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TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE OF PHARMACEUTICAL FIRMS IN ANAMBRA STATE

BY

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ABSTRACT

The study was on talent management and employee performance of Pharmaceutical firms in Anambra state. The broad objective of the study was to determine the relationship that exists between Talent Management and Employee Performance in Pharmaceutical Firms in Anambra State, two objectives were raised for the study like career progression and decision process, also two research questions in consonance with the objectives. Two hypotheses were also raised for the study. The study was anchored on the human capital theory by Becker in 1964 and importance of the theory to the study indicated. Descriptive Survey Research Design was employed for the study. The population of the study was 1488 consisting of employees of the three pharmaceutical firms in Anambra State used and 290 were proportionately selected to consist the sample for the study but 266 was used for analysis due to 24 copies were not filled properly and some were not seen. Pearson's Product Moment Correlation Coefficient was used to test the hypotheses. The findings of the study revealed that there was a significant positive relationship existing between career progression and employee loyalty (r =.974; p-value < 0.05). Hypothesis two shows that decision process and employee commitment have correlation coefficient (r) of .874 and the p-value is .000. The study concluded that Talent Management contributes significantly to performance of the employees in pharmaceutical firms in Anambra State. It was recommended that these Organizations under study should provide encouraging wages and promote employees as and when due to make them stay longer with the firm and avoid employee turnover.

KEY WORDS: Talent management, Employee performance, Pharmaceutical Firms

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Introduction

Talent management does not stop with attracting top quality talents, but encompasses developing and keeping them in the organization for a long time. It is not sufficient simply to attract individuals with high potential; developing, managing and retaining those individuals as part of a planned strategy for talent are equally important, as well as adopting systems to measure the return on this investment. Getting talented employees is a challenge for many organizations, because these talented employees are sometimes scarce leading to competition to attract and retain them. This has resulted to some unethical practices such as poaching of talents. Organizations have lost some of their best talents to their competitors and have been left to recruit and train new ones which increases cost (Brewster, Sparrow & Vernon, 2017).

The sustainability of firms most times hinges on the talents that oversee their affairs. Talent management therefore is essential in determining the performance of organizations. When an organization gets to know who those talents with the greatest potential to excel are, it becomes easier to invest in their professional development. Since development calls for investment decisions towards learning, training and development of the individual either for growth, succession planning and performance management, an organization remains bothered where to make this investment and Talent management make this easier for them. Apart from this, having a strong TM culture also determines how employees rate their organizations. In addition, if employees are positive about the Talent management practices of the organization, they are more likely to have confidence in the future of the organization. The result is a workforce that is more committed, satisfied, competent and engaged, determined to perform better than their competitors and ensure a leadership position in the market for their organization (Boekaerts, 2007). Hence, the way an organization manages its talented employees goes a long way in influencing the performance of organization. Talent management is a system of managing personnel in order to build competitive advantage.

Statement of the Problem

The most important asset organizations have is her stock of employees. This is because they manage and make sure that all other resources such as material, money or equipment are managed properly and put to good use both service and product oriented companies depend heavily on the input of their employees. Hence, organizations that can boast of attracting and retaining employees can most certainly outcompete their competitors. Talented employees are not employed due to the system of employment in the country difference people are employed both the novice rejecting those that have the talent making most organizations not perform as expected. The pharmaceutical firms used in this study should employ talented people to last long in the system and deliver fair and just services. Career progression and decision process should be considered for better performance of these talented employees. Hence, this study seeks to examine talent management of the pharmaceutical firms in Anambra state to know how they correlate with the performance of their employees

Objective of the Study

The broad objective of the study is to examine the nature of the relationship that exists between talent management (TM) and employee performance in selected pharmaceutical companies in Anambra State. Specifically, the study seeks to:

Ascertain the extent of the relationship that exists between career progression and employee loyalty in selected pharmaceutical companies in Anambra State.

Ascertain the relationship between decision process and employee commitment of selected pharmaceutical companies in Anambra state.

Research Hypotheses

H1: Career progression has a significant positive correlation with employee loyalty in selected pharmaceutical companies in Anambra State.

H2: There is a significant negative relationship between Decision process and employee commitment of pharmaceutical companies in Anambra state.

CONCEPTAUL REVIEW

Talent management attracts and retains talented employees in organizations as employees begin to see themselves as part of the organization, add value to the organization and remain attached to it. It ensures that employees remain professional at all times in their business practices, serve meritoriously, have the right people made up of seasoned professionals, who have excelled in their various professions, possessing the requisite integrity, skills and experience. Contemporarily, the task of running an organization in this modern era has gone beyond just attracting, hiring, engaging, training and developing top talents, considering the complex nature of human beings, it has gone into retaining talents with high performing potentials who can add value to the organization. This requires creating recognition programs, offering adequate remuneration, career development opportunities, promotion, interesting and challenging responsibilities, conducive work climate for employees to perform at their best, work-life balance, trust and confidence in management, involvement in decision making and reward since they provide a strong basis for retention. This can have a lasting impression on the hearts and minds of employee and continue to substantiate employees' perception that they are valued by their employers (Silbert, 2015).

Talents can be retained if they have a positive perception of their employer and are less likely to voluntarily leave, have greater employee loyalty, and improved performance. Organizations that provide career development opportunities to talented employees are more likely to experience a low voluntary turnover of top performers which can deplete organizations' talents. When employees have the assurance that their organization values their development, they become more committed and loyal to their organization. Thus, managers may need to demonstrate to employees that talent management is a priority for all employees, sourcing talents, and rewarding managers for improvement (Scullion & Ceilings 2006).

Career Progression

Career progression has been presenting a lot of definitional difficulties. However, Blau and Duncan (2019) first attempted to define it as "the outcome of the lifelong process in which ascribed status at birth, intervening circumstances and earlier attainments determine the level of ultimate achievement." Most definitions refer to a measure of salary or levels of "job responsibility, promotions career satisfaction and professional development.

Generally, positive predictors of career progression include higher levels of ability and educational attainment, early job mobility and longer labour force attachment both lead to increased career success. On the other hand, age and female gender have a negative effect on career progression also inclusive are career mentors, corporate culture including expectations of employees and co-workers, social inclusion on the job, job satisfaction, and performance appraisals.

Decision Process

Decision process is all about creating an enabling environment in which individuals can have an impact on actions and decisions that influence productivity in their occupation. This makes the management team more proactive in addressing the needs of employees who are considered the organizations greatest asset. Applied management researchers have cited numerous benefits of involving employees in organizational initiatives. They include, enhanced ability in managerial decision-making, positive attitude to work, better workers‟ welfare, lower operational cost through reduction of waste, high productivity of workers across all sections of businesses (Jones, Kalmi & Kauhanen, 2010). These benefits were further summarized into, motivation, commitment, creativity, empowerment and job satisfaction (Light, 2004). Process in management initiatives motivates employees to deliver quality services to customers and improve organizational productivity. Decision process is defined as a process of involving and empowering employees to use their input towards creating value and improving organizational productivity (Sofijanova & Chatleska, 2013). Decision process also means direct involvement or engagement of employees towards applying ideas, expertise, and efforts in solving organizational problems and achieving its goals or objectives. Decision making implies a practice, which gives workers greater opportunity to be involved in decision-making beyond the immediate boundaries of their jobs.

Employee performance

Employees are the fabric of an effectively and efficiently managed organization. This is because, they oversee the day to day running of the business. Their performance in an organization is therefore salient for the very survival of the firms. Meyer, Vandenberghe and Becker (2017) opined that many factors affect employee performance and managers need to be aware of and should work to improve at all times. To get the maximum performance from employees, you need to provide them with the tools they need to succeed. Managers should keep their expectations in line with the duties assigned to the employee. By expecting more from an employee than they were hired for, or more than their background has prepared them for can diminish employee performance.. Employee performance describes how an employee carries out the tasks that make up the job. Good performance results from efforts, ability and direction. It refers to formal job duties assigned by organizational authorities and evaluated during performance appraisal. Aguinis (2017) opines that performance is about behaviour or what employees do and not about what employees produce or the outcomes of their work. The effectiveness and efficiency with which employees carry out these activities assigned to them is however dependent on so many factors one of which is the dynamic capabilities of the employees.

Theoretical Framework:

This study is anchored on the Human Capital Theory propounded by Becker (1964). This theory postulates that human capital the composition of employee skills, knowledge, and abilities is a central driver of employee performance. The theory has been widely used in the field of human resource management (Crook, Todd, Combs, Woehr, & Ketchen, 2011). This theory views human capital as a competitive resource that organizations can invest in and is valued by the organization since it increases productivity (Kessler & Liilfesmann, 2006).

The relevance of this theory is that if organizations pursue goal congruence, and focus more on retaining top performers, the huge amount invested in top performers pays off with long term benefits to the organization. If employees are adequately invested in, well managed and

retained, they will be innovative and creative, competent and committed, readily useful and available to the organization to do the right job for the right reasons and goal achievements becomes glaring and tangible.

Empirical Review:

Augustis and Jaja (2015) examined talent management and corporate survival of the Nigerian banking industry. A sample of 132 managerial staff from a survey of licensed banks in Rivers State were used for d study. A cross sectional survey design was adopted for the study as the main instrument for data generation was structured questionnaire. Two null hypotheses were postulated for the study and tested using the Spearman rank order correlation coefficient with results showing significant associations in both instances. As a result of the investigation, it was revealed that both dimensions of talent management have significant relationships with corporate survival.

Onodugo and Ogbonna (2015) did a work on 'career progression and employees performance in selected SMEs in Asaba, Delta State. Descriptive survey design was adopted. Data were generated from employees of SMEs used on a 5-point Likert scale structured questionnaire. Hypotheses were tested with Pearson Product Moment Correlation coefficient. Regression technique was used to analyze the data collected. The findings revealed a positive relationship between career progression and employee performance. The study concluded that career progression was significantly related to employee performance.

Research Design

The study employed the use of descriptive survey research design so as to collect information from sampled respondents through questionnaire. Survey research design is most appropriate for this study in that it intends to collect data from sampled respondents about the variables of the study using structured questionnaire.

Population

The study population used employees of three selected pharmaceutical firms located in Anambra State. Gauze Pharmacy has a total of 200 employees, Kingsize pharmaceutical company Ogidi 568 employees while Juhel Nigeria Limited has a total of 680. This makes it a combined total of 1448 employees. Managers and heads of each department were selected because they are the people that will give us facts we need about their job.

S/NO	COMPANY	POPULATION
1	JUHEL	680
2	GAUZE	200
3	KINGSIZE	568
Total		1448

SOURCE; Personnel Unit of Each Firm, 2023

Sample Size and Sampling Techniques

The sample size of the study is 290 participants which were arrived at using Borg and Gall formula (n= N/1+ N (e^2),

Where:

n=Sample size N=Population,

e=error margin at 0.05).

Bowley's proportionate formula, n Nh/N, was used in determine the copies of questionnaire to be allocated to each of the three firms.

Where n = Sample size,

Nh = Population of each organization,

N=Total Population

This is to determine the number of participants to be drawn from each organization. Hence 200 participants were drawn from Gauze Pharmacy and Kingsize Pharmaceutical 568 and 680 participants were from Juhel Nigeria Limited.

Sources and Method of Data Collection

Data for this study was sourced from primary and secondary sources. The primary data was gathered from respondents through the use of questionnaire instrument and secondary data through internet, E-library and online.

DATA PRESENTATION AND ANALYSIS

Data generated from the employees of the sampled pharmaceutical firms were presented, analyzed and interpreted. A total of two hundred and ninety (290) copies of the questionnaires were distributed to the respondents, out of which two hundred and sixty six (266) were properly filled and found relevant to the study. 24 copies were not properly filled and some got missing. Therefore, the analysis in this section will be based on two hundred and sixty six relevant copies.

Test of Hypothesis one.

H_0: Career progression has no significant positive correlation with employee loyalty in selected pharmaceutical firms in Anambra State.

H_{01}: Career progression has a significant positive correlation with employee loyalty in selected pharmaceutical firms in Anambra State.

Correlation Table for Hypothesis one

Correlations

		Career Progression	**Employee Loyalty**
Career Progression	Pearson Correlation	1	.974"
	Sig. (2-tailed)		.000
	N	266	266
Employee Loyalty	Pearson Correlation	974"	1
	Sig. (2-tailed)	.000	
	N	266	266

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

Source: Field Survey, 2023

From the table above, it shows that the correlation coefficient (r) is .974 and the p-value is .000. This signifies that career progression has a significant positive correlation with employee loyalty in selected pharmaceutical firms Anambra State. Hence, the alternate

hypothesis is accepted because the p-value obtained is less than the 0.05 level of significance used.

Test of Hypothesis two.

H_0: Decision process has no positive relationship with employee commitment of pharmaceutical companies in Anambra state.

H_{01}: Decision process has a positive relationship with employee commitment of pharmaceutical companies in Anambra state.

Correlation Table for Hypothesis two

Correlations

		Decision Process	**Employee commitment**
Decision process	Pearson Correlation		.874
	Sig. (2-tailed)		.000
	N	266	266
Employee commitment	Pearson Correlation	974"	1
	Sig. (2-tailed)	.000	
	N	266	266

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

Source: Field Survey, 2023

From the Table above, it shows that job rotation has correlation coefficient (r) of .874 and the p-value is .000. This signifies that Decision process has no significant positive correlation with employee commitment in selected pharmaceutical firms Anambra State. Hence, the alternate hypothesis is accepted because the p-value obtained is less than the 0.05 level of significance used.

DISCUSSION OF FINDINGS

This work discussed talent management and employee performance of pharmaceutical firms in Anambra state, using Juhel pharmaceutical in Awka, Kingsize pharmaceutical in Ogidi and Guaze pharmaceutical in Awka. Variables used in the study were career progression and Decision process. Both objectives, research questions and hypotheses were all aligned in order. Population of this study were selected from the three pharmaceutical firms used.The findings of this study was in line with the work of Dim & Nnanyelugo (2022) who did a study on Talent management and employee performance of Private universities in Anambra State. Also Agbuchi & Ugo (2014) did a work on Career progression in SMEs in Uyo trying to verify if career progression is necessary in SMEs in that State. Decision process was considered to help employees in cable manufacturing firms in Anambra State to perform better from the work of Udoye et al (2018) agreeing with the result of this work that decision process will be of advantage to employees of these pharmaceutical firms in Anambra State. Talent management is a must for organizations that want to survive and meet with competitors mostly these firms selected in Anambra State when they retain talented employees in their various organizations they will perform better.

Summary of Findings

The findings of this study are summarized below:

a) The finding from the test of hypothesis one revealed that there was a significant positive relationship existing between career progression and employee loyalty (r =.974; p-value < 0.05).
b) Hypothesis two shows that decision process and employee commitment has correlation coefficient (r) of .874 and the p-value is .000

Conclusion

Following the data analysis and hypotheses tested, it is concluded that, not only had the variables determined individually the relationship between the dependent and independent variables, also, have collectively shown that employees' performance largely depends on effective talent management in the organizations studied. Therefore, matters of Talent management, career progression and decision process are serious issues that deserve all the attention it can get from all the stakeholders of organizations.

Recommendations

The following recommendations were made:

1. The management of these companies should facilitate career progression of their employees through making higher positions available for internal staff than external staff as this will improve the loyalty of the employees to the companies.
2. Employees should be allowed to contribute in decision making to help employees learn more also to help the organization to achieve their objectives successfully.

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