

**IMPACT OF GLOBALIZATION AND TALENT MANAGEMENT IN TEACHING HOSPITALS
IN THE SOUTH-SOUTH, NIGERIA**

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ABSTRACT

This study examined the relationship between globalization and talent management of teaching hospitals in the South-South, Nigeria. A cross sectional research design was adopted for the study. The study respondents from the institutions constituted the population of the study; from the field survey, we retrieved and analyzed one hundred and eight (108) which was 78% of the population and of the copies of questionnaire; descriptive statistics was employed in analyzing the demographic data of respondents as well as percentage frequencies for univariate analysis; also, Structural Equation Modeling (SEM) from AMOS version 20.00 was the statistical tool utilized to examine the relationship between the dimensions of globalization. The finding revealed that the dimensions of globalization as reviewed in extant research such as economic forces, technological forces and global education system significantly associate with talent management and its measures such as talent identification, talent attraction and talent retention and that performance management system significantly moderates the relationship between the variables. It was then concluded that knowledge workers are highly mobile and are highly sought-after resources. Consequently, a highly mobile workforce and increasingly competitive labor market have highlighted the need to focus on talent management. Thus, it was recommended that organizational leaders amidst globalization impacts should provide clear advancement opportunities, and implement contingent rewards; thus performance management system can be turned into an effective tool to retain top talent and prevent competitors from stealing a firm's crucial source of competitive advantage.

Keyword: globalization, global education system, talent management, talent identification, talent attraction, talent retention and that performance management system

INTRODUCTION

In the modern day globally-competitive environment, the requirement for substantive modifications is definitely sensed by these institutions and corporations. This has pressured the present day companies and management to take into account the job approaches in response to the rapid changes they are confronted by. The trend in such a globalized economy is the need for talented workforce; talented workers are those individuals who can make a difference to organizational performance, and/or the business critical positions that substantially contribute to the organization's sustainable competitive advantage and growth; and the goal should be to manage this talent effectively among the management (Michaels, Handfield-Jones & Axelrod, 2001; Tansley, 2011).

Generally, talented workers are defined as individuals who possess ideas, knowledge, cognitive ability, skills, and potential; and are thus able to use these abilities to contribute good performance for the organization and also supplement other resources that are available in the organizations (Goffee & Jones, 2007; Michaels *et al.*, 2001; Tansley, 2011; Tansley, Harris, Stewart & Turner, 2006). Talented workers are in great demand and there is fierce competition for their services; and therefore, the challenge facing organizations is to remain competitive through defining what talent is, acquiring, developing and retaining that talent (Cheese, Thomas & Craig, 2008).

O'Leary, Lindholm, Whitford and Freeman (2002) point out that all organizations need to pay more attention to talented workers. Therefore, the challenge for management is how to manage talented workers in their organizations. Talent retention is considered as one of the highly important TM practices for achieving this objective. Managing talent cannot be achieved through the human resource department working alone, but by the whole management structure (e.g. Chief Executive Officers/general managers, line managers and Human Resource (HR) professionals) playing a role. Therefore, the key to effective TM is that management teams at all levels should also be involved in strategic decision-making. However, research conducted by the McKinsey Consultancy Company found that few organizations have specific practices for managing talented workers (Michaels *et al.*, 2001).

Talent management (TM) has attracted increasing attention from academics and practitioners since a group of McKinsey consultants coined the phrase "the war for talent" in 1997 (Collins & Mellahi, 2009; Iles *et al.*, 2009). Organizations worldwide have come to realize that the knowledge, skills, and abilities of their talented employees represent a major source of their competitive advantage (Collings & Mellahi, 2009; Gutheridge *et al.*, 2008). Indeed, even during the financial crisis, talent remained a critical agenda item focused on the highest achievers and the overwhelming majority of firms still intend to focus on top talent, with nearly half the companies planning to sustain or increase learning and development expenditures (Beechler & Woodward, 2009). Without a doubt, talent management will become more important in the age of knowledge economy. Academics have responded by identifying a wide research agenda to further the theoretical and empirical development of talent management as part of human resource management (Hughes & Rog, 2008; Iles *et al.*, 2010).

In the last few decades, the world, has witnessed an unprecedented interdependence among the various economics of the world in a phenomenon called globalization. This trend in global change is being driven and facilitated by radical changes in information and communication technology. This trend has resulted in increased flow of resources across the various regions of the world. Globalization is the process of international integration arising from the interchange of world views, products, ideas and other aspects of culture. Put in simple terms, globalization refers to processes that promote worldwide exchanges of national and cultural resources. Advances in transportation and telecommunication infrastructure, including the rise of the internet are major factors in globalization, generating further interdependence of economic and cultural activities (Wikipedia, 2012).

A consensus has emerged among scholars and practitioners alike that the business environment has become more competitive than in the past because of globalization (Amiuwu, 2004; Zenter, 2002). In order to survive in this new era, businesses have to focus even harder on their competitive strengths so as to develop appropriate long term strategies. Despite the application of technology in modern business management, human resources are still relevant and most adaptive resources of any organization. The strategic value of human resources stems from the fact that apart from other resources employed in the course of production (land, capital, technology etc.) which are passive, human resources are endowed with discretionary decision making power and thus have competitive advantage over the other resources. Besides, human resources combine other resources in the right mix to formulate appropriate strategies for the accomplishment of desired objectives of the enterprise (Anyim *et al.*, 2012).

In Nigeria, it has become imperative for the Human resource profession to respond to increased competition for globally mobile talents, changes in both workforce attitudes and composition, shifts in the employer/employee relationship and rapid advances in HR technology. New kinds of technical knowledge, skills and abilities would require HR practitioners who are flexible and willing to deal with the ever accelerating pace and often unpredictable changes in the global workplace (Mayrhofer and Brewster in Anyim *et al.*, 2012)

Statement of the Problem

Global era or alternatively the information age is knowledge and information driven. This has significant implication for human resource management in the Nigerian public sector. It portends that competitive advantage cannot be achieved in vacuum in this ever increasing era of change and unpredictability. There is need to prioritize the acquisition and use of these knowledge and information. Hence, adopting and adapting the best human resource strategies and practices in the public sector will ensure a competitive position in the global economy.

Thus, it is pertinent to note that the potential to find and maintain a qualified workforce is an important consideration for any organization moving into a foreign market. The country's human capital resources which is the capabilities of individuals in terms of knowledge, skills and experience that have economic value is very germane to Human resource management in this global era. Countries with low human capital attract facilities that require low skills and low wage level while countries with high human capital are attractive sites for Foreign Direct investment (FDI) that creates high skill jobs (Anyim *et al.*, 2012:5). It is in order to promote quality human capital resource in Nigeria Consequently, if the Nigerian public sector must keep pace with competition which globalized world has made more complex, they must properly managed their key area of comparative resource strength which is human resources (talent management). However, since the world is now more competitive and information and knowledge driven, an organization can only exploit the opportunities the global economy present if it possesses this knowledge. So, any country or organization that lacks this will only see the threats and risk globalization present. Hence, it will lag behind or wither off. It is against this backdrop that this research is aimed at investigating the impact of globalization on human resource management in the Nigerian public sector with reference to teaching hospitals in the South-South region of Nigeria; thus, it is pertinent to look into this closely as operations of the modern day organization have to grapple with the trends within the globalized society; to this end, the research effort is to examine the impact of globalization on talent management in this modern business environment.

Objective of the Study

The aim of the research undertaking is to ascertain the level of globalization and talent management of teaching hospitals in the South-South, Nigeria; however, other specific objective is to;

- i) Ascertain the level of globalization on talent identification of teaching hospitals in the South-South, Nigeria

METHODOLOGY

A research design is a blue-print or chart which specifies how data on a given population should be collected and analysed. Here in this study, the researcher adopts a triangulation of methodologies because the researcher intends to collect primary data from respondents using copies of structured questionnaire and interview of study respondents. The population used in this study was all the teaching hospitals in the South-South, Nigeria which is 5502. Sample size was derived using the Taro Yamani’s formula (Mark *et al.*, 2009) as stated below:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = The Sample size
N = the population of study
e = level of significance (0.05)

$$n = \frac{5502}{1 + 5502 (0.05)^2}$$

$$n = 373$$

Therefore, from the formula, three hundred and seventy three (373) were deemed appropriate to form the sample size, having a population of 5502. A total of 373 respondents was selected from the health care staff in the studied area. Proportional apportionment approach was also adopted to determine the number of managerial employees to be chosen from each of the firms. Simple random sampling basically involves choosing randomly from the units sampled. The instruments used for gathering data for this study were copies of structured questionnaire and structured interview questions. The questionnaire is a form of data collection instrument that contains an ordinary set of questions about the studied variables.

RESULT AND DISCUSSION OF FUNDINGS

This section deals with the presentation and analysis of data elicited from respondents which were members of staff of teaching hospitals in the South-South region of Nigeria; the relationship between globalization and talent management was examined from extant literature and empirical findings are in this section analyzed to ascertain if our propositions stated earlier in the study are tenable.

Dimension of Globalization

	N	Minimum	Maximum	Mean	Std. Deviation
Eco.Forces	108	5	20	17.36	2.508
E.F.1 (There is an increasing trend of online buying and selling)	108	1	4	3.47	.502
E.F.2 (Nowadays many companies take online services)	108	1	4	3.47	.502
E.F.3 (Most companies have very wide physical presence)	108	1	4	3.47	.502
E.F.4 (Nowadays, countries are more dependent on each other for getting different goods and services)	108	1	4	3.47	.502
E.F.5 (Because no country is an island of itself, there is interdependence)	108	1	4	3.47	.502
Valid N (listwise)	108				

SPSS output, Version 20 – Field Survey, 2022

Table 1 illustrates the result for the data distribution for the first dimension of globalization (economic forces); the results point out that the variable bear high and substantial mean values, resulting from the high mean scores for each of their statement items; this is suggestive of strong affirmative response to the construct from the respondents.

Thus, E.F.1, E.F.2, E.F.3, E.F.4 and E.F.5 are the statement items encapsulated in the structured questionnaire indicating ‘economic forces’ see Appendix A. (for example; E.F.1 – There is an increasing trend of online buying and selling etc.). Thus, there was strong affirmative response from participants on the construct items of the dimension of globalization with the results of high mean values and scores for each statement item as explained.

Similarly, the response of participants on interview questions regarding economic forces substantiates the results reported here... For example, one of the responses read: *I consider the prevailing interdependence of nations in acquisition of goods and services to affect the talents in our hospital”*

Discussion of Findings

The study examined the relationship between globalization and talent management of teaching hospitals in South-South, Nigeria.

Reward Management significantly enhances the relationship between Globalization and Talent Management of Teaching Hospitals in the South-South, Nigeria

The H_{010} showed the moderating effect of reward management on the relationship between globalization and talent management ($\beta=$ for $RM \rightarrow G = 0.681$; $G \rightarrow TM = 0.564$; $RM \rightarrow TM = 0.634$, and $r = 0.071$; 0.033 ; 0.043 ; $p < 0.005$); to support this empirical position; Rumpel and Medcof (2006) asserted that a critical component of talent management is reward management. Organizations must consider which rewards (monetary or non-monetary) are valued by employees and determine whether their configuration of total rewards will achieve the desired attraction and retention effects. This is especially true for attracting and retaining knowledge workers. Knowledge workers are considered to be critical to long-term organizational success and integral to an organizations’ intellectual capital (Birt, Wallis, & Winternitz, 2004).

Conclusion

Empirical findings from data analyzed inform the following conclusions as it concerns our study; The aim of the study was to examine the relationship between globalization and talent management. The construct of talent management was extensively investigated in previous research studies in different domains; thus, results show that it affects the effectiveness of a company's performance. Knowledge workers are highly mobile and recognize that their skills are highly sought-after resources. Consequently, a highly mobile workforce and increasingly competitive labor market have highlighted the need to focus on talent management.

Recommendation of the Study

To this end, the following recommendation result from aforementioned empirical findings and conclusions reached;

- i. Organizational leaders amidst globalization impacts should provide clear advancement opportunities, and implement contingent rewards; thus performance management system can be turned into an effective tool to retain top talent and prevent competitors from stealing a firm’s crucial source of competitive advantage.

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