
TALENT MANAGEMENT AND ORGANIZATIONAL GOAL ATTAINMENT OF SELECTED MANUFACTURING FIRMS IN AKWA IBOM STATE

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ABSTRACT

The study examined the relationship between talent management and organizational goal attainment at selected manufacturing firms in Akwa Ibom State. The study adopted a cross-sectional research design. The population of the study consisted of two hundred and forty-eight (248) staff of manufacturing firms in Akwa Ibom State. The sample size was 153 staff using Taro Yamenes sampling technique. A questionnaire was used as the instrument for data collection. The hypotheses were tested using ordinal logistic regression through the Statistical Package for Social Science (SPSS) Version 23.0. The findings revealed that there is a significant positive relationship between performance appraisal and organizational goal attainment ($PA, 3.024, PV = 0.003$) and reward and organizational goal attainment ($R, 4.323, PV = 0.000$). Based on the findings, the study concluded that talent management is related to organizational goal attainment. Therefore, the study recommended that management engage in effective performance appraisal by providing feedback and coaching to improve the talent of staff in the pursuit of organizational goal attainment. Management should provide intrinsic and extrinsic rewards to motivate the talent of staff with the aim of achieving goals and growth, which will lead to the attainment of organizational goals by selected manufacturing companies in Akwa Ibom State.

Keywords: Talent Management, Performance appraisal, reward, Organizational goal attainment.

Introduction

In recent times, organizations have realized the need for continuous assessment of their own goals and the need to develop talent that will bring about these required goals. Today, numerous companies strive for organizational goal attainment, realizing that it is no longer attainable solely by manufacturing goods and providing services. Instead, it hinges on effectively managing and coordinating talent within the organization. Organizational goal attainment is the ability to achieve the objectives that the workplace seeks to accomplish. Organizational goal attainment is characterized by the commitment to or resolve to achieve a goal as well as the cognitive, emotional, and behavioral components of the process of goal striving (Bipp & Kleingeld, 2011).

All businesses that are profitable have goal achievement as their top priority (Teryima, 2016). Without meeting objectives, businesses cannot thrive over the long term. Goals are the aim or aims that an undertaking is aimed at achieving. It is the culmination, or goal, that a company aspires to in order to complete its tasks. The ability of an organization to achieve long-term goals and strike a balance between the company's and its workers' aspirations determines its goals (Kenny & Williams, 2001). To fulfill its objectives, a company needs to manage its operations in line with a shared vision among all stakeholders.

To achieve goals, companies need to use all available human resources more than ever. It is widely considered that an organization is a goal-oriented entity when it achieves specific objectives that enable it to be profitable and competitive within its particular sector or market. The precise form of these goals varies per company but may include the achievement of certain sales, revenue, or market share targets; the achievement of specific production targets; the preservation of specified quality standards; or even the occurrence of specified safety records (Donsophon et al., 2016).

In particular, firms will be able to achieve their goals when they engage in talent development and management. When employees' talents are developed and put in the right positions in organizations, their potential is maximized for optimum organizational goal attainment. Therefore, talent management, as a relatively new area for private and public institutions and organizations, is very important in today's business organizations to achieve their desired goals.

Many studies (Collings & Mellahi, 2009; Stockley, 2007; Lockwood, 2006; Iles et al., 2010; Heinen and O'Neill, 2004) have emphasized that talent management consists of a set of dimensions, such as attracting, retaining, motivating, developing talent, and planning goals. These dimensions are useful for determining the basic functions and activities of talent management, but they do not help determine the best way to do them. Talent management is a broad concept that covers many activities and dimensions of an organization's relationship with talented people. Researchers generally differ in identifying these dimensions. Some scholars approached talent management through aligning talent management with strategy, developing talent, maintaining talent, attracting and renewing talent, and setting goals or plans (Davies & Davies, 2010; Thunnissen & Buttiens, 2017).

Previous research has focused on various aspects of talent management, such as talent recruitment, selection, retention, rewards, motivation, and career development. However, these aspects mainly represent the types of talent management rather than their specific

dimensions. To address this gap, this study considers performance appraisal and reward as dimensions of talent management, among others.

Additionally, while numerous studies have demonstrated the positive impact of talent management on organizational performance, many of these studies have focused on the relationship between talent management and organizational performance in developing countries. This highlights the need for studies that cater to the unique circumstances of developing countries like Nigeria, particularly within the context of the Rivers State work environment. Therefore, this study aims to provide a more comprehensive understanding of how talent management can enhance the organizational goal attainment of selected manufacturing firms in Akwa Ibom State. Additionally, given the significance of talent management in the manufacturing sector, it was essential to investigate the relationship between talent management and organizational goal attainment in selected manufacturing firms in Akwa Ibom State, Nigeria.

Statement of the Problem

The manufacturing industry in Akwa Ibom State faces significant challenges in talent management, which hampers the attainment of organizational goals. Several key issues can be identified: **Talent Acquisition:** Manufacturing firms in Akwa Ibom State struggle to attract and recruit top talent with the necessary skills and qualifications to meet the demands of the industry (PwC, 2018). The scarcity of skilled workers can limit the ability of these firms to build a competent workforce essential for achieving organizational goals. **Talent Retention:** Retaining skilled employees within the manufacturing sector poses a challenge in Akwa Ibom State.

Factors such as limited career development opportunities, inadequate compensation and benefits, and a lack of employee engagement initiatives contribute to high turnover rates (Onyenekenwa, Anoka, & Falebita, 2018). This turnover disrupts organizational continuity and impedes the attainment of long-term goals. **Skills Gap:** The manufacturing firms in Akwa Ibom State face a significant skills gap, as the available workforce may lack the specific skills and knowledge required to operate modern machinery, utilize advanced technologies, and adapt to changing industry trends (NBS, 2020).

This skills gap hampers productivity, innovation, and the achievement of organizational goals. **Training and Development:** Insufficient investment in training and development programs is prevalent among manufacturing firms in Akwa Ibom State (PwC, 2018). The absence of ongoing skill enhancement initiatives results in a workforce that lacks the necessary competencies to meet organizational objectives.

These problems collectively hinder the effective talent management practices and organizational goal attainment of manufacturing firms in Akwa Ibom State. Addressing these challenges is crucial for the industry's growth and competitiveness. Therefore, the aim of the present study is to examine the relationship between talent management and organizational goal attainment in order to provide a solution to this problem in selected manufacturing firms in Akwa Ibom State.

Aim and Objectives of the Study

- i. Ascertain the relationship between performance appraisal and organizational goal attainment of selected manufacturing firms in Akwa Ibom State.
- ii. Examine the relationship between performance reward and organizational goal attainment of selected manufacturing firms in Akwa Ibom State.

Research Questions

1. What is the relationship between performance appraisal and organizational goal attainment of selected manufacturing firms in Akwa Ibom State?
2. What is the relationship between performance reward and organizational goal attainment of selected manufacturing firms in Akwa Ibom State?

Research Hypotheses

Ho₁: There is no significant relationship between performance appraisal and organizational goal attainment of selected manufacturing firms in Akwa Ibom State.

Ho₂: There is no significant relationship between performance reward and organizational goal attainment of selected manufacturing firms in Akwa Ibom State.

Significance of the Study

The significance of the study lies in its exploration of the relationship between talent management and organizational goal attainment in selected manufacturing firms in Akwa Ibom State. By examining this relationship, the study contributes to the understanding of how talent management practices can impact the overall success and achievement of organizational objectives in the manufacturing sector.

The findings of the study can provide valuable insights for manufacturing firms in Akwa Ibom State, Nigeria, as well as other similar contexts, by highlighting the importance of effective talent management strategies. Understanding the role of talent management in organizational goal attainment can assist companies in formulating and implementing more targeted and efficient talent management practices.

The study also addresses a research gap by incorporating leadership style as a moderating variable. This adds depth to the analysis by considering how different leadership styles may interact with talent management practices to influence organizational goal attainment. Overall, the findings of this study have the potential to inform manufacturing firms in Akwa Ibom State, Nigeria, about the significance of talent management in achieving organizational goals and provide insights that can guide the development and implementation of effective talent management strategies in similar contexts.

Scope of the Study

The scope of the study is an important aspect of any research because it provides direction to the researcher on how data should be sourced. The two scopes considered were the content scope, and geographical scope.

Content Scope: The study only examined literature on talent management and organizational goal attainment within the domain of management sciences and related literature that addresses the variables constituting talent management and organizational goal attainment.

Geographical Scope: The study was conducted at selected manufacturing firms in Akwa Ibom State.

Limitations of the Study

While conducting the study on talent management and organizational goal attainment in selected manufacturing firms in Akwa Ibom State, several limitations should be acknowledged:

Limited generalizability: The study focuses on a specific geographic area and a particular industry (manufacturing). Therefore, the findings may not be directly applicable to organizations in other sectors or regions, as different industries and locations may have unique contextual factors influencing talent management and organizational goal attainment.

Sampling bias: The data collection was limited to managers and supervisors, which may not provide a comprehensive representation of the entire workforce. Excluding the perspective of other employees could introduce bias and limit the understanding of talent management practices from various levels and roles within the organization.

Self-reported data: The study relied on self-reported data obtained through questionnaires. This method is subject to response bias and may be influenced by participants' perceptions or biases. The accuracy and reliability of the responses could be compromised, impacting the validity of the findings.

Lack of qualitative data: The study solely focused on quantitative data obtained through questionnaires. Incorporating qualitative methods, such as interviews or focus groups, could have provided richer insights into the experiences and perceptions of employees regarding talent management and organizational goal attainment.

Potential omitted variables: While the study examined the relationship between talent management and organizational goal attainment, there may be other factors not considered in the analysis that could also influence organizational goal attainment. Omitted variables could limit the comprehensiveness of the findings and their ability to fully explain the relationship.

It is essential to consider these limitations when interpreting the findings of the study and to recognize the potential for further research to address these gaps and provide a more complete understanding of talent management and organizational goal attainment in the manufacturing firms of Akwa Ibom State.

REVIEW OF RELATED LITERATURE

Conceptual Review

This study reviewed the concept of talent management and its dimensions, which include performance appraisal (feedback and coaching) and reward (intrinsic reward and extrinsic reward), with organizational goal attainment as the dependent variable. The study also examined some theories that support the relationship between talent management and organizational goal attainment.

Conceptual Framework

The conceptual framework below was formulated to examine the relationship between talent management and organizational goal attainment for the purpose of this study. As a study, it is important to first identify and then explain the core components of the study variables and then link them with the dependent variable (Ravitch & Riggan, 2012) organizational goal attainment. The diagram below depicts the independent and dependent variables in the conceptual framework for the study.

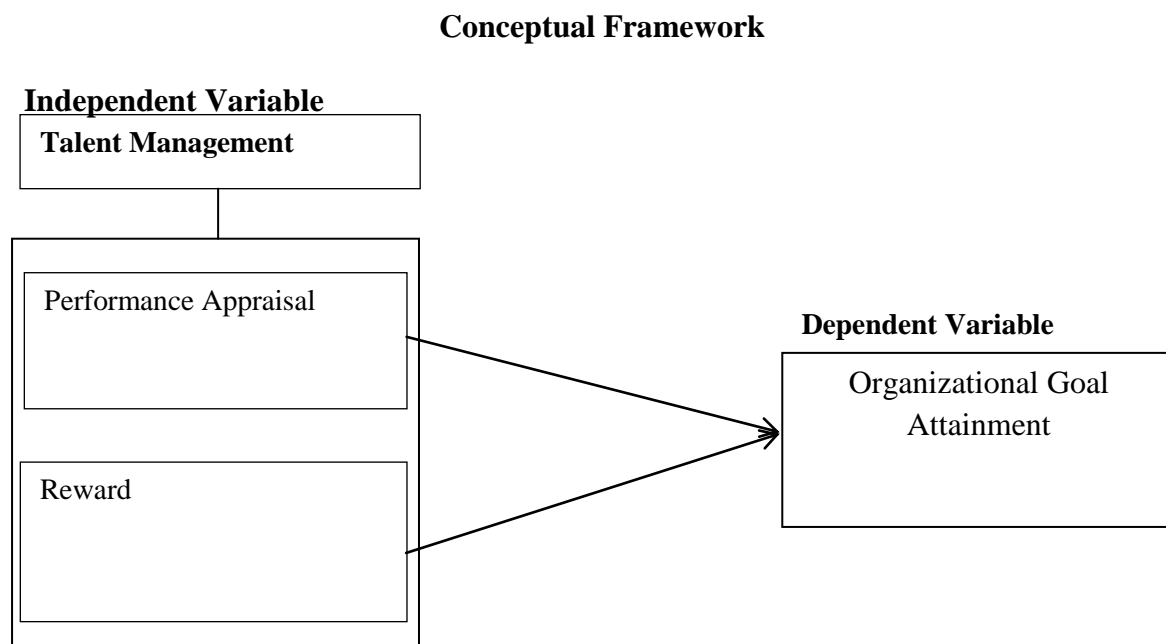


Figure1. Conceptual framework on talent management and organizational goal attainment for the purpose of this study.

Source: Adapted from Haghparast et al. {2012}. Kaur (2013), and Smith (2009).

Concept of Talent Management

According to Michael et al. (2011), talent is "the whole of an individual's talents, including intrinsic talent, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive." It also refers to his or her capacity for learning and development. People need talent in order to fulfill their duties effectively. Through their immediate efforts, they improve organizational performance, and they have the potential to make a significant impact in the future. The goal of talent management is to locate, hire, retain, and grow these outstanding individuals. It is the cornerstone of reaching corporate goals. An organization's strategic management and performance are aided by effective personnel management, which defines individual talents, promotes training and development, and manages careers. In a nutshell, talent management refers to an organization's capacity to locate its talent inside the talent pool and along the pipeline. An organization's strategic management and performance are aided by effective personnel management, which defines individual talents, promotes training and development, and manages careers.

According to Armstrong's (2009) theory, brilliant individuals have unique aptitudes, skills, and gifts that help them perform well. When talent is contrasted with talent itself, talent management refers to the process of finding, nurturing, hiring, keeping, and deploying those

talented individuals (Armstrong, 2009; Armstrong, 2012). According to the CIPD (2009), talent management is "the systematic recruitment, identification, development, engagement, retention, and deployment of those high-potential employees who are of exceptional value to a business."

In a nutshell, talent management refers to an organization's capacity to locate its talent inside the talent pool and along the pipeline. This means that businesses with a highly competent personnel will have a far better chance of surviving in this hard and competitive environment. Attracting individuals with great potential is not sufficient; there has to be a system in place to maximize their abilities. There is no singular, commonly accepted definition of talent and many different conceptions of talent in business literature (Wellins et al., 2010). Different approaches to talent and its function within the organization give rise to differences. Broad definitions were offered by some researchers (Silzer & Dowell, 2010); limited definitions were presented by others (Hansen, 2007).

Ringo et al. (2008) claimed that the use of talent management methods affects organizational performance. They noted that knowledge-intensive industries typically focus on connecting and collaborating with their employees, financial services companies typically concentrate on hiring and retaining staff with little thought given to collaboration or employee development, and retailers heavily emphasize talent strategy in addition to using a notable number of talent management practices overall. TM is viewed by leading organizations as a strategic priority and a significant long-term investment that requires reviewing, refining, and reinvention as needs and priorities change, according to Smith and Lubitsh (2007), who conducted research into the talent management practices of leading organizations within four global businesses. According to Ringo et al. (2008), many businesses concur that using good personnel management techniques may help them stand out in the highly competitive, globally linked market of today.

Performance Appraisal

The performance of employees is a key factor in every organization's success. Poorly performing workers cause a business to fail, whereas committed employees help it accomplish its goals (Muriuki & Wanyoike, 2021). Employee performance is crucial to organizational performance. An essential human resources task in assessing employee performance is performance appraisal. The term "performance appraisal" refers to an organized, formal contact between a subordinate and supervisor that often takes the form of an annual or semi-annual interview that examines and discusses the subordinate's job performance (Moorhead & Griffin, 2002). Finding chances for progress and skill development, as well as shortcomings and strengths, are the main goals of performance evaluation (Aguinis, 2007).

Measuring work performance is a key component of the performance assessment process, although the particular measurement methods are not specified in a performance review (Kavanagh et al., 2007). The review system must have the employees' acceptance and support in order to be successful. The supervisor also judges and evaluates the subordinate's performance as part of the performance assessment process.

The system for managing human resources includes performance evaluation. An organization adopts a performance assessment system to give awards to employees, offer recommendations on how to improve, and get their viewpoints and perceptions of fairness

about their positions, departments, supervisors, and organization (Longenecker & Goff, 2003). Performance evaluation is a continual dialogue between staff members and managers. Supervisors determine expectations, evaluate work, and provide staff members with feedback. They oversee and foster employee performance by recognizing the need for training and development, making corrections, and selecting candidates for increases and promotions (Seldon, Ingraham, & Jacobson, 2001). Employees receive helpful input from performance reviews that they may utilize to enhance their performance (Ahmed et al., 2011). Encouragement and change-related ideas are included in the comments. The employee's view of justice is significantly impacted by the performance assessment system, and this in turn impacts the employee's attitudes and conduct, which in turn affect how well the business performs (Ahmed et al., 2011).

According to Akinbowale et al. (2013), an improvement in employee performance will arise from employees performing their jobs satisfactorily. Feedback, especially on an interpersonal (supervisor-subordinate) level, will be found to be quite helpful in inspiring employees to up their game. According to Kane and Lawler (2009), the three primary functional categories of performance assessment systems are administrative, instructive, and motivating. Administration is impacted by appraisals in that they play a part in supporting a systematic method of deciding on pay raises and other awards, as well as in allocating power and responsibility to those who are best qualified. When the assessment system provides information to managers and evaluates individual strengths and flaws, the informational function is satisfied.

The motivating role entails designing a learning environment that inspires employees to raise their game. Employees and supervisors can set objectives for the time until the next performance review with the aid of performance assessments. According to Bates (2003), frequent feedback on the employee's past and present performance is provided through performance assessment in order to ensure an increase in employee performance. According to Rudman (2003), performance evaluation can have both positive and negative effects. Employees who earn a high rating on their performance review are often encouraged to continue performing well. Positive assessment feedback, especially when coupled with pay raises, offers employees a sense of value and worth. A lack of motivation at work caused by receiving negative feedback in the form of a low score might have an impact on an employee's performance (Cook & Crossman, 2004). The ultimate barometer of an assessment system's performance is the employee's opinion of fairness. The organizational justice hypothesis states that the appraisal system's effectiveness depends on how fair people feel about it.

The apparent fairness of the evaluation method is what determines whether it is accepted. Employees must believe that their performance is being assessed in comparison to what they are actually expected to do at work. As a result, the evaluation tool should compare their performance to tasks linked to their jobs. According to Ahmed et al. (2011), employee acceptance and satisfaction with performance appraisals are significantly influenced by their perceived fairness. A favorable view fosters a productive workplace, but a bad perception leads to issues and eventually has an impact on the effectiveness of the firm. According to Bretz et al. (1992), the perception of fairness in the performance review and performance assessment systems is the most significant difficulty businesses confront when it comes to performance appraisal. Employees who feel the system is biased, politicized, or unimportant may become extremely dissatisfied with the assessment process, according to Skarlicki and

Folger (2004). A successful performance management system results in greater job satisfaction and productivity (Suliman, 2007).

A successful performance assessment, according to North (2008), can increase work satisfaction while lowering absenteeism and turnover rates. According to Mohrman, Resnick-West, and Lawler (1989), the advantages of a properly documented and implemented performance appraisal policy include improved motivation, new insights into employees and supervisors, fair and credible reward distribution, improved employee self-awareness, and knowledge of the kinds of development activities that are worthwhile. According to Richards (2010), performance reviews may point out areas that require training and give guidance for leadership development, performance enhancement, and succession planning. The findings of a Pakistani study show a crucial connection between employees' performance and their judgment of their performance (Khan et al., 2017). Results indicate a favorable association between employee performance and performance reviews (Iqbal et al., 2013).

The training that employees got improved their ability to do their jobs, according to assessments of performance reviews. Research conducted in Nigeria found that performance evaluation reviews enhanced employee performance when feedback reports were used properly (Akinbowale, 2013). According to research conducted in Ethiopia, high-quality performance reviews are more likely to result in greater levels of employee performance than low-quality reviews, which might have the opposite effect. Findings in Kenya revealed a substantial correlation between worker performance and performance reviews (Wanjala & Kimutai, 2015; Mwema & Gachunga, 2014).

Obisi (2011) claims that while performance evaluation is typically associated with one particular goal, namely compensation, it may really be utilized to serve a wider variety of objectives. Performance reviews may be used for a variety of purposes, including identifying training needs, upgrading workers' present performance, developing employees' skills and talents, strengthening organizational or internal communication, and boosting employee morale and motivation, among others. Similar to this, Moats (1999) argued that when done well, appraisals can help by demonstrating to workers how to improve their performance, establishing goals for employees, and assisting managers in determining whether to hire, promote, demotion, train, compensate, design jobs, transfer, or terminate employees. According to Boateng (2011), performance evaluation can be utilized to fulfill an administrative function. This may be accomplished by supporting a systematic process for deciding salary increases and other awards, as well as by giving power and responsibility to those who are best qualified.

Rasch (2004) proposes that this performance rating method can also enhance the quality of working life by fostering greater understanding between superiors and their subordinates. According to the aforementioned discussions, it is clear that numerous academics and researchers have generally explained how employee performance appraisal results are used in relation to employee reward and motivation, corporate communication, economic importance or performance value, and employee training and development.

Reward

According to Kitoito (2014), a reward is monetary compensation that an employee receives from a company in exchange for their services or as payment for tasks completed. It is also known as the group of brain regions that govern and control behavior by lowering pleasure.

(2012) Ajila and Abiola According to Furtado et al. (2012), it is important to emphasize that incentive systems are created with the goals of boosting organizational efficiency and recognizing individuals who have met the organization's performance expectations. Whether employees are rewarded in an extrinsic or intrinsic way, the organization's incentive system has an impact on how motivated they are to work.

Extrinsic Rewards: Extrinsic incentives are material benefits (monetary bonuses, salary increases) given to workers for work done that meets or exceeds their initial expectations. Extrinsic incentive systems come from an outside source and are concrete in connection to the work that employees do. Pay, working conditions, fringe benefits, security, job advancement, service control, wage incentives, bonuses, and the workplace atmosphere are examples of extrinsic rewards (Badrinarayan & Tileka, 2011). Instead of having individual managers implement the rules, an organization like the manufacturing sector must decide what reward schemes to give at the organizational level. According to Armstrong (2001), reward systems are made up of interconnected practices and procedures that guarantee successful reward administration for the benefit of both the company and the task-performers. There are six main components to the reward system. They consist of: Base pay The remuneration (the set salary or wage) that makes up the rate for the position is known as the basic rate. It may change depending on the workers' job grading with reference to internal and external organizational relativities.

Intrinsic Rewards: Intangible prizes like praise, public acclaim, and others are given as intrinsic rewards when people exhibit behaviors that the company finds desirable. They are also viewed as accomplishments that are publicly acknowledged as a result of accomplishments that are generally regarded in the context of company culture (Furtado et al., 2012). As a result of successfully performing a task, an employee experiences intrinsic incentive systems, which are built into the job and help people reach both their personal and organizational goals (Kitoito, 2014). Contingent pay is a type of supplementary compensation that is linked to an employee's performance, competence, contribution, and expertise inside the firm. While tracking market prices is used to evaluate external relativities, any type of job assessment can be used to gauge internal relativities. It's possible to combine the payments with basic pay. Such payments are referred to as variable pay if they are not consolidated.

Pensions, sick pay, insurance for corporate automobiles, and other perks are examples of employee benefits. They contain measures allowing the employees to be strictly compensated in regard to yearly holidays, along with aspects of payment and other types of cash pay. Non-monetary incentives. They are benefits that come from the labor itself and do not entail any direct compensation. Non-monetary benefits include autonomy, recognition, the ability to apply and hone abilities, training, professional growth chances, and excellent leadership. For instance, Gange and Deci (2005) point out that one of the elements that motivates people—pay—has the potential to undermine intrinsic motivation (e.g., achievement). The employee's performance suffers as a result (Deci & Ryan, 2008). However, a number of studies point to a constructive link between intrinsic and extrinsic motivation and its impact on performance (Huang et al., 2011). Herzberg's (2003) hygiene theory of motivation provides a good explanation of this beneficial link. According to this view, the task itself, acknowledgment, and personal success are the main sources of intrinsic motivation.

Conceptual Organizational Goal Attainment

Goals serve as a benchmark for performance, a foundation for planning and administration of an organization's operations, and a means of guiding decision-making and providing explanation for actions performed, the speaker said. Goals provide insight into the true nature of the company and act as the foundation for assessing organizational change and growth. Consequently, goals serve as the foundation for the organization's aims and policies (Teryima, 2016). The intended goals must be conveyed to every employee in the workplace if they are to be met. To enable management to achieve the purpose of the company, goals must be clearly defined. Organizational goal attainment is a critical factor in judging whether or not goal-setting was successful. When people are passionate and committed to their goals, there is a significant goal-performance link (Locke & Latham, 2002).

Organizational goal attainment is characterized by one's commitment to or resolve to achieve a goal as well as the cognitive, emotional, and behavioral components of the process of goal striving, according to Bipp and Kleingeld (2011). Objective commitment, according to Locke and Latham (2002), is the level of tenacity used to accomplish a recognized goal. Members of an organization may not be committed to the goals they are simply assigned, particularly if they are challenging to achieve. Goals that are difficult to achieve require the most commitment (Locke & Latham, 2002). It makes logical sense that the idea that goal commitment modifies the goal-performance connection would be appealing. If objectives are easily abandoned at the first hint of difficulty, creating goals cannot be expected to be effective.

Many organizations are working hard to meet their high-level goals. This is so that the organization may reap the many advantages that a workplace objective provides. The goal varies from one organization to the next, and as a result, so do the tactics or strategies used by businesses to achieve it. An organization strives to achieve a number of objectives, including those related to product quality, earnings, market dominance, competitive advantage, growth, and market share (Robbins & Barnwell, 2006). Additionally, they mentioned that adopting goals signifies that businesses are intentional, logical, and goal-seeking entities. However, achieving goals may be difficult, and doing so fully calls for time and commitment. Optional decision-making with regard to a specific objective, or shareholders' goal attainment as it relates to society's expectations, are some of the primary issues that are linked with the goal attainment strategy, according to Robbins and Barnwell (2006). No matter what the sort of objective, when there are specific circumstances that might spur an organization into action in the direction of goal pursuit, the achievement of the goal takes on a narrative quality since the element will motivate the organization to complete the task at hand.

Relationships between Talent Management and Organizational Goal Attainment

Talent management plays a crucial role in helping organizations achieve their goals and objectives. By effectively identifying, attracting, developing, and retaining top talent, organizations can enhance their performance, drive innovation, and maintain a competitive advantage. The relationship between talent management and organizational goal attainment is multifaceted and interconnected. Talent management involves aligning the skills, capabilities, and aspirations of individuals with the strategic goals of the organization. This alignment ensures that the right talent is placed in key positions where their strengths can be maximized to contribute to the achievement of organizational goals (Berger & Berger, 2004).

When employees' talents are effectively matched with organizational objectives, it leads to higher levels of engagement, productivity, and goal attainment. Development of the leadership pipeline: Talent management practices, such as succession planning and leadership development programs, are instrumental in nurturing a pipeline of future leaders who can drive organizational goals (Lussier & Hendon, 2016). By identifying and developing high-potential employees, organizations can ensure a steady supply of capable leaders who possess the skills and vision to guide the organization toward its desired outcomes.

Effective talent management strategies prioritize employee engagement and retention, which are critical for goal attainment. Engaged employees are more committed, motivated, and willing to go the extra mile to achieve organizational goals (Saks, 2006). By investing in talent development, providing growth opportunities, and recognizing and rewarding high performers, organizations can foster a positive work environment that supports goal attainment. Talent management practices can shape the culture of an organization, particularly regarding innovation. When organizations prioritize and reward creativity and innovation, they attract and retain talented individuals who thrive in such environments (Collings & Mellahi, 2009). This, in turn, enhances the organization's ability to achieve its innovation-related goals and maintain a competitive edge in the market. Agile talent deployment: Effective talent management enables organizations to deploy talent strategically, responding to changing business needs and goals. This flexibility allows organizations to optimize talent utilization and ensure that the right skills are available when and where they are needed (Boudreau & Ramstad, 2005). By aligning talent deployment with organizational goals, organizations can quickly adapt to new challenges and opportunities, facilitating goal attainment.

Performance Appraisal and Organizational Goal Attainment

Performance evaluation, according to Obeidat et al. (2014), plays an important part in employee training and development and may be used to determine and start the process of offering pertinent training and development. According to Mwema and Gacunga (2014), performance reviews help organizations identify staff training requirements so they can then deliver the necessary training to help workers meet their performance goals. According to research by Belcourt et al. from 2002, the major goal of training is to assist the organization in achieving its objectives. Additionally, training courses need to be developed with an emphasis on organizational objectives and tactics. The majority of firms place a strong emphasis on employee capacity-building initiatives as a crucial human resource management strategy to encourage employee commitment. Eliphaz et al. (2017), using recognition, feedback, and training and development as performance appraisal tools, found that productivity in the organization is mainly influenced by recognition and feedback, while training and development do not play a critical role. Eliphaz et al. (2017) did a study on the influence of performance appraisal practices on employee productivity. The study focused on three aspects: recognition, feedback, and training and development. The findings of the study revealed that productivity in organizations is mainly influenced by recognition and feedback, while training and development do not play a critical role.

Ama et al. (2018) compare and contrast public and private firms in the Kumasi Metropolis to assess the link between performance evaluation and organizational effectiveness. The study used a comparative research methodology to look at how performance assessment systems are used differently and similarly, how well they work, and how well they affect organizational goal attainment. The study also used a mixed research approach to get its data.

The study's sample size was 92. The quantitative data were analyzed using descriptive statistics, a one-sample t-test, an independent t-test, the Pearson Product Moment Correlation Coefficient, and simple linear regression. Thematic analysis was used to examine the qualitative data from the interview. According to the survey, firms in both the public and commercial sectors utilize performance assessment systems to increase employee productivity, provide training, and inspire workers, among other things. These organizational uses of the performance assessment system, however, were always more prevalent in private than in public companies. Additionally, there are no appreciable differences in the efficacy of performance evaluation systems across the public and private sectors. Finally, the study's findings showed that the efficacy of the organization was favorably and considerably predicted by the performance assessment method.

The data also revealed that performance assessment systems, while inconsequential in the public sector, had a considerable beneficial impact on organizational effectiveness in the private sector. The study came to the conclusion that, in order to increase their overall effectiveness, companies should pay close attention to how their performance assessment systems are established and handled. **Keywords:** organizational effectiveness, private and public sectors, motivation, assessment, and performance appraisal.

One of the most crucial human resource management challenges is the performance evaluation system and performance management (Boswell & Boudreau, 2002; Judge & Ferris, 1993). This is due to the fact that performance management and assessment are viewed as crucial bases for the development of human resources. Since it is used to make significant judgments about, among other things, training, development, and promotion, typically the human resources department designs the performance evaluation system (HR department). It necessitates that line managers or supervisors routinely evaluate the productivity of their staff. One of the topics in work psychology that has received the most attention is the question of performance evaluation (Fletcher, 2001).

Researchers have been interested in it for more than seven decades (Landy & Farr, 1980). In order to reduce the bias inherent in performance evaluations, the majority of empirical and theoretical studies conducted prior to the 1980s concentrated on improving the psychometric properties of the appraisal technique (Feldman, 1981). For instance, in the 1960s and 1970s, studies focused on the format and evolution of rating scales, leading to the creation of novel formats including the Behavior Observation Scale (BOS), the Behaviorally Anchored Rating Scale (BARS), and the Mixed Standard Scale. Other relevant study fields included educating appraisers to reduce biases in appraisals and improve observational abilities, as well as improving PA systems (Walsh, 2003).

Reward and Organizational Goal Attainment

If competent workers aren't driven to do their jobs, their efficacy is probably going to be restricted. Offering performance-related remuneration is one tool businesses may use to boost employee enthusiasm and productivity (Delaney and Huselid, 1996). A reward and compensation system is founded on the expectation theory, which contends that staff members are more likely to be motivated to perform when they believe there is a significant correlation between their performance and the reward they get (Fey and Bjorkman, 2001; Guest, 2002). To put it another way, the remuneration structure, such as profit sharing, enhances performance by connecting employees' interests to those of the team and the business (Kalleberg & Moody, 1994; Huselid, 1995; Kling, 1995). Cash, stock, or a mix of

the two may be awarded as compensation. Group performance-related programs compensate a group or team of employees in cash when they meet a predetermined goal. Numerous studies have shown that reward and incentive systems have a favorable impact on organizational performance.

The incentive system and organizational performance in South-South, Nigeria's industrial sector, are the subjects of this study. Giving rewards to workers has a positive impact on their incentive to work more and achieve better (Kitoito, 2014). Rewards have been shown to have a favorable effect on staff health and workplace safety. It is one of the elements that tried to raise employee engagement in the workplace, which is a crucial component of workplace productivity (Furtado, Aquino, and Meira, 2012). Organizations throughout the world are concerned with implementing effective human capital strategies in order to increase productivity. In organizations like the manufacturing companies in South-South, Nigeria, employee productivity must be used more frequently in connection with organizational goal attainment. In almost all contemporary firms, employees are regarded as the most valuable resource in the industrial sector.

Theoretical Framework

A theory is a collection of presumptions, assertions, or generally accepted truths that aim to explain the causal (cause-and-effect) connections between various observable phenomena in a logical or convincing manner. On the other hand, a theoretical framework is a collection of associated concepts that provide direction to a research undertaking or commercial venture. Numerous motivation theories are particularly pertinent to talent management and organizational goal attainment in the manufacturing industry. Four of these theories were adopted in the present studies. Such theories include the human capital theory by Becker (1962) and Rosen (1976), egalitarian philosophy, and organizational support theory by Eisenberger et al. (1990).

Human Capital Theory by Becker 1962; and Rosen 1976

The proponents of human capital theory are Becker G. (1962) and Rosen C. (1976). The human capital theory postulates that people are just as essential as other resources in the creation of goods and services, and correct investments in human capital may result in enhanced performance at the individual, group, organization, and country levels. Human capital theory was initially formulated by Becker (1962). He made the most significant contribution to this scientific field and is thus widely regarded as the originator of the scientific school within the framework of the notion of human capital. Human Capital Theory states that the knowledge, experience, and skills of employees are developed through processes of advanced education, training, and development, as well as job changes (Tharenou, 1997).

Human capital acquisition through learning and job satisfaction increases the ability of a workforce to perform effectively (Michael et al., 2000; Shaw et al., 2005; Tomer, 1998). Thus, nurturing human capital is fundamental to the successful placement of manpower in private sector jobs. According to this theory (Kessler & Lulfesmann, 2006; Lepak & Snell, 1999; Nafukho et al., 2004; Strober, 1990), human capital is a type of resource that companies may invest in and is valuable to the organization to the degree that it increases the company's productivity.

Egalitarian theory by John Locke 1690

The egalitarian theory was first developed by John Locke in the 1690s and holds that everyone at all times and places has equal natural moral rights that all of us ought to always respect. Egalitarianism is the belief that equality is fundamental to justice. Since the late twentieth century, it has been a dominant tendency in social and political theory as well as in moral theory (moral egalitarianism). The egalitarian perspective focused on equal treatment and stated that talent management is related to managing the talent of all employees. According to this view, all employees in the organization, whether male or female, have the potential to become talent. This is to state that for the organization to achieve success, they need to develop both male and female employees, managers, and subordinates to acquire the required talent needed to push the organization to achieve its set goals and objectives. Thus, the applications of egalitarian philosophy will improve talent management in the organization.

Methodology

This study was conducted using a cross-sectional research design. A cross-sectional research design seeks data through cross-examinations of the variables in question from more than one or two organizations. A cross-sectional research design is a branch of quasi-experimental research where the researcher has no control over the variables. A cross-sectional research design enables the researcher to collect data from all aspects of the variables through a structured questionnaire. Hence, the researcher can analyze the collected data to generate findings. The population for the study consisted of fifteen (15) manufacturing firms in Akwa Ibom State. The study adopted the census method, which involves studying all manufacturing firms in Akwa Ibom State. The unit of analysis was the two hundred and forty-eight (248) staff of the manufacturing firms.

Since the population of the study is 15 manufacturing firms, Regarding the respondents, all categories of staff, which amount to 248 staff as respondents, were large and demand the need for sample size determination. In this situation, the study employed a sample size of 153 to represent the population of the study. The sampling technique employed for this study was Yamene's sampling technique. Thus, from the computation, the sample size was 153 from a population of 248. The source of primary data was the respondents, because data from this source was firsthand and had not been processed. The data collected from this source helped in obtaining first-hand data for analysis to generate findings and make acceptable conclusions on the relationship between talent management and organizational goal attainment.

The primary data was gathered through a simple, structured questionnaire titled "Talent Management and Organizational Goal Attainment Questionnaire". A questionnaire was employed in data collection because it allowed respondents to meaningfully answer questions from their comfort zone. The study's questionnaire was divided into three sections: 'A', 'B,' and "C." Section 'A' contained data on the respondents' demographic characteristics or profiles, whereas Section 'B' gathered data on the independent variables, while Section 'C' sought data from the dependent and moderating variables. An operational measurement of the variables was ascertained to provide clarity in understanding the concepts of talent management and organizational goal attainment. Only measuring instruments with proven validity and reliability were used to measure the variables. Additionally, the use of questionnaires reduces the cost of data collection.

The independent variable was talent management, and its dimensions include talent mapping, training, and development, while the dependent variable was organizational goal attainment. These variables were measured on Likert's 5-point scale, ranging from strongly agreeing to strongly disagreeing. Where Strongly Agree (SA) = 5; Agree (A) =4; Undecided (U) = 3; Disagree (D) = 2; and Strongly Disagree (SD) =1.

Reliability of Instrument

The reliability of the instrument was ascertained through the Cronbach Alpha reliability test, as promoted by Cronbach in 1951. However, when it comes to internal consistency, most experts agree on a minimum of 0.70 (Nunnally, 1978). This was achieved by loading all variables into Statistical Package for Social Sciences (SPSS) version 23.0, a statistical data programming tool developed to handle complex analysis. Table 3.3 below contains the results of the test of the reliability of the instrument.

Table 1. Reliability Coefficients of variable measures

S/No	Dimensions/Measures of the study variable	Number of items	Number of Cases	Cronbach's Alpha
	Performance appraisal	4	121	0.991
	Reward	4	121	0.983
	Organizational goal attainment	4	121	0.982

Source: Research Data Output, 2023)

Validity of Instrument

The study adopted face-and-content validity. To achieve face validity, the study subjected the research instrument to experts (the supervisor) and others for critical examination to determine whether the instrument actually represented the variables to be measured and whether it was confirmed valid. The content validity was achieved through the use of multiple items to capture all aspects of the variables because, as noted by Spector (2006), a single item or question cannot be adequate to measure a variable.

Method of Data Analysis

Based on the nature of the study, two aspects of analysis were performed. The first aspect concerned the univariate analysis of demographic variables and questionnaires. The descriptive statistics, such as the percentage rate, mean, and standard deviations, were used for analyzing the responses to demographic variables and items on the questionnaire. The second part focused on testing hypotheses. For hypothesis testing, ordinal logistic regression was used to test the influence of talent management on the organizational goal attainment of selected manufacturing firms in Akwa Ibom State. All tests were performed on Statistical Package for Social Sciences (SPSS) version 23.0.

Consequently, ordinal logistic regression is a regression method employed when the dependent variable is assessed at the ordinal level given one or more explanatory factors, which may be ordinal, continuous, or categorical. Because of this, the ordinal logistic regression model is the best option when the outcome variable is polychotomous (a variable

with more than two potential categories, either sorted or unordered) and ordinal in nature. This model is frequently used to preserve information about the ordering of the categories of the dependent variable. Generally speaking, it is seen as a generalization of the binomial logistic regression model. To predict an ordinal dependent variable given one or more independent factors. In ordinal logistic regression, instead of modeling the probability of an individual event, as we do in Unlike logistic regression, which models the likelihood of a single event, ordinal logistic regression takes into account the probabilities of the event in question and all events that come before it in the ordinal ranking. Instead of considering probability for discrete categories, we are more interested in cumulative probabilities. The model is stated thus;

$$P(Y \leq j) = \frac{\exp(\beta_0 + \beta_1 x_1 + \dots + \beta_j x_j)}{1 + \exp(\beta_0 + \beta_1 x_1 + \dots + \beta_j x_j)}$$

$j = 1, \dots, J-1$.

With P predictors is called the ordinal logistic regression Model.

Assumptions of Ordinal Regression Model

As with any statistical investigation, certain assumptions must be satisfied if the fitted ordinal logistic regression model is to be meaningful and generalizable. As a result, to confirm the fitted model's validity, the following verifications and tests were performed to ensure that the data did not violate those assumptions:

The dependent variables must be in ordered form. The dependent variables must be sorted in order for the ordinal logistic regression to work (Sesay et al., 2021). The dataset used in this study supported this supposition because the dependent variable, organizational goal attainment as measured by their goal achievement and growth, which was initially measured on a continuous scale, was classified to reflect their ranking as strongly agree, agree, neutral disagree, and strongly disagree.

One or more of the independent variables are continuous, categorical or ordinal. The second premise is that one or more of the independent variables must be continuous, categorical, or ordinal (Sesay et al., 2021). Given the existence of the independent variables, competency mapping, training and development, performance appraisal, and reward are four ordinal independent variables. This assumption was proven to be correct. The decision on the result depends on the p-value outcome. When the P-value is higher than the level of significance (0.05), the null hypothesis is rejected. But when the P-value is less than the level of significance (0.05), the null hypothesis is accepted.

Data Analysis and Results

153 copies of the questionnaire were administered to respondents. 121 copies of the questionnaire, representing 73.1 percent, were returned, while 32 copies, representing 20.9 percent, were not returned. This shows that 121 copies, representing 121 questionnaires, were correctly filled out and thus suitable for data analysis.

Descriptive Data Analysis

Earlier in this study, that is, in Chapter 1, we clearly delineated our study variables as group dynamics predictor variables, organizational goal attainment criterion variables, and

organizational culture as the moderating variables. In operationalizing the variable, it was indicated that the predictor variable has competency mapping, training, and development as dimensions, while the criterion variable is organizational goal attainment.

Performance Appraisal as a Dimension of Talent Management

Table 2 shows respondents opinions on the four items on the research instrument bordering on performance appraisal.

Table 2. Response Rates and descriptive statistics for performance Appraisal

	Performance Appraisal	SA	A	N	D	SD	Mean	Std.
1	My company evaluates my performance every year.	10	39	28	30	14	3.01	1.173
2	My company aim to improve my performance.	7	58	35	11	10	3.34	1.013
3	My company provides feedback to improve my performance	26	62	19	5	9	3.75	1.075
4	My company used all methods to evaluate my performance to make that I meet up with standard set.	8	50	35	17	11	3.22	1.068

Source: Research Survey Data, 2023

From Table 2 in response to Item 1, their company evaluates performance every year. This is accounted for by the high mean score of 3.01. Similarly, it was agreed that their company aimed to improve its performance. This is also confirmed by the high mean score of 3.34. More so, the third item got similar approval, as respondents agreed that their company provides feedback to improve performance. The mean score of 3.75 also speaks volumes about this status. Finally, it was agreed that their company used all methods to evaluate their performance to ensure that they met the standards set. This is confirmed by a high mean score of 3.22.

Reward as a Dimension of Talent Management

Table 3 shows respondents opinions on the four items on the research instrument bordering on reward.

Table 4 3. Response Rates and descriptive statistics for Reward

	Reward	SA	A	N	D	SD	Mean	Std.
1	My organization provides timely salary	15	48	20	24	14	3.21	1.233
2	My organization recognizes good performance	9	50	37	14	11	3.26	1.063
3	My organization encourage its workers with praise	29	51	12	11	18	3.51	1.349
4	My organization gives awards to its productive workers	9	51	34	17	10	3.26	1.063

Source: Research Survey Data, 2023

From table 3, in response to item one, respondents affirmed that their organization provides timely salaries. This is accounted for by the high mean score of 3.21. Similarly, it was agreed

that their organization recognizes good performance. This is also confirmed by the high mean score of 3.26. More so, the third item got similar approval, as respondents agreed that their organization encourages its workers with words of praise. The mean score of 3.51 also speaks volumes about this status. Finally, it was agreed that their organization give awards to its productive workers. This is confirmed by a high mean score of 3.26.

Responses to Items on Organizational goal attainment

Table 4 shows respondents opinions on the four items on the research instrument bordering on organizational goal attainment.

Table 4. Response Rates and descriptive statistics for Organizational Goal Attainment

	Organizational goal attainment	SA	A	N	D	SD	Mean	Std.
1	We always achieve our set goals every year.	11	57	19	22	12	3.27	1.162
2	Goals and objectives are the engines that drive the business of my organization.	26	62	19	5	9	3.75	1.075
3	Attainment of organizational goals is critical to the success of my organization.	7	64	34	8	8	3.45	.948
4	The focus of my organization is often more on goal attainment.	8	50	35	17	11	3.22	1.068

Source: Research Survey Data, 2023

From table 4, in response to item one, respondents affirmed that they always achieve their set goals every year. This is accounted for by the high mean score of 3.27. Similarly, it was agreed that goals and objectives are the engines that drive the business of the organization. This is also confirmed by the high mean score of 3.75. More so, the third item got similar approval, as respondents agreed that attainment of organizational goals is critical to the success of their organization. The mean score of 3.45 also speaks volumes about this status. Finally, it was agreed that the focus of their organizations is often more on goal attainment. This is confirmed by a high mean score of 3.22.

Testing of Research Hypotheses

The ordinal logistic regression model was used to test the hypotheses when there is one dependent variable with more than two independent variables in categories, either sorted or unordered, and it is ordinal in nature.

The null statements of hypotheses were stated as follows:

H₀₁: There is no significant relationship between performance appraisal and organizational success of selected manufacturing firms in Akwa Ibom State.

H₀₂: There is no significant relationship between performance reward and organizational success of selected manufacturing firms in Akwa Ibom State.

Presentation of Results on Testing of Hypotheses

Table 5 below contains the results of model fitting information. We must ascertain whether the model produces appropriate predictions before we begin to examine the individual predictors in the model. In light of this, we may review Table 5 model fitting data.

Table 5. Model Fitting Information
Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	333.670			
Final	314.503	19.167	4	.000

Link function: Logit.

The baseline intercept-only model is significantly outperformed by the model under consideration, according to the significant chi-square statistic. This simply informs us that the model makes better predictions than if we merely made educated guesses based on the outcome categories' marginal probabilities. Table 5 provides the model fitting information that contains the likelihood ratio chi-square test used to compare the full model against a null (intercept-only) model.

The test result in Table 5 was, therefore, used to check if the final (present) model with explanatory variables included is an improvement over the intercept-only model. At the 5% significance level, the test result presented in Table 5 is statistically significant. The resulting model significantly outperforms the baseline or intercept-only model, according to the significant chi-square value of 9.167 (when the p-value is 0.000 .0005). This shows that the null (or intercept alone) model does fit as well as a model including independent variables, competency mapping, training and development, performance assessment, and reward.

Table 6. Goodness-of-Fit
Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	.858	64	.549
Deviance	1.681	64	.602

Link function: Logit.

Table 6 provides the goodness-of-fit model result of Pearson chi-square and Deviance chi-square. This table includes two chi-square statistics: one based on the model's Pearson statistic and the other on the deviance. These statistics are used to determine if the observed data and the fitted model are incompatible. If they are not and the significance values are high, we would draw the conclusion that your model is sound and the facts and predictions are consistent. The high significant values of 0.549 and 0.602 demonstrate that our model is sound.

Table 7 displays these results, which suggest that the fitted model meets these criteria.

Table 7. Pseudo R-Square
Pseudo R-Square

Cox and Snell	.937
Nagelkerke	.981
McFadden	.889

Link function: Logit.

The parallel lines test can help you determine whether the assumption that the parameters are the same for all categories is fair for our models. This test compares an estimated model with a single set of coefficients for all categories versus a model with distinct coefficient sets for each category. It shows that the assumption is realistic for this situation, with a high observed significance level. The R-square in Table 7 indicates how much variance is attributed to the predictor variable. The ordinal logistic regression model's independent variables' contribution to the variance was estimated using the Cox and Snell, Nagelkerke, and McFadden pseudo-R² statistics. According to the pseudo-R² values (e.g., Cox and Snell = 0.937 = 93.7%; Nagelkerke = 0.981 = 98.1%; and McFadden = 0.889 = 88.9%), This is a model that includes performance appraisal and reward, and they are most likely to be very good predictors of organizational goal attainment.

The primary objective is to determine the threshold for organizational goal attainment and the estimated impact of all independent variables, along with their significance levels. When the p-value is below the significance level of 0.05, we reject the null hypothesis.

Table 8. Parameter Estimates of Level of Significance

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold d	[OGA = 1.00]	20.100	17.664	1.295	1	.001	-14.522	54.721
	[OGA = 2.00]	32.897	19.412	2.872	1	.004	-5.149	70.944
	[OGA = 3.00]	39.851	19.684	4.099	1	.000	1.272	78.431
	[OS = 4.00]	53.935	23.217	5.397	1	.002	8.431	99.440
	PA	3.024	2.655	1.297	1	.003	-2.179	8.227
	R	4.323	2.439	3.142	1	.000	-4.57	9.102

Link parameter function: Logit.

a. This is set to zero because it is redundant.

Table 9. Test of Parallel Lines^a

Test of Parallel Lines ^a				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	332.212			
General	312.203 ^b	20.009	4	.352

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

b. The log-likelihood value is practically not zero.

Interpretations of Results

According to the null hypothesis, the location parameters (slope coefficients) are the same across response categories. Table 8 shows the parameter estimations and further summarizes the impact of each predictor. The sign of the covariate coefficients and the relative values of the component-level coefficients might provide valuable insights into the influence of the

predictors in the model. Positive (or negative) coefficients for variables suggest positive (or inverse) connections between predictors and the criterion variable.

In Table 8, the ordinal logistic regression coefficients, intercepts, standard errors, t-values, and p-values are presented. The values for the location are as follows: (PA, 3.024, p-value = 0.003); (R, 4.323, p-value = 0.000) (Sesay et al., 2021). This indicates that with every unit increase in the independent variables, there is an expected increase in the log probability of failing at a higher level of the dependent variable.

If the value of a particular factor increases and it has a positive coefficient, it indicates a higher probability of belonging to one of the higher cumulative outcome categories. Similarly, a factor level with a higher coefficient suggests a higher probability of being in one of the upper cumulative result categories. The sign of a coefficient for a factor level is determined by its impact on the reference categories. In Table 9, the variable with the largest coefficient, which also has a p-value less than the chosen significance level of 0.05, is considered the most significant influential factor. Consequently, the p-value for all independent variables is less than 0.05, indicating that they are all statistically significant at the 5% level of significance.

Interpretations of Tested Hypotheses

The null hypotheses were tested using ordinal logistic regression analysis. The following results were obtained as indicated in table 8.

Research Hypothesis one

H₀₁: There is no significant relationship between performance appraisal and organizational success of selected manufacturing firms in Akwa Ibom State.

Result of Hypothesis 1: Estimated location for PA, is 3.024, PV = 0.003. Where; PA = Performance appraisal, PV = Probability value, and OGA = Organizational goal attainment (Threshold).

The above result revealed a significant relationship between performance appraisal and organizational goal attainment of selected manufacturing firms in Akwa Ibom State. This is because the estimated location for performance appraisal is 3.024 when PV = 0.003. The probability value was less than 0.05.

Research Hypotheses Two

H₀₂: There is no significant relationship between reward and organizational goal attainment of selected manufacturing firms in Akwa Ibom State.

Result of Hypothesis 4: Estimated location for R, is 4.323, PV = 0.000. Where; R = Reward, PV = Probability value, and OGA = Organizational goal attainment (Threshold).

The above result revealed a significant relationship between reward and organizational goal attainment of selected manufacturing firms in Akwa Ibom State. This is because the estimated location for reward is 4.323, when PV = 0.000. The probability value was less than 0.05.

Findings

The following findings were obtained from the tested hypotheses:

H_{A1}: There is a significant relationship between performance appraisal and organizational success of selected manufacturing firms in Akwa Ibom State.

H_{A2}: There is a significant relationship between performance reward and organizational success of selected manufacturing firms in Akwa Ibom State.

Discussion of Findings

This study examined the relationship between talent management and organizational goal attainment in selected manufacturing firms in Akwa Ibom State. An ordinal logistic regression analysis was carried out to find out how talent management associates with organizational goal attainment in manufacturing firms in Akwa Ibom State. The ordinal logistic regression model was significant (p.05 with df = 4).

Table 7 presents pseudo-R² values, such as Nagelkerke (0.841 or 84%), which indicate that the ordinal logistic regression model, along with its independent variables, explains a significant portion of the variation in organizational goal attainment of manufacturing firms in Akwa Ibom State. This suggests that a model that includes performance appraisal and reward is likely to be a highly effective predictor of organizational goal attainment. Additionally, the results of the ordinal logistic regression analysis demonstrate that competency mapping, training and development, performance appraisal, and reward have a significant impact on changes in organizational goal attainment. This is supported by the p-values, which are all below the 0.05 level of significance. Essentially, this implies that for each unit increase in talent management, the likelihood of achieving organizational goals increases, assuming that all other variables in the model remain constant.

Positive significant relationship between Performance Appraisal and Organizational Goal Attainment

The test of hypotheses three shows that performance appraisal influenced organizational goal attainment, as the P-value is less than the level of significance (0.05). Therefore, this finding suggests that a significant and positive relationship exists between performance appraisal and organizational goal attainment in selected manufacturing firms in Akwa Ibom State. Hence, the null hypothesis is hereby rejected. This finding is in line with the previous findings by Obeidat et al. (2014), Mwema and Gacunga (2014), and Ama et al. (2018) that performance appraisal plays an important part in employee training and development and is used to determine and start the process of offering pertinent training and development.

Mwema and Gacunga (2014) supported this view that performance reviews assist organizations in identifying staff training requirements so they can then deliver the necessary training to help workers meet their performance goals. Ama et al. (2018) compared and contrasted public and private firms in the Kumasi Metropolis to assess the link between performance evaluation and organizational effectiveness. The study used a comparative research methodology to look at how performance assessment systems are used differently and similarly, how well they work, and how well they affect organizational goal attainment.

The study also used a mixed research approach to get its data. The study's sample size was 92. The quantitative data were analyzed using descriptive statistics, a one-sample t-test, an independent t-test, the Pearson Product Moment Correlation Coefficient, and simple linear regression. Thematic analysis was used to examine the qualitative data from the interview.

According to the survey, firms in both the public and commercial sectors utilize performance assessment systems to increase employee productivity, provide training, and inspire workers, among other things. These organizational uses of the performance assessment system, however, were always more prevalent in private than in public companies. Additionally, there are no appreciable differences in the efficacy of performance evaluation systems across the public and private sectors. Finally, the study's findings showed that the efficacy of the organization was favorably and considerably predicted by the performance assessment method.

Positive significant relationship between Reward and Organizational goal attainment

The result from Table 8 on the test of null hypothesis four (H_{04}) shows that reward positively influenced organizational goal attainment of selected manufacturing firms in Akwa Ibom State. *The P-value* is less than 0.05, which indicates a strong influence. Based on this result, the null hypothesis earlier stated is hereby rejected and the alternate upheld. This finding is in line with the argument put forward by Delaney and Huselid (1996) that if competent workers aren't driven to do their jobs, their efficacy is probably going to be restricted. Offering performance-related remuneration is one tool businesses may use to boost employee enthusiasm and productivity (Delaney & Huselid, 1996). Others attested that a reward and compensation system is founded on the expectation theory, which contends that staff members are more likely to be motivated to perform when they believe there is a significant correlation between their performance and the reward they get (Fey & Bjorkman, 2001; Guest, 2002).

Kitoito (2014) examined the incentive system and organizational performance in South-South, Nigeria's industrial sector, and found that giving rewards to workers has a positive impact on their incentive to work more and achieve better results (Kitoito, 2014). Therefore, reward has been shown to have a favorable effect on staff health and workplace safety, and it is one of the elements that has tried to raise employee engagement in the workplace, which is a crucial component of workplace productivity (Furtado et al., 2012).

In line with the above, the respondents affirmed that their organization provides timely salaries, recognizes good performance, encourages its workers with words of praise, and gives awards to its productive workers. These helped them in the pursuit of organizational success. Thus, the present study claims that there is a significant relationship between reward and organizational goal attainment in selected manufacturing firms in Akwa Ibom State.

Conclusion

The purpose of the study was to examine the relationship between talent management and organizational goal attainment in selected manufacturing companies in Akwa Ibom State. To gather data, a stratified random sampling method was utilized, and structured questionnaires were administered to 284 participants. Since the dependent variable had an ordinal nature, an ordinal logistic regression was employed for the analysis. The test conducted to determine whether the final model, which included explanatory variables, was superior to the intercept-only model yielded statistically significant results at a significance level of 5%. The ordinal logistic regression model used in the analysis met all the required assumptions. The research findings revealed a noteworthy correlation between talent management and the achievement of organizational goals in the chosen manufacturing companies in Akwa Ibom State. This

suggests that talent management has a positive impact on the attainment of organizational goals in these manufacturing companies. As a result, the following conclusions can be drawn:

- i. Performance appraisal relate to organizational goal attainment of selected manufacturing firms in Akwa Ibom State.
- ii. Performance reward relate to organizational goal attainment of selected manufacturing firms in Akwa Ibom State.

Recommendations

Based on the findings, and the conclusions deduced, it was very necessary to put forward the following recommendations;

1. Management should engage in effective performance appraisal by providing feedback and coaching to improve the talent of staff in the pursuit of organizational goal attainment of selected manufacturing companies in Akwa Ibom State.
2. Management should provide intrinsic and extrinsic reward to motivate the talent of staff with aim to achieve goals and growth which will lead to organizational goal attainment of selected manufacturing companies in Akwa Ibom State.

Contributions to Knowledge

This study investigated the relationship between talent management practices and the achievement of organizational goals in manufacturing firms in Akwa Ibom State, Nigeria. Conducting a study on talent management and organizational goal attainment in the context of manufacturing firms in Akwa Ibom State would provide empirical evidence regarding the effectiveness of talent management practices in this selected industry and geographical region. This research would contribute to the existing body of knowledge by generating data and insights that can be used for comparison and further analysis.

Practical Implications: The research findings could have practical implications for manufacturing firms in Akwa Ibom State and beyond. By highlighting the relationship between talent management and organizational goal attainment, the study could provide insights on how manufacturing firms can align their talent management strategies with their overall objectives to enhance performance and competitiveness. This contribution would be valuable to organizations seeking to optimize their talent management practices.

Overall, your research on talent management and organizational goal attainment in selected manufacturing firms in Akwa Ibom State has the potential to contribute to knowledge by generating empirical evidence, improving the understanding of talent management practices, identifying best practices, localizing the findings, and providing practical implications for the manufacturing industry in this specific region.

Areas for Further Research

Further research on the relationship between talent management and organizational goal attainment in selected manufacturing firms in Akwa Ibom State could explore the following areas:

Impact of talent acquisition strategies: Investigate the effectiveness of different talent acquisition strategies employed by manufacturing firms in Akwa Ibom State. Assess how the recruitment, selection, and onboarding processes influence the quality of talent attracted to

the organization and the subsequent impact on goal attainment.

Employee engagement and retention: Explore the relationship between talent management practices and employee engagement and retention in manufacturing firms. Assess the impact of engagement initiatives, rewards and recognition programs, and work-life balance practices on employee commitment, productivity, and goal attainment.

Impact of talent management on innovation: Investigate how talent management practices influence the culture of innovation within manufacturing firms. Examine how the identification and development of innovative talent, promotion of creativity, and support for idea generation and implementation contribute to the achievement of innovation-related goals.

Examine the adoption of HR technologies, such as applicant tracking systems, learning management systems, and performance management tools, and their impact on talent acquisition, development, and goal attainment.

The findings can provide valuable insights for organizations seeking to optimize their talent management strategies and improve their overall performance. Considering the Telecommunication companies, effective talent management will improve the service rendering which will enable service consumers to gain access to effective communication services provided for all people; advancing intellectual property in the technological industry; increasing the number of people who utilize the internet and providing a dependable networking base for users.

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