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**EFFECT OF TALENT MANAGEMENT ON EMPLOYEE ENGAGEMENT IN
PIPELINE & PRODUCTS MARKETING COMPANY, OKE-OYI, KWARA STATE,
NIGERIA**

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Abstract

Talent management is considered as a new strategy employed by organizations to enhance employee engagement and loyalty in the workplace. The objective of this study is to examine the effect of talent management on employee engagement in Pipeline & Products Marketing Company (PPMC), in Kwara State, Nigeria. The study adopted a descriptive survey design. Research data were collected using well-structured questionnaire on 92 employees of the PPMC as this was relatively easy to determine using Taro Yamane's formula. The data was analyzed using inferential statistics, which include regression and correlation analysis. The findings of the study revealed that learning and development have significant impact on employee engagement at 5% level. The study equally found that talent management has significant relationship with employee engagement through the moderating variables of learning and development ($p < 0.05$). Therefore, the study concluded that both learning and development have significant relationship with employee engagement in PPMC. Hence, effort has to be made to improve talent management through learning and development to engage employee fully in the sampled organization. The study recommended that PPMC should focus more on learning and development of the available talented employee in the organization rather than spending more money and time on sourcing for talented employees through recruitment process.

Keywords: Employee Engagement, Learning and Development, Talent Management, Performance, PPMC

1.0 Introduction

Managing talent has become indispensable to growth and survival of any reputable organization. People in the workplace make the organization. Every firm strives to encourage its workers to make rather than to mar the organization. In doing this, managers ought to ensure that workers' competencies are continually improved upon such that the employees can add value to the organization and its products consistently. Mohammed (2015) asserts that talent is a unique and distinctive quality or competency inherent in some individuals which make them to stand out at the threshold of performance at work. It is, according to Cambridge dictionary, natural ability to perform well in something especially without being taught. Talent management is the process of envisaging of the manpower required to actualize the business strategy of an organization and the planning that goes into meeting the human resource needed.

The *raison d'être* for applying talent management is to ensure that the right people are aligned with the right jobs as and when due with a view to achieving a set of defined business objectives. For any organization to achieve and sustain competitive advantage in its industry, it requires the appropriate quality and quantity of people parading the right kind of knowledge, skills, experience and level of performance. The components of talent management are recruiting, learning and development, compensation, performance management, succession planning among others. Organizations adopt the use of talent management to acquire the best skillful people, train, develop and motivate them in order stay long in organization. This linked it straight to employee engagement, when the employee ideas are recognized and their suggestions are accepted, they will be encouraged to put in their very best in moving the organization forward.

Talent management directly affects the employee engagement and overall business performance. Satisfied and engaged employees always stay connected to the organization and brings value to it. Effective utilization of talents in the place of work would go to any length to add value to their organization and for the customers. Talent management is very important for organization because it ensures that the firm is successful in acquiring, training and retaining the essential workers who will add value.

However, many organizations have failed to realize the importance of talent management on employee engagement and service delivery. Organization that does not put talent management into practice is likely to face challenges of recruiting just any Dick and Harry who may end up not being appropriate for the realization of the core mandate of such institution. Literature is replete

with studies on the relationship between talent management and related concepts such as organizational performance, employee retention, employee engagement and organizational development. However, only few of these works have been done in Nigeria and only insignificant ones have been done in the oil and gas industry which is the mainstay of the Nigerian economy. The locus of this study therefore is the Pipeline and Product Market Company a subsidiary of NNPC, Nigeria. The objective of the study is to investigate the effect of talent management on employee engagement in PPMC, Oke Oyi, Kwara State, Nigeria.

2.0 Literature Review

2.1 Conceptual Review

There is the need to start up this discussion by looking at the conceptual review of the discourse. It is necessary to review the concepts of talent management, employee engagement, learning and development all of which interact to give us appropriate understanding of the way to solve the problem.

2.1.1 Talent Management

According to Ballesteros (2010), talent management is a set of human resource strategies aimed at increasing productivity and by extension profitability, through strategic process of attracting, recruiting, selecting, developing, retaining and utilization of human resources, which exude the right skills and knowledge fit to meet the current and future needs of the organization.

According to CIPD (2012), “talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view of their ‘high potential for the future or because they are fulfilling business/operation-critical roles. Garroow and Hirsh (2008); Figioolini, Hofmann and Kanjirath (2008) defined talent management as a process, which includes a complete and interrelated set of organizational activities such as identifying, selecting, developing and retaining the best employees as well as building their potential for most strategic positions, and helping them in formulating the best use of strengths in order to gain their engagement and contribution to the benefits of organization (Nankervis, 2013; Davies and Davies, 2010; Ready and Conger, 2007). Talent management is concerned with the anticipation of required human capital for an organization and the planning to meet those needs (Anyim, George and Aremu, 2018). Thus, talent management is the process of ensuring that the right skilled personnel are provided and developed to meet organizational needs.

2.2 Employee Engagement

Employee Engagement (EE) is the degree of emotional, psychological and intellectual commitment of a worker to his job and the organization. According to Falcone (2006), an engaged employee is continually involved, participative and enthusiastic about any given schedule of duties. Davi (2017) described employee engagement as a state in which the workers aspire towards the company's accomplishment and are driven to go the extra mile thereby exceeding their given job roles. Employee engagement, otherwise called work engagement, is a positive approach which a worker gives to his job which enables him to do greater work than an average employee would do; which soaks him into the job much more than the run on the mill worker. It is the application of self into the job. Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) refer to work engagement as a positive fulfilling work and a related state of mind which has three major dimensions namely of vigour, dedication and absorption which are demonstrated by staff towards their schedules of duties and towards their employer. The dimension of vigour component is characterized by high levels of energy and undeterred mental capability while an employee is working. Dedication dimension refers to the degree of enthusiasm sense of commitment and that of experiential interest in the work role. The segment of absorption is exemplified by the degree of concentration, involvement and engrossment in one's work with the result that the worker has great difficulty in detaching himself from the work and feels always that time is never enough to do the much he desires to handle.

Employee engagement is a positive discretionary behaviours which is loaded with passion, commitment and willingness to invest oneself in activities of the mind and the soul and displaying loyalty to the employer beyond the boundary of ordinary satisfaction (White, 2008; Erickson, 2005; Macey & Schneider, 2008).

2.3 Learning and Development

According to the report of a survey on learning and development conducted by CIPD (2016), the two focal points of talent management are the objectives to develop high potential individuals and to grow future managers. Kermally (2004) posited that investment in various methods to develop talent will not by themselves produce results. Measuring the impact of learning and development at a group level rather than at the level of individuals will also help to determine which learning and development programmes to undertake. According to Kathman and Kathman

(2000) organizations that fail to provide adequate learning and development opportunities for employees stand the risk of losing their loyal and committed staff.

2.4 Relationship between Talent Management and Employee Engagement

For business strategy of an organization to work out, talent management must effectively lead to employee's engagement. According to PWC (2010), advocacy of promotion of talented employees in alignment with the corporate business strategy, will lead to employee's achievements of deserved work engagement. This may not necessarily be so anyway. Corporate Leadership Council (2011), found that firms using talent management strategies help in achieving employee engagement which reportedly resulted in 23% of increased performance against profit expectation. Joo and Mclean (2006) submitted that engaged workers help organizations to achieve competitive advantage in line with resource-based model of strategic human resource management.

Howard and Foster (2009) saw employee engagement as a mechanism that has the potentiality to drive talent management for the purpose of fortifying the competitiveness of the firm thereby enhancing corporate image of the organization. The opportunity for learning and development at work is a major differentiator. Learning and development is the logical process for talent management, and hence preparing employees and leaders for future responsibilities (Suhail, 2015). According to Suhail(2013), organisations that have a customized, effective and sustainable talent development strategy have more employee engagement, job satisfaction and higher retention rate. Vaiman, Scullion and Collins (2012) believe that talent management itself presents avenue for developing and engaging talented employees. Effective talent management practices can improve work engagement, lower rate of turnover, increase productivity and lead to talent retention. Any approach which allows reinforcement of the synergy between talent management and employee engagement will throw up leaders and managers who will strive to develop a workforce composed of talented and engaged personnel (West and Dawson, 2012)

Lockwood (2006) asserted that talent management with employee engagement are critical behaviours required for organizational performance. Organization need to institute talent strategy that will ensure recruitment and retention of scarce human resources (Morton, 2005). Talent management will expose talents who will add value to the customers who are patronizing the company's products or service. Kossen (2002) found that enabling work environment with appropriate L&D opportunities will give workers job satisfaction and work engagement.

2.2 Theoretical Framework

Talent Deoxy Nibonuclic Acid Model

Shravanthi and Sumanth (2008) introduced the talent Deoxy Nibonuclic Acid (DNA) model which has three components of identification of key roles, verification of competencies roles and compilation of repository (database) for competencies. Talent DNA is the interface between the employer and the various human resource processes such as recruitment, selection, career management and performance management. There is the need for strategic fit between the DNA warehouse and the individual's potentialities. Organizations have to assess talents to determine the level of individual capabilities. Companies must invest on the growth of individual staff to ensure collective and personal progressive development and expected transformation in job roles.

The knowledge-based theory

Many organizations consider knowledge as the most strategically significant resource to enhance competitive advantage and hire performance. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among organizations are the major determinants of sustained competitive advantage and superior performance. Originating from the strategic management literature, this perspective builds upon and extends the resource-based view of the firm (RBV) initially promoted by Penrose (1959) and later expanded by others (Wernerfelt 1984, Barney 2001,). The resource-based view recognizes the important role of knowledge in organizations that achieve a competitive advantage. Thus, the RBV treats knowledge as a generic resource, rather than having special characteristics. It is therefore imperative for organizations to view knowledge base as strategy for better learning information technology and quality delivery by engage employees.

The study adopted talent Deoxy Nibonuclic Acid (DNA) model and the knowledge-based theory on their individual merit. The two theories are relevant to the study. Using the DNA theory presupposes that a human resource who is talented has brought a utility that should be developed and engaged for the benefit of the organisation while the knowledge-Based theory imposes on the organization the imperative of learning and development to add specialized information and knowledge to the talented personnel and thereby utilizing their engagement to win competitive advantage over rivals in the industry.

2.6 Empirical Review

Nzewi, Chiekezie & Ogbeta (2015), in their study, assessed the relationship between talent management and employee performance in selected commercial banks in Asaba, Delta State, Nigeria. The study population of the study was 406 bankers. The researchers took a sample of 201 respondents using Taro Yamane (1967) formular. The sample was selected through simple random sampling technique. The research instrument adopted was a structured questionnaire. They tested the two hypotheses generated with Pearson Product Moment Correlation and Regression analysis. The findings of the study revealed a positive relationship between talent management and employee performance.

In a study conducted among managers in an insurance industry, Sammy and Hazel (2016) selected 70 staff using simple random sampling method out of a study population of 200. The scholar found a relationship between talent management and employee retention.

Parvaneh (2016) in a related study of the relationship between talent management and organizational development selected a sample of 170 members out of a study population of 301 of the faculty of a University of Medical Sciences in Bushehr, Iran. The researcher found a positive and significant relationship between talent management and organizational development plus job motivation of teachers.

Devi (2017) conducted a study on the impact of talent management on organizational performance, looking at the role of employee engagement. The researcher adopted a quantitative approach for the study. Data were collected from private banks through questionnaires and respondents were selected by convenient sampling method and in total 150 respondents completed the questionnaire. The findings of the study revealed that there is positive relationship between talent management and organizational performance. In addition, it was found that employee engagement moderates the relationship between talent management and organizational performance. The study concluded that talent management enhances organizational performance in banks.

In Bangladesh, Aktar and Pangi (2017) conducted a study on the relationship between employee engagement and perceived organizational support and HRM practice in the banking sector. A sample of 376 was selected through cluster sampling technique. The study revealed that career advancement, job security, job performance were positively correlated with employee work

engagement. The finding also showed that perceived organizational support would moderate the relationship between HRM practice and work engagement.

3.0 Methodology

The study adopted a descriptive survey design. The population of this study comprises 120 employees of the Pipeline and Products Marketing Company, Oke - Oyi, Kwara State, a subsidiary of NNPC, Nigeria. A sample of 92 employees was determined using Taro Yamane formular and selected through simple random sampling techniques. The research instrument is a structured questionnaire. Two hypotheses were generated and these were tested with regression and correlation analyses.

4.0 Results and Discussion

The results and findings are indicated below:

H₀₁: Learning and development has no significant effect on employee engagement

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.836	.832	.48378

Source: Authors computation, 2018

a. Predictors: (Constant), Learning, Development

The result in the model summary table 1 indicates that Learning and Development jointly explained 83.6% variance of employee engagement, while the remaining 16.4% was due to the effect of extraneous variables not accounted in the model. The adjusted R-square (0.832) which is a value just so close to R-square (0.836) depicts the fact that if the model is sampled from the population rather than the sample it will account for a negligible difference of 0.4% variance in the outcome. Therefore, the model fitness is good. R=0.914 implies that the relationship between employee engagement and Learning of New Skill (LNS) and Development is highly significant because the correlation coefficient is close to 1.

Table 2: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	106.127	2	53.063	226.728	.000 ^b
	Residual	20.830	89	.234		
	Total	126.957	91			

Source: Authors computation, 2018

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Learning , Development

Table 2 presents the overall diagnostic test of significance using Analysis of Variance (ANOVA) between joint relations of employee engagement and learning of new skills and development. The ANOVA results for regression coefficients indicate that the significance of the $F=226.728 > F\text{-table}=3.84$ at a degree of freedom of (2, 89); i.e. $P\text{-value}=0.00$ is less than 0.05. This indicates that learning and development significantly predicts employee engagement (meaning it is a good fit for the model). Therefore a significant relationship between joints effect of learning and development and employee engagement exists at 95% confidence level.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.743	.100		-7.451	.000
Learning	.560	.090	.693	6.231	.000
Development	.206	.098	.235	2.107	.038

Source: Authors computation, 2018

a. Dependent Variable: Employee engagement

From regression Table 3, it can be deduced that development has the least beta ($\beta = 0.206$) and this implies that a 1% increase in development alone without learning contribute about 20.6% to employee engagement. Learning with ($\beta = 0.560$) equally has direct positive effect on employee engagement and it contribute about 56% alone to employee engagement which is significantly higher at 5% level. This result implies that both learning of new skills and development has significant impact on employee engagement as indicated in the regression results above. The

constant of regression further in prediction that if Learning=Development=0, then tendency remain that employee engagement will reduce by 74.3% and their removal from the model has significant effect at 5% level. Therefore, it seems the decision to zeroing learning and development can be used to draw inference that that it has a serious negative effect on employee engagement at 5% level of significant. Hence, the null hypothesis is rejected and the alternative hypothesis is accepted namely that there is significant impact of learning and development on employee engagement at 5% level of significant.

H₀₂: There is no significant relationship between talent management and employee engagement.

Table 4: Zero-order

Partial Correlations between talent management and employee engagement

Control Variables			Employee engagemen t	Talent mgt.	Training	LNS	
-none- ^a	Employee engagemen t	Correlation Significance tailed) Df	(2- 0	1.000 . 90	.195 .046 90	.271 .009 90	.930 .000 90
	Talent mgt.	Correlation Significance tailed) Df	(2- 90	.195 .046 90	1.000 . 0	.412 .000 90	.797 .000 90
	Developm ent	Correlation Significance tailed) Df	(2- 90	.271 .009 90	.412 .000 90	1.000 . 0	.497 .019 90
	Learning	Correlation Significance tailed) Df	(2- 90	.930 .000 90	.797 .000 90	.497 .019 90	1.000 . 0
Training LNS	& Employee engagemen t	Correlation Significance tailed) Df	(2- 0	1.000 . 88	.802 .000		
Correlation				.802	1.000		

Talent mgt.	Significance tailed)	(2-	.000	.		
	Df		88	0		

Source: Authors computation, 2018

a. Cells contain zero-order (Pearson) correlations.

The above table (4) indicates that the correlation coefficients between talent management and employee engagement is weak while zeroing learning and development as control variables in the model i.e. $R = 0.195$ compared to when there is no zero-order and the correlation coefficient is strongly higher with $R=0.802$. This directly implies that learning and development is a good predictor of talent management and that employee engagement increases when talent management is high. This implies the control variables (learning and development) partly contribute to the relationship between talent management and employee engagement at 5% level of significant. Thus, the finding reveals that talent management is positively related with employee engagement at 5% level. Also the result indicates that talent management (zeroing learning and development) cannot be used to draw inference in the model at 1% level of significant because the correlation coefficient (0.195) is weak and this implies that the selected company has to pay more attention to learning and development as a control variable to have a fairly high direct positive relationship between talent management and employee engagement at 1% level of significant. Therefore effort has to be made to improve talent management through learning and development to engage employee fully in the organization. Hence it is obvious that the high correlation ($r=.802$) is existed between talent management and employee engagement, and that any of the control variables of the talent management equally have significant relationship with employee engagement at 5% level. Also, it is necessary to give the highest emphasis on learning of new skills (innovative) for high employee engagement.

4.1 Discussion of findings

The result of the test on Hypothesis 1 confirms that learning and development have significant relationship with employee engagement which is in line with the finding of Sammy& Hazel (2016) who discovered that part of the strategies for employee retention is to improve the Learning and development of the workers. This was further provoked in the constant of regression in table 3 predicting that if Learning=Development=0, then tendency remain that employee engagement will reduce by 74.3% and this implies that the removal of learning and development from the model

will have a bouncing significant effect at 5% level. Therefore, the decision to remove learning and developmental training from the model will result to mismatch skills which eventually will lead to loss of employee's retention at 5% level of significant. Hence, the null hypothesis is rejected and the alternative hypothesis is accepted by posited that there is significant impact of learning and development on employee engagement at 95% confidence level. This above result is also in support of Kermally (2004) and Kathman and Kathman (2000) who found that organization must provide adequate L&D opportunities for employees in order to earn their loyalty and committed and achieve success

The result of the test of hypothesis 2 shows that learning and development are good predictors of talent management and that employee engagement increase as talent management becomes higher. This corroborates the findings of Suhail (2015) that learning and development have positive impact on talent management and organisations which have customised, effective and sustainable talent development strategy have higher employee engagement, job satisfaction and higher retention rate. Hence, this study concludes, that learning and development partly contribute to the relationship between talent management and employee engagement at 5% level of significant. Therefore, effort has to be made to improve talent management through learning and development to engage the employees fully in the PPMC.

5.0 Conclusion

This study examined the relationship between talent management and employee engagement in Pipeline & Products Marketing Company, Oke-Oyi, Kwara State, Nigeria. The study found that learning and development have positive significant effect on employee engagement in PPMC, Kwara State. It was also found that talent management has positive relationship with employee engagement in PPMC, Kwara State. Therefore, it is concluded that talent management through learning and development has a positive relationship with employee engagement. Talent management, when put into practices in any organization, has the tendency to increase competition among workers and enhance knowledge of the employees. These, also, will help with the appropriate placement of each talent.

Recommendations

Based on the findings of the study, the following recommendations were made:

- i. *Pipeline Products and Marketing Company should focus more on learning and development of the available talented employee in the organization in order to engage them and achieve higher performance.*
- ii. *PPMC should consider talent management as a veritable tool to build high commitment and engaged employee in order to be able to achieve organizational goals.*
- iii. *The organization should organize regular seminars and workshop on the subject matter to educate its workers on new skills with a view to developing their talents for higher quality delivery.*

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