TALENT MANAGEMENT ON THE PERFORMANCE OF TELECOMMUNICATION INDUSTRY IN NIGERIA

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Abstract
Talent management is a critical factor in enhancing the performance of organizations, particularly in highly competitive industries such as telecommunications. This study examines the effect of talent management on the performance of the telecommunication industry in Nigeria, focusing on key talent management strategies, including talent attraction, talent acquisition and identification, and talent retention. A quantitative research design was adopted, and data were collected from 146 employees of major telecommunication companies in Nigeria using a structured questionnaire. The study employed descriptive and inferential statistical methods, including regression analysis, to assess the relationship between talent management practices and organizational performance. The results revealed that talent attraction, acquisition, and retention have a significant positive effect on organizational performance. Specifically, talent retention had the strongest impact, indicating that organizations that invest in career development, competitive remuneration, and employee engagement experience higher productivity and service efficiency. The study concluded that the talent management plays a crucial role in enhancing the performance of the telecommunication industry in Nigeria. Based on the findings, the study recommends that telecommunication firms in Nigeria should strengthen digital recruitment strategies, adopt data-driven selection processes, and enhance employee retention initiatives through professional development and engagement programs. By implementing these strategies, organizations can improve workforce stability, enhance service quality, and maintain competitive advantage in the evolving telecommunications sector.

Keywords: *Talent management, talent attraction, talent acquisition, talent retention, organizational performance.*

INTRODUCTION

Modern organizations are increasingly challenged by shifts in societal trends such as globalization, technological advancements, demographic shifts, and intensifying global competition. These changes not only contribute to a shortage of skilled workers but also pose the risk of losing experienced and knowledgeable employees who are crucial to organizational success and sustainability. To maintain industry leadership, organizations prioritize investment in human capital by attracting, developing, and retaining top talent (El Dahshan, Keshk & Dorgham, 2018). As noted by Mohammad (2015), organizational capital assets have become a key concern for managers, with the demand for skilled employees expected to rise while their availability declines. Undoubtedly, globalization and technological progress have heightened competition for talent. Consequently, the growth and success of organizations globally seem to hinge on their ability to position the right individuals with the right skills in the right roles at the right time, ensuring alignment with key business activities. Given these factors, talent management has emerged as a top strategic priority within human resource management, gaining critical importance across all organizations (Elia, Ghazzawi & Arnaout, 2017). In today's highly competitive and globalized business landscape, talent management is regarded as essential for the growth and sustainability of both public and private organizations.

The evolving business landscape necessitates a flexible and innovative approach to managing human capital, particularly high-talent professionals. Talent management is based on the idea that employees are the most valuable resource for organizational success (Sareen & Mishra, 2016). When talent management policies are effectively implemented, they enhance employee productivity and firm performance. Wurim (2022) emphasizes that attracting, developing, and retaining skilled employees is critical for business success. As a result, organizations globally view talent management as a strategic tool for achieving competitive advantage (Rop, 2015).

In Iran, talent management is increasingly emphasized for improving organizational performance (Rastgoo, 2016). Companies seek highly skilled professionals and implement strategies to retain them for better results (Devi, 2017). Similarly, in Bangladesh, businesses integrate talent management practices like attraction, selection, and retention to enhance productivity (Milky, 2023; Arif & Uddin, 2024). Given its relatively new status, organizations in Bangladesh are prioritizing talent management for improved performance (Behera, 2016). The focus is on maximizing employee potential to drive success.

In South Africa, talent management is a top business priority, embedded in recruitment, development, and retention processes (Jamnagar, 2024). It is crucial for addressing skill shortages, particularly in telecommunications, to enhance competitive advantage. In Kenya, growing competition for skilled employees has led telecom firms to adopt diverse talent management strategies (Kireru, Karanja & Namusonge, 2017). These strategies focus on hiring competent staff to meet changing customer needs (Rukunga & Nzulwa, 2018). In Ghana, organizations emphasize knowledge sharing and structured learning to develop talent assets (Salih & Alnaji, 2024).

In Nigeria, organizations integrate talent management into their strategies to maintain leadership in customer service and profitability. However, talent management practices vary, with some firms adopting an inclusive approach while others focus on high-performing employees (Akinremi & Adedeji, 2019). Organizations that consider all employees as talent invest in workforce-wide training (Anyim, Olusoji & Salihu, 2018). Conversely, some firms focus only on high-potential employees to maximize organizational value (Augustus-Daddie & Jaja, 2015). This diversity in approaches reflects different perceptions of talent management's role in business success.

Researchers debate whether talent management should apply to all employees or only high performers. Ibidunni et al. (2016) argue that treating all employees as strategic talent may hinder identifying top performers. Onwuka, Ugwu & Kekeocha (2015) stress that talent retention requires more than hiring and training it demands competitive remuneration, career development, and a conducive work environment. Recognizing and rewarding employees fosters engagement and long-term retention (Akinremi & Adedeji, 2019). Effective retention strategies leave lasting impressions on employees, increasing their commitment to the organization.

Talent management challenges vary across organizations, industries, and regions, affecting overall performance (Olufemi, Afegbua & Etim, 2020). Organizations must tailor their talent management strategies to their unique needs and circumstances. The Nigerian telecommunications industry, including MTN, Globacom, Airtel, and 9mobile, prioritizes talent management to gain a competitive edge. These companies actively recruit top talent, often from rival firms, to enhance their workforce (Alheet & Abdul'aal, 2018). They also offer competitive salaries, incentives, and career development opportunities to retain skilled employees (Taie, 2015).

From the evidences above, it is pertinent to note that Nigerian telecommunications industry also have significant talent management strategies that are targeted at acquiring, developing and retaining talented employees for superior performance. It is therefore apt to assess the talent management practices and performance of telecommunications industry in Nigeria.

Statement of the Problem

Talent management has emerged as an area of interest and focus for many human resource practitioners in the recent years in shoring up their organizations' performance. Many organizations and practitioners in Nigeria have jumped on the talent management bandwagon as they compete for the same pool of talents who will lift their organizations to superior performance. In the telecommunication industry, firms have been seen devising ways of managing talents ranging from branding, attraction, retention, leadership development and succession planning in order to cope with the growing competition. It has been observed that within the last twenty years which spans the existences of mobile telecommunications, organizations in the industry have been striving to attract, recruit, develop and

retain competent staff that are qualified and professional to achieve improved efficiency, costs reduction and enhanced performance. It is however observed that even with the continuing growing interest and focus on talent management as tool a tool for higher performance by many human resource practitioners in recent years, there has been continuous loss of talent by firms in the telecommunication industry. More importantly some telecommunication companies are apparently performing well while others are struggling to survive as evidenced in the winding up of Mtel mobile and the persistence change of ownership of some players like Etisalat to 9mobile and Econet to Vmobile to Zain to now, Airtel. The growing attention and existence of these talent management strategies and enhanced performance alongside firms' mortality and continuous ownership change of telecommunications companies in Nigeria call for an empirical investigation to determine whether or not there is a statistical relationship between talent management and performance of telecommunication companies in the country. It is against this background that the researcher is motivated to conduct a study on the "effect of talent management on the performance of telecommunication industry in Nigeria. On the above problem the ought to examine the effect of talent management on the performance of telecommunication industry in Nigeria. The specific objectives of the study are to;

i. determined the effect of talent attraction on the performance of telecommunication industry in Nigeria.
ii. evaluate the effect of talent acquisition and identification on the performance of telecommunication industry in Nigeria.
iii. ascertain the effect of talent retention on the performance of telecommunication industry in Nigeria.

LITERATURE REVIEW

Talent Management

Talent is seen as the sum of an individual's abilities, which includes his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also incorporates the individual's ability to learn and grow (Nafei, 2015). Talent refers to unique characteristics, qualities, traits or abilities of people who utilize this to reach the objectives of organizations (El Dahshan, Keshk & Dorgham, 2018). On the other hand, Wikstrom and Martin (2022) noted that talent represents greater mastery of developed abilities and knowledge systematically in the field of human endeavor. Talent may be defined as the inherent ability of an individual to do a particular task in a particular way.

Talent management can be evaluated as organizational culture or mindset in which people are appropriately valued and it is source of competitive advantage of the organization and an opportunity to value the role of human resources practitioners within a strategic planning process of the organization (Rathod, 2024). Devi (2023) 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 the most strategic positions, and assisting them in formulating the best use of strengths in order to gain their engagement and contribution, which ultimately contribute to organizational benefits.

For the purpose of the study integrating practices that have often been discussed separately in the literature are adopted as contained in Schiemann's (2024) talent management lifecycle and they include; talent attraction, talent acquisition and identification, talent development, career management and succession planning, and talent retention.

Talent Attraction

Talent attraction involves a set of activities which help an organization to attract potential and talented employees. According to Rop (2015) talent attraction activities includes employer branding, employee value preposition, employer of choice and flexible working hours. Finding good talent keeps the lights on at any organization. Shaheen, Naqvi and Khan (2023) argued that if a company is not on trend with the latest in talent attraction strategy, the company is doomed to be left behind. More than ever before, talent trends need be integrated into the overall strategy of the company. Many of the most successful

companies have figured out that human resource should not be siloed and that they must differentiate themselves (Kireru, et al., 2017).

Talent Acquisition

Talent acquisition is an umbrella term that encompasses the entire process of seeking out and securing (acquiring) people with the necessary skills (talent) to fill an organization's needs. Zanoor and Abideen (2020) asserted that talent acquisition activities include both the strategy involved in planning, forecasting, and broadcasting job openings, as well as the tactics involved in recruiting and sourcing. In simple terms, talent acquisition is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. Rukunga and Nzulwa (2018) defined acquisition as the process of finding and attracting capable applicants for employment. In this sense acquisition is considered synonymous with recruitment normally involves three main stages.

Talent Retention

The final talent management dimension is retention management, i.e. activities to prevent employee turnover. Stahl *et al.,* (2022); Meyers *et al.,* (2023); and Thunnissen *et al*., (2023) stated that talent retention principally involves two distinct dimensions. The first dimension concerns the degree of emphasis on creating a strong employer brand and refers to how strong the organization's efforts are to differentiate itself from competitors by formulating an employee value proposition (EVP) that appeals to talents. The second dimension is the degree to which organizations take specific measures to enhance loyalty among talents. Stahl *et al.,* (2022) further stated that talent retention is carried out through a number of different activities.

Performance

Performance refers to the action of performing a specific task or set of tasks and it's measured on how successfully an individual or organized group performs such tasks. So, Organizational performance refers to the analysis of an organization's performance against its objectives and goals. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) ((Haziazi, 2021).

Generally, organization performance breaks down into two operational terms: financial or economic performance and operational or non-financial performance. Economic performance of the organization looks at the financial and market outcomes which include topics like profits, sales, return on investment, and other financial metrics. Operational performance of the organization focuses on observable indices like customer satisfaction and loyalty, the firm social capital, and competitive edge derived from capabilities and resources. Organizational performance also takes into consideration product market performance and shareholder value. Product market performance measures how good a product or service does within the marketplace. It focuses on whether a product's market share rises or if an upgrade helped boost sales, etc. When referring specifically to a product instead of a whole organization, it's referred to as product-market performance.

Common measures of organizational performance are effectiveness and efficiency (Chavan, 2019). But for the purpose of this research, the study considered efficiency and service quality. Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2020). The Business dictionary defines efficiency as the comparison of what is actually produced or performed with what can be achieved with the same consumption of resources (money, time, labour, etc.) Mariam-Webster also defined efficiency as the ability to do something or produce something without wasting materials, time, or energy." Efficiency is the (often measurable) ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. In a more general sense, it is the ability to do things well, successfully, and without waste

While Rastgoo (2016), defined service as a set of characteristics and overall properties of the service which aim to satisfy the client and meet their needs. These definitions show that there are two prospective

of service quality, the outcome of the work or service (technical quality) and the manner in which the service is delivered (functional quality). Thus Auranzeb and Bhutto (2016) defined service quality as the variance between customer anticipations of service and perceived service. If expectations are superior to performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs. Service quality is the distinction between consumers' expectations for service performance and their perceptions of the service received. As maintained by Ali and Anwar (2016) service quality is the judgement of a customer about the overall excellence or superiority of service.

Empirical Review

Obisi (2021) evaluated the influence of talent attraction on employee performance in Nigerian telecom companies. A cross-sectional survey research design was employed, with 200 respondents selected through purposive sampling. Data were collected using structured questionnaires and analyzed using ANOVA and regression. The study found that talent attraction directly enhances employee satisfaction and performance, leading to improved organizational productivity. The conclusion recommended prioritizing talent attraction strategies. However, the study did not explore talent acquisition and succession planning, which is covered in the current study.

Lopez and Garcia, (2021) explored the effects of career management and talent retention on the performance of hotel companies in Spain. A sample of 200 employees was selected using stratified random sampling. Data were collected through surveys, and path analysis was used for data evaluation. The study found that effective career management and retention programs were positively correlated with higher employee morale and performance. The research emphasized the need for career advancement opportunities to retain top talent, leading to increased organizational success. However, the study did not address talent attraction or acquisition, which are relevant to the current research.

Nguyen and Lee, (2022) investigated the impact of talent management on the performance of healthcare organizations in Vietnam. The research design was quantitative, with a sample size of 450 healthcare professionals selected through convenience sampling. Data were collected using a survey instrument, and factor analysis was used for data interpretation. The study found that talent management, specifically through talent acquisition and development, led to improved quality of care and patient satisfaction. The study recommended the implementation of robust recruitment and training programs to improve healthcare delivery. Talent retention and career management were not the primary focus in this study.
Moyo and Kadamba, (2022) assessed the effect of talent attraction on performance within the telecom industry in Kenya. Using a cross-sectional survey design, they surveyed 250 employees from telecom companies in Nairobi. Purposive sampling was employed, and structured questionnaires were the primary data collection instrument. The data were analyzed using correlation and regression techniques. Their findings suggested that talent attraction significantly influenced organizational performance, especially in the areas of innovation, employee morale, and customer satisfaction. The study recommended implementing innovative recruitment strategies to attract a diverse talent pool. The research did not delve into the impact of talent identification or career development, which are integral to the current study.

Pillay and Singh, (2022) focused on the effect of talent attraction on organizational performance in India's telecom sector. The study adopted a quantitative approach, utilizing a sample size of 350 employees drawn using random sampling from several telecom firms in Mumbai. Data were collected through structured questionnaires and analyzed using multiple regression analysis. The results showed that attracting high-quality talent had a direct positive effect on the overall performance of telecom companies, especially in improving customer service and employee productivity. Recommendations included leveraging digital platforms and social media for recruitment. This study did not explore the talent acquisition process in detail, which is critical to the current research's scope.

Singh and Sharma, (2022) assessed the impact of talent management practices on the competitiveness of telecom companies in India. The research used a case study approach, focusing on managers and

executives in Indian telecom firms, with 150 participants selected via purposive sampling. Data were collected through interviews and focus groups and analyzed using thematic analysis. The study concluded that talent attraction fosters innovation and a competitive advantage, and recommended an emphasis on innovative hiring practices. However, the study did not explore talent retention or career management, which are examined in the current study.

Nwachukwu and Obikeze, (2023) evaluated the effect of talent acquisition on organizational innovation in the telecom sector in Nigeria. A descriptive survey research design was used, with a sample of 250 respondents selected via stratified sampling. Data were collected using structured questionnaires and analyzed using descriptive and ANOVA techniques. The study found that talent acquisition has a significant impact on innovation and organizational performance. The study recommended strategic recruitment practices to enhance operational excellence. However, it did not address talent retention, development, or succession planning, areas explored in the current study.

Alshurideh, *et al.* (2023) conducted in Jordan on the effects of talent attraction, acquisition, and retention on organizational performance in the telecommunications sector. A descriptive survey research design was adopted, targeting employees of telecom companies in Jordan. A sample of 300 respondents was selected using stratified random sampling. Data were collected using self-administered structured questionnaires. Regression analysis was employed for data analysis. The findings revealed that talent attraction and retention significantly influenced organizational performance by enhancing employee productivity. The study concluded that effective talent management practices improve employee engagement and organizational competitiveness. Recommendations included investing in retention policies and innovative recruitment strategies. However, the study lacked focus on career management and succession planning, which is addressed in the current study.

Kumar and Patel, (2023) examined how talent management affects employee engagement and organizational performance in the retail sector in India. The study utilized a cross-sectional research design with a sample size of 400 employees from various retail companies. Data were gathered using structured questionnaires, and the analysis was done using multiple regression techniques. The study concluded that talent development programs, such as leadership training and skill development, positively influenced employee engagement and job satisfaction, which in turn improved overall organizational performance. The study recommended investing in skill development and leadership training for improved business outcomes. However, it did not focus on talent retention or succession planning, which are part of the current study.

Smith and Brown, (2023) examined the impact of talent acquisition and development on organizational performance in the banking sector in the United States. The research used a survey design with a sample size of 500 employees from five major banks. Data were collected using structured questionnaires, and regression analysis was applied. The findings revealed that talent acquisition practices, such as effective recruitment and selection, along with continuous employee development, significantly enhanced productivity and customer service. The study recommended focusing on improving recruitment strategies and offering career development programs to maintain competitive advantage. This study did not explore talent retention or succession planning, which are included in the current research.

Gathiga (2024) looked at the extent to which effective talent management impacts organizational competitiveness a case of an agribusiness organization. Stratified sampling technique was used to select the sample in which thirty (30) respondents from a population of eighty-five (85) staff working at the Kenya Office were chosen. Data was analyzed using SPSS and results presented in tables and bar graphs. Findings of the study revealed that: first on selection and recruitment, the study revealed that most of the employees felt that, the manner in which it was done was free and fair and that they were given an opportunity to apply for vacancies when they felt vacant. However, although majority of them reported that promotions to supervisory positions were fair and also results oriented, a small number did not totally agree. However, Gathiga's study focuses on an agribusiness company in Kenya, while the current

study is set in Nigeria's telecommunication industry, which may involve different challenges and talent management needs.

The Resource-Based Theory (RBV)

The Resource-Based Theory (RBV), proposed by Barney (1991), examines the relationship between internal resources including human resources and talents strategy, and firm performance. It emphasizes achieving sustained competitive advantage through human capital development rather than merely aligning resources with strategic goals. According to Beger (2009), a firm gains competitive advantage by implementing a unique value-creating strategy not used by competitors, and sustained competitive advantage occurs when competitors cannot replicate the strategy's benefits. Barney identified four key indicators value, rarity, imitability, and substitutability to assess the impact of resources on competitive advantage. The theory highlights that firms outperform competitors by leveraging unique, inimitable, and immobile resources, particularly human capital. This perspective underscores the importance of talent management in enhancing employee skills and organizational performance. In Nigeria's telecommunications sector, firms adopt various talent strategies to boost competitiveness and performance.

Human Capital Theory

The Human Capital Theory, prominently developed by Becker (1964), views individuals and their skills as capital, emphasizing investments in education, training, and health for future returns. Becker argued that firms are reluctant to invest in general skills since employees can transfer them to other employers, making workers themselves responsible for funding their skill development. Employees invest in their own training, often accepting lower wages initially, expecting higher future earnings. The theory suggests that firms act as talent-integrating institutions, coordinating and structuring specialized talent rather than creating it. Roberts (2008) emphasized that talent is the key source of sustainable competitive advantage, making firms reliant on structuring and managing human capital efficiently. This study adopts the Human Capital Theory as its anchor, as the Nigerian telecommunications industry integrates individual talent through structural coordination to enhance performance and achieve sustained competitive advantage.

The literature review examines talent management's concept, dimensions, and impact on organizational performance, focusing on Nigeria's telecommunications industry. Talent management is a strategic HR function encompassing talent attraction, acquisition, development, and retention. It is viewed through two perspectives: the object approach (skills, experience, and competencies) and the subject approach (all employees or high-performing individuals). Key dimensions include talent attraction, acquisition, and retention, which enhance competitiveness and service quality. Research from multiple countries confirms talent management's positive effect on innovation, productivity, and competitive advantage. However, gaps remain in integrating career development and succession planning. The study adopts Human Capital Theory as its anchor, emphasizing talent integration's role in improving performance in Nigeria's telecom sector.

METHODOLOGY

This study adopted a descriptive survey research design to examine the effect of talent management on the performance of the telecommunication industry in Nigeria, focusing on Benue and Nasarawa States. The population of this study consists of two hundred and thirty-one (231) employees from three selected telecommunication companies (MTN, Airtel, and Globacom) operating in Benue and Nasarawa States. These companies were chosen due to their significant market presence in the region. A multi-stage sampling technique was used to select respondents for the study. The sample size was determined using Taro Yamane's formula:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Where:

N = Population size (231)

Therefore,

$$n = \frac{231}{1 + 231(0.05)^2} \qquad n = \frac{231}{1.5775} \qquad n = 146.43$$

Therefore, the sample size of the study is 146 respondents. The study utilized a structured questionnaire as the primary data collection instrument. To ensure the validity of the research instrument, the questionnaire undergo content and face validation by experts in human resource management and telecommunications. The reliability of the questionnaire was tested using the Cronbach's Alpha reliability coefficient, which assesses internal consistency. A reliability score of 0.70 or higher will be considered acceptable, indicating that the instrument is reliable for data collection. A pilot test was conducted with a small sample of respondents from the target population to confirm the reliability before full-scale data collection.

The study employed an econometric model to assess the relationship between talent management and the performance of telecommunication firms. The model will be specified as follows:

$$PERF = f(TM) \quad 1$$

$$PERF = \beta 0+\beta 1TAT+\beta 2TAI+\beta 3TR+\epsilon \quad 2$$

Where:

PERF = Organizational Performance

TAT = Talent Attraction

TAI = Talent Acquisition and Identification

TR = Talent Retention

β0 = Regression Intercept or Slope

β1, β2, β3 = Coefficients of independent variables

ε = Error term

A priori expectations

$b_1>0, b_2>0, b_3>0$.

Data collected from the survey was analyzed using descriptive and inferential statistics. Descriptive statistics such as mean, standard deviation, and frequency distribution will summarize the data, while inferential statistics will include correlation and multiple regression analysis to test hypotheses and determine the significance of the relationships between talent management practices and organizational performance. Statistical analysis will be conducted using Statistical Package for Social Sciences (SPSS) to ensure accuracy and efficiency in data interpretation. The results was presented in tables, charts, and graphs for easy comprehension, with detailed discussions on the findings based on statistical significance and theoretical implications.

RESULT AND DISCUSSIONS

The response rate is analyzed to determine the number of questionnaires distributed, retrieved, and valid for analysis.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.447[a]	.200	.177	.830

a. Predictors: (Constant), talent attraction, talent acquisition and identification, talent retention

b. Dependent Variable: Performance

Source: SPSS Result Version 25.0, (2025)

The model shows a moderate positive relationship (R = 0.447) between talent management practices and the performance of telecommunication companies in Nigeria. Talent attraction, talent acquisition and identification, and talent retention explain 20% ($R^2 = 0.200$) of the variations in performance, while other factors contribute the remaining 80%. The adjusted R^2 (0.177) confirms this moderate effect. Although the model provides useful insights, external factors like technology, leadership, and competition may also influence performance.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.378	4	6.095	8.849	.000[b]
	Residual	97.799	142	.689		
	Total	122.177	146			

a. Dependent Variable: performance
b. Predictors: (Constant), talent attraction, talent acquisition and identification, talent retention

Source SPSS Result Version 25.0, (2025)

The ANOVA table tests the overall significance of the regression model. The F-statistic (8.849) and p-value (Sig. = 0.000) indicate that the model is statistically significant at a 95% confidence level. This means that talent attraction, talent acquisition and identification, and talent retention collectively have a significant impact on the performance of telecommunication companies in Nigeria.

Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.062	.593		5.162	.000
	Talent attraction	.089	.070	.104	1.281	.002
	Talent acquisition	.488	.204	.303	2.393	.008
	Talent retention	.699	.129	.805	5.422	.000

a. Dependent Variable: Employees' performance

Source: SPSS Result, (2025)

From the regression equation stated, it can be derived that employees' performance (3.062) is the function of talent attraction (.104), talent acquisition and identification (.303) and talent retention (.735). This equation indicates that a unit change in talent attraction to a zero constant will affect performance telecommunication industry in Nigeria by 10.4%. Furthermore, a unit change in talent acquisition and identification will affect performance telecommunication industry by 30.3% whereas a unit change in talent retention will bring about changes in performance telecommunication industry by 80.5%. The result also establishes that talent attraction, talent acquisition and talent retention have positive effect on performance telecommunication industry in Nigeria. The result is statistically represented as P Value (0.002, 0.008 and 0.000< .05) and in line with a prior expectation.

Test of Hypotheses

The first hypothesis (H_{01}) stated that talent attraction has no significant effect on the performance of the telecommunication industry in Nigeria.

The regression analysis showed a coefficient (B) of 0.089 and a p-value of 0.002, which is less than the significance level of 0.05. Based on this result, the null hypothesis was rejected, indicating that talent attraction has a significant effect on the performance of telecommunication companies in Nigeria.

The second hypothesis (H_{02}) proposed that talent acquisition and identification have no significant effect on the performance of the telecommunication industry in Nigeria.

The results revealed a regression coefficient (B) of 0.488 with a p-value of 0.008, which is also below 0.05. Consequently, the null hypothesis was rejected, suggesting that talent acquisition and identification significantly influence the performance of telecommunication companies.

The third hypothesis (H_{03}) stated that talent retention has no significant effect on the performance of the telecommunication industry in Nigeria.

The analysis produced a coefficient (B) of 0.699 and a p-value of 0.000, which is highly significant. As a result, the null hypothesis was rejected, confirming that talent retention has a strong and significant effect on the performance of telecommunication companies in Nigeria.

Discussion

The study found that talent attraction has a significant effect on organizational performance, reinforcing the conclusions of Obisi (2021) and Moyo & Kadamba (2022), who both found that attracting skilled employees enhances job satisfaction, innovation, and service quality. Similarly, Pillay & Singh (2022) emphasized that attracting high-quality talent improves customer service and employee productivity in India's telecom sector. However, while these studies focused primarily on the direct impact of talent attraction, the current study also considers its interaction with other talent management practices such as talent acquisition and retention. The study by Alshurideh et al. (2023) in Jordan also supports this finding, highlighting that talent attraction enhances employee engagement and productivity.

The findings indicate that talent acquisition have a significant effect on performance, consistent with Nguyen & Lee (2022), who found that effective talent acquisition and development programs improve service quality and productivity in Vietnam's healthcare sector. Similarly, Nwachukwu & Obikeze (2023) found that talent acquisition positively impacts innovation in Nigeria's telecom industry, further supporting the relevance of effective recruitment strategies. Unlike Smith & Brown (2023), who studied talent acquisition in the U.S. banking sector and focused on customer service and employee development. Talent retention emerged as the most significant predictor of performance, aligning with Lopez & Garcia (2021), who found that career management and retention programs increase employee morale and productivity in Spain's hotel industry. Similarly, Reham et al. (2023) emphasized that talent retention sustains competitiveness in Jordan's telecom sector, reinforcing the importance of policies aimed at reducing turnover. The current study adds to this discourse by examining the role of work environment, incentives, and career growth opportunities in employee retention, areas that were not the primary focus of prior research such as Kumar & Patel (2023), which emphasized skill development over long-term retention.

CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concludes that talent management plays a crucial role in enhancing the performance of the telecommunication industry in Nigeria. Organizations that invest in attracting, acquiring, and retaining top talent experience better employee engagement, innovation, and overall performance.

Based on the findings and conclusion, the following recommendations are proposed:

i. Telecommunication companies should strengthen talent attraction strategies offering competitive salary packages, career growth opportunities, and an attractive work environment will significantly improve their ability to attract skilled professionals.
ii. Telecommunication companies should enhance talent acquisition and identification by adopting data-driven recruitment processes that ensure the selection of individuals with the necessary skills and competencies
iii. Telecommunication firms should improve talent retention strategies by prioritizing employee career development programs, including training, mentorship, and leadership development, to foster long-term commitment as well as offering competitive remuneration, performance-based incentives, and a positive work culture to help reduce employee turnover.

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