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Review Article

Talent Management Strategies and Organizational Success of Universities in Rivers State

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Abstract: This study theoretically examines the relationship that exists between talent management strategies and organizational success of universities in Rivers State. The theoretical foundation that underpins this study was resource-based view theory. According to the literature review, there is a strong link between talent management strategies and organizational success. Career management is critical for every organization's performance since how well it manages its employees determines its success. The findings of this study have some managerial implications, which can help managers to effectively attain their organizational objectives. The findings show that management is not paying enough attention to talent attraction and retention in the industry, necessitating a need for management to overhaul their talent attraction and retention strategy, as this will improve the explanation variations of talent management strategies in achieving long-term organizational success. Managers should shift their mindset from discussing talent management strategies informally to strategic execution and integration through decision-making procedures, rather than treating it as a theoretical topic. Human resources managers should also set aside sufficient budget to cater for costs relating to external recruitment and graduate or management trainee programs which ideally will form part of an organization's talent pool.

Keywords: Learning and Development, Market Share, Organizational Success, Profitability, Sales Growth, Talent Management Strategies, Talent Attraction, Talent Retention.

INTRODUCTION

The global economic catastrophe that we are currently experiencing has created an unstable and turbulent business climate, making it even more critical for companies to discover strategies to maximize the potential of their personnel (Sheedy, 2009). In order to succeed in the face of increasing competition, both locally and worldwide, businesses must be more adaptive, resilient, agile, and customer-focused. These new developments, among other things, have prompted businesses to look for ways to become more adaptable, competitive, and flexible to stay on par with the competition. To succeed, organizations require a variety of resources, tactics, and techniques. All of these things are required for a business to function, from capital to a business location to staff. While these factors are important, people management is also acknowledged is a vital component business tool for allowing organizational transformation, improvement, performance, and success.

According to Nwokah & Aeenee (2017), a successful company is one that produces an acceptable return on investment. Business success is that which is positioned to keep on running without depending on the owner to be in daily attendance. In this regard, the achievement of any business is therefore very crucial to the owner(s) and as such the owners' joy is as a result of the company's success. It is noted that successful organization is: An organization that: Ensure current, customers are delighted and acquires new customers while making a profit.

The ability of a company to achieve its declared goal is referred to as organizational success. The achievement of the business's business goals is referred to as organizational success. It's having a set of objectives and attaining them. Similarly, information on efficiency, growth, profit, scale, liquidity, success/failure, market share, and leverage is often provided by organizational success. It provides data about the company's growth, success, and failure, as well as the profitability of the company. Business success, in this context, means that the company is profitable, effective, efficient, and successful.

In today's economy, land, capital, and fixed assets are no longer critical resources for firms to remain highly competitive (Gardner, 2002). Human capital is a critical resource for firms to adapt to global competition. As a result, firms compete with one another to obtain and retain people in order to keep their operations running and flourish (Gardner, 2002). Michael *et al.* (2011) described talent as a person's inherent gift, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive, as well as their innate gift, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also refers to his or her ability to grow and learn new things. People must have talent in order to perform well in their roles. Through their current efforts, they contribute to organizational success, and they have the potential to make a significant impact in the future. The goal of talent management is to find, hire, retain, and develop talented people. It is the foundation of achieving corporate goals.

Some studies linking people management to organizational outcomes are now available in print (Maya & Thamilselvan, 2013). As a result, prior research has consistently discovered a beneficial relationship between talent management and organizational performance (Maya & Thamilselvan, 2013). According to a study conducted by Maya & Thamilselvan (2013), firms that are interested in talent management perform better financially when compared to other organizations in the same industry. According to McCauley and Wakefield (2006), firms should move their human resource focus away from administration and toward establishing tactics for business partners in order to incorporate the standards and activities for a company's upgrade to the standard.

In their study, Abbasi, Sohail, Cheema, and Syed (2013) informed Pakistani organizations that talent management is not an alien practice in this culture; rather, it can be used as a useful tool for employee attraction, retention, development, and improving organizational performance in a highly competitive environment. Talent management is now crucial for the survival of profit-making enterprises in today's organizations, according to a study done by Kehinde (2012).

Review of the past studies conducted in Nigeria on the organizational success did not touch on talent management strategies but other human resource practices. Ntonga (2007) investigated the effect of competitive strategies on the relationship between strategic human resource management and the firms' performance of Nigerian corporate organizations. Ngari (2012) investigated the relationship between intellectual Capital Accounting and the business performance in the pharmaceutical firms in Nigeria. The current study therefore sought to complete the existing research gap and also provide a better understanding through the empirical evidence of the effect of talent management strategies on the organization success of universities in Rivers State, Nigeria.

Statement of the Problem

Without a doubt, it has evolved into a mandate for organizations, particularly educational institutions, to integrate highly functional talent management strategies across every aspect of their business, as it has turned out a mandate for organizations seeking to create sustainable competitive advantage, productivity, profitability, and ultimately success through their human assets. However, high staff turnover as a result of globalization financial downturn, recapitalization, mergers and acquisitions and in some cases, unstable organizational and governmental policies, and the Nigerian education industry is currently experiencing lingering distress and turbulence, which has turned into a concern. The consequences of this turbulence on organizations are still unresolved and unacceptable, as ineffective, inconsistent, and highly biased talent management strategies continue to pervade and pervade every facet of Nigerian organizations, negatively impacting their overall success and accounting for the morbidity of a number of them. As a result, if the threat is not addressed, the repercussions will be exponentially worse.

In addition, the absence of a highly competent and skilled workforce, in addition competitiveness makes one of the most difficult challenges in attracting and keeping talent. Pressing challenges for managers around the world (Bateman & Snell, 2011). Human capital, on the other hand, is made up of learned skills and knowledge conveyed solely through abilities and aptitudes that must be fully utilized to meet both individual and organizational objectives. This means that an organization's success is largely determined by the quality and quantity of its employees (Bateman & Snell, 2011).

Furthermore, most organizations are struggling to have clear knowledge of the features, enabling technologies and definition of talent management, while they know how to administratively recruit, retain and replace, they are still struggling in conjunction in conjunction with the strategic elements of managing talent. The two principal challenges facing organizations are concerned with how to manage people and how to manage risks. Loss of commitment to the job, dealing with employees' reluctance to change, staff turnover resulting to the loss of critical talents and redundancies are all examples of human-related hazards (Adegoroye & Oladejo, 2012; Emeria & Okafor, 2008). The study investigates the association between talent management practices and the aforementioned and organizational success of universities in Nigeria.

Conceptual Framework

The conceptual framework shows the relationship between the predictor and criterion variables which indicates the dimensions of the predictor variables and the measures of the criterion variables.

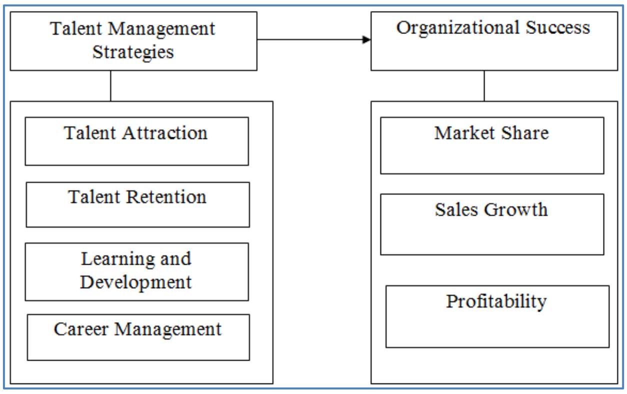

Fig-1: The conceptual framework of the relationship between talent management strategies and organizational success.

Source: Dimensions were adapted from Olena and Victoria (2019) and Ahmad and Rashad (2019) while, Measures were adapted from Lyria (2013).

The purpose of this study is to theoretically determine the relationship that exists between talent management strategic and organizational success of universities in Rivers State. From the purpose of the study, the following objectives were examined.

1. To examine the relationship between talent attraction and organizational success of universities in Rivers State.
2. To examine the relationship between talent retention and organizational success of universities in Rivers State.
3. To examine the relationship between learning/development and organizational success of universities in Rivers State.
4. To examine the relationship between career management and organizational success of universities in Rivers State.

The Research Questions

The following research questions were used as a guide in the research work.

1. To what extent does talent attraction relate with organizational success of universities in Rivers State?
2. To what extent does talent retention relate with organizational success of universities in Rivers State?
3. To what extent does learning and development relate with organizational success of universities in Rivers State?
4. To what extent does career management relate with organizational success of universities in Rivers State?

LITERATURE REVIEW

Theoretical Framework

This research takes a resource-based approach. The Resource-Based View was proposed by Barney (2003). He asserts that resources form an integral part of a corporation, especially when business owners want to create an advantage in the marketplace over their rivals. According to Helfat and Peteraf (2003), a resource refers to as an asset or input that assist in production, while a firm's capability refers to a company's ability to carry out assigned roles and responsibilities-this could be the outcome of the utilization of the firms' resources aimed at achieving particular goals.

Rivard, Raymond and Verreault (1997) argued that any organization that waits to build or create an organization's competitive edge may do so by increasing its company's capacity to charge more for goods or services produced or offered to clients which in the long run will resonate to achieving the company's bottom line. The conceptual framework of the RBV helps establish important components of the theory that aid the understanding and application of the RBV. The foremost among the five components are the Resources. The resources here comprise assets, capabilities, organizational processes, available resources, communication and understanding of the organization's performance and commitment.

Concept of Talent Management Strategies

Talent is some combination of a keen strategic mind, leadership ability, emotional maturity, communication skills, entrepreneurial instincts, functional abilities, and capability to generate outcomes are all qualities that may be beneficial to attract and motivate other bright people. (Glenn, 2012, citing Michaels, Handfield-Jones, and Aexlrod, 2001). Schuler (2015) provides a clarified definition of talented employees, stating that talent or talented employees appear to be based on individuals who are special, have competencies valued by the company, behaviors aligned with the company's values, are difficult to find, are difficult to replace, can add a great deal of value to the company, have the option to leave at any time, and can help shape the company's future strategic directions.

After McKinsey's research was published in 1998, talent management became popular in the corporate and academic worlds. According to this study, corporate America was about to enter a fight for senior executive talent that would define their competitive landscape for decades to come (Glenn, 2012, p. 26). Since then organizations have started thinking about talent management.

Talent Attraction

Talent attraction was measured by communication as well as its execution of employer branding (Kim, 2008), existence of safe working conditions (Glen, 2007), effective recruitment and selection process (Armstrong, 2006), existence of both financial and non-financial incentives, low history of staff turnover, support of employees training opportunities and career progression(World at work, 2009), existence and use of talent search matrix (David *et al*., 2007), work environment and involvement of line supervisors (Stewart, 2008).

Recruitment and selection, employer branding, employee value proposition, and employer of choice are all components of talent attraction (Armstrong, 2006). Organizations must utilize a wide range of approaches or techniques to identify the proper ability that is comparable to the culture and values of the firm (Armstrong, 2006). The initial job of a talent management strategy is to recruit members of the talent pool. The talent pool is a group of employees with special traits and is source of future senior executives (Ballesteros *et al*., 2010). Internal or external sources of brilliant people can be used to build a talent pool; however, internal sources are the best because employees already know how company procedures function and can be assimilated directly into the new job, boosting employee morale (David *et al.,* 2007). External sources, on the other hand, are the ideal way for an organization to introduce drastic changes or revitalize its culture (Ballesteros *et al*., 2010). Managers should recognize that attracting and developing exceptional people is critical to achieving their business goals, which means that they should look for individuals who have the skills and ability to make a major contribution to their teams (Coetzee, 2004).

Talent Retention

Retention entails taking steps to persuade employees to stay with the company for as long as possible. Because the costs of attracting new talent are significant, talent turnover is detrimental to a company's productivity. Turnover, replacement, and transition costs are direct costs, whereas indirect costs include lost productivity, lower performance levels, unneeded overtime, and low morale (Echols, 2007). Extrinsic and intrinsic incentives are two types of retention tools defined by Vaiman and Vance (2008) to meet employee expectations. Extrinsic incentives are monetary prizes that can help employees meet their physiological demands, whereas intrinsic incentives are non-monetary rewards that can help them meet their psychological needs. Money is seen as an important instrument for keeping talent (Vaiman *et al*., 2008). According to Hughes and Rog (2008), many businesses around the world have comparable and dissimilar tactics for retaining talent. In Brazil, France, and the Netherlands, for example, employers use stimulation to retain talent; in Japan, employers use intimidation to earn employees' trust and respect; in Italy, organizations conduct effective performance assessments; in South Korea, employee retention is based on performance targets; and in Canada, employee satisfaction and motivation are determinants of retention.

Learning and Development

The process of altering a company, its employees, stakeholders, and groups of individuals within it, through planned and unstructured learning, in order to attain and retain a competitive advantage for the organization, is known as talent development (Harburg, 2003). The workforce's up-skilling becomes constant and continuous as organizations continue to implement new technology, company growth models, and market strategies. Understanding talent development methods will assist organizations listed on the NSE in being successful in the market place, resulting in good organizational performance. Employees are at the heart of organizations that practice successful learning and development. This means they identify the personnel who require learning and development, as well as the amount of learning and development required and the time frame for learning (Harburg, 2003). Organizations with strong learning and development programs are excellent at listening to employee improvement requirements and expressing those needs to the employee in plain and enlightening language. According to Davis *et al*., (2007), the recruitment and development of talented employees is critical to the achievement of corporate goals.

Career Management

Professional management is defined as the process of gathering information about one's values, interests, skill strengths and weaknesses, identifying a career goal, and implementing career strategies that maximize the likelihood of achieving that objective (Greenhaus *et al*., 2000). Failure to urge employees to plan their careers can result in a shortage of employees to fill open jobs, decreased employee engagement, and inefficient use of funds given for training and development programs from the company's perspective (Gupta, 2008). Employers can guide employees in their individual career planning using the career development strategy, and they can plan the allocation of human resources by realizing the plans of employees. As a result, career advancement is seen as a collaborative effort between the individual employee and the business. The lifelong process of balancing life, learning, and work is referred to as career development. Individuals must plan and make decisions about their education, training, and job options, as well as obtain the necessary skills and information (Farrell &Grant, 2005).

The goal of Blackman and Kennedy (2013) was to look into the interaction between talent management and succession planning. The study, which used descriptive and inferential statistics, found that talent 38 management and succession planning inside government organizations matched the standards, which had an influence on talent absorption, retention, and development, giving the organizations a competitive advantage. The relationship between career development and talent management was explored in depth in this study. Though the study did not go into detail about this, it was clear that the presence of one is dependent on the existence of the other. As a result, that study served as a solid foundation for additional research into the relationship between career advancement and company performance in NSE-listed companies. Companies that have a structured succession plan in place for senior management positions get a better return on investment than those that don't (Heinen *et al.,* 2004).

Organizational Success

Organizational success has received great attention in management studies. According to Miller and Friesen (2008), success is significant because it is a factor of how well organizations achieve their goals in the face of constraints. Chandler (2007) made a close parallel by arguing that success demonstrates the organization's ability to thrive despite the ups and downs of the volatile and dynamic business environment. A characteristic of success is an organization's ability to carry out duties effectively and efficiently while meeting established goals and objectives.

Success is a measure of the extent to which organizations achieve their stated objectives. Organizations set goals, draw plans and execute the plans by carrying out critical activities to actualize the objectives. Organizational success is defined by Miller and Friesen (2008) as "the degree to which organizations are able to achieve their objectives within the restrictions of long-term viability." Daley (2006) submits that organizations are successful if they are effective, responsive to the public, and their employees are satisfied with the job. Successful companies are high-performing, productive, efficient, and effective, with outcomes that meet or exceed expectations (such as growth, earnings, Return on Investment, Market Share, better product quality, and job satisfaction). However, achieving the aforementioned desirable results alone does not constitute success in today's enterprises. According to Tavakoli (2015), today's most successful firms link strategic business objectives with their employees' professional, personal, and societal aspirations. They foster an environment in which employees feel valued, appreciated, and motivated to contribute to the company's success."

Market Share

Market share is used by firms or businesses to determine their competitive strength in an industry as compared to other businesses in the same field, and it also allows organization to accurately assess their performance from year to year noting a particular company may be closing better or worse, compared to other same-industry businesses (Gladson-Nwokah & Acee-Eke, 2017). Similarly, Suttle (2017) sees market share as one of the major measures which organizations use to gauge how well they are doing amid other competitors. Market share is the percentage of business or sales a company wields out of total business (market potential) or sales by all competitors combined in any given market. Market share is measured by dividing the company's sales for a certain time period by the industry's total sales over the same time period (Bilal *et al*., 2016). A company that expands its market share will see a faster increase in revenue than its competitors (Katsikeas, Leonidou & Zeriti, 2016). In certain studies, market share has been used as a measure of business success to analyze the impact of customer attention on the performance of food and beverage companies in Nigeria (Nwokah & Maclayton, 2006). According to Nwokah (2008), and Nwokah and Ahiauzu (2008) market share is often used to describe the position of a firm within its industrial sector. They stated that the implication is usually that the bigger the market share, the more successful the firm. Customers' total purchases of a product or service that goes to a corporation is known as market share. In other words, if consumers buy 100 tons of vegetable oil from a food and beverage company, and 40 of those tons come from one company, that company has a 40% market share.

Sales Growth

According to Whetten (1980), in research investigations, business expansion is an implicit assumption because it is widely considered that growth equals effectiveness. According to Bilal *et al*. (2016), "sales growth" frequently signifies "success," because a thriving business grows. The amount by which the average sales volume of a company's products or services has increased from year to year is known as sales growth. It can alternatively be defined as the difference between the amounts a corporation earns through sales and the preceding, corresponding period of time in which the later sales outnumber the former. Sales growth is thought to be beneficial to a company's long-term survival and profitability. It could lead to higher dividends and/or stock prices for shareholders. Many businesses fail to meet their revenue and profit growth ambitions. However, when a company has a defined development strategy and a strong execution infrastructure, it may grow profitably (Chiliya *et al*., 2008). Many businesses and organizations fail to meet their revenue and profit targets due to a lack of consideration of opportunities within the core business, adjacent to the core business, or within new customer sub-segments, as well as a lack of organizational infrastructure to support successful execution. When comparing different periods, sales success describes the trajectory of collections in terms of revenue. Consumers may be offered items or services as part of the sales process. Any intangible action or advantage that one party can deliver to another without resulting in ownership of something is referred to as a service (Kotler and Armstrong, 2009). Every organization's primary concern is sales volume, which is focused on sales and profit. When volume increases, earnings increase, and organizational management becomes easier.

Profit

Earnings are the essential purpose of any corporate firm; without profits, a company may not be able to thrive in the long run. The degree to which a firm or activity generates profits or financial gains is referred to as profitability (Stella, 2018). According to Hofsrand (2017), profitability is defined in terms of the firm's income and expenses. While salaries refer to the cash generated by the firm's business activities, costs refer to the expenses of the assets used or consumed by the business activities. Scholars in all sectors of academia have attempted to develop a common meaning of the term profit. "Profit," according to Nickels, McHugh, and McHugh (2011), is "the monetary income a business firm generates after all expenditures related with the firm's activities have been removed." Salaries, wages, expenses, and other running costs" are examples of such costs.

Profits can be referred to as earnings, gain, or income. Furthermore, Ha, Strappazzon, and Fisher (2001) argue that profits refer to a firm's earnings minus costs incurred. The researchers also believe that costs are divided into two types: variable and fixed costs. Profits are defined by Business Dictionary (2018) as the "surplus left after total costs have been deducted from total income; it is the basis on which tax is calculated and dividends are paid." Profitability is a concept that any business requires for survival, but many people have previously believed that while it is important for the company, it should not be the exclusive driver of stock or capital investment. Profitability can be defined in a variety of ways (Karloef & Loevingsson, 2005).

Empirical Review

In Pakistan's telecom business, Rana and Abbasi (2013) investigated the impact of talent management and staff turnover on the organization's efficiency. The study employed a simple random sampling technique. In addition, 350 individuals working in franchisees, regional offices, service centers, and business centers in Lahore were given structured questionnaires. 273 surveys were completed and returned. The data was examined with the help of SPSS 17. Organizations can improve their efficiency by minimizing employee turnover intentions, according to the findings of the study. The findings of the study highlighted an intriguing aspect of talent marketing that has a negative link with organizational effectiveness in Pakistan's telecommunications sector. This finding reveals that talent management can increase employee turnover intentions while also lowering organizational efficiency. To improve organizational efficiency, Pakistan's telecommunications sector must reduce employee turnover by appropriately managing personnel.

Hanif and Yunfei (2013) investigated the role of talent management and HR generalist strategies in retaining top performers. The goal of the research was to see how talent management may be used to retain talent, reduce employee turnover, and achieve a firm's perceived HR outcomes by successfully and efficiently executing succession planning, employer branding, motivation, and development policies. A total of 200 people were surveyed, and copies of the questionnaire were distributed to HR managers at various levels. For the objective of gathering primary data, both qualitative and quantitative methodologies were used. The regression study of the link between the independent and dependent variables was carried out using SPSS, and the results revealed a positive relationship between talent management and HR generic strategic for talent retention.

Kehinde (2012) investigated the impact of talent management on organizational performance. The study's goal is to look into the impact of personnel management on company success. The survey method for gathering main data for the study was the questionnaire. The data was analyzed using the correlation coefficient, the t-student distribution, and descriptive analysis. The findings demonstrated that talent management has a favorable impact on the overall performance of the firm. It was also discovered that while the talent management system has an impact on the performance of multinational and national enterprises, small and medium-sized businesses in Nigeria have not benefited from this new strategy. The study concludes that a talent management scheme should be employed for all types of employees who have exceptional talents within the company, and that companies should differentiate between their talent management scheme and their overall human resource management style.

Haghparast and Mohamadzadeh (2012) studied the impact of talent management on the organizational productivity and success. The sample included all of the twenty-six (26) public listed companies of the GLCs in Malaysia. During the analysis, the descriptive analysis such as means and standard deviation of all the items on talent management were done with an overall mean and standard deviation of 4.489 and 0.754 respectively which were relatively high. Also, a Pearson correlation test was employed to investigate the relationship between the variables (dependent and independents) and the results of the correlation analysis gives a clear picture of a significant association, strength and also the nature of the relationship between variables. More so, the T-test was conducted for all variables related in this study. Results from the T-test show that there is a statistically significant impact of talent marketing on organizational productivity and success. The study concluded that all hypotheses were supported, and GLCs should focus on achieving favorable results by prioritizing the implementation of best practices in order to improve organizational performance.

In the banking industry, Khur (2013) investigated the link between talent management and organizational innovation and effectiveness. They conducted their research using a sample of 202 respondents, and their findings demonstrated that there is a favorable association between organizational innovation, effectiveness, and talent management.

Ghalomi and Jackson (2012) studied talented workforce and organizational performance. They examined 282 senior managers of SMEs using SEM analysis. The survey research method was adopted in the study with the use of questionnaires as the research instrument distributed to 427 individuals participating in the study which served as the sample size of the study. The finding revealed that talent acquisition, storage, creation, sharing, and implementation are positively related to organizational performance. Hence, they suggested that talented workforce directly impact on the performance of SMEs.

Jerry (2012) used a sample of 101 operational staff to explore the influence of talent development on the overall performance of insurance businesses in Accra. The results demonstrated that talent development has a beneficial impact on the overall performance of the organization. It was also stated that while many global and national corporations benefit from talent management strategies, small and medium-sized businesses in Nigeria do not benefit from these practices.

In Kenyan Islamic banks, Soud, Ogolla, and Mureithi (2020) investigated the relationship between talent management techniques and organizational performance. The goal of this research was to see if there was a link between talent management techniques and organizational performance in Kenyan Islamic banks. To investigate the impact of the following elements on organizational performance, the researcher used recruiting, selection, learning and development, and employee retention. The study employed multivariate regression analysis to evaluate the correlations between the study variables, which included 100 respondents from Kenya's three Islamic banks. The researcher concludes that the three independent variables of recruiting, selection, and learning and development all have a significant impact on organizational performance, except for staff retention, which has no effect. As a result, if these organizations are to meet their objectives, they must handle the elements described in this study effectively.

On talent attraction, Poorhosseinzadeh and Subramaniam, (2012) study that was carried out through a quantitative research design on Malaysian multinational companies found a positive and significant relationship between talent attraction and success in an organization with correlation of 0.543 and p value of 0.000 at 0.05 level of significance .They also noted that a company's probability of attracting the right talent depends on the company's values and how the supposed talent views the organization. In addition, a study by Poorhosseinzadeh *et al*. (2012) discovered a positive and substantial association between talent retention and success, with a correlation of 0.684 and a p value of 0.000 at the 0.05 level of significance. According to the results of a CIPD (2010) survey on learning and talent development, in-house development programs ranked 56 percent and coaching by line managers ranked 51 percent among the most successful learning and development approaches. E-learning has also been acknowledged as a critical component of learning and development. Furthermore, the survey discovered that senior managers and the human resource department were in charge of ensuring that courses were provided and that the overall learning process was well-planned. A survey of numerous organizations was used to conduct this research. The poll also discovered that 65 percent of employers indicated they needed to focus on leadership abilities, 55 percent on frontline people management skills, and 51 percent on business awareness in order to fulfill their company objectives.

Azara and Syed,(2013) study on employee training and the organization performance ,revealed a significant and positive association between training and the organization performance .The study used both the qualitative and quantitative research designs and questionnaires were the main data collection instruments .Poorhosseinzader *et al*., (2012) cross sectional study done on Malaysian Multinational companies also found a positive and significant relationship between developing talents and the success of the companies with correlation of 0.728 and p value of 0.000 at 0.05 level of significance.

Khulida and Siti (2004) in the study about the relationship between organizational career management and performance, results of the study indicated that there was significant and positive relationship between organization career management and the individual performance. Questionnaires were the main data collection instrument and the sample comprised insurance sales people.

Kehinde (2012) carried out a study on talent management effect on organization performance in Nigeria and had the following findings ;the results showed that there was evidence that talent management ,profitability and return on investment were highly correlated .However talent management index had a higher correlation with profitability level at 3.72 than with return on investment at 3.64 which was attributed to the general belief in Nigeria that the organizations pursue the profit motive at all cost including the use of talent management .The study results showed that 95%of organizations visited were either applying talent management or partially applying talent management. The questionnaires were used as the survey method of primary data collection. Correlation coefficient and t-student distributions were methods used in the analysis of data gathered.

Critique of the Existing Literature Relevant to the Study

On talent attraction and talent retention, Poorhosseinzader *et al*., (2012) in a study on determinants of successful talent management in MNCs in Malaysia used success as a measure of the organization performance. The researcher faulted those findings, and argued that there were many other measures of the organizational performance including profitability, sales, employees' morale, competitiveness and productivity. According to CIPD

(2010) study on learning and talent development, carried out through a survey of various organizations. The study detailed in depth the learning and development strategies that were considered important by different organizations. However, the study did not outline how these strategies had impacted on organizational success.

On career management, the study on determinants of successful talent management in MNCs in Malaysia (Poorhosseinzadeh *et al*., 2012), provided that there was a link between attracting talents, deploying talent, developing talent, retaining talent and succession planning with successful talent management. However, the study did not deeply delve into other components of career management other than succession planning. Also the study did not link talent management with the organization success.

On talent management and the organization performance, Kahinde (2012) study on how talent management affected organization performance, the study used only 16 questionnaires which were randomly administered to senior managers. The researcher faulted that study by arguing that the 16 questionnaires may not have been sufficient to effectively reflect the real situation of talent management and organizational performance in Nigerian Multinational Companies.

Research gaps

On talent attraction and talent retention, the researcher intends to fill the existing research gap in Poorhosseinzadeh *et al*., (2012) study by use of other performance measures other than success that is profitability, sales, employee's morale, competitiveness and productivity and determine the relationship between talent attraction and talent retention and the organization performance.

According to CIPD (2010) study on learning and talent development, carried out through a survey of various organizations. The study detailed in depth the learning and development strategies that were considered important by different organizations. However, the study did not outline how these strategies had impacted on organizational performance. The current study intended to establish the effect of learning and development on organizational performance in companies listed in NSE.

On talent management and the organization performance, Kahinde (2012) on the study that sought to establish the effect of talent management on the organization performance, positively linked talent management and organization performance by stating that talent management was positively correlated to organizational profitability and return on investment. However, Kahinde (2012) study had a small sample of 16 respondents which the researcher faulted not being representative enough.

The above studies were done outside Rivers State, Nigeria and in sectors other than universities. Also, they were majorly focused on organizational performance; these have created a knowledge gap. The current study sought to fill that gap by examining the relationship between talent management strategies and organizational success of universities in Rivers State.

Summary

Talent attraction ensures that an organization get the best skilled manpower available in the market. Besides skills, organizations sought to get employees who have a passion for their work. From the literature, key component of learning and development in organizations was to ensure that effective strategies were put in place to allow organizations constantly train employees on their various tasks, ensure that they learnt new tasks and grew career wise hence contributing to the organization success.

Talent retention was found to be very important by many organizations. This is probably because talent retention touches on the kind of employees that are attracted to the organization, learning and development taking place in the organization and how the employer managers the overall career of employees. Literature reviewed established that there was a significant relationship between retention and organization success due to improved organization success. Career management is important to any organization because how effectively an organization carries out career management determines its success.

CONCLUSION

Academics and researchers, in particular, are becoming more interested in examining the talent management idea in terms of its definition, importance, and literature evaluation. Talent management focuses on putting the right individual in the right job and encouraging employees to enhance their skills and credentials, which helps to enrich and sustain the organization's success. Prior talent management research has mostly focused on the conceptualization of talent and talent management, as well as talent management techniques. The favorable and strong association between talent management techniques and organizational success was frequently underlined in this research. Due to the scarcity of empirical research on the talent management concept, our research might be regarded a significant contribution to the literature.

Most businesses understand how important it is to implement personnel management strategies and practices in order to improve their performance and build a long-term competitive edge that will allow them to stand out in the market. Personnel management strategies are primarily concerned with attracting and retaining top talent, as well as learning and development and career management. The goal of this study was to look into the impact of talent management techniques (such as recruitment, retention, learning and development, and career management) on institutions' long-term success. The dimension of talent management methods has an impact on the dependent variable of organizational success, according to our findings from the literature review.

Our research contributes significantly to both the theory and practice of long-term organizational performance. The study puts the model to the test by looking at the positive effects of talent acquisition, retention, learning and development, and career management on long-term business success. The research shows that in universities, long-term organizational success may be attained through talent attraction, retention, learning and development, and employee career management. This suggests that the proposed model contributes to a better understanding of long-term organizational effectiveness. This study will serve as a platform for future research that will evaluate the model in a variety of settings.

The findings of this study offer certain managerial implications that can assist managers achieve their organizational goals more successfully. The findings show that management is not paying enough attention to talent attraction and retention in the industry, necessitating a need for management to overhaul their talent attraction and retention strategy, as this will improve the explanation variations of talent management strategies in achieving long-term organizational success. Managers should concentrate their efforts on developing talent management techniques that stress the value of human capital in enhancing long-term organizational success, allowing them to gain a competitive advantage in their market. Furthermore, our findings may aid universities in focusing their efforts on talent acquisition, talent retention, learning and development, and career management of their employees, as these two factors have both been shown to be important determinants of long-term organizational performance. Following the deployment of talent management approaches, all stakeholders should have a comprehensive understanding of their talent, since a lack of talent management awareness among managers may result in poor organizational success. To ensure good results from the use of talent management approaches, managers should have complete knowledge of their talented individuals, including specifics about individual job positions, contributions, qualifications, career growth, and so on. This data should be updated on a regular basis to reflect current best practices in people acquisition, retention, learning & development, and career management.

RECOMMENDATIONS

The following suggestions are made in light of the study's findings:

1. Talent management should be viewed as more than a theoretical notion; managers should shift their focus from informal discussions about talent management methods to strategic application and integration through decision-making processes.
2. Organizations to adequately control the recruitment shortages, companies must strive to put in place policies and procedures that touch on multi-skilling, or preparing staff to tackle senior roles when the need arises by giving them acting appointments or through job shadowing.
3. HR practitioners must work together with line managers to ensure that each staff has a well-defined career plan aimed at providing the right competencies for each individual's current or future roles.
4. Job rotations, coaching and mentoring are some of the avenues line managers may use to prepare staff for bigger roles when the need arises. Managers must put in place practical succession plans for roles considered critical, especially when dealing with an aging workforce scheduled for retirement in the next four or five years' time.
5. HR must set aside sufficient budget to cater for costs relating to external recruitment and graduate or management trainee programs which ideally will form part of an organization's talent pool.

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