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Talent Location as a Competitive Strategy

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Abstract
This study examined the relationship between talent location and competitive strategy. The study proposed three objectives, research questions and hypotheses. The researcher adopted the survey methods of research as questionnaire was the major instrument used to collect data.The total population for the study was 750, from where a sample size of 261 was analysed using Taro Yamene method of sample size determination. The study employed the use of Pearson product moment correlation. The purpose of correlation analysis was to find out the significant relationship of the independent variables on dependent variables. The findings showed that there is a significant relationship between talent mapping, innovation and employee retention as well as the relationship between location based recruiting and employee retention. Based in the findings, the study concluded that there is a relationship between talent location and competitive strategy. The study recommends among others that the brewery firms should conduct regular talent audits and market analysis.

Keywords: Talent location, competitive strategy, talent mapping, employee retention, innovation and recruiting.

Introduction

Both businesses and academics emphasize the importance of talent and its management. According to numerous reports (BCG, 2018), Talent

Management (TM) in an organizational context is currently a priority issue for companies because it can provide competitive advantages in dynamic and competitive environments, as well as strategic opportunities and value creation (Sparrow, 2019).Collings, Mellahi, and Schuler (2017) conducted bibliometric studies to highlight the importance of talent and its management in academic literature reviews, providing rising proof of the research topic's appeal. Given the growing interest among businesses and the increased scholarly output on the subject, it can be stated that TM is a well-defined topic of research, supported by considerable empirical research and a strong theoretical foundation.However, empirical research is still required to clarify unclear parts of talent and management (Gallardo-Gallardo &Thunnissen, 2016). Furthermore, there is no coherent theoretical framework (Meyers & Van Woerkom, 2014). As a result, certain papers suggest that TM research is still in its early stages (Thunnissen, Boselie, &Fruytier, 2013a) and must overcome the difficulty of maturing (Gallardo et al., 2015).

Further progress in the field of TM calls for studies on the following: (i) clarifying several aspects related to TM that are still imprecise (Shulga& Busser, 2019), as despite abundant prior research on the definition of talent (Gallardo-Gallardo et al., 2013) and its operationalization (Nijs, Gallardo-Gallardo, Dries &Sels, 2014), there are still few studies on talent identification and location; (ii) the application of theoretical approaches such as the configurational one, which while arguably increasing the fragmentation of TM research (Sparrow, 2019) would also help to explain the process of identifying talent and grouping it into talent pools. Prior studies have already reported the existence of talent groupings (Mäkelä, Björkman&Ehrnrooth, 2010), albeit without a theoretical grounding that explains the way of classifying these talented employees (Thunnissen& Gallardo- Gallardo, 2019), and (iii) new empirical evidence within a Spanish context, where prior research has indeed already been conducted (Maqueira, Bruque&Uhrin, 2019), although there are only a handful of practical studies on how firms address the talent identification and grouping process.

Considering these antecedents, the objective of the study is to identify and locate talent in organisations and propose a configurational approach as the theoretical framework for grouping it into different talent pools for the application of a differentiated talent management process to each one of them. The identification of talent involves answering four research questions, which according to the literature (Nijs et al., 2014) allow reflecting upon how talent is identified and where it is located. Subsequently, based on a study case methodology, this paper analyses four cases of companies

operating in Spain that implement TM, deriving theoretical propositions based on our findings. The results conclude that the talent is located in three pool configurations that constitute the bases for the development of an architecture of TM that is being demanded in the literature (Sparrow &Makram, 2015). Talent location refers to the intentional selection and investment in specific geographic locations to access skilled workers, foster innovation, and gain a competitive edge (Lawler, 2008). The indicators of talent location used by this study are Talent Mapping: Identifying locations with high concentrations of desired skills and expertise (Beechler, 2013). Location-Based Recruiting: Targeting recruitment efforts in specific locations (Taylor, 2017). Talent Pipelining: Building relationships with local educational institutions and industry partners (Cappelli, 2015). Workforce Planning: Analyzing labor market trends and forecasting talent needs (Boudreau, 2010). Competitive Intelligence: Monitoring competitors' talent location strategies (Finkle, 2015). This study concentrates on talent mapping and location based recruiting and how they relate to employee retention and innovation.

Statement of the problem

Certain studies in the literature have made a greater effort to shed light on conceptualising talent as an essential prior step to effective TM (Ross, 2013). However, there is still ambiguity over identifying talent in organisations. Along these lines, Nilsson and Ellström (2012) suggest the need to clarify certain aspects relating to the identification and location of talent because, as affirmed by Nijs et al. (2014)

Despite the increasing importance of talent acquisition and retention in driving business success, many organizations struggle to effectively leverage talent location as a competitive strategy, resulting in inadequate access to skilled workers, higher recruitment and training costs, decreased innovation and competitiveness, reduced employee satisfaction and retention, and inefficient use of resources. The problem is further complicated by changing workforce demographics and expectations, evolving technological advancements and industry disruptions, intensifying global competition for top talent and limited understanding of the impact of talent location on business outcomes

Therefore, it is essential to investigate and develop effective talent location strategies that enable organizations to attract, retain, and utilize top talent to drive sustainable competitive advantage."

Objectives of the study

The main objective of this study is to examine the relationship between talent location and competitive strategies.

The specific objectives include to:

1. Evaluate the relationship between talent mapping and employee retention.
2. Determine the nexus between talent mapping and innovation.
3. Examine the relationship between location based recruiting and employee retention.

Research Questions

1. What is the relationship between talent mapping and employee retention?
2. To what extent is the nexus between talent mapping and innovation?
3. What is the relationship between location based recruiting and employee retention?

Hypotheses

Ho_1: There is no significant relationship between talent mapping and employee retention.

Ho_2: Talent mapping is not related with innovation.

Ho_3: There is no significant relationship between location based recruiting and employee retention.

Scope of the study

The study scope is based on the content, geographic and unit scope. The content scope examined the talent location and its variables which are talent mapping, and location based recruiting as well as competitive strategies with its variables which are employee retention and innovation. The geographic scope concentrates on south east Nigeria, while the unit scope are Brewery firms which include Nigerian Breweries Plc, 9th mile, Enugu, Guinness Nigeria Plc Aba, International Breweries Ltd, Onitsha and Nigeria Breweries Plc, Awomamma. The unit scope also comprised of all the functional units in the study organizations including Production, Accounting/Finance, Marketing, Research and Development.

Conceptual Review

The Concept of talent Management

There is diverse opinion about the definition of talent management, but it is recognized that the idea of the concept of talent management has appeared in the research published by Mckinsey studies "talent war" (Michaels et al., 2021). Then it was developed to be published as a book in 2001 (Nilsson and Ellström, 2018). So it is not a new concept as maintained before, but the researches are still few (Brbach and Royle,

2018) and recently it has become a vital part of business human resource strategies and has lately had a growing interest in the area of human resources management researches (Capelli, 2018).

On the other hand, there is no agreement about the definition of talent, and there are no specific and clear conceptual borders of talent management either (Collings andMellahi, 2019). In the literature though, the concept in general is still not well-defined according to the process and decision alternatives (Gallardo et al., 2013). Though the idea emerges to be closely connected to concepts that include human resource management, workforce planning, and employability (Lewis and Heckman, 2016). Having reviewed the literature, there are three main perspectives of the definition of talent management (Lewis and Heckman, 2016): In the first perspective of talent management it is considered as a set of function and practices which are the typical practices and functions of human resources management (Mucha, 2014).

According to this perspective it is related to the same function of HRM practices such as planning, training, development and retaining (Schiemann, 2014). For example, Creelman (2014) defines TM as a process of recruitment, development and maintaining talents which is close to the traditional definition of HRM. The second perspective says that the organization is designing talent pools of employees who are called exclusive people, people who can make a vital change into the future and current performance of the firms (Rothwell, 2019). The firms can hunt these people through practices associated with workforce planning and development, thus the practices are related to employees (McCauley and Wakefield, 2016). The third perspective assumed that talent management is related to specific positions which are called key positions in firms or Exclusive position (Anlesinya et al., 2019). This perspective is considered as an approach that begins with identifying crucial jobs for those positions that need highly performed and talented people (Sparrow et al., 2014).

Talent Location

Talent location is a critical component of an organization's competitive strategy, enabling access to skilled workers, fostering innovation, and driving business success (Becker, 2013). This seminar provides an in-depth examination of talent location as a competitive strategy, including its definition, key components, benefits, types of talent locations, best practices, challenges, tools, and technologies.

Talent location refers to the intentional selection and investment in specific geographic locations to access skilled workers, foster innovation, and gain a competitive edge (Lawler, 2008). The Key Components are:

1. Talent Mapping: Identifying locations with high concentrations of desired skills and expertise (Beechler, 2013).
2. Location-Based Recruiting: Targeting recruitment efforts in specific locations (Taylor, 2017).
3. Talent Pipelining: Building relationships with local educational institutions and industry partners (Cappelli, 2015).
4. Workforce Planning: Analyzing labor market trends and forecasting talent needs (Boudreau, 2010).
5. Competitive Intelligence: Monitoring competitors' talent location strategies (Finkle, 2015).

Types of Talent Locations

1. Urban Talent Hubs: Cities with high concentrations of skilled workers (e.g., Silicon Valley) (Florida, 2014).
2. Regional Innovation Clusters: Geographic areas with specialized industries (e.g., Boston's biotech cluster) (Porter, 1990).
3. Emerging Markets: Locations with growing talent pools and economic potential (e.g., India's tech industry) (Beechler, 2013).
4. Remote Work Hubs: Locations with high concentrations of remote workers (e.g., digital nomad communities) (Gajendran, 2015).

Theoretical review

The study wasanchored on Talent-based theory.

Talent-Based Theory

Talent-based theory of the firm postulates that talent is the only resource that providessustainable competitive advantage, and therefore, the firms attention and decision making shouldfocus primarily on talent and the competitive capabilities derived from it (Roberts, 2018). Thefirm is considered being a talent integrating institution. Its role is neither the acquisition nor thecreation of organizational talent; this is the role and prerequisite of the individual. Talent residesin and with individual persons; the firm merely integrates the individually owned talent byproviding structural arrangements of co-ordination and co-operation of specialized talentworkers. That is, the firm focuses on the organizational processes flowing through thesestructural arrangements, through which individuals engage in talent creation, storage, anddeployment (Roberts, 2018).

The concept of talent in regard to talent-based theory is extremely impoverished in manyenterprises. Various types of projects created and implemented in diverse organizations programsraise objections. They indicate the risk of inconstancy in talent management. Hence, thesuggestion that the term talent management should be replaced with talent development, whichmeans to create appropriate environment for talent identification, development, and exploitation.

An organization that develops talents is the one that cares for the development of organizationalculture and simultaneously has results of it, as probably the talented employees haveopportunities there for self-realization. The processes are the success factors that should arise sothat the people indeed want to give everything of themselves of what is possible to give, andeven more (Lepak& Snell, 2022). Therefore, this theory is relevant to the study as it helps inunderstanding learning and development. It also constitutes the management style which rejectsthe haphazardness and replaces it with a constant improvement of working conditions andmanagement.

Empirical Review

Several studies have been done on talent management such as;

Mgbemena, Enetanya, Nsofor and Ogbogu (2022) explored the relationship between talent management and organization performance in pharmaceutical companies in Anambra State, Nigeria. The study employed the survey research design. The data were collected from 353 owners of pharmaceutical companies in South-South Nigeria. The researcher used a structured questionnaire to obtain data from the respondents. The data collected from the respondents were analyzed using percentage and frequency tables while the hypotheses were tested using multiple regression analysis. The findings revealed that talent retention has significant influence on employee productivity of pharmaceutical companies. The study also revealed that talent attraction has significant influence on employee productivity of pharmaceutical companies.

Mishra (2022) examined the impact of talent management on performance of organizations. The researcher adopted the descriptive survey research design where questionnaire was used to elicit data from managers of IT firms in India. The data collected from the respondents were analyzed using percentage and frequency count, mean and standard deviation while the hypotheses were tested using regression analysis. The results revealed that talent acquisition had a significant positive relationship with profit of IT firms.

Tetik and Zaim (2021) examined the effects of talent management practices on organizational engagement. The study employed the quasi-experimental and survey

research design. The data were collected from members of two groups (talent group and control group) in the administrative departments in the headquarters of Turkish holding company. The researcher used the interview schedule to obtained information from the two groups of respondents. The average means of the two groups were compared before and after the implementation of talent management program to determine if there is any statistical and significant differences between them. The result showed that a significant difference exists in employees' engagement level between the talent group and control group before and after the implementation of talent management program.

Gap in Literature

The essence of this section is to determine the literature gap that this study establish. This is because empirical works have been carried out on this same topic with diverse opinion and findings. This study filled the content and the geographic gap as it examined other areas of talent location which are talent mapping and location based recruiting and their relationship with innovation and employee retention. Also, this study concentrates on brewery firms in south east Nigeria.

METHODOLOGY

This section discussed the various research procedures in this study. It showed the research design, population of the study, sampling design and procedure as well as the sample size determination, sampling techniques, instrument for data collection, validity and reliability of instrument, administration of the instrument, methods of data analysis.

Research Design

The researcher adopted the survey methods of research which involves the use of such tools as personal interviews, questionnaire and observations. The researcher used the instrument of interview to confirm the answers and/or responses that were given by the respondents in the questionnaire. The use of interview helped to confirm the observations that the researcher consciously made in the course of the conduct of the study.

Population of the Study

The population of the study comprised of the staff of Nigerian Breweries Plc., with a staff strength of 228; Guinness Nigeria Plc., with a staff strength of 190; International Breweries Plc., with a staff strength of 256 and Nigeria Breweries Plc, Awommamma

with a staff strength of 76. The total population for the study is therefore 750. The characteristics of the population are as follows:

Table 1: Characteristics of the Study Population

STUDY FIRMS	STAFF POPULATION
Nigerian Breweries Plc, Enugu.	228
Guinness Nigeria` Plc, Aba	190
International Breweries Plc, Onitsha	256
Nigeria Breweries Plc, Awommamma	76
Total	750

Source: From the Study Firms (2024).

Sample Size Determination

In calculating the sample size for this study, the researcher applied Taro Yammen's formula as stated by Alugbuo (2002). After the sample size has been calculated, this value was allocated proportionately to the organisations depending on the proportion of the entire population (Alugbuo, Umeaka and Eriama, 2013). In determining the sample size, Taro Yammen's formula is applied as follows:

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

Where:
n=sample size
N=number of items in the universe or population
e^2=square of maximum allowance for sampling error or level of significance.
For the purpose of this research, the sample size is:
Substituting the value into this formula, we have

$$n = \frac{750}{1 + 750(0.05)^2}$$

$$n = \frac{750}{2.875} = 260.87 \cong 261$$

Our sample size is therefore 261 management staff.

Table 2: Selected Brewery Firm for the Study and their sample sizes according to proportional allocation

STUDY FIRMS	STAFF POPULATION	SAMPLE SIZE PROPORTION (k)
Nigerian Breweries Plc, Enugu.	228	79
Guinness Nigeria Plc, Aba	190	66
International Breweries Plc, Onitsha	256	89
NIgeria Breweries Plc, Awommamma	76	26
Total	750	261

Sampling Techniques

The researcher used the non-probability sampling method which Anyanwu (2002) defines as a non-random process by which the researcher selects his sample on the basis of understanding of the universe, its components and the nature of his research objectives. Non probability sampling therefore represents a group of sampling techniques that help researchers to select units from a population that they are interested in studying.

The researcher therefore used quota sampling non-probability sampling techniques in the study. This is a method that ensures that a certain number of sample units from different categories with specific characteristics appear in the sample so that all these features are represented. In this method the researcher interviews as many people in each category of study unit as he can find until he has filled his quota (Ukaga, Eriama-Joseph, Nwachukwu and Ajero, 2013). In this study, the researcher concentrated on the management staffs only. Non-probability sampling is also used in research that follows quantitative, qualitative and mixed methods. Coupled to the foregoing, it is cheaper and easier to embark on non-probability sampling.

Instrument for Data Collection

The instrument for data collection for the study is a structured questionnaire. The Questionnaire was titled strategic talent management and employee innovativeness. The Questionnaire comprised of two sections A and B.

Section A contains questions on the Demographic data of the respondents while section B contains questions based on the objectives of the study. The Questionnaire was structured in Likert format. Strongly Agree (SA), Agree (A), Strongly Disagree (SD), Disagree (D).

The questionnaire was subjected to supervisors' corrections so as to achieve face validity. The researcher also showed the instrument to some experts for their inputs.

Reliability of Research Instrument

Reliability is the degree of consistency with which an instrument measures what it claims to measure. In measuring the reliability, the researcher carried out a test of the questionnaire using a group of respondents other than those being studied. A test-re-test method was adopted for this study. After two weeks, the questionnaire was collected and re-administered for the second time. Cronbach alpha coefficient of reliability was used to determine consistency of the instrument. A coefficient of 0.682 was obtained which shows that the instrument is reliable.

Methods of Data Analysis

The study employed the use of Pearson product moment correlation. The purpose of correlation analysis was to find out the significant relationship of the independent variables on dependent variables and how the independent variables may predict the dependent variables respectively.

Statistical packages such as Statistical Packages for Social Sciences (SPSS 25) and was employed for analyzing the data. At the end, the outcomes of the data collated were expressed under the discussion of findings.

Decision Rule for Hypotheses

The rejection of the null hypothesis was based on the P-value as the null hypothesis was rejected when p-value<0.05.

RESULT

In this section, the correlation coefficient analysis was employed to address research questions and hypotheses.

Research Questions/Hypotheses One to three.

Research Question One

What is the relationship between talent mapping and employee retention?

Table 3: **Pearson's Correlation Summary for talent mapping and Employee retention**

Variables	n	$\sum$	$\overline{X}$	SD	r
Employee retention	244	5773	23.6598	4.1933	
					0.889
Talent mapping	244	5935	24.3238	4.4386	
Very High Relationship					

Source: Extracted from SPSS Output

Table 4.1 shows the result obtained in respect of research question one. The result reveals that the Pearson correlation coefficient is 0.889, which is very high. This implies that talent mapping and employee retention have a very high relationship in brewing firms of south east Nigeria.

Testing of Hypothesis One

Ho_1: There is no significant relationship between talent mapping and employee retention.

Table 4.: Pearson correlation coefficient analysis test for talent mapping and employee retention

Variables	n	∑	$\overline{X}$	SD	r
Employee retention	244	5773	23.6598	4.1933	
					0.889
Talent mapping	244	5935	24.3238	4.4386	
p-value = 0.000					

Source: Extracted from SPSS Output

The result in Table 4.2 reveals that the Pearson correlation coefficient between employee retention and talent mapping is 0.889 with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant relationship between employee retention and talent mapping in brewing firms of south east Nigeria is rejected. Hence, the study concludes that there is significant relationship between employee retention and talent mapping in Brewing firms of south east Nigeria.

Research Question Two

To what extent is the nexus between talent mapping and innovation?

Table 5: Pearson correlation coefficient analysis summary for talent mapping and innovation

Variables	n	∑	$\overline{X}$	SD	r
Innovation	244	5999	24.5861	3.3130	
					0.822
Talent mapping	244	5935	24.3238	4.4386	
Very High Relationship					

Source: Extracted from SPSS Output

Table 4.3 shows the result obtained in respect of research question two. The result reveals that the Pearson correlation coefficient is 0.822, which is very high. This implies that talent mapping and innovation have a very high relationship in Brewing firms of south east Nigeria.

Testing of Hypothesis Two

H_{O2}: Talent mapping is not related with innovation.

Table 6: **Pearson correlation coefficient analysis test for talent mapping and innovation**

Variables	n	∑	$\overline{X}$	SD	r
Innovation	244	5999	24.5861	3.3130	
					0.822
Talent mapping	244	5935	24.3238	4.4386	
p-value = 0.000					

Source: Extracted from SPSS Output

The result in Table 4.4 reveals that the Pearson correlation coefficient between innovation and talent mapping is 0.822 with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated talent mapping is not related with innovation in Brewing firms of south east Nigeria is rejected. Hence, the study concludes that talent mapping significantly relate to innovation in Brewing firms of south east Nigeria.

Research Question Three

What is the relationship between locations based recruiting and employee retention?

Table 7: **Pearson correlation coefficient analysis summary for location based recruiting and employee retention**

Variables	n	∑	$\overline{X}$	SD	r
Employee retention	244	5665	23.2172	3.3747	
					0.632
Location based recruiting	244	5773	23.6598	4.1933	
High Relationship					

Source: Extracted from SPSS Output

Table 4.5 shows the result obtained in respect of research question three. The result reveals that the Pearson correlation coefficient is 0.632, which is high. This implies that location based recruiting and employee retention have high relationship in Brewing firms of south east Nigeria.

Testing of Hypothesis Three

Ho_3: There is no significant relationship between location based recruiting and employee retention.

Table 8: **Pearson correlation coefficient analysis test for location based recruiting and employee retention**

Variables	N	∑	$\overline{X}$	SD	r
Employee retention	244	5665	23.2172	3.3747	
					0.632
Location based recruiting	244	5773	23.6598	4.1933	
p-value = 0.000					

Source: Extracted from SPSS Output

The result in Table 4.6 reveals that the Pearson correlation coefficient between Location based recruiting and employee retention is 0.632with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant nexus between location based recruiting and employee retention in Brewing firms of south east Nigeria is rejected. Hence, the study concludes that there is significant nexus between location based recruiting and employee retention in Brewing firms of south east Nigeria.

Discussion of Findings

The findings in response of hypothesis one shows that there is a significant relationship between talent mapping and employee retention in Brewing firms of south east Nigeria. This is obtained as the Pearson correlation coefficient between talent mapping and employee retention is 0.889 with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result.

Hypothesis two reveals that the Pearson correlation coefficient between talent mapping and innovation is 0.822 with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that talent mapping does not significantly relate to innovation in Brewing firms of south east Nigeria is rejected.

Hypothesis three shows that the Pearson correlation coefficient between location based recruiting and employee retention is 0.632 with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant nexus between location based recruiting and employee retention in Brewing firms of south east Nigeria is rejected. Hence, the study concludes that there is significant nexus between location based recruiting and employee retention in Brewing firms of south east Nigeria. This is inline with the empirical works of Mgbemena, Enetanya, Nsofor and Ogbogu (2022). There findings revealed that talent retention has significant influence on employee productivity. The

study also revealed that talent attraction has significant influence on employee productivity. Mishra (2022) examined the impact of talent management on performance of organizations. The results revealed that talent acquisition had a significant positive relationship with profit of IT firms.

Conclusion

Talent location is a vital component of competitive strategy, enabling organizations to attract, retain, and develop top talent. By leveraging talent mapping, location-based recruiting, employee retention, and innovation, businesses can drive growth, innovation, and sustainability.

Recommendations

1.The brewery firms should conduct regular talent audits and market analysis.
2. Develop strategic partnerships with educational institutions.
3. Invest in employee development and upskilling programs.
4. Establish a culture of innovation and experimentation.

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