International Journal of Multidisciplinary Research and Growth Evaluation.

Effect of talent management on growth of medium manufacturing enterprises in north central Nigeria

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Article Info

Abstract

This study assessed the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria, motivated by the researcher's observation that manufacturing firms in north central Nigeria rarely grow from medium to large firms like they are expected to. The study adopted a survey research design using primary data and a structured five-point Likert scale questionnaire. The study therefore adopted the ordinal method of multiple regression technique to analyse the data and test the research hypotheses that were formed for the study arising from the problem, question and objectives of the study. From an anlysis of 385 purposively selected respondents who were employees of medium scale manufacturing firms in Nigeria, the findings of the study showed that there is a positive and significant effect of talent development on growth of the sampled medium manufacturing firms while there was a positive but insignificant effect of talent motivation on growth of medium scale manufacturing firms in North Central Nigeria. The study therefore recommends that the medium scale manufacturing firms in north central Nigeria should continue with their present talent development practices since they seem to be working fine, but pay more attention to the motivation of talents in their firms since the findings indicate that their poor talent motivation practices are co-responsible for the stunted growth situation of the firms in the region.

Keywords: Talent Development, Talent Motivation, Growth, Medium Manufacturing Firms

Introduction

Human resources management is becoming more relevant in business today because it contributes to an organization's progress toward achieving planned goals by promoting a positive atmosphere among workers, continuing improvement and development, and assigning the right job to the right individual based on employee talent. A variety of resources, including capital, men, and machines, are used to increase a company's effectiveness. People are the most valuable of all of these tools (Kehinde, 2012) [9]. People employed in corporate organizations have had varying values over time. They were once referred to as a factor of output, and they are now referred to as the organization's human resource. They now have a higher monetary value since they are known as internal talent. (Kehinde, 2012) [9]. This classification is based on the intellectual capital theory, which defines intellectual capital as the stock of information flows available to an organization. These are intangible resources associated with individuals that, along with tangible resources such as money and physical properties, make up the market or overall value of a company (Armstrong, 2011) [3].

Talent management involves positioning the right people in the right jobs (Devine, 2008) [7]. This ensures that the employees maximise their talent for optimal success of the organisation. Thus, workers get the most out of their abilities in order for the company to succeed. Due to the fact that talent acquisition is a relatively new field for both public and private sector organizations, most have made it a priority to ensure that they hire the right people. This is probably due to the fact that talent management has been connected to good employee attraction, development and retention (Baheshtiffar, 2011) [5].

Talent Management involves putting in place processes to ensure that people are attracted to, and stay with your company (D'Annunzio-Green, 2008). Since organizations are able to handle their talent, talent management is critical attracting and retaining the requisite talent Furthermore, talent is essential. Organizations may use identification and development to find out who are the best workers capable of taking on potential leadership positions. This strategy focuses on cultivating high-potential talent pools that have high leadership ability (Baheshtiffar, 2011) [5].

Talent management best practices should assure organisations to build local talents in the way that is consistent with local norms but still globally standardised, which ensure that all parts of the organisation attract diverse and sufficient professional talents (Stahl *et al.*, 2007) [12]. Most organisations have applied global performance standards, which are supported by global leadership competency profile and performance appraisal system (Stahl *et al.*, 2007) [12].

In Nigeria, skilled professionals of all types are in high demand, especially those with technological or quantitative skills, such as telecommunications engineers, information technologists, financial planners, and investment bankers. Since the Gulf oil boom started, the incentive for the best and brightest professionals to take up more lucrative positions abroad has been high, according to Gara (2007) [8]. In many African nations (including Nigeria, Ghana, Kenya, and Ethiopia), the migration of highly qualified professionals to Europe and the United States is a regular phenomenon, and it is primarily responsible for talent shortage (Gara, 2007) [8]. It is therefore imperative that organisations that want to be successful and perform optimally, to do their best towards achieving and retaining the optimal pool of talents that would aid them reach their goals and objectives effectively. Consequently, this study seeks to assess the effect of talent management on the growth performance of enterprises in Nigeria with a view to making recommendations that would improve talent management practices for optimal enterprise growth in the country.

The researcher has observed that manufacturing firms in north central Nigeria rarely grow from medium to large firms like they are expected to, despite several financial, marketing and operational efforts that should have brough about the desired growth. Furthermore, the researcher also observed that these manufacturing firms announce profits most of the time but have not been able to grow into large firms in terms of their capital/income level, structures and employee strength. The researcher feels the issue could be as a result of inadequate or improper talent management to attract, motivate, develop and retain the talented workforce that will be loyal to them and drive enterprise growth, despite carrying out traditional human resource management practices.

This led the researcher to carry out a literature search and discovered that no study has been conducted in North Central Nigeria to assess the effect of Talent Management on growth of medium scale manufacturing firms. It is against the background that the present study seeks to contribute to the body empirical literature by providing recent findings and recommendation regarding the effect of Talent Management on growth of medium scale manufacturing firms in North Central Nigeria.

This study seeks to provide answers to the following research questions stemming from the problem of the study:
1. How does talent motivation affect growth of medium manufacturing enterprises in North Central Nigeria?
2. To what extent does talent development affect growth of medium manufacturing enterprises in North Central Nigeria?

The broad objective of this study is to assess the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria. The specific objectives of the study include to:
1. Evaluate the effect of talent motivation on growth of medium manufacturing enterprises in North Central Nigeria.
2. Determine the effect of talent development on growth of medium manufacturing enterprises in North Central Nigeria; and

The following hypotheses were proposed for empirical testing by the study:

Ho$_1$: Talent motivation has no significant effect on growth of medium manufacturing enterprises in North Central Nigeria.
Ho$_2$: Talent development has no significant effect on growth of medium manufacturing enterprises in North Central Nigeria.

The study being a doctoral thesis is of great significance to key stakeholders in theory, practice and policy. The study is of great importance and aid to the body of academics, owners and managers of medium scale manufacturing enterprises in North Central Nigeria, the Nigerian government and its regulatory bodies, and other relevant stakeholders affected by talent management and growth in medium scale manufacturing enterprises.

Firstly, to theory and the body of academics, this study contributes to the pool of empirical knowledge on talent management and enterprise growth. The study serves as a reference material to students, teachers and authors in the field of talent management and enterprise growth. The study also serves as a foundation for further studies by other researchers into the empirical relationships between talent management and several outcomes for enterprises.

Secondly, to the management and ownership of the medium scale manufacturing enterprises in north central Nigeria and beyond, the study provides relevant information to support informed planning and decision making that would help improve the growth of the enterprises through the content, key findings and recommendations of the research effort.

Thirdly, to the government and its manufacturing industry regulatory bodies, the study provides relevant information to support effective policy formulation and implementation that would enhance the performance of the entire manufacturing industry in the region in a way that would contribute to improvement of the nation's economy as a whole.

Finally, the study would also provide the needed information that can help other relevant industry stakeholders achieve their set objectives in a way that would minimize wastages and enhance outputs. Other relevant stakeholders include employees, customers, investors, and supply chain actors, among others.

The study is restricted to only manufacturing firms that are medium scale enterprises. The study is also restricted to FCT Abuja and the six states of North Central Nigeria namely, Benue, Kogi, Kwara, Nasarawa, Niger, and Plateau states. The study is also restricted to cross sectional data that was

collected only once in the year 2021 for analysis in the study. Finally, the study is restricted to two elements of talent management namely: talent development and talent motivation, which will jointly serve as the independent variables of the study, while growth of the manufacturing enterprises was the dependent variable of the study.

Literature Review
Conceptual Framework
Concept of Talent Motivation

Motivation may be defined as an internal force that make human beings to behave in a wide range of ways and is, therefore, a very essential part of understanding human individuality (Tyson, 2014) [15]. Understanding motivation is essential due to the effect of employee engagement on both performance and retention. Applying motivation can enhance productivity and can decrease turnover. Many organizations spend a considerable amount of money to "motivate" their employees, utilizing a wide range of policies. For example, some organizations hire motivational speakers to inspire employees, and "motivational coaches" require fees of up to $50,000 a speech (Mathis & Jackson, 2011).

Concept of Talent Development

Armstrong and Taylor (2014) [4] define development as "the process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required". Development is important for both organizations and individuals as employees with suitable skills and capacities can improve the organizational competitive advantage and increase the ability to adapt to a changing environment. Development and training are different concepts. You can train employees to answer customer service requests, drive a truck, enter data in a computer, or assemble a television. However, development in topics such as judgment, responsibility, decision making, and communication forms a bigger challenge (Mathis & Jackson, 2011) [10].

Talent development is the nurturing of employee skills, competence and abilities. Companies have been known to provide necessary tools and resources to train and improve employee skills to benefit both the employee and the company (The Highlands, 2017). Employers do this in several ways, for instance, developing character and skills that can be emulated and appreciating and motivating their employees. Other include coaching the employees, introducing work related challenges in real life situations, and emphasizing the importance of learning to their employees (Lynnette, 2019). By doing so, they prepare their employees, to take over roles in case of exit or retirement or even when unfortunate incidences such as sickness and death occur.

Concept of Growth

Growth Performance is the measure of firm's capability to increase its annual revenues over a defined period of time (Toby, 2000) [14]. The growth performance can be measured by internal expansion such as growth in number of employees, revenues and number of branches. Other indicators include turnover, pre-tax profit, return on net assets, return on capital employed, capital investment / turnover (Matt, 2006) [11]. Stuart (2000) [13] defined Growth as the pace at which firm sales revenue is increasing or decreasing. It is the amount a company derives from sales

compared to a previous, corresponding period of time in which the latter sales exceed the former. It enables firms to gain a clear indication of overall firm's growth performance trends and determine any spikes in revenue (Stuart, 2000) [13]. Stuart (2007) asserted that high growth performing enterprises are majorly measured both in terms of number of employees, branches and turnover. A fast rapidly growing enterprise generate large share of new job and grow the number of its employees. The company also expanded its operational activities by increasing its branch offices.

Concept of Medium Enterprises

According to Lawal (2017), Number of workers employed and financial strength of enterprises and is a very common means of categorizing micro, small and medium enterprises. However, the European Union (EU) has standardized the categorization of businesses, grouping enterprises with less than ten (10) employees as *micro* enterprises, while those with less than fifty (50), and fewer than two hundred and fifty (250) employees as *small* and *medium* respectively. In Nigeria, the small and medium enterprises development agency of Nigeria (SMEDAN) (2017) defined micro enterprises as those with less than 10 employees, and less than 5 million naira in assets excluding land and buildings; while small enterprises are those with 10 to 49 employees and assets between 5 to 50 million naira, excluding land and buildings; and medium enterprises are those with 50 to 199 employees and assts of 50 to 500 million naira excluding land and buildings. This study therefore adopts the SMEDAN's classification of MSMEs, which states that Micro Enterprises are those with less than 10 employees and less than 5million naira in assets excluding land and buildings.

Empirical review
Talent Motivation and Growth

Agbaeze, Monyei and Agu (2017) [1] studied the Impact of Talent Management Strategies on Organizational Performance in Selected Deposit Money Banks in Lagos State, Nigeria. The study identified the Impact of Talent Management Strategies on Organizational Performance in Selected Deposit Money Banks (DMB) in Lagos State, Nigeria. Data were collected using the questionnaire research instrument and interview guide. The sample size of 359 was obtained from the population using Bill Godden's formula. The study found that succession planning, motivation, compensation management, human resource development are the essential strategies that enhances organizational performance. However, the study was conducted on Deposit Money Banks in Lagos State, Nigeria in the year 2017, but it's findings may not be generalizable to the contemporary Nigerian manufacturing sector. Therefore, the present study contributes to the body of academic knowledge by providing recent empirical addition regarding the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria to be precise.

AlBattrikhi (2016) [2] evaluated Talent Management Practices as Drivers of Intention to Stay Case Study (IT Enterprises in the Gaza Strip). The study's objective was to examine the reality about implementing talent management practices which are: talent attraction, selection, engagement, development, and retention and its effects on the employee's retention. The study followed the analytical descriptive approach using a questionnaire designed by the researcher. The sample consisted of (100) employees, while the retrieved

questionnaires are (80) which presents (76.2%) response rate of distributed questionnaires. The findings of the study revealed that talent management practices such as talent attraction, motivation, and development except talent attraction and selection are predictors of intention to stay. Also, the findings revealed a positive correlation between talent management practices & the intention to stay. However, the study was conducted on the IT Enterprises in the Gaza Strip in the year 2016, but it's findings may not be generalizable to the contemporary Nigerian manufacturing sector. Therefore, the present study contributes to the body of academic knowledge by providing recent empirical addition regarding the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria to be precise.

Karuri (2015) studied the effect of Talent Management on Employee Outcomes: A Case Study of Central Bank of Kenya. The study aimed at investigating the effect of talent management on employee outcomes at Central Bank of Kenya. The study adopted a descriptive survey of the staff of Central Bank of Kenya. Primary data was used in the study through use of questionnaires. The sample for this study was 130 staff drawn from the population of about 700 staff at CBK's head office. The findings of this study revealed that employee outcomes (in this case teamwork, job satisfaction and employee engagement) are significantly influenced by talent attraction, retention, employee training, motivation and career management at CBK. However, the study was conducted on Central Bank of Kenya in the year 2015, so it's findings may not be generalizable to the contemporary Nigerian manufacturing sector. Therefore, the present study contributes to the body of academic knowledge by providing recent empirical addition regarding the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria to be precise.

Talent Development and Growth
In research done in Egypt by Hafez and Elsaid (2017), 105 top managerial employees responded to the provided questionnaires. From the findings, it was evident that employee training and professional development had a positive impact on succession management. Most of the respondents (70%) agreed that recognizing and nurturing talent or even valuing talented employees makes them stay and hence this enables the company to effectively fill future leaderships vacancies. However, the study was conducted in Egypt in the year 2017, so it's findings may not be generalizable to the contemporary Nigerian manufacturing sector.
Therefore, the present study contributes to the body of academic knowledge by providing recent empirical addition regarding the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria to be precise. A study was conducted in Del Monte Kenya by Mangusho, Murei and Nelima (2015), had 83 employees respond to questionnaires. From the results, 62% agreed that the job training was offered as well as mentorship/coaching opportunities. Further, 54% opined that job rotation was practiced, and 44% agreed that the organization offered cross training. Up to 50% of the respondents agreed that development strategies for the employees were in order, and 61% affirmed that the leadership training offered was of great value to the employees. Lastly, 50% opined that the organization created awareness to the employees, of the

future business trends and opportunities, as well as needs and capacity of newly trained employees, for future preparation purposes. The study also established that talent development at the company was positively associated with effective succession management. The company mostly promoted from within rather than looking for top management from outside the company.
The study above examined talent development with succession planning Egypt in the year 2015 while our present study examined talent development with growth of medium manufacturing enterprises in North entral Nigeria. In other words, the present study contributes to the body of academic knowledge by providing recent empirical addition regarding the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria to be precise. In a research done in Egypt by Hafez and Elsaid (2017), 105 top managerial employees responded to the provided questionnaires. From the findings, it was evident that employee training and professional development had a positive impact on succession management. Most of the respondents (70%) agreed that recognizing and nurturing talent or even valuing talented employees makes them stay and hence this enables the company to effectively fill future leaderships vacancies. However, the study was conducted in the year 2017 without clear scope or methodology, so it's findings may not be generalizable to the contemporary Nigerian manufacturing sector. Therefore, the present study contributes to the body of academic knowledge by providing recent empirical addition regarding the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria to be precise.
Talent development has benefitted a lot of firms in the Jordan healthcare sector, a research conducted by Irtaeme and Khadam (2016) sought to determine the impact of talent management strategies on the succession plans. Of the total administered questionnaires, 135 met the required completeness standards and were used in correlation and regression analysis. Talent management strategies scored a mean of 3.770, which is a high level of implementation. Succession planning approaches scored a mean of 3.730 mean, which also indicates a high implementation level. Talent development strategies, according to correlation analysis had a high association with succession management (r = 0.842, p ≤ 0.05). This was evidence that there is a strong relationship between talent development and succession management. However, the study was conducted on Jordan healthcare sector in the year 2016, so it's findings may not be generalizable to the contemporary Nigerian manufacturing sector. Therefore, the present study contributes to the body of academic knowledge by providing recent empirical addition regarding the effect of talent management on growth of medium manufacturing enterprises in North Central Nigeria to be precise.

Theoretical Framework
Resource Based View (RBV) Theory
The Resource-Based View (RBV) was put forward by Wernerfelt (1984) based on the earlier work of Penrose (1959). The RBV stresses the importance of internal idiosyncratic resources in explaining the differences in success levels amongst firms when competing in the same industry. Resource-based is defined as the resources and capabilities possessed by competing firms that may differ, and these differences may be long lasting. The RBV is the

first stream in the field of strategic management that has significantly grounded the understanding of the variations of success levels in firms. However, the literature suggests that not all resources contribute equally to a firm's success (Adner & Zemsky, 2016 and Moliterno & Wiersema, 2017). The resources that contribute to a firm's success are valuable, rare, inimitable, non-substitutable, appropriable, and specialized capabilities that bestow the firm's competitive advantage. These resources are intangible in nature and include staff know-how, organizational culture and reputation. These resources are called strategic assets (Newbert, 2017). The RBV has gained importance in the field of strategic management. Specifically, during the 1990s, the RBV gained much attention in explaining why some firms outperformed others (Ray *et al*., 2016).

Within the RBV, capabilities are referred to as being the most important contributor to a firm's success and are ultimately reflected in managers and staff know-how (Grant, 2017). Capabilities can be considered a superior resource in a firm's resource pool as a result of being dynamic. This assists the firm in acquiring and developing all other assets. The main proposition of the RBV is that competitive advantage is based on valuable and unique internal resources and capabilities that are costly for competitors to imitate. This implies that competitive advantage is an outcome of resources and capabilities residing within the firm, but these capabilities can be "directed" towards the environment of the firm. Thus, if the firm is able to exercise this capability faster than its competitors it can give the firm a competitive advantage (Choudhury & Xia, 2017).

The resource-based theory assumes that acquisition and control of valuable strategic resources enables the organization to be sustainable in the long-term and gain competitive advantages over its competitors in the market (Wernerfelt, 1984). A resource is considered valuable if it can enable the firm to design and implement strategies and engage in practices to capitalize on opportunities and effectively deal with threats. According to Atoche (2017), the capacities, knowledge and skills that are in employees of the firm is one of the valuable strategic resources. This indicates that acquiring talented employees provides the firm with a pipeline of employees which can take up any leadership vacancies that may arise in the future. The RBV is most consistent with this study and therefore underpins the study because the theory is concerned with how a firm can be competitive by acquiring idiosyncratic resources and the study shows that talent can be regarded as a resource that is rare and valuable to organizations.

Methodology

This study adopted a survey research design. The design would include taking a sample of the study's population and conducting the inquiry with the selected sample respondents, after which the findings can be generalised to the entire population. The population of this study is all employees of medium scale manufacturing firms in North Central Nigeria which was infinite, otherwise known as unspecified since there was no such record on databases of the National Bureau of Statistics (NBS) or Manufacturers Association of Nigeria (MAN). The sample size for the study was therefore determined using the Cochran (1963) formula for sample size attainment from an infinite population. The formula is given as:

$$Ns = \frac{Z2PQ}{e2}$$

Where:
Ns is the required sample size, Z^2 is the abscissa of the normal curve that cuts off an area α at the tails (1 - α equals the desired confidence level, e.g., 95%), e^2 is the desired level of precision, *P* is the estimated proportion of an attribute that is the population, and q is $1 - p$.

This study therefore uses

P = 0.5 (maximum variability). The study desires a 95% confidence level and ±5% precision. This implies that the minimum sample size *Ns* is as follows:

$$\frac{(1.96)2(0.5)(0.5)}{(0.5)2} = 385.$$

The sample size of 385 was therefore adopted for the study and was distributed using purposive sampling technique where the respondents of the study were selected according to a specific set by the study in line with the objectives of the study. The criteria for selection of respondents for this study include, a) the firm must be registered medium enterprise in Nigeria with an authorized body, b), the firm should be a member of the manufacturers association of Nigeria, and c) the firm must have its head office, regional office or major factory located in North Central Nigeria, where its employees were approached for the study.

Primary data was adopted by this study. The primary data was collected with a structured questionnaire made up entirely of closed ended questions. The questionnaire was designed with five-point Likert scale response options while the questions were statements to which the respondents are to show their level of agreement. The responses will mainly range from strongly agree (5), to agree (4), undecided (3), disagree (2), and strongly disagree (1).

The study employed both descriptive and inferential statistics in analysing the data collected. For the descriptive statistical analyses, the study computed and discussed mean, median, standard deviation, minimum and maximum values in order to ensure that the data collected has a good level of correctness and has no outliers that can drive the study towards spurious findings. Secondly, the study conducted a Pearson moment correlation test to assess the relationship that exists between the variables of the study. This correlation test also doubled as a multicollinearity test which will show that there are no duplicate variables as can be seen from their high or low level of relatedness. Finally, for the inferential statistical test, the study used ordinal multiple regression analysis technique to analyse the data and determine the cause-effect relationship between the dependent and independent variables of the study. The estimation was done using the following multiple regression model:

$$\mathbf{GR_i = \beta_0 + \beta_1 TLM_i + \beta_2 TLD_i + \varepsilon_i}$$

Where:
GRW = Growth of the Medium Scale Manufacturing Firms (Dependent Variable)
TLM = Talent Motivation (Independent Variable)
TLD = Talent Development (Independent Variable)
β_0 is a constant which denotes that talent management is independent of growth.

i is a constant that signifies individual observations for cross sectional data collected for the study

ε is a random variable introduced to accommodate the effect of other factors that affect growth within or outside talent management that are not included in the model.

The decision rule is that the null hypotheses are rejected only when the p-value obtained is less than the acceptable 0.05 level of significance. Finally, the study adopts the ordinal method of multiple regression technique because it is designed to ascertain the cause-effect relationship between variables (dependent and independent) with an ordinal data like the Likert scale type used by this study such that we can ascertain sufficiently, the effect of talent management on growth of medium scale manufacturing firms in North Central Nigeria, as is the context of the present study.

Findings

The questionnaire copies were self- administered, to ensure 100% valid return rate. The responses are analysed as follows:

Table 1: Descriptive Statistics for the Variables

Stats	GRW	TLD	TLM
Mean	3.11	3.89	4.14
p50	3	4	4
Min	1	1	2
Max	5	5	5
Sd	0.46	0.31	0.41
N	385	385	385

Source: Researcher's Computation, 2021

Table 1 above shows the descriptive Statistics for all the variables used in this study. The total number of observations for each of the variables is 385. The descriptive Statistics for Growth (GRW) of Medium Scale Manufacturing Firms shows the mean value is 3.11 and median of the responses is 3 implying that average of the responses on Growth were undecided. The minimum and maximum 1 and 5 respectively indicating that minimum response was strongly disagreed while the maximum response was strongly agreed. The standard deviation is 0.46. There is no indication of outliers in the data on growth meaning there is no response in the data

that would have dragged the mean value to an unrealistic figure deviant from the median. The table shows that the mean value for Talent Development (TLD) 3.89 and the median (p50) value was 4 indicating that the average responses for Talent Development was agreed. The minimum and maximum value were 1 and 5 respectively indicating that minimum response was strongly disagreed while the maximum response was strongly agreed. The standard deviation was found to be 0.31 from the mean value. These values do not indicate presence of outliers. For Talent Motivation (TLM), the mean value is 4.14 and the median is 4 indicating that the average responses for Talent Development was agreed. The minimum and maximum are 2 and 5 respectively indicating that minimum response was disagreed while the maximum response was strongly agreed, and the standard deviation is 0.41. There is no presence of outliers.

The following describes the correlations exhibited between the independent variables of the study as analysed and expressed in the table below with a view to assess the likelihood of the presence of multicollinearity problems with the data analysed.

Table 2: Correlation Analysis of Independent Variables

	TLD	TLM
TLD	1	
TLM	0.3113	1

Source: Researcher's Computation, 2021

Correlation table 2 shows a positive relationship between Talent Development (TLD) and Talent Motivation (TLM) with a coefficient of 0.3113 indicating that there is no likelihood of multicollinearity problem associated with the data of the study as the correlation coefficient between the variables did not display any high relationships close to 1, meaning that the variables are not repetitions of each other.

Test of Hypotheses and Interpretation of Results
Decision rule:
Reject **Ho** if the P value is less than α (0.05) if otherwise accept Ho.

Table 3: Extract of Regression Results

Dependent Variable	Independent Variables	Regression Coefficient	Regression P-value	F-Statistics	F-Stats P-Value	R-Square
GRW	TLD	0.338	0.000	165.2	0.004	0.662
	TLM	0.181	0.077			

Source: Researcher's Computation, 2021

The statistical decision rule of p- value states that the Null hypothesis should be accepted if P- value is greater than alpha value (i.e. level of significance which is 0.05) otherwise it should be rejected while the Alternative hypothesis is adopted. Table 3 above also shows that the regression model is fit to be used for the study as the F-stats is 165.2 with a p-value of 0.004. The table further reveals the summary of the fitted model of R–square which is used to determine the percentage of variability in the dependent variable (Growth) that can be accounted for by a change in the independent variable(s) (Talent Development and Talent Motivation). The R–square value is 0.662 (66.2%). This implies that the variability changes in Growth of the medium manufacturing firms can be accounted for by the independent variables tested at approximately 66.2%.

From Table 3 above, it can be observed that the regression coefficient for Talent Development and growth is 0.338 with a P-value of 0.000 which is less than alpha value (0.05) therefore the null hypothesis is rejected. This means that there a positive and significant effect of Talent Development on Growth of Medium manufacturing firms in North Central Nigeria. This indicates that a continuation with the current Talent Development practices could relate to a significant corresponding increase in Growth for the firms.

From Table 3 above also, it can be observed that the regression coefficient for Talent Motivation is 0.181 with a P-value is 0.077 which is greater than alpha value (0.05) therefore the null hypothesis cannot be rejected as there is no sufficient statistical evidence to do so. This means that there is a positive but insignificant effect of Talent Motivation on

Growth of Medium Scale Manufacturing Firms in North Central Nigeria. This indicates that a continuation with the current Talent Motivation practices would relate to an insignificant corresponding increase in Growth for the firms, despite being positive.

Conclusions and Recommendations

The study concludes from the findings that among the studied independent variables (Talent Development and Motivation) that can determine growth for the medium manufacturing firms, only talent development had a positive and significant effect on Growth of Medium Scale Manufacturing Firms while talent motivation showed a positive but insignificant effect on Growth implying that the poor nature of talent motivation has been part of the cause of the problem of stunted growth faced by the firms. The study further concludes that firms have an inefficient Talent Motivation culture. The study therefore recommends in line with the findings and conclusions of the study as that:

1. Medium scale manufacturing firms in north central Nigeria should continue with their present Talent Development practices since they seem to be working fine for the firms, as can be seen from the positive and significant effect it has on growth of the firms.
2. However, the firms should pay more attention to the motivation of talents in their firms since the findings indicate that their poor Talent Motivation practices are co-responsible for their stunted growth situation in the region.

Finally, the major limitation for this study that may have jeopardized the findings was the possible issue of falsification of information by respondents due to several personal reasons as may be common with use of primary data. However, this was overcome by self-administration of the research instrument and clear assurance to the respondents of the strict confidentiality of their responses. The researcher suggests that further studies can be conducted to assess the effect of talent management on the overall performance of all manufacturing firms in Nigeria, implying a larger population and sample.

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