對服務質量有影響；（2）人才保留影響服務質量；（3）獎勵策略影響服

務質量；（4）人才吸引之間的關係（5）獎勵策略介導的人才保留與服務質量之間的關係。根據我們的發現，可以推斷出服務質量的提高受到人才的吸引和保留的影響，並且變量之間的弱關係可以通過獎勵策略得到加強。這項研究促成了戰略規劃應包括的人才管理和服務質量關係的不同體系。因此，研究所，其他組織和政府可以利用僱用和保留人才來提高其領域的服務質量。

关键词: 人才管理實踐，吸引力； 保留; 服務質量，培訓

I. INTRODUCTION

The idea of talent management developed during the 1990s; this term was first begat by Mckinsey and Company in 1997 and keeps on being on top need for human resource management (HRM) experts. Talent management can be described as the organized evaluation, advancement, attraction, dedication, retention, and distribution of high-potential and skilled workforce to occupy critical positions that substantially affect an organization's sustainable productivity [1], [2]. These skilled workers are every organization's lifesaver. As a vital aggressive motivating force of the organization, they contribute adequately to its efficient operation through service delivery quality, resulting in profit-making. Nowadays, organizations understand that individuals, human capital, and talented employees are always essential to their achievement. Most organizations have moved toward becoming poachers of talent, rather than designers of talent. When an organization recognizes talent, it winds up basic to animate ability improvement and the board that expands the upper hand. Continue the success of any organization depends on the involvement and dedication of its employees [1]. However, low ranking and inability to compete globally have made the institute lose value and patronage, significantly affecting their purpose of establishment and survival.

A. Talent Management and Service Quality

Talent management is critical to have the right individuals with the right abilities and inspiration at the perfect time and in the right area to complement the organization's desire to offer quality services [3]. Talented employees are always in the best position to act as saviors and turn things around for the organization [4].TM is mainly concerned with maintaining the organizational best talent. As a result, the talent flow creates and maintains the talent pool, enabling the employees' best service delivery [5]. To most organizations, employee exits could significantly affect service delivery, and may eventually lead to a parallel downturn in the quality of service delivered. This trend is real, given the current economic instability and the lack of appropriate training from the coordinators in the country as opposed to their counterparts in a global workplace. The impact of losing talents is exponentially increasing [6]. This is because each organization relies on its human resource ability, knowledge, and skills to achieve a competitive advantage. However, The thought of quality has completely different meanings, and this has created the controversy encompassing the realm of "quality" analysis. Quality dimensions inside the tertiary establishment offer rise to many problems. As an example, quality is viewed in terms of well-distributed educational workers. The program provides worth and connectedness to the labor market, smart facilities, instrumentation, and lecture and recreational venues. Thus, service quality to a "service receiver" will mean several things: the organization being a world hierarchical tertiary establishment of learning, having well-established departments, and being well recognized within the country.

H1: Talent attraction has a positive impact on service quality.

H2: Talent retention has a positive impact on service quality.

B. Reward Strategy and Service Quality

Various studies, such as [7], [8], have found a positive correlation between reward strategy and employee service quality. Also, [9] claims that if the employees were haphazardly recruited, poorly remunerated, not paid for related achievements, and not disclosed or offered other fringe benefits or opportunities, any educational institution would be at risk at all rates and sizes. However, the case she said may not be different if a school has unenthusiastic and burnt-out teacups [10], however, insists that in motivating employees, both intrinsic and extrinsic incentives are indeed essential. In their research, [11] also considered that reward strategy (dimensions of pay satisfaction) significantly affect service quality. Nonetheless, as these results emerge, it is essential to note that managers need to be

well-to-do when applying the reward strategy to workers.

H3: Reward strategy has an impact on service quality

H4: Reward strategy mediates the relationship between talent attraction and service quality

H5: Reward strategy mediates the relationship between talent retention and service quality

II. METHODS/MATERIALS

A survey design was employed. The population of the study was 275 employees of the National Institute for labor studies. Purposive sampling technique was used while 250 questionnaires were administered to the institute's employees, and data collected were analyzed via SmartPLS.

A. Measure of Variables

The independent variable is talent management, comprising of two dimensions: talent attraction and talent retention. Each of the dimensions was measured using five items for talent attraction with Cronbach's alpha=0.75, adapted from [12]. 5 items for talent retention with Cronbach's alpha= 0.92; adapted from [7].4items for service quality with Cronbach's alpha= 0.68; adapted from [13]. Furthermore, three items for reward strategy with Cronbach's alpha= 0.55 were adapted from [14]. All variables measurements were based on a 5-point Likert scale ranging from "1= Strongly Disagree, to 5= Strongly Agree."

B. Measurement Model

Table 1 below displays the AVE values above the acceptable threshold of 0.5, as seen in the convergent validity of [15]. The composite reliability values also demonstrate that all constructs were far above the prescribed value of 0.70 [16], [17]. The Cronbach's alpha also meets the basic specifications of 0.60 for certain constructs, confirming that the constructs were accepted. Loading into the constructs, they were measured in the range of 0.65 to 0.89. Although no items were loaded greater on constructs, they were not intended to measure [16], [17]. The result indicates the construct's convergent validity.

Table 1:
Analysis of Measurement Model

Constructs	Items	Loading	CA	CR	AVE	VIF
Talent Attraction	ATT1	0.788	0.789	0.860	0.606	1.313
	ATT2	0.779				
	ATT3	0.762				
	ATT4	0.786				
Talent Retention	RET2	0.773	0.789	0.863	0.613	1.313
	RET3	0.747				
	RET4	0.842				
	RET5	0.767				
Reward Strategy	REW1	0.864	0.832	0.900	0.750	1.000
	REW2	0.896				
	REW3	0.837				
Service Quality	SER1	0.654	0.599	0.790	0.558	-
	SERV3	0.767				
	SERV4	0.811				

Note: ATT5, RET1, and REW were deleted due to low loading

Table 2 evaluates the construct correlations with the AVE's square root (which appears in the table in diagonal order). The square root values of the AVE are significantly higher than the inter-correlations [15]. Therefore, we can conclude that all constructs displayed acceptable discriminating validity.

We did bootstrap, involving 5000 samples, while our actual study sample was 250. Table 5 below provides the results of the structural equation model. As shown in the table, the findings show that the R^2 value is 0.31, which means that the attraction of talent and retention of talent explains 31 percent of the variation in reward strategy. The reward strategy also contributes 41 percent of the service quality variance based on the 0.31 R^2 ratio. Table 5 shows that all beta path coefficients were ($p<0.01$). To further explain, the significant positive

and in the direction predicted and statistically significant effects of talent attraction (β = .44, p<0.01) and talent retention (β = .30, p<0.01) have been found on a service quality reward strategy. Therefore it supports H_A2 and H_A3. Reward strategy also shows a significant service quality relationship (β.56, p<0.01). That means H_A1 is confirmed. The results also revealed that talent attraction is a stronger predictor of service quality than talent retention.

To check the indirect effect, we used the bootstrapping approach used by [18]. We check the attraction of talent about the quality of service. The bootstrapping analysis showed that the indirect effect (β 0.557 * 0.442= 0.246), with a t-value of 5.508, is significant. According to the above results, it can be concluded that the reward strategy mediates the relationship between talent attraction and service quality. Therefore it supports H_A4. We also repeated the same procedures to evaluate the indirect impact of talent retention on service quality at a t-value of 3.722, the indirect effect (β = 0.302* 0.557= 0.168) suggesting a mediating influence. It can also be said that the reward strategy substantially mediates the relationship between talent retention and quality of service. H_A5 is supported as such.

Table 2:
Fornell-Larcker Criterion

	1	2	3	4
1. Reward Strategy	**0.866**			
2. Service Quality	0.557	**0.747**		
3. Talent Attraction	0.590	0.425	**0.779**	
4. Talent Retention	0.518	0.609	0.488	**0.783**

Table 3:
HTMT Criterion

	1	2	3	4
1. Reward Strategy	-			
2. Service Quality	0.784			
3. Talent Attraction	0.696	0.586		
4. Talent Retention	0.634	0.883	0.581	-

Table 4:
Direct Effects

Path Analysis	Beta	SE	T-Value	P-Value	f^2	LCI-5%	UCI-95%	R^2	Q^2	Decision
Direct Effects										
Reward Strategy -> Service Quality	0.557	0.049	11.448**	0.000	0.449	0.464	0.626	0.307	0.160	Accept
Talent Attraction -> Reward Strategy	0.442	0.069	6.416**	0.000	0.256	0.321	0.547	0.413	0.293	Accept
Talent Retention -> Reward Strategy	0.302	0.066	4.562**	0.000	0.120	0.189	0.406			Accept

Note: * P<0.05; ** P<0.01

Table 5:
Indirect Effects

Indirect Effects	Beta	SE	T value	P Values	Decision
Talent Attraction -> Reward Strategy -> Service Quality	0.246	0.039	6.319**	0.000	Mediation
Talent Retention -> Reward Strategy -> Service Quality	0.168	0.045	3.722**	0.000	Mediation

Note: * P<0.05; ** P<0.01

III. Finding And Discussion

The study finding has demonstrated that reward strategy mediates the effect of talent attraction and talent retention on service quality. This conforms with [19], the results indicate that the introduction of a talent management practice contributes to employees' service quality. [20], [21], whose finding also proved that the advantage of employing talent management practices include improved employee productivity, performance, and service delivery. The present study helps the organization understand where and why it is necessary to attract and retain talented employees. Therefore, if this institution wants to develop their talent, they should first concentrate on their employee welfare through fair pay and other fringe benefits to ensure service quality. The study is not without its limits. The utilization of a cross-sectional design limits its ability to capture changes in attitude and intention over time. The study can not be generalized because of its small sample size.

IV. Conclusion

It can be concluded that talent attraction and talent retention contribute significantly to explaining service quality. The study sample comprised 250employees of Michael Imoudu institute for labor studies, Nigeria. Unless an organization is determined to win the battle for talent, they mostly focus on attracting, retaining, and developing

exceptional employees. Also, they need to develop new methods of talent attraction and retention that will ensure service quality. As argued by [22], it is imperative to ensure that reward should commensurate with employee efforts and comparable to their counterpart in a similar organization. The intention to remain with a particular organization is a function of the employees' perceived intrinsic and extrinsic benefits.

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