

Delivering the Goods of Organizational Commitment through Talent Management in the Hospitality Industry

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ABSTRACT: The study addressed talent management practices and their impact on organizational commitment in the hospitality industry. Two objectives were raised to evaluate the influence of talent management on organizational commitment. There was training and development and job enlargement. The study used the right empirical frame. The study was hinged on Resource Based- theory. The study was analyzed empirically. Findings revealed that training and development and job enlargement impact organizational commitment positively. It was concluded that both variables have a positive effect on organizational commitment. It was concluded that at training, workers acquire the knowledge, skills, and capacities to alter their behaviour and attitudes, which can help the firm achieve excellent results. Worker attitude and behaviour will be impacted by compensation; satisfied workers are a show of commitment. It was recommended that Companies that want to maintain their competitive edge quickly should always ensure that employee training and development is part of their corporate strategy and Organizations should always ensure that workers are assigned new tasks that aid in minimizing workplace fatigue.

Keywords: Talent management, organizational commitment, training and development, job enlargement

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INTRODUCTION

Once some of the policies that are responsible for low staff morale are removed, remedial steps are finally implemented to enhance the services provided by the staff, which inevitably leads to enhanced organizational performance (Ibidunni et al., 2016). It is important to emphasize that to strengthen the company and the workforce's competence and professionalism, the workforce must be effectively managed, directed, and effective. When workers are engaged, dedicated, loyal, and devoted to their work, they are more likely to produce high output levels, which inevitably has a positive effect on the company's and business sustainability. Worker talent management can be the key to business performance, commitment to the organization, and

growth. Workers exhibit a variety of professional commitment behaviors, which have long been observed (Delistavrou et al., 2019). Numerous studies have demonstrated the importance of those attitudes, showing that affective commitment is highly and positively linked to company outcomes (such as job performance and retention) and that normative and continuance commitments show weaker links that can be both positive and negative (Serhan and Tsangari, 2019). According to Al-Jabari and Ghazzawi (2019), organizational commitment is a voluntary action distinct from an employee's obligation that significantly boosts the effectiveness of the entire company. It is not unexpected, according to Agarwal, (2016), that different businesses

have focused on managing the talent of their personnel as one of the humanitarian components of accomplishing their organizational goals. Knowing the essential elements that make it easier to manage employee talent is crucial. The effort needed to improve the talent of the workforce is anticipated to be brought about by comprehending the effects of these aspects. Furthermore, it's critical to understand how talent management impacts the workforce, particularly about performance, dedication to work continuity, loyalty, and passion. It has been determined from the body of existing literature that little local research has been done on talent management. Large-scale academic studies to define what constitutes good talent management and how it can affect organizational performance are missing in the subject of talent management (Milky, 2013). Additionally, most of the talent management studies reviewed did not make a direct connection between talent management and organizational commitment; as a result, a local study to ascertain how talent management affects organizational commitment is necessary to close the knowledge gap currently present.

The problem

Many businesses, both public and private, have paid little attention to hiring employees based on their talent. In the public and private sector hospitality industry hiring decisions are frequently made based on a candidate's educational background, kinship, nepotism, or cheap pay rather than on their skills. The workplace consequently tends to be less active, less independent, less innovative, and less concerned with organizational performance. Such a work climate unquestionably hinders advancement and jeopardizes the organization's future. Effective competition will be difficult for a company that struggles to keep its staff.

Objectives

- (a) Determine the effect of training and development on organizational commitment.
- (b) Ascertain the influence of job enlargement on organizational commitment.

Hypotheses

- H₀₁: Training and development have no significant effect on organizational commitment.
- H₀₂: Job enlargement does not influence organizational commitment.

Literature review

The talent management practice

Institutions are increasingly considering talent as a

special resource that may deliver a long-lasting competitive advantage and superior results (Rop, 2015). The best resource for every firm is the right talent. One of human resources' most crucial responsibilities is to ensure that workers with the necessary abilities remain with the business for an adequate amount of time (Rathod, 2014; Jamnagar, 2014). The whole of a person's abilities, including their innate talents, abilities, knowledge, experience, intelligence, judgment, attitude, character, and drive, is referred to as their talent. It also considers the person's capacity for learning and development (Armstrong, 2011). The term "talent" refers to the distinctive talents, attributes, characteristics, or abilities of individuals who use them to achieve organizational goals (El Nakhla, 2013). On the other hand, talent is defined by a stronger mastery of systematically cultivated skills and knowledge around human effort, according to Wikstrom and Martin (2012). Although there have been many studies on talent management, additional empirical research is required to produce alternative viewpoints (Thunnissen et al., 2013;). Retaining employees has emerged as one of the largest obstacles in a company as the lack of highly competent workers becomes one of the biggest issues for businesses (Brunila and Yllner, 2013;). Additionally, firms from around the world are struggling with issues related to global talent management in highly competitive global markets (Orwa and Njeri, 2014). This is because employee knowledge and abilities are essential to a company's competitiveness (Osibanjo et al., 2014). To guarantee an organization has access to human capital and to help attract, develop, engaging, retain, and utilize people for the joint benefit of the business and workers, talent management (TM) is a process (Bussin, 2014). Talent retention, meanwhile, is "an organization's capacity to hold and keep in control and to retain the services of high potentials and value contributors in mission-critical and scarce skills jobs," according to the definition provided by the Harvard Business Review (Bussin, 2014). Because the costs of attracting new talent are significant, staff turnover hurts a company's productivity. Direct costs are those related to replacement, transition, and turnover costs, whereas indirect costs are those related to lost production, poor performance, unneeded overtime, and low morale (Lyria, 2013). Retaining highly competent personnel is crucial in the present competitive business environment since they significantly impact the organization's overall performance. Reduced turnover at these jobs is crucial for organizational performance (Mohammed, 2015). Talent management has several advantages, including improved productivity, a culture of competence, employee engagement, and staff retention (Rabbi et al., 2015). Mary et al. (2015) also pointed out that the lack of planning and execution of management policies, processes, and initiatives that have a positive influence on the process of acquiring, developing, and retaining

talents to sustain an organization's competitive advantage is the main reason why talent management systems have failed in most companies today.

Training and development (TD)

At its best, training is a collection of procedures designed to constantly improve individuals' knowledge, abilities, and organizational structures. This involves the participation itself (Alnawfleh, 2020). Dessler (2010) asserted that training is a learning process used to improve the information and abilities needed to complete a task. Furthermore, (Engetou, 2017) notes that training increases productivity and operational safety in an organization (Katz, 2020). Training is a planned intervention that is intended to improve individuals' job performance, which raises productivity and, as a result, increases organizational effectiveness (Singh and Mohanty, 2012; Tzafir, 2016; Alnawfleh, 2020 Vasudevan, 2014). An investigation conducted in Lebanon by (Halawi & Haydar, 2018) provides additional evidence for this claim, which states that training will improve employees' behavior and their capacity for effective and efficient job performance. Major corporations must hire educated, qualified individuals who can quickly adapt to their constantly changing workplaces where new business needs have emerged to compete in the increasingly globalized workforce (Osewe and Gindicha, 2021). As a result, businesses that invest in training initiatives have a competitive advantage over their peers who do not use training services (Aygul, 2019). Employee development is linked to the on-the-job abilities required for a certain position. Training can be divided into organizational and general training. Explicit knowledge and abilities that can be quickly gained and acquired via reading or observation without the intended assistance of others make up general training (Osewe, & Gindicha, 2021). On the other side, organizational training focuses on the tacit knowledge and abilities obtained via deliberate intra-organizational activities. Vocational, on-the-job, or professional training are terms that are often used to describe training. Today's increasingly competitive corporate climate, where technical advancement, productivity measurements, product differentiations, consumer expectations, intra- and inter-industry interactions, employee incentives, etc. have all undergone significant change, makes training essential. The only thing that is definite in this hazy business environment is that there are more pressures for change than ever before, and they touch every organization (Osewe and Gindicha, 2021). The corporate companies that adjust their personnel to these changes in the process are the more effective ones.

Job enlargement (JE)

Job expansion is the process of giving workers more

related tasks to accomplish to achieve organizational goals and lessen workplace boredom (Nguso, 2019). Most studies have discovered that repetitive tasks and specialized professions are factors in employees' workplace discontent. They dislike performing repetitious chores. Retaining and motivating employees and ensuring job satisfaction are among the primary duties of the human resources department of a corporation (Aminu, and Sulaiman, 2022). On the other hand, employees who are demoralized and dissatisfied with their jobs tend to have frequent absences and high labour turnover in the company since they are not happy with their jobs. When workers are happy, energized, and satisfied with their jobs, it adds to high levels of performance. Workers who lack motivation cannot accomplish organizational objectives. JE is a tactic for improving the design of a job and inspiring workers to do their jobs more effectively (Aminu and Sulaiman, 2022). Nevertheless, occasionally they put their employees in a tough position by expanding the number of jobs they must complete in a short period. Additionally, in Economic point, one of the main objectives for every enterprise is to maximize profit and reduce costs due to the intense rivalry among businesses worldwide. As a result of the organization using fewer human resources to meet organization objectives, job expansion has been one of the best methods for reducing costs, and JE is a tool for doing so (Saleem, 2013).

Organizational commitment

For both companies to advance, employees must be dedicated to the organization where they work. According to Robbins (2011), organizational commitment refers to how much employees identify with the company and desire to stay a part of it. One of these commitments relates to the sustainability of employees' desire to continue working for their organizations (Kifordu, 2024). The term "sustainability commitment" refers to an individual's perspective of their job within an organization that fosters morale, hope, and a desire to remain with the organization or leave it. Workers agreed that their continued dedication to the firm ensures the viability of their workplace because if they leave, the company will suffer losses, (Kifordu,2022). Employees who are committed are more likely to take advantage of new chances within the company

Training and development and organizational commitment

An efficient way to build a competitive human resource pool is to invest in the training and development of personnel. Financial investment is the most obvious sign of organizational commitment and resource expenditure connected to training among the input variables borne by an organization (Osewe, and Gindicha, 2021). Corporate

trainings that are thorough and well-planned require a lot of resources, thus they need to be backed up by the right resources, like a big enough budget. The most fundamental criterion to guarantee opportunities and high-quality training for employees has been emphasized as the financial involvement of businesses in training (Sung and Choi, 2014). During training, staff members acquire the information, skills, and capacities to alter their attitudes and behaviour, which can help the business achieve excellent results (Ahmed and Yohanna, 2014). Worker personal growth also contributes to greater corporate performance (Okechukwu, 2017). Additionally, training may guarantee that the workers can easily adopt new technologies, boosting productivity and efficiency for both individuals and businesses (Khan et al., 2016).

Job enlargement and organizational commitment

Employees may view job expansion as a means of increasing both their performance and the effectiveness with which they carry out their duties. However, other employees view the extra workload as an additional burden that comes with their already taxing occupations (Aminu and Sulaiman, 2022). It is advised to the management that when giving employees additional tasks, they should be accompanied by rewards to inspire them and boost job satisfaction. While some staff members believe that work expansion practices are the organization's strategy for reducing the cost of hiring new staff members (Nguso, 2019). When positions are expanded, staff members feel like they belong to the company and are valued members of the team, which boosts performance (Roberge and Boudrias, 2021). According to research, job expansion aims to meet the personal demands of staff by re-organizing and restructuring work so that the nature and content of the assigned tasks meet the social and personal needs of the workers (Uddin, 2021). Job expansion was found to increase job satisfaction and improve performance (Kifordu, 2022). When properly implemented, job expansion is very significant for any firm because it increases the positive effects on staff productivity (Gichuki, 2017).

Theoretical foundations

Resource-Based View (RBV)

According to the resource-based view (RBV) of the firm put out by Barney (1991), the competitive advantage of the company relies on its unique, uncommon, and difficult-to-duplicate resources, including its human resources. Thus, depending on the strategic perspective of an HRD theory, human resources development (HRD) is a subfield of human resources management. According to Wang, Werner, Sun, Gilley, and Gilley's (2017) definition of HRD, it is a mechanism that shapes

individual and group values, beliefs, and skills through learning-related activities that promote the host system's desired performance. So many theories and models were also created to enhance talent performance (Rabbi et al., 2015). According to the Resource Based View (RBV), a company is made up of a variety of resources, skills, and competencies. As a result, it is envisaged that the resourcing, integration, and exploitation of these resources and competencies will have an impact on how well a business performs. These materials are anticipated to be uncommon, unique, priceless, and in limited supply (Oaya, Ogbu, and Remilekun, 2017). This suggests that organizational-specific factors—rather than market structures—influence organizational performance and behaviour. To locate, acquire, exploit, use, and maintain uncommon, valuable, and unique resources, skills, and proprietary assets, companies constantly try to do so (Barney, 1991). Given that they are viewed as a resource, the theory supports the staff training and development element.

Empirical review

Armstrong, (2012) explored the effects of TM practices on the engagement level of employees. To examine the effects of TM, a field study was done within a Turkish holding. However, the study's focus is only on the administrative divisions housed in the holding's headquarters. To carry out the research, a quasi-experimental design is created, and two groups are chosen to serve as the study's talent and control groups. Surveys are used to gather information on the participants in both groups both before and after the intervention. Throughout the intervention process, interviews are done, a talent matrix and a talent grid are created, and development strategies are suggested and partially completed. To investigate the impact of TM on employees' organizational engagement, the means (averages) of the two groups are compared before and after the implementation of the TM program. To what extent the difference is statistically significant was one of our goals. The study's findings show a substantial difference in the talent group's and the control group's organizational engagement levels before and after the TM program's adoption. This finding suggests that TM approach significantly raises employee engagement. Nwoke and Iyiola (2021) studied talent mobility: A management strategy for employee retention in SMEs in Ogun State. As a result, this study looked at talent mobility as a management strategy for retaining employees in particular SMEs in Nigeria's Ogun State. 289 respondents were given questionnaires as part of a descriptive study design, and a stratified sample technique was used to test the hypotheses. Results indicated that employee retention is significantly impacted by talent mobility, which demonstrates the effectiveness of talent mobility in retaining talent. It is advised that SME

management utilize the potential of talent management by transferring personnel to open positions or from one job role to another within the company. Moreover, to boost employees' job knowledge and performance, organizational policies must encourage job rotation.

METHODOLOGY

This study used the survey research design method. The population of this study consists of the employees from the fifteen (15) selected hotels in Asaba, Delta State, Benin City, Edo State and Yenagoa Bayelsa State. The research population for this study was made up of lower, middle, and senior management cadres of the hotels' personnel, and it is shown in (Table 1). In (Table 1) from Krejcie and Morgan (1970), as cited in Kifordu (2022) a subset of the population was chosen to study instead of the complete population.

Table 1: Showing the population spread of staff from the selected hotels.

Selected Hotels in Asaba Delta State	Staff
Best Western Plus Elomaz Hotel	47
Definite Destiny Hotel	37
Spring Hill Hotel and Suites	42
Mainstay Apartment & Suites	45
Seth Hotel	44
Selected Hotels in Benin City Edo State	
Poshlux Executive Hotel	34
Eterno Hotels	33
De Brit Hotel	46
Meridian Lodge Hotels & Resorts	34
Choice Gate Hotel and Suites	38
Selected Hotels in Yenagoa Bayelsa State	
144 Suites Luxury Hotel	47
Amba Hotel Limited	40
Ebiis Hotel	41
La Gold Hotels	39
De Brass Suites	37
Total	604

Source: Human Resources Department of Hotels (2024).

Two hundred thirty-four (234) items roughly make up this subset. The stratified random sampling technique was also used in the investigation. A structured questionnaire with responses on a five-point Likert scale was utilized as the research tool in this study. A test-retest technique was used to determine the instrument's reliability. The Cronbach Alpha Index was used to calculate the questionnaire's reliability (Table 2).

Table 2: Reliability Statistics.

Dimensions	Number of items	Alpha (α) Value
Training and Development	5	0.715
Job Enlargement	5	0.719
Organizational commitment	5	0.718

Source: output of pilot survey data, 2024.

According to Armstrong (2011), the lowest limit of acceptability in quantitative research is between 0.60 and

Table 3: The guideline for Pearson correlation coefficients.

Coefficient value	Strength of association
$< r < 0.3$	Small correlation
$0.3 < r < 0.5$	Medium/moderate correlation
$r > 0.5$	Large/strong correlation

Source: Based on Cohen (1988)

0.70. Descriptive statistics and inferential statistical methods were used to analyze data from the field survey of respondents from the various hotels whose employees were sampled to draw generalizations and conclusions.

Training and development showed a positive correlation coefficient with organizational commitment (0.289**) which means that training and development is a strong and good measure of talent management practice. Job enlargement showed a strong positive correlation coefficient with organizational commitment (0.516**) which indicates that job enlargement is a strong and good measure of talent management practice. The correlation model exhibited the extent of valuable relationship that exists among the variables in this study.

Table 4 displays the multiple regression analysis results for talent management practice and organizational commitment. Based on (Table 4) it shows that there is no multicollinearity because the VIF of training and development (1.200) and job enlargement (1.167), towards organizational commitment are below 10. Besides, the tolerance level is more than 0.1 training and development was 0.833 while job enlargement is 0.857. Table 4. showed that training and development have significant positive effects on organizational commitment. ($\beta = 0.149, p = 0.003 < 0.05$). Job enlargement has a significant positive effect on organizational commitment ($\beta = 0.332, p = 0.000 < 0.05$).

Table 5 F-ratio measures how well the total regression model fits the data. According to the (Table 5) $F = 54.011, 0.000 < 0.05$, the elements of talent management practice strongly predict organizational commitment. This has the consequence that the regression model fits the data well and is extremely significant for the research. The R Square value in (Table 6) indicates how much the talent management practice components contributed to changes in organizational commitment. According to this value, talent management practice is responsible for 55% (or 0.546) of these changes. The R Square calculates the percentage of the dependent variable's variance that can be accounted for by changes in the predictor variable.

Hypotheses testing

As a method of analysis to assess the hypotheses, multiple regression analysis was used. The study's hypotheses were tested using the p-values listed in the tables of regression coefficients.

Table 4: Regression Analysis of talent management practice and organizational commitment Regression Analysis of talent management practice and organizational commitment.

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	-13.058	2.471		-5.285	.000		
Training and development	0.196	0.065	0.149	2.991	.003	0.833	1.200
Job enlargement	0.398	0.059	0.332	6.775	.000	0.857	1.167

a. Dependent Variable: Organizational commitment

Table 4: Inter-Correlations and Descriptive Statistics for Study Variables.

Variable	1	2	3	4	5	6	M	SD
1. Job enlargement	0.335**	0.046	0.187**	1			24.48	0.87
2. Compensation strategy	0.305**	0.159*	-0.086	0.120	1		24.67	0.83
3. Organizational commitment	0.578**	0.333**	0.289**	0.516**	.351**	1	24.47	1.04

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

The decision rule

The null hypothesis will be accepted while the alternate hypothesis will be rejected if the estimated critical value is greater than the probability level of significance, and vice versa. It follows that the finding is statistically significant when the null hypothesis is rejected, and vice versa (Chitsaz-Isfahani, & Boustani, 2014). It is necessary to conclude that the supplied parameter is significant if the probability value of 0.000 is smaller than the critical value of 5% (i.e., $0.000 < 0.05$). In this situation, it is appropriate to accept the alternative and reject the null hypothesis. The p-value is therefore 0.05 (5%), as a result.

Hypothesis one

H₀₁: Training and development have no significant effect on organizational commitment.

The level of significance that was calculated in (Table 4) is lesser than the established p-value ($0.003 < 0.05$), therefore the null hypothesis was rejected while the alternate was accepted which states that training and development have a significant effect on organizational commitment.

Hypothesis two

H₀₂: Job enlargement does not influence organizational commitment.

The level of significance that was calculated in (Table 4) was lesser than the established p-value ($0.000 < 0.05$), therefore the null hypothesis was rejected while the alternate was accepted which implies that job enlargement influences organizational commitment.

DISCUSSION

By the data analysis done in chapter four and the review of the related literature in chapter two, the discussion of

the findings of this study is presented below. The *F*-ratio in (Table 5) indicated that the components of talent management practice significantly predict organizational commitment, $F = 54.011$, $0.000 < 0.05$. The implication of this is that the regression model is a good fit and highly significant for the study.

Training and development and organizational commitment

Table 4 shows that training and development have a positive correlation coefficient with organizational commitment ($r=0.389^{**}$). Table 4 shows that training and development have a significant positive effect on organizational commitment ($\beta = 0.149$, $p=0.003 < 0.05$). Test of hypothesis three showed that training and development have a significant effect on organizational commitment ($0.003 < 0.05$). The study's findings corroborated those of Engetou (2017) and Katz (2000), who demonstrated that training increases both productivity and safety in organizational operations. It is consistent with Aygul (2019) finding that businesses that spend in training initiatives can outperform rivals that don't offer training services. According to Kifordu (2022), trained personnel are best equipped to build a bright future while putting in a lot of effort to do so in the present. Nothing can halt what they planned because they will be the organization's major source of energy (Kifordu, 2024). Training and development include explicit knowledge and abilities that are simple to pick up by reading or observation without the deliberate assistance of others.

Job enlargement and organizational commitment

Table 4 shows that job enlargement has a strong positive correlation coefficient with organizational commitment ($r=0.516^{**}$). Table 4 shows that job enlargement has a significant positive effect on organizational commitment ($\beta = 0.332$, $p=0.000 < 0.05$).

Table 5: Fitness of the Model (Analysis of Variance) ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	131.983	5	26.397	54.011	.000 ^b
Residual	105.076	215	.489		
Total	237.059	220			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Training and development, Job enlargement,

Table 6: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.746 ^a	0.557	0.546	0.6991

a. Predictors: (Constant), Training and development and Job enlargement

Test of hypothesis four showed that job enlargement influences organizational commitment ($0.000 < 0.05$). The findings of Aminu and Sulaiman (2022) and this study's findings support the notion that work expansion is a tactic for improving job suitability and employee motivation. Saleem (2013) found that JE is a tool for lowering the cost of employing new employees), the firm will require fewer human resources to achieve its goals, making it one of the greatest ways to reduce expenses. Tufail, et al. (2017) found that routine work tasks are believed to be the root of boredom and a lack of motivation; as a result, job expansion is used as a method to decrease workplace monotony and boost employee motivation and job satisfaction. Job expansion affects the organizational level of commitment, motivation, and satisfaction. Nevertheless, occasionally they put their employees in a tough position by expanding the number of jobs they must complete in a short period.

Conclusion

The study concluded that talent management practice has a significant positive effect on organizational commitment. Training and development and job enlargement have positive effects on organizational commitment. Human abilities and skills are stated to be continuously improved through training, which also alters a person's way of thinking and how they engage with clients. An efficient way to build a competitive human resource pool is to invest in the training and development of personnel. The workforce's ability to quickly adopt new technologies can be ensured through training, which will boost both individual and organizational productivity. Job expansion broadens knowledge and talents while giving employees a chance to interact with and learn from others. By employing this horizontal design, the main goal of employment expansion is to boost the staff's flexibility. Additionally, it lessens the monotony that may have grown over time on the job and assists the staff get over job ennui. To strike a balance between the needs of the company and those of the employees, job expansion also considers factors like work performance and job

happiness. When properly implemented, job expansion is very significant for any company because it boosts the productivity of its workers. At training, workers acquire the knowledge, skills, and capacities to alter their behaviour and attitudes, which can help the firm achieve excellent results. Worker attitude and behaviour will be impacted by compensation; satisfied workers are a show of commitment.

Recommendations

Companies that want to maintain their competitive edge quickly should always ensure that employee training and development is part of their corporate strategy. Organizations should always ensure that workers are assigned new tasks that aid in minimizing workplace fatigue.

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