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INTEGRATED TALENT MANAGEMENT STRATEGIES AND EMPLOYEES' TURNOVER INTENTIONS IN MANUFACTURING INDUSTRIES, SOUTH-WEST, NIGERIA

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| KEYWORDS | ABSTRACT |
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| Talent Management Strategies, Employees' Turnover Intentions, Manufacturing Industry, Nigeria | Manufacturing sector in South-West Nigeria grapples with the significant challenge related to employees' turnover intentions. Despite the adoption of talent management strategies, persisting issue remains unchanged. This study therefore examines phenomenon of employee turnover intentions within manufacturing industries in South-West Nigeria. Human resource planning, recruitment and selection, employee training and development, retention strategies, health & safety management, performance appraisal are among strategies that have been examined. Employing a descriptive survey research design. Findings indicate low level of employees' turnover intentions, high adoption rates of all examined talent management plans, significant shared & relative contributions of these strategies to employees turnover intentions. This study reveals that manufacturing sector in South -West Nigeria is confronted with substantial challenge about employees' turnover intentions. Recommendations include the adoption of additional talent management strategies, regular evaluation of efficacy of integrated talent management practices, & improvement of retention programmes based on identified strategies contributing significantly towards employees' turnover intentions. |
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INTRODUCTION

The recognition of employees as vital force in creating and sustaining a competitive advantage is deeply ingrained, as they stand as the most valuable asset for any organization (Adagbabiri & Okolie, 2023). Employees are described as key assets in the global market, employees possess unique potential for learning, growth & eloquent contributions to organizational development (Masjood, 2023). In fierce competitions for talent, companies actively vie to attract and retain skilled individuals, acknowledging unparalleled significance of the human asset in sustaining

operations and fostering the growth (Adedipe & Adeleke, 2022). This alignment is crucial for organizations striving to maintain the competitive edge through their most valuable asset like people. While physical structures contribute to organizational identity, core essence lies in the people steering its functions (Akinremi & Adedeji, 2019). Efficiency of manufacturing operations bears vast influence on industries worldwide, impacting their ability to deliver quality outputs and meet customer expectations. Manufacturing inefficiencies, arising from machine failures and diminished employee morale, contribute towards elevated turnover rates (Verma & Kesari, 2020).

This, in turn, escalates production costs, resulting in the increased product prices and potential reductions in sales volume (Gulatti & Kletter, 2019). Mitigating inefficiency in manufacturing processes is imperative, rooted in mismanagement of both human and non-human resources, along with the quality of employees engaged in productions (Bashir, Ali & Haruna, 2021). The challenges of attracting, engaging, retaining highly qualified employees has gained unmatched significance, highlighting the managerial perspective in addressing these issues (Bello, 2019). When effectively implemented, ITMS have profound impact on reducing employees' turnover intentions by addressing many of root causes of why employees choose to leave organization. Employee turnovers, considered a serious obstacle for organizations, exert undue pressure on remaining workforce, leading to increased workloads, lower morale, heightened stress levels, and elevated rates of absenteeism (Yousef & Shadi, 2021). In light of these considerations, this study investigates contributions of talent management strategies to employees' turnovers in the manufacturing industries of the South-West Nigeria. The study aims to explore how talent management methods affect employee turnover intentions and provide ideas for organizational improvement.

Problem Statement

The economic downturn in Nigeria has significantly impacted quality of work life for workers, presenting challenges to retention and employee performance, particularly in manufacturing industry (James & Mathew, 2020). Escalating turnover rates in the manufacturing sector, the exacerbated by economic challenges, have led to recurrent recruitment costs, frequent training sessions, and loss of valuable time that could be directed towards customer-focused initiatives (Benson, 2020). Manufacturing industry in Southwest Nigeria faces critical issues concerning employee retention & performance, posing long-term sustainability concerns (Bikefe & Daniel, 2022). High turnover rates are significant challenge, resulting in extensive costs for companies and hindering the maintenance of skilled and experienced workforce. Additionally, industry grapples with challenges in maintaining higher employee performance. The talent management strategies in manufacturing companies exhibit poor practices marked by unethical behaviors, including selection bias, management preferences, Federal character syndrome, influences of ethnicity, social class, selection discrimination, favoritism, and godfather syndromes (Fajana, 2019).

Human resource planning, a crucial element in supporting talent management strategies, faces gaps and challenges within the manufacturing industry in South West Nigeria, with many firms prioritizing it less, leading to financial effects. Employee retention strategies in manufacturing companies in Nigeria encounter issues related to limited chances for career growth, especially for entry-level & mid-level employees (Kukano, 2022). This lack of clear growth paths impacts employees' performance and hinders the effective execution of integrated talent management

strategies, resulting in higher turnovers. The challenges of turnover in organizations lead to the loss of highly skilled staff, knowledge and experience, affecting customer relations, satisfaction, sales, revenue, and market share (David, 2018). Studies explored various talent management variables as determinants of turnover intentions and performance, with positive & significant results (Onuorah et al., 2022; Bello, 2019; Adeoye & Elegunde, 2020; Debowale, 2021). Still talent management methods and their effects upon organisational performance are extensively studied, there is significant research gap that is unique to manufacturing sectors of South-West Nigeria.

Few studies have analyzed impact of integrated talent management strategies on employees' intentions to leave in this region. Strategies include human resource planning, recruitment and selection, employee development, employee retention, performance appraisal, and health and safety management. Existing research focuses on individual elements of talent management or is conducted in different organizational settings, leaving a dearth of research that holistically investigates synergistic effects of integrated talent management strategies on turnovers within the manufacturing sector of South-West Nigeria. By closing this gap, can better understand the role talent management plays in reducing turnovers and develop focused interventions and strategies that address the particular issues encountered by the manufacturing industries in the region. In response to these challenges and identified gap, this study investigates the influence of integrated talent management strategies, including planning for human resources, hiring and choosing candidates, training and retaining, managing health and safety, and evaluating performance upon employees' turnovers in manufacturing industries in Nigeria. The aim is to ascertain contribution of integrated talent management strategies to turnover intentions in the region.

Research Objectives

1. The extent of integrated talent management strategies being adopted in the selected manufacturing industries & level of employees' turnover intentions (high/low) in the selected manufacturing industries.
2. Examines how integrated talent management strategies impact employee intentions to leave in manufacturing industries, including HRP, recruitment and selection, employee development, employee retention, performance appraisal, and employees' health and safety.
3. Investigate impact of integrated talent management techniques on employee turnover in manufacturing sector, includes human resource planning, recruitment and selection, employee development, retention, health and safety management, and performance appraisal.

LITERATURE REVIEW

Talent Management Strategies

The development of corporate human resource management in modern workplace has given idea of talent management greater traction & relevance. In both public and private enterprises, talent management is still one of most forward-thinking strategies (Voigredy, 2023). Talent management has been characterized by Adagbabiri and Okolie (2022) as an amalgamation of human resource techniques, including staff developments, retention, sourcing, and selection. The talent management was utilized to identify critical roles that could have a differentiating

impact on company's competitive advantage (Cairns, 2019). In a holistic view, Romans (2021) defined talent management as identifying individuals having the knowledge, skills and values, who are committed to work and make a difference to organisational success and thus focusing on cultural fit during recruitment and hiring process significantly increase job satisfaction and reduce turnover intentions among new hires. Talent management is concerned with succession planning or human resource planning i.e. job flow of employees within organisation (Kukano, 2022).

Collings and Mellahi (2022) defined talent management as those activities and processes: creating a pool of talent of highly qualified and high-performing incumbents to fill these roles; developing these incumbents to ensure their ongoing dedication to organisation; systematically identifying key positions within organisation that contribute to the organization's competitive edge over long term. The talent management is the process of deliberately hiring, evaluating, developing, engaging, retaining, and assigning individuals who are extremely valuable to the company due to potential for future success or exceptional performance in critical business roles, according to Igomu et al. (2023). Thus, effective talent management, including hiring, retaining, and training the best employees, is crucial for business success. The study by Yousef and Shadi (2021) highlights the importance of talent management strategies that address skills gaps, maximize employee potential, and ensure optimal results. In manufacturing sector, where employee turnover is a challenge, it's vital to choose effective talent management techniques. Consider many solutions proposed by scholars to implement active talent management & stay competitive.

Human Resources Planning

In general, individuals, humanity, society with all of its requirements, capacities and intentions are referred to as human resources (Adedipe & Adeleke, 2023). Workforce planning is another name for human resources planning. Benson (2020) defines human resources planning as an organizational process that aims to match an entity's people capital with its overall goals and objectives. It entails projecting future labour requirements, determining aptitudes and skills required, putting plans in place for successful recruitment, development, and staff retention. Human resource management is comprehensive approach that ensures an organization has the right people with appropriate skills, at the right places and times (Benson, 2020). Planning for the formal education system, in-service training, and employee welfare are the bare minimum components of human resource planning (Rashid & Ayoode, 2020). Together with surveys upon unemployments and underemployment and the creation of suitable policies to mitigate them, this should also involve an examination of incentive system's structure and the use of human resources.

Employee Development

The employee development is a strategic and ongoing process aimed at enhancing the skills, knowledge, and overall performance of the individuals within organization. This multifaceted approach involves various initiatives designed to nurture the employees' potential and facilitate continuous growth. As defined by Noe (2023), employees' development encompasses activities like training programs, professional development prospects, mentoring, on-the-job learning, skill-building workshops, career path planning, job rotations, feedback mechanisms, as well as e-learning initiatives. Employee development is the purposeful process of modifying behavior, attitude, or knowledge through learning events designed to improve the performances across various tasks (Alao, 2021). Noe (2023), thus emphasizes the importance of aligning employee

development efforts with organizational goals to foster a skilled and adaptable workforce. The employee development is a deliberate process to improve performance through learning events (Alao, 2021). Thus, employee resource development is a critical objective for organizations, particularly in manufacturing industries. It is imperative to increase the skills and knowledge of workers through targeted employees' development programs to achieve the organizational success.

Employee Retention

Employee retention is also a very crucial integrated talent management strategy. This strategy pertains to tactics and practices used by businesses to cater to diverse needs of their workforce and promote favorable work environment (David, 2018). Financial and non-financial rewards policies, such remuneration, recognition, promotion, fringe, benefit, supervisors' supports are commonly retention strategies for controlling employees' turnover intentions & performance. It involves the implementation of policies and plans designed to satisfy the diverse needs of employees, fostering a sense of loyalty and commitment to the organization. As highlighted by Smith (2020) employee retention is a crucial component of integrated talent management, emphasizing the importance of cultivating a workplace culture and conditions that contribute to longevity of employee tenure. Retention strategies encompass a range of financial and non-financial policies aimed at controlling the turnover intentions and enhancing job performance. These strategies may include remuneration & compensation structures, recognition programs, promotion opportunities, fringe benefits, and many forms of supervisor support (David, 2018). The provision of monetary and non-monetary incentives is integral to retaining valuable talent and promoting positive work environment that aligns with employee professional and personal aspirations.

Employee Health & Safety Management

Okechukwu and Chizoba (2022) define employee health and safety management as systematic efforts and protocols implemented by organizations to safeguard the well-beings and physical integrity of their workforce within workplace. This multifaceted approach includes policies, procedures, and initiatives designed to identify, mitigate, and prevent the occupational hazards, ensuring secure and healthy working environment. So, in word of Olatubi and Olatubi (2023), employee health and safety management are comprehensive approach to employee health and safety involves not only the identification and control of physical hazards but also emphasizes the importance of promoting a culture of safety within the organization (Ngwama, 2016). This is to ensure that, the industry takes into consideration health and safety precaution measures against organisational work hazard (Ngwama, 2016). It is central to note that healthy worker is someone who is free from any disease, injury, or mental and emotional issues that could hinder their job performance. Dwomoh, Owusu, and Addo (2013) have emphasized the significance of maintaining good physical and emotional health in order to perform well at work. Linus (2021) has stated that when an organization shows concern for the well-being of their workers, it is indicative of good management of occupational health and safety practices. This not only leads towards safer working conditions but also has a positive impact on the job performance of the employees.

Employee Performance Appraisal

Employee performance appraisal is another talent management strategy worth of note in this study. As per Onwuka et al. (2020), performance appraisals are process of gathering essential

data about employees that can be used by management for decision-makings. The authors also emphasized that it helps in evaluating employee performance, identifying areas for progress, and devising strategies to maintain positive relationships between managers and staff in order to enhance organizational performance. It is imperative for staff members to understand how their work impacts the public sector department and to demonstrate their commitment to the company (Linah, 2018). Organisation like manufacturing industry is expected to comply with the Nigerian labour acts embedded under occupational safety and health. Various performance evaluation methodologies are utilized globally based upon the business, human resources, and organizational cultures, as stated by Bello (2019). To overcome the challenges posed by highly competitive global market, organizations from diverse industries have integrated performance evaluations into their operations, as highlighted by Onwuka et al. (2020). Consequently, the most decisive asset that any organization can rely on to gain the competitive advantage is its workforce.

Figure 1
Conceptual Framework

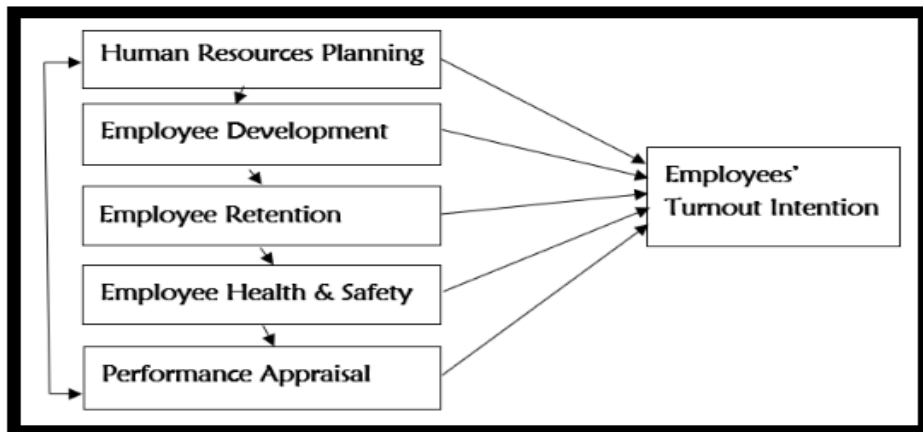


Figure 1 above explains relationship between various integrated talent management strategies, including human resources planning, employee development, employees' retention, employee health and safety management, employees' performance appraisal, and employees' turnover intentions. It also depicts the links between study's variables. The framework presented shows the impact of various factors like human resource planning, employee development, employee retention, employee health and safety management, and employee appraisal on the employees' intention to leave. Moreover, the framework demonstrates how integrated talent management techniques, considered as independent factors, affect dependent variable, employee turnover intentions

Theoretical Framework Theory of Human Capital

In 1963, American psychologist John Stacey Adams introduced the Adams Equity Theory that states that there should be a balance between an employee's input, which is the effort they put into their work, and their output, which is reward they receive. Input includes things like hard work, skill, enthusiasm, while output includes things like salary, recognition and responsibility. When input and output are balanced, employees are more likely to feel motivated and happy,

which can lead to increased productivity. [Igomu et al. \(2023\)](#) support this theory as according to equity hypothesis, as explained by Adams in 1965 and cited by [Igomu et al. \(2023\)](#), employee retention is influenced by people's perception of fairness and equity. The theory suggests that employees want to see a balance between effort they put into their job, such as education, time, dedication, and effort, and rewards they receive. The employee's motivation level depends on how they perceive the company's management practices of fairness, equity, and justice ([Salau, 2022](#)).

As a result, the more employees perceive fairness in the workplace, the more committed and motivated they are to work hard, resulting in long-term retention with the company. Equity theory posits that an employee's motivation is influenced by their perception of fairness in the workplace compared to their peers. Essentially, workers assess their own efforts and outcomes alongside those of their colleagues, determining if their own input is commensurate with the results they achieve ([Salau, 2022](#)), and thus providing clear career pathways and development opportunities can help employees visualize their future within the organization, reducing the likelihood of looking for advancement opportunities elsewhere. In this linking, the equity theory suggests that organisations must establish protocols to tackle any perceived unfairness at the workplace to ensure that the employers should provide fair working conditions for their staff.. Failure to do so lead to higher levels of absenteeism and staff turnover that results in unwanted outcomes. This study recommends that companies can enhance their employee retention rate by implementing talent management practices that are perceived as fair and unbiased by their workforce.

RESEARCH METHODOLOGY

The aim of this research was to investigate impact of integrated talent management strategies on intentions of employees to leave manufacturing industries located in South-West Nigeria. The investigation used a descriptive survey design and covered the range of tactics, including staff hiring, safety management, retention, and performance evaluation. The target population of study comprised 3,172 staff working in six manufacturing industries (BUA Group, WAMCO Nigeria PLC, Lafarge Africa PLC Ewekoro, Rite Food Ltd, Nigerian Eagle Flour Mills Ltd and Premium Edible Oils Products Ltd) in six States of the South-West Nigeria (Lagos, Ogun, Oyo, Osun, Ondo and Ekiti states). The study made use of stratified and simple random sampling techniques to select 952 respondents from 3 sampled states, Lagos, Ogun and Oyo. Thus, the justification for the choice of the sampling techniques is that, the techniques helped to select a sample in such a way that every element of the population had equal chance of being included in the sample and also the stratified sampling technique reflected the strata of states (Lagos, Ogun, and Oyo), strata of Gender (Male and Female) and strata of industries (BUA, WAMCO, LAFARGE, RITE foods, Nigerian Eagle Flour Mills as well as the Premium Edible oil products Limited).

Two research instruments were used to collect data for this study. instruments are: Integrated Talent Management Strategies Questionnaire (ITMSQ) with 60 questionnaire scale items and Employees' Turnover Intentions Questionnaire (ETIQ) with 10 items, both instrument were measured with 4 Likert-type of scales (Strongly Agree, Agree, Disagree and Strongly Disagreed) The experts in Test and Measurement at Adekunle Ajasin University, Akungba Akoko, Ondo state, have verified the instruments used in the study. The demographic section of the ITMSQ questionnaire includes the name of the industry, age, gender, marital status, the highest level of

education, job title, and work experience of the employees. Additionally, the reliability index for each of the six subscales of ITMSQ was calculated using the Cronbach and Alpha reliability approach as well as test-retest method. Human Resources Planning Scale(0.93), Recruitment as well as the Selection Scale (0.81), Employee Development Scale (0.83) Employee Retention Scale(0.76), Employee Health and Safety Management Scale(0.77) & Employee Performance Appraisal Scale(0.74). Meanwhile the reliability index of ETIQ obtained was 0.78. Thus, two research questions were raised and two hypotheses formulated were analysed with inferential statistics.

RESULTS OF STUDY

RQ1: What are the extent of integrated talent management strategies being adopted in selected manufacturing industries in South West Nigeria?

Table 1
Integrated Talent Management Strategies Being Adopted

| The percentage level of the adoption by Manufacturing Companies | WAM | BUA | LAF | EAG | RIT | EDI |
|---|-------|-------|-------|-------|-------|-------|
| Planning for human resources, hiring and selecting, training, and retaining employees | 2.2% | 2.3% | 2.3% | 2.2% | 2.2% | 2.0% |
| HRP, hiring and choosing, training, retaining, and health and safety of employees | 2.2% | 2.5% | 2.6% | 2.4% | 2.3% | 2.2% |
| HRP, Recruit. and Select, Employee Develop, Retention, Health and Safety, & Appraisal | 95.6% | 95.2% | 95.6% | 95.4% | 95.5% | 95.8% |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

Source: Author’s Computation using SPSS 23.0, (2023)

Table 1 indicates level of adoption of integrated talent policies among selected manufacturing industries in South West Nigeria. The table and figure 1 further showed high level of adoption of integrated talent strategies (HRP, Recruit & Select, Employee Develop, Employee Retention, Employee Health and Safety, Performance Appraisal) in the selected manufacturing industries This high level was evidenced in Edible oil with 95.8% level, Lafarge and WAMCO; 95.6%, Rite food; 95.5%, Eagle Flour ; 95.4% and BUA company with 95.2% level of adoption. Additionally, this outcome implies that all the selected industries are currently adopting all the dimension of integrated talent strategies captured in the research at 95% and above capacity as evident from results.

RQ2: What is level of employees’ turnover intentions (high/low) in manufacturing industry?

Table 2
Level of Employees’ Turnover Intentions (High/Low)

| ETI Level | | | Marital Status | | | | | |
|---------------|--------|--------|----------------|---------|-----------|-------|--------|----------|
| | Gender | | Single | Married | Separated | Widow | Others | |
| Low Intention | Gender | Male | 170 | 99 | 1 | 4 | 0 | 274 |
| | | Female | 224 | 253 | 87 | 22 | 9 | 595 |
| | Total | | 394 | 352 | 88 | 26 | 9 | 869(91%) |
| High | Gender | Male | 8 | 12 | 0 | 0 | 0 | 20 |

| | | | | | | | | |
|-----------|--------|--------|-----|-----|----|----|----|--------|
| Intention | | Female | 26 | 29 | 3 | 2 | 3 | 63 |
| | Total | | 34 | 41 | 3 | 2 | 3 | 83(9%) |
| Total | Gender | Male | 178 | 111 | 1 | 4 | 0 | 294 |
| | | Female | 250 | 282 | 90 | 24 | 12 | 658 |
| | Total | | 428 | 393 | 91 | 28 | 12 | 952 |

Source: Author’s Computation using SPSS 23.0, (2023)

Table 2 revealed level of employee turnover intention in employees in selected manufacturing industries. A total of 869 representing 91% respondents have low turnover intention while 83 respondents representing 9% have high level of turnover intention in selected manufacturing industries. This result indicated that turnover intention is low and this implies that employee retention rate is very high among the selected manufacturing industries/sector in South West, Nigeria.

Testing of Hypotheses

Hypothesis One: The intention of employees to leave their jobs is not significantly influenced by the integrated talent management methods of HR planning, hiring and selection, employee development, employee retention, employee health and safety management, and performance appraisal.

Table 3

Combined Integrated Talent Management Strategies and Employee Turnover Intention

| Mode | R | R Square | Adjusted R Square | Std. Error of Estimate |
|------|-------|----------|-------------------|------------------------|
| 1 | .934a | .873 | .872 | 1.45115 |

Predictors: Performance Appraisal, Recruitment & Selection Strategy, Human Resource Planning Strategy, Retention Strategy, Employee Health and Safety Management, Development Strategy

Source: Author’s Computation using SPSS 23.0, (2023)

Table 3 showed the model summary of the regression analysis of interaction between combined integrated talent strategies and employee turnover intention with (R) value of .934. This shows a very strong association between the combined integrated talent management strategies and employee turnovers. R² value of 0.873 shows that the combined integrated talent management strategies accounted for employee turnover intention. The model used to determine the factors that affect an employee's intention to leave employer did not include some significant variables that accounted for approximately 13% of variance. These variables were instead represented by the stochastic error term. The results of the analysis rejected the first null hypothesis and thus showed that the integrated talent management strategies, including performance appraisal, recruitment and selection, employee development, retention, and management of employees' health and safety, had a significant combined impact on the employees' intention to leave their employer.

Table 4

Regression Showing Significance of Predictors to Employee Turnover Intention

| Model | SS | Df | MS | F | Sig. |
|------------|-----------|-----|----------|----------|-------|
| Regression | 13709.750 | 6 | 2284.958 | 1085.054 | .000b |
| Residual | 1990.027 | 945 | 2.106 | | |

| | | |
|---|-----------|-----|
| Total | 15699.777 | 951 |
| a. Dependent Variable: Employee Turnover Intention | | |
| b. Predictors: Performance Appraisal, Recruitment & Selection Strategy, Human Resource Planning Strategy, Employee Retention Strategy, Health and Safety Management, Development Strategy | | |

Source: Author's Computation using SPSS 23.0, (2023)

Table 4 shows F-statistics value for regression to test the overall significance of independent variables in explaining employee turnover intention. The results show that combined integrated talents management (Employee Performance Appraisal, Recruitment and Selection Strategy, Human Resource Planning, Retention Strategy, Health & Safety Management, Development Strategy) in the selected study area significantly predicted the level of employee turnover with the F value 6,951, P-value < 0.05 (Sig .000). As per the statistical analysis, there is a probability of less than 5% that null hypothesis is true. This indicates that there is strong evidence against it. Additionally, the value of Ftab (6,951) is greater than Fcal (1085.054), which suggests that the overall goodness of fit of the regression model is highly statistically significant. According to the study, the decision of employees to leave their jobs is greatly affected by the combined impact of integrated talent management strategies. These strategies include recruitment and selection, performance appraisal, employee development, employee retention, health & safety management.

Hypothesis Two:. Tntentions of individuals to leave their jobs are not significantly influenced by integrated talent management techniques, which include performance appraisal, recruiting and selection, employees' development, retention, and employee health as well as the safety management

Table 5
Analysis of Interaction between RITMS & ETI

| Model | UNC | | STC | T | Sig. | 95.0% CI | |
|------------|------|------|------|--------|------|----------|-------|
| | B | SE | Beta | | | LB | UB |
| (Constant) | .825 | .353 | | 2.340 | .019 | .133 | 1.517 |
| HRPS | .133 | .050 | .130 | 2.642 | .008 | .034 | .232 |
| R&SS | .463 | .042 | .456 | 11.058 | .000 | .381 | .545 |
| ERS | .001 | .122 | .001 | .009 | .004 | -.238 | .240 |
| EDS | .161 | .133 | .159 | 1.215 | .025 | -.099 | .422 |
| EH&SM | .059 | .055 | .058 | 1.064 | .047 | -.167 | .050 |
| EPA | .268 | .046 | .268 | 5.774 | .000 | .177 | .359 |

Source: Author's Computation using SPSS 23.0, (2023)

Table 5 showed regression coefficients of significant relative contribution of integrated talent management strategies to employees' turnover intention. Results show that beta weight 0.463 and t value =-11.058 to be highest contribution, meaning that 1% increase in recruitment and selection strategy will lead to 46% immediate improvement (Reduction) in employee turnover intention. Also, employee performance appraisal strategy yields a beta weight 0.268 and t value = 5.774 contribution. Followed by employee health and safety management with beta weight of 0.059 and t value =1.064. Human resource planning strategy contributes significantly with beta weight of 0.133 and t value= 2.642, meaning 1% increase in Human resources planning

policy lead to 26% improvement (reduction) in employees' turnover intention. In immediate year. However, Employee retention strategy contributes significantly to employees' turnover intention. with beta weight of 0.001 and t value 0.009. Based on the data analysis in Table 4.10, the computed p-value is clearly below the critical value of 5%. Hence, the null hypothesis can be confidently rejected. Consequently, study unambiguously confirms that adoption of integrated talent management practices holds a significant influence through the employees' intentions to leave.

DISCUSSIONS

The study's first objective has been successfully achieved In light of study findings, it is evident that selected manufacturing organisations have demonstrated remarkable level of enthusiasm and commitment to integrated talent strategies. The descriptive analysis of data, as presented in Table 2 & Figure 1, underlines notably high rate of adoption within surveyed organizations. These results are indicative of robust implementation of various human resource management components, including human resources planning, recruitment and selection, development, employee retention, employee health, safety, and performance appraisal. A notable revelation from the study is that over 95% of the respondents affirmed the active implementation of these integrated talent management strategies within their respective organisations. Continuous investment in employees' skills and competencies makes them feel valued and better equipped to tackle new challenges, thus enhancing their engagement and loyalty. The results of this study align closely with research of [Kehinde \(2018\)](#) and [Aderoba \(2022\)](#), who previously identified and emphasized the adoption of diverse management strategies by manufacturing industries in Nigeria.

Objective two: Descriptive analysis (frequency and percentage count) helped achieve goal two. 91% of sample (869 respondents) had low turnover intentions, indicating job commitment. 9% of the sample (83 respondents) reported high job satisfaction. This emphasizes the significance of retaining employees and maintaining positive work environment. Objective three: The study shows that current talent management practices have effectively improved employee relations. This study is in line with [Akinremi et al. \(2019\)](#) finding that employee turnover intention is very low in organisations that failed to adopt different talent management strategies. Objective four tested the impact of integrated talent management strategies on employees' intentions to leave their jobs. These strategies include performance appraisal, employee development, retention, and health and safety management, along with recruitment and selection. Results revealed that adopting these strategies effectively reduce employee turnover and increase retention rates. According to [Khan and Abdullah \(2022\)](#), [Onuorah \(2022\)](#), and [Fatile et al. \(2019\)](#), use of talent management techniques strongly effects employee intention to stay supports previous research findings.

CONCLUSION

While this study has successfully shed light on the comprehensive adoption of integrated talent management strategies within the manufacturing industries of South West Nigeria, it is crucial to acknowledge certain gaps and areas for further exploration. Thus, identifying these gaps is essential for refining future research endeavors and enhancing the practical implications of the findings. One notable gap is the need for a more in-depth exploration of the specific factors contributing to the low turnover intention observed among employees. In conclusion, while the present study made significant contributions by affirming widespread adoption of integrated

talent management strategies and highlighting the impact on the turnover intentions in South West Nigeria's manufacturing sector, there exists a need for more nuanced investigations into the specific drivers of low turnover intention and long-term effectiveness of these strategies. Addressing these gaps will not only refine our understanding of talent management dynamics but also donate to the development of targeted and sustainable strategies for organizations in region.

Recommendations

1. The organisation should implement more talent management strategies to reduce the employee turnover.
2. The routinely assess the effectiveness of the integrated talent management practices to enhance employee retention.
3. The organization should develop retention initiatives based on ITMS that have been proven to significantly decrease turnover rates.
4. Government and policy maker should enact policies to improve talent management in civil services and private organisations.

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