



## Talent Attraction And Organizational Competitiveness in Manufacturing Companies in Lagos, Nigeria

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### ABSTRACT

**Purpose-** The main focus of the study is to examine how talent attraction dimensions such as employee value proposition, employer branding, Job flexibility and recruitment and selection affect organizational competitiveness in manufacturing firms in Lagos State, Nigeria.

**Methodology-** The study adopted a survey-based research design. The permanent staff of the selected ten (10) food, beverages, and tobacco manufacturing firms in Lagos State made up the population of the study. The respondents consist of 368 employees which represent the sample size of the study. Data was obtained through the use of questionnaire. Relative Important Index (RII) and Multivariate linear regression was used for data analysis with aid of SPSS version 26.

**Findings-** The result revealed a strong effect of talent attraction variables such as employee value proposition with ( $\beta=0.611$ ,  $t= 7.451$ ,  $p<0.05$ ); Job flexibility with ( $\beta=0.505$ ,  $t=9.182$ ,  $p< 0.05$ ); employer branding with ( $\beta=0.434$ ,  $t= 9.607$ ,  $p <0.05$ ) and recruitment and selection with ( $\beta=0.401$ ,  $t=6.481$ ,  $p <0.05$ ) on organizational competitiveness.

**Limitations of the study-**The scope of this study was limited to food, beverages and tobacco manufacturing subsector operating only within the territory of Lagos state, Nigeria. Furthermore, the study looked at talent attraction variables which is only a component of talent management strategies.

**Practical Implication-**The manufacturing companies, especially the ones in food, beverages and tobacco manufacturing sub-sector should consider talent attraction strategies as a viable tool for identifying and attracting skilful and competent staff to fill vacant position. This is critical to the attainment of present and future organizational objectives as well as gaining competitive advantage.

**Originality/Value-** This study makes a clear understanding of talent attraction and its immense contribution to organizational competitiveness and performance. It also provided a basis for future researcher to explore more on the dynamics of talent attraction in the field of human resource management.

### KEY WORDS

Talent attraction, employee value proposition, employer brand, job flexibility, recruitment and selection and organizational competitiveness.

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## 1 INTRODUCTION

Employees are the key asset for the success of any organization (Igomu, Ozah & Ogbu, 2022). It is obvious that attracting talented employees contribute a great impact on improving company's performance and sustainability given the intense wide-reaching competition, technical advancements, and dynamic global market. Across organizations, attracting capable human capital translates to a source of competitive advantage as a company can utilize it to outperform its rivals. Moreover, even if a company or organization has the best physical resources and technology, without the best and most competent workforce, it may still fail. (Bature, Sallehudin & Hin, 2018). Therefore, the ability of an organization to attract talent, which often starts with the establishment of a job and ends with new employment, is a crucial factor on how well it performs (Turnea, 2017).

Naturally, it is desirable for all people to possess talent. Therefore, businesses in highly competitive markets require employees who possess this attribute in order to succeed. Talent was described by McKinsey as the culmination of an individual's intrinsic abilities, aptitudes, knowledge, experience, discernment, and high-achieving individuals' morale (Handfield-Jones, Michaels & Axelrod, 2001). Moreover, Tansley (2011) argued that talent is a distinctive quality that impacts one's capacity for speed or skill. In the view of Gallardo-Gallardo et al. (2019), talent is the innate capacity for skill, mastery, dedication, and suitability for a particular human role. Hence, the need for organizations to attract talented employees with the needed ability, skills, experience, and competence for higher performance.

It is essential for every manager and executive in the public and private sectors to attract highly skilled individuals in order to guarantee optimal efficiency. Talent attraction is a set of managerial practice that focuses on pooling talented individuals who will be of great value to fill available position in the organization. This practice is important as it enables organizations to possess the right persons with the ability to meet their needs both now and in the future.

Organizations' capacity to grow and compete on a global scale depends on their capacity to have the appropriate individuals at the right time and in the right place (Igomu, Ozah & Ogbu, 2022). Therefore, the attraction of human capital translates to a source of competitive advantage as the firm can use it to attract highly qualified staff in order to outsmart competitors. Talent attracting practice is meant to ensuring that organizations are an attractive employer of the talent they need to achieve organizational goals. The components of talent attraction are recruitment and selection, employee value proposition, employer branding, and employer of choice (Armstrong, 2017). However, businesses quickly came to the realization that they are finding it harder and harder to hire top talent, they also ran the constant risk of losing the ones they already had to rivals. The capacity to retain highly talented core employee is essential for the sustainability of many firms.

Every organization wants to attract and retain top talent because it needs to perform better than its competitors (Agbaeze, Monyei and Agu, 2017). Manufacturing companies meet with redundancy in the attainment of goals as well as acquiring higher market advantage as a result of poor talent attraction and subsequently its retention. Masadeh, Yassin, Shatnawi and Obeidat (2018) reiterated that tracking and attracting talents must be integrated with overall strategies of every organization. Whereas, most manufacturing organizations are not able to attract and recruit professionals which stands as a major obstacle towards competitive advantage.

Nowadays, manufacturing companies are the world's largest employers of labor offering meaningful employment opportunities (Le, Nguyen, & Cheng, 2021). Without attracting and hiring qualified personnel, it is almost impossible for any organization to maintain dominance and competitive strength in the quest for survival. Dahan (2018) highlighted that many industrial companies, particularly those operating in Nigeria, are facing competition as they strive to increase customer loyalty and profitability.

However, the human resource manager in corporate organizations must be able to identify the non-talented employees in the recruitment process. Therefore, organizations need to be guided against attracting non-talented employees who have the tendency to create problems for the organization, cannot fulfil the needs of the organization, must be pushed to act, lower the bar, repel talent, and ultimately lack result-oriented actions.

In today's competitive environment, the shortage in attracting and retaining top talent has become one of the challenges confronting HR practitioners across manufacturing organizations in Nigeria. This is due to talent migration to developed countries among other factors (Osideko, 2023). Besides, many employers of labour are lamenting the inadequacies of the right employee that can feel the vacant positions needed to achieve organizational goals (Aloysius, 2019; Adeosun, & Ohiani, 2020). These challenges are made worse by problem associated with employee value proposition, employer brand influence, inflexible job environment and biased recruitment and selection processes in organizations. Consequently, many businesses in the manufacturing sub-sector have seen their chances of survival and competitiveness declining. The current study seeks to close this gap by examining the effect of talent attraction on organizational competitiveness in the chosen manufacturing companies in Lagos state, Nigeria. Specifically, the study investigated the effect of employee value proposition, employer brand, job flexibility, and recruitment and selection on organizational competitiveness in selected manufacturing companies in Lagos State.

## 2 LITERATURE REVIEW

### 2.1 TALENT ATTRACTION

The increase in the universal demand for talent in various organizational settings gave birth to the concept of talent attraction (Gallardo-Gallardo, Thunnissen, & Scullion, 2020). Talent attraction is a process of identifying and recruiting a workforce with the required skills and competence to fill open jobs in the organization. The essence is to promptly fill the vacant position with suitable candidates. Harsh and Festing (2020) refer talent attraction as the process of attracting and selecting the best candidates for open positions. It entails proactively identifying, evaluating, and engaging people who may be able to fill future responsibilities within an organization (Cheraiasi & Busolo, 2020).

As opined by Gallardo-Gallardo et al. (2020), the goal of talent attraction was to entice the most desirable and apathetic candidates to a position by promising them implied and anticipated incentives, which would encourage them to apply. The dimensions of talent attraction in view of Armstrong (2023) varies and includes employer branding, recruitment, organizational culture, job security and employee value proposition. Specifically, the recruitment and selection phase initiate the attraction of expertise and ultimately talent management approach. A study by Chand and Tung (2019) showed that attracting top talent to an organization depends on variables encompassing the employer brand, brand consistency, people strategy, employer brand communication, and employee value proposition. Rop (2015) observed that company branding, recruiting and selection, value proposition, and organizational choices are all elements of talent attraction. The purpose of talent attraction is to draw potential workers who meet the requirements for available positions (Songa & Oloko, 2016).

### 2.2 ORGANIZATIONAL COMPETITIVENESS

As a measure of organizational performance, organizational competitiveness is the ability or strong desire of a company to outperform its competitors in terms of value delivery (Jenatabadi, 2015). It is a crucial component of corporate survival and can be achieved by setting goals that take into account both flexibility and innovation, both of which are indicators of organizational performance. The competitive strength of any manufacturing company centered on its ability to survive and excel in the dynamic market environment competition. Organizational competitiveness is a long-lived and complex concept. Organizational competitiveness is characterized as a unique market event or situation that gives a business a superior or competitive advantage (Munjaj, et al., 2022). With respect to Kianto et al. (2017), competitive advantage implies a set elements that permit a company produce goods or services better or more inexpensively over its competitors. When compared to its competitors in the market, these elements allow the manufacturing unit to generate higher sales or margins. It is essential to a company's ability to survive, and it can be done by setting objectives that value both adaptability and innovation as competitiveness indicators (AlAbri, et al., 2020).

In a research carried out by Zen, Sukaesih, and Malik (2022) competitiveness is broadly categorized into two main streams. According to the first stream thinker, a cross-sectional variation in the distance between marginal cost and product market demand and a positive differential profit over opportunity costs constitute a competitive advantage. This definition put into consideration organizational performance. The second stream, however, saw it as a factor that helped an organization stand out from its rivals in terms of how it conducted its business. The sources comprise numerous special company assets and skills, cost leadership, technology, differentiation, locations and product attributes. In the present study, organizational competitiveness involves the strong ability of an organization to survive by delivering superior value when compared with its competitors. The factors that determine the level of organizational competitiveness includes but not limited to the share in the market, product quality, operational uniqueness and technological advancement.

### 2.3 TALENT ATTRACTION AND ORGANIZATIONAL COMPETITIVENESS

A company's ability to attract talented employees gives it a competitive advantage (Al-Haraisa, et al, 2021). Manufacturing businesses experience redundancy in goal accomplishment and in gaining a greater competitive advantage as a result of inadequate talent attraction and retention. Masadeh, et al (2018) reiterated that tracking and attracting talents must be incorporated with overall strategies of every organization to survive in this competitive environment. Talent attraction factors comprise of employee value proposition, employer brand, job flexibility and recruitment and selection (Rep, 2015).

Based on the identified attractiveness factors, and in order to differentiate themselves from other businesses and draw in the best prospects in the cutthroat labor market, it is critical for manufacturing companies to be known as a preferred employer. Organizations cultivate an effective employee value proposition to attract the attention of best talent. Employee value proposition is a strategy used by organization to communicate the unique benefits and experience an employee receives in return for their skills and experience. Arasanmi and Krishna (2019) commented that using an employee value proposition, which outlines the unique benefits and rewards workers receive in exchange for their services, can be an effective management tactic. It explains the special qualities and advantages that will entice prospective employees to work for the organization and motivate current workers to remain in the organization (Botha, Bussin, & De Swardt, 2011). Employee value proposition as part of employer branding helps to identify organization competitive advantage by finding out what employees think is unique and attract them to work and ready to keep working in the organization (Sengupta, Bamel, & Singh, 2015; Ruzic' & Benazia, 2023).

Employer branding plays an important role on an applicant's intention to seek for employment opportunity in a firm. The concept of employer branding connotes an approach used by organization to attract and retain skills employees. Kavitha and Jublee (2015) argued that employer branding is a retention tactic that allows a business to attract, engage, and keep its most valued human resource capital. According to Gupta, Sahoo and Sahoo (2018) employer branding is a strategy generally used by organizations to obtain and retain talented individual and gain competitive strength. It is an organizational image that conveys to employees that a specific organization is a desirable place to work. Business can only attract workers if it has a positive reputation as an employer in the market. Today, many businesses use employer branding as a tactic to improve performance and strengthen their competitive position.

Through consistence knowledge of an application of talent attraction strategies, an organization with flexible work can maintain its competitiveness (Oke, 2005). This is possible because, in the current business environment, work flexibility is the most crucial source for firms looking to hire valuable people and gain a competitive edge. Working in a flexible environment involves being able to adapt when new situations emerge. A flexible worker should be capable of overcoming unforeseen challenges. Manurung and Kurniawan, (2022) refers flexibility as an organization's capacity to change for the better and respond to external disturbances. It helps employees maintain a healthy work-life balance and also aids organizations in increasing corporate productivity. Ni et al, (2021) investigate how organizational flexibility affects business competitiveness. The study highlighted how organizational innovation and flexibility have a positive impact on business competitiveness.

Manufacturing companies must hire, select, and employ individuals who are highly motivated and willing to perform if they are to survive and successfully compete in a volatile work environment. Recruitment and selection is an ongoing activities to attract talented employees for corporate business in order to outperform its rivals (Almansoori, Othman & Siam, 2021). The primary goal of recruitment and selection is to find the best individual with the necessary skills and experience to fill the open job in the organization to accomplish company objectives. Therefore, companies must ensure that they attract and select talented, skilled, and expert employees to obtained their market values and survive in the competitive environment (Johnston & Centre for Development and Enterprise (CDE) (2007).

## 2.4 THEORETICAL FRAMEWORK

In 1961 Schultz proposed the human capital theory which was expanded on by Becker (1994). In the area of human resource management, the human capital theory is a leading paradigm which advocates that education and training invested on individuals make them more productive. The verdict on talent management is based on this theory. It was believed that when skilled individuals are hired and trained



it increases their productivity by imbuing them with useful skills and knowledge that will improve their ability to earn higher (Githinji, 2014). The human capital approach focuses on how improvement in employees' skills affects their job performance. This theory therefore emphasizes on the talent of individuals in an organization. Özkoç and Çaliskan (2015) observed that employee development is the most valuable form of investment as it is very significant for the growth of any economy. It differentiates between human capital used generally and human capital particular to an organization. Consequently, getting outstanding abilities is important for gaining the human capital advantage (Ibrahim & Daniel, 2018). The Human Capital theory founded by Becker (1964) was adopted for this study. This is because the theory postulated that human capital with valuable skills, knowledge, and abilities is a central driver of organizational performance. Therefore, in achieving a noble objective of earning a competitive edge and survival in the business environment, manufacturing organizations must ensure that skills and competent workers are employed, trained and retained.

## 2.5 EMPIRICAL REVIEW

Cherai and Busolo (2020) examined the influence of talent attraction on the organizational performance of Kenyan hotels in the South Rift Region using two to five-star hotels. The research's target respondents were 40, and using a pilot-tested instrument, all human resource and hotel managers in the area were administered through a structured questionnaire. The research reliability was 0.946, which was deemed appropriate. Descriptive and inferential statistical techniques were used in the investigation. At a significance level of  $\alpha=0.05$ , the Pearson correlation coefficient and a multiple linear regression analysis were conducted. Statistical Package for Social Sciences (SPSS) version 24 was used for data analysis. With correlation values of ( $r = 0.810$ ,  $p < 0.05$ ), the study's results showed that talent attraction has a favorable and significant impact on the performance of hotels in the South Rift Region. The study made recommendations for additional research on how innovation management affects organizational success.

Al-Haraisa, et al (2021) investigated the effect of talent management practices on competitive advantage in Jordanian insurance companies. The study used a quantitative approach and a questionnaire to gather data. A convenience sample of 130 managers, including their assistants, was used in the study. The Statistical Package for Social Sciences (SPSS 21) was utilized for descriptive analysis and hypothesis testing. The outcome demonstrated that effective talent management (talent identification, development, and retention) enhanced competitive advantage. The study concluded that talent management practices are important to achieve competitive advantage in Jordanian insurance companies.

A study on the impact of talent attraction on organizational performance at the Nairobi Securities Exchange was done by Lyria, Namusonge, and Karanja (2017). The research used in the study is descriptive survey research. Additionally, ten strata of NSE listed businesses' respondents were chosen using a stratified simple random procedure. The target population and the sample size of the respondents were 534 and 224 respectively. The study results revealed that with an R Square of 7.6% talent attraction positively and significantly explains organization performance in the listed companies. The study recommended that managers of the selected companies should consider recruitment and development of talented staff as an important strategy to achieve their business objectives.

Rui and Benazi (2023) conducted an investigation on the dimensions of attractiveness in employer branding and the value proposition framework for young Generation Z employees by utilizing an exploratory factor to analyze the data of 25 identified employer attractiveness variables. Summarized rating scales were used to measure the average rates of importance. The findings indicated that six organizational attractiveness dimensions – market orientation, acceptance and good relationships with coworkers, informal workplace characteristics, potential for experience- and career-building, salary and other material benefits, and sense of belonging to the organization – have a positive effect on Generation Z. The study came to the conclusion that employers should be aware of their workers' needs and desires and create a strong employer brand to encourage employee attraction and engagement.

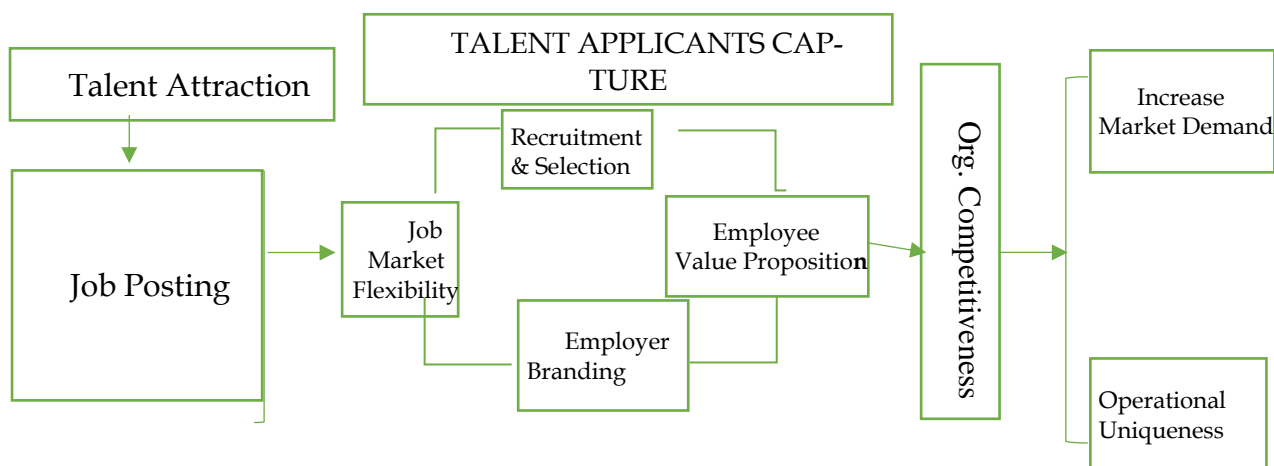
Gupta, Sahoo and Sahoo (2018) examined the perceived employer branding on employee retention in the Automobile industry. Data for the study were gathered using a structured questionnaire and stratified random sampling in a survey design. 150 respondents made up the sample size. The study's findings

showed a statistically significant link between employer branding and staff retention in five dealership-selected auto companies.

The study done by Ni et al, (2021) investigated how organizational innovation and flexibility affected the competitiveness of Chinese construction companies. A structured questionnaire supported by a structured equation modelling analysis was employed for the study. The results revealed that organizational flexibility has a favorable effect on an enterprise's competitiveness, and organizational innovation plays a mediating function in Chinese project-based businesses. Therefore, new organizational strategy is need for the Chinese construction organizations to maintain enterprise competitiveness and achieve sustainable development.

Almansoori, bin Othman and Siam, (2021) explored the effects of employee recruitment, employee selection, and employee staffing on organizational performance and competitive advantage in UAE manufacturing organizations. The study used structured questionnaire to collect data from 382 respondents which represent the sample size. Employee selection (0.297), employee staffing (0.278), and employee recruitment (0.334) are in order for the relations based on the path coefficient value. More than 33.4% of the competitive Advantages (CA) variance can be explained by the three variables. The results demonstrated that competitive advantage significantly influences organizations (0.567) and effectively mediates links between the three variables and organizational performance.

Fig 1. Conceptual Framework of Talent Attraction and Organizational Competitiveness



Source: Author's Conceptual Framework Adapted from Lyria (2015), and Bhatia (2019)

### 3 METHODOLOGY

A descriptive survey was employed as research design for the study. The study's population consists of all the staff of the selected ten (10) food, beverages, and tobacco companies from the Nigerian food, beverages and tobacco manufacturing sub sector in Lagos State, Nigeria. The entire management and staff excluding the outsourced staff of the selected ten companies according to their respective human resource department stood at nine thousand and one (9001) as at April, 2023. The study used the purposeful (non-probability) and stratified random sampling (probability) techniques. Data used for the analysis was obtained through the administration of a well-structured questionnaire given to the selected respondents that represent the sample size for the study. The sample size was calculated using the formula provided in Krejcie and Morgan (1970) as follows:

$(p = 50\%, d = \text{proportion of degree of precision, } 0.05).$

$N = \text{Population} = 9001$

$\chi^2 = \text{chi-square table value with a degree of freedom of 1 and a confidence level of 5\% i.e. } (0.05 = 3.84).$

The statistical calculation is;

$$n = \frac{x^2NP(1-p)}{d^2(N-1) + x^2(1-p)}$$

$$n = \frac{3.84 \times 9001 \times 0.5(1-0.5)}{(0.05^2) \times (9001-1) + 3.84(1-0.5)}$$

$$n = \frac{8640.96}{22.5 + 0.96}$$

$$n = \frac{2156.16}{23.46}$$

$$n = 368$$

Table 1: List of Selected firms in Lagos State, Nigeria

S/N	Firms	Population	Percentage of Population (%)	Sample Size
1	7-UP Bottling Company Plc	1333	14.8%	54
2	Cadbury Nig. Plc	489	5.43%	20
3	Dangote Flour Mills Plc	694	7.71%	28
4	Flour Mills Nig. Plc	923	10.3%	38
5	Guinness Nig. Plc	266	2.96%	11
6	P Z Cussions Nigeria Plc	255	2.83%	10
7	Nascon Allied Industries Plc	579	6.43%	24
8	Nestle Nigeria Plc	2201	24.5%	90
9	UAC N Plc	1486	16.5%	61
10	Unilever Nig. Plc	775	8.6%	32
	Total	9001	100%	368

Source: Author's Computation, 2023

Data entry was coded with SPSS and analyzed using Relative Important Index (RII) and multiple linear regression inferential statistical tools. The Relative Important Index (RII) and ordinary least square (OLS) method is adopted for data analysis adapted from Kothari (2014), Fellows and Liu (2020) and Gujarati, (2013), divided into two models and two functions formulated from the statistical tools below into equation 1 and equation 2, both measures the significance impact of talent attraction on organizational competitiveness. However, equation 2 specifically the organizational performance variable in the private sector economy of the selected companies, which is the dependent variable measured by organizational competitiveness in the food, beverages and tobacco consumer goods business line.

### 3.1 RELATIVE IMPORTANT INDEX (RII) ANALYSIS

The relative importance index (RII) analysis of the responses provided an estimated relevance of talent attraction and organizational competitiveness. Many scholars, including Kothari (2014) and Fellows and Liu (2020), have employed the relative importance index for each criterion based on the Likert scale of 1 to 5, as demonstrated below:

$$RII = \frac{5n_5+4n_4+3n_3+2n_2+n_1}{5N} \dots\dots\dots (1)$$

Where; N, n1, n2, n3, n4 and n5 denotes respondents aggregate value, respondents for strongly disagree, respondents against disagree, undecided respondents, respondents for agree and respondents for strongly agree respectively.

#### 3.1.1 MULTIPLE REGRESSION ANALYSIS

This model was specified for the influence of talent attraction on organizational competitiveness as expressed as:

$$OGCP = f(EVP, EMBR, JBF, RES) \dots\dots\dots(2)$$

OGCP= Organization Competitiveness in equation 2 is expressed as the dependent variable for Y in equation 2.1

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon_0 \dots\dots\dots (2.1)$$

Where,  $\beta_0$  = constant,

$\beta_i$  = slope of the estimated parameters, and  $i=1$  to 4

$\varepsilon$  = the 'error term' reflecting other unexplained variables in the model.

Where:

Y = OGCP= Organizational Competitiveness

$\beta_0$  = Constant point of the regression line and the y-axis

$\beta_1$ - $\beta_4$ = the slope of the regression line

$X_1$  =Employee Value Proposition (EVP)

$X_2$  = Employer Branding (EMBR)

$X_3$ = Job Flexibility (JBF)

$X_4$ =Recruitment and selection (RES)

$\varepsilon_0$  = stochastic term (which reveals the strength of  $\beta_1X_1 + \dots + \beta_nX_n$ )

### 3.2 DATA ANALYSIS

#### CONVERGENCE VALIDITY

Convergence, composite reliability, and discriminant validity were investigated using a series of confirmatory factor analyses (CFA) before the hypotheses were tested. As suggested by Tabachnick and Fidell (2012), the minimum sample size for research using Confirmatory Factor Analysis (CFA) should be between 300 and 500. Thus, out of a total sample size of 368, this study has 337 (91.6%) respondents. In order to evaluate the validity of the relationship between the questionnaire items and latent variables, a convergent validity test was carried out. If the coefficient level of the outer loading (loading factor) is greater than 0.5, an item is valid. Results of the convergent validity test are reported in Table 2 below:

Table 2: Convergence validity test's result

Variables	Indicators	Factor Loading	Interpretation
Talent Attraction (X)	X.1	0.859	Valid
	X.2	0.833	Valid
	X.3	0.845	Valid
	X.4	0.804	Valid
	X.5	0.857	Valid
	X.6	0.829	Valid
	X.7	0.844	Valid
Organizational Competitiveness (Y)	Y.1	0.735	Valid
	Y.2	0.649	Valid
	Y.3	0.718	Valid
	Y.4	0.687	Valid

Source: SPSS Computation, 2023

Table 2 displays that the indicators employed in independent variables (talent attraction) and dependent variable (organizational competitiveness) have loading factors larger than 0.5, indicating the validity of the questionnaire's items. Table 2's item loadings all above the 0.5 cutoff point (Hair et al., 2019). As a result, all of the questionnaire's indicators can be used to collect data that will be useful for subsequent research.



PSYCHOMETRIC EVALUATION OF VARIABLES OF THE STUDY

This study employed structural regression equations which make it necessary to check for psychometric properties of independent and dependent variables. In order to assess for multicollinearity caused by strong inter-correlations among the components, this study investigated the use of the variance inflation factor (VIF) for its predictive significance. Multicollinearity can produce skewed or deceptive results when a researcher attempts to establish how each component can be used to best predictor comprehend the response variables in a statistical model. (Keith, 2015). It occurs when both the dependent and independent variables in the predictive model have a number of highly interconnected variables. In some cases, multicollinearity prevents the addition of additional predictors, mediators, or interaction effects to a predictive study from providing a comprehensive understanding of the model.

Additionally, the presence of multicollinearity increases the standard errors of each model coefficient, which changes the analysis's result. It can occasionally render some of the studied significant factors statistically insignificant, increase the variance of the regression coefficients, making them unstable, and make it difficult to interpret the coefficients (Keith, 2015). The variance inflation factor (VIF) was used to measure how much the estimated regression coefficient's variance would increase if the independent variables were correlated. VIF is determined as;

$$VIF = \frac{1}{1 - R^2} = \frac{1}{Tolerance}$$

Where the tolerance simply represents the inverse of the VIF. The likelihood of multicollinearity among the variables increases with decreasing tolerance. When VIF = 1, it means that there is no correlation between the independent variables. The variables are said to be judiciously correlated if the value of VIF is 1 < VIF < 5. As it identifies the highly connected variables, VIF's difficult value ranges from 5 to 10. If VIF ≥ 5 to 1010, there will be multicollinearity among the predictors in the predictive model, and if VIF > 10, the regression coefficients are only tentatively estimated with multicollinearity.

Table 3: Collinearity of Variables Assessed by VIF

Items	Tolerance	VIF Values
Employee Value Proposition (EVAP)	0.976	1.024
Recruitment and Selection (RES)	0.798	1.253
Employer Brands (EMBR)	0.849	1.178
Job Flexibility (JBF)	0.927	1.079
Organizational Competitiveness (OGCP)	0.883	1.132

Source: SPSS Computation (2023)

The values of the various constructs' collinearity determined by VIF are displayed in Table 3. All of the constructions' VIF values fall below the cut-off of 5, indicating that the model is free of collinearity issues (Keith, 2015).

Table 4: RII of the Talent Attraction Dimensions and Organizational Competitiveness

Effects	Frequency of Response					RII	Rank
	5	4	3	2	1		
Identify the best valued employees is a proposition for organizational competitiveness	170	120	33	10	4	0.84	1
Employer brand affect organization's competitiveness	160	111	41	11	14	0.83	2
Job flexibility propel organization competitiveness	158	100	52	10	17	0.82	3
Recruitment and selection resulted into organizational competitiveness	140	110		10	7	0.82	3

Source: Field Work Analysis,2023

Table 4 shows the ranking of the perception of the talent attraction dimensions affecting organizational competitiveness of Manufacturing Companies in Lagos State with the use of relative importance index (RII). The respondents, perception for the organizations to identify the best valued employees as a proposition for organizational competitiveness was ranked 1st with RII of 0.84 while employer brand affect organization’s competitiveness come second with RII of 0.83, job flexibility as a propellant of organization competitiveness was ranked 3<sup>rd</sup> in tie with recruitment and selection resulting to organizational competitiveness with RII of 0.82. This relative importance index (RII) rating is significantly high which implies that talent attraction dimensions affecting organizational competitiveness is high in selected manufacturing companies. This means that the selected organizations resorted to talent attraction for changes in organizational competitiveness or competitive advantages. This finding aligned with the previous work of Alruwaili (2018), and disagree with (Al Aina, & Atan, 2020) that organization's ability to attract talent had little effect on its long-term sustainable performance.

#### 4 RESEARCH HYPOTHESES

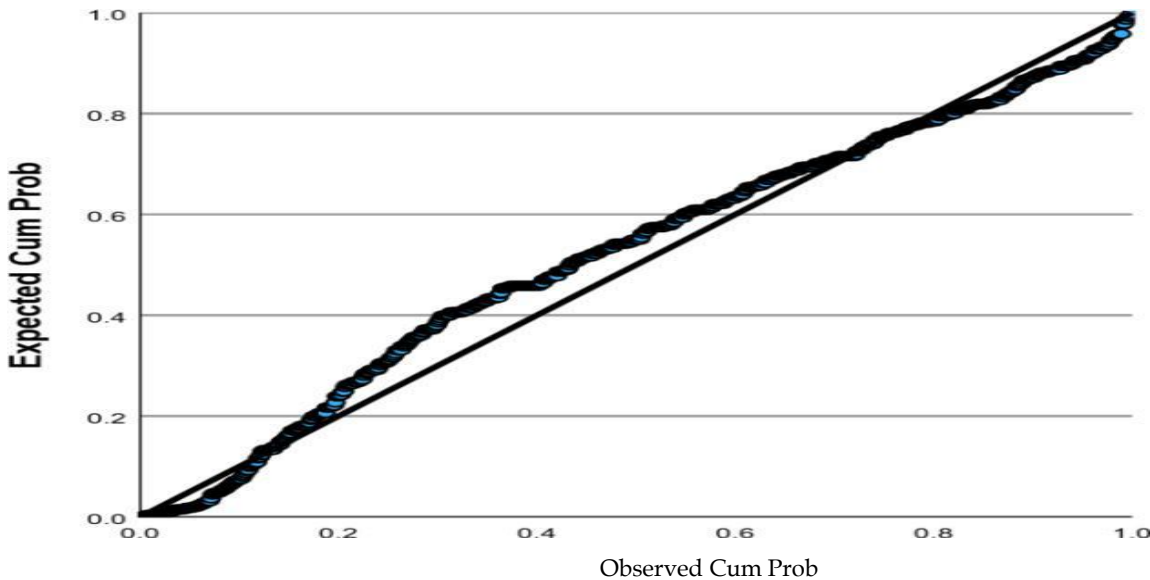
Ho<sub>1</sub>: There is no significance influence of employee value proposition on organizational competitiveness of selected manufacturing companies in Lagos State

Ho<sub>2</sub>: Employer brand has no significant influence on organizational competitiveness of selected manufacturing companies in Lagos State.

Ho<sub>3</sub>: Job flexibility has no effect on organizational competitiveness of selected manufacturing companies in Lagos State.

Ho<sub>4</sub>: Recruitment and selection has no significant effect on organizational competitiveness of selected manufacturing companies in Lagos State.

Fig 2. Linearity and Normality Test of P-P Plot of Regression Standardized Residual  
Dependent Variable: Organizational Competitiveness



The distributions of independent variables (EVAP, EMBR, JBF and RES,) and dependent variable (OGCP) should be normal. This normality test was evaluated by visually inspecting P-P plots for independent and dependent variables in SPSS Output. All points on P-P plots lie mostly along straight diagonal line with some minor deviations along each of the tails. Also, expected cumulative probability trend in the same direction with the observed cumulative probability projected upward sloping from left to the right. Based on this plot, it is safe to assume that this set of data is normally distributed and meet the assumption of linearity.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
Talent Attraction	.595	.354	.351	1.947	1.621

a. Predictor: (Constant), EVAP, RES, EMBR, JBF  
b. Dependent variable: OGCP

The result of the model summary above indicates that the R-square value, or coefficient of determination, for the model as a whole is 35.4% (0.354), which means that the dimensions of talent attraction can account for 35.4% of organizational competitiveness while other factors outside the model can account for the remaining 64.6%. Additionally, a more conservative technique to calculate the coefficient of determination is the adjusted R-Square, which is less than 50% (0.351). For this reason, only 35.1% of the differences in the organizational competitiveness is described jointly by the employee value proposition (EVAP), recruitment and selection (RES), employer brands (EMBR) and job flexibility (JBF). This result is an indication that the talent attraction are not the major determining factors of organizational competitiveness of the selected firms. Other factors outside of this model can be used to calculate the 64.9% of variation that is not explained. The Durbin Watson statistic (1.602) suggested positive autocorrelation with value between 1 and 2, meaning that there is possibility for talent attraction to cause a positive change in organizational competitiveness.

Table 6: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	771.675	4	192.749	40.031	<.05 <sup>b</sup>
	Residual	1603.339	333	4.815		
	Total	2375.014	337			

a. Predictor: (Constant), EVAP, RES, EMBR, JBF  
b. Dependent variable: OGCP

Table 6 indicated the outcomes of F-statistic = 40.031 at Significance level of  $p < 0.05$  with df (4, 333), which implies that employee value proposition (EVAP), recruitment and selection (RES), employer brands (EMBR) and job flexibility (JBF) jointly predicts the organizational competitiveness (OGCP) at 5% level of significant respectively. Thus, the relationship between talent attraction and organizational competitiveness exists at 5%. This is specified in the  $p\text{-value} < 0.05$  which fall in the rejection region of the Fisher-test ( $F_{0.05(2,335)} = 40.031 > 3.84$ ), and by implication there is positive and significant effect of talent attraction on organizational competitiveness at 95% confidence level.

Table 7 Multivariate Regression Test

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.524	.264		17.120	<.05
	EVAP	.611	.082	.424	7.451	<.05
	RES	.401	.062	.235	6.481	<.05
	EMBR	.434	.045	.338	9.607	<.05
	JBF	.505	.055	.364	9.182	<.05

a. Dependent Variable: OGC

The result of the regression table 7 revealed how employee value proposition (EVAP), recruitment and selection (RES), employer brands (EMBR) and job flexibility (JBF) generally regressed over organizational competitiveness (OGCP) looking at the individual importance of the variables as pointed out by the beta, t value and p-values, in the model, all dimensions of talent attraction passed their test of significance at 5% levels with respect to the organizational competitiveness ( $p < 0.05$ ). Thus organizational

competitiveness is greatly higher in employee value proposition (EVAP) than the rest of other dimensions of talent attraction in the model with ( $\beta=0.611$ ,  $t= 7.451$ ,  $p<0.05$ ). This indicates that about 61.1% increase in organizational competitiveness accounted for a 1 unit change in employee value proposition (EVAP) of selected manufacturing companies in Lagos. Also, a unit increase in job flexibility with ( $\beta=0.505$ ,  $t= 9.182$ ,  $p<0.05$ ) indicates 50.5% increase in organizational competitiveness. Employer brands followed with a significant increase in organizational competitiveness by 43.4% with ( $\beta=0.434$ ,  $t= 9.607$ ,  $p<0.05$ ). Lastly, for every 1 unit change in recruitment and selection (RES) of talents with ( $\beta=0.401$ ,  $t= 6.481$ ,  $p<0.05$ ) the organizational competitiveness increase by 40.1%. These results implies the higher the effectiveness of the dimensions of talent attraction the greater the competitive advantage which interpret the result of Durbin Watson statistic (1.621) in table 5.

The significance of the effect of employee value proposition (EVAP), recruitment and selection (RES), employer brands (EMBR) and job flexibility (JBF) generally regressed on organizational competitiveness (OGCP) is specified in the threshold values of  $T_{0.05}>1.645$  at degree of freedom of (4, 333) 95% confidence level. This implies that employee value proposition, employer brand, job flexibility and recruitment and selection has significant contribution on organizational competitiveness of manufacturing companies in Lagos State. Consequently, the alternate hypothesis was considered against the null hypothesis. This result aligned with previous studies of Lyria, Namusonge and Karanja (2017), Cheraisi and Busolo (2020), Al-Haraisa, Al- Ma'aitah, and Tarawneh, (2021).

## 5 DISCUSSION AND RESULTS

All the study's objectives were achieved with the analysis of the hypotheses formulated.

In the first instance, the study examined the impact of employee value proposition on organizational competitiveness. It was confirmed from the hypothesis that organization with employee value proposition possess a strong strategy to attract skills and experience employees and gain organizational competitiveness. This implies that the employee value proposition has a positive and significant influence on organizational competitiveness). This finding is in line with the work of Ruzic' & Benazia, (2023) that the value proposition of employee as a measure of employer branding helps to acquire organization competitive advantage.

The result of the second objective indicated that organization that cherish positive employer brand has high tendency of hiring and retaining skillful employees and thus gain competitive strength in the long run. This implies that employer brand has positive and significant effect on firm's competitiveness. Therefore, this result is in tandem with the finding of Gupta, Sahoo and Sahoo (2018) where they maintained that employer branding connote a strategy generally used by organizations to obtain and retain talented individual over their rivals.

The outcome of the third objective revealed that talent attraction through job flexibility helps employees to keep a healthy work-life balance and also aids organizations in increasing corporate competitiveness. This indicated a strong effect of job flexibility on organizations' capacity to maintain and sustain consistent competitive strength. This outcome is supported by the finding of Ni, et al. (2021) which revealed that organizational flexibility and organizational innovation have positive impact on business competitiveness and sustainable development.

The last objective looked at how recruitment and selection affected organizational competitiveness. The result shows that companies that hire, select, and employ highly motivated individuals will perform and successfully compete in a dynamic work environment. This shows that recruitment and selection as ongoing activities have a positive and significant impact on organizational competitiveness. This outcome is related to that of Almansoori, Othman and Siam, (2021) where they concluded that the primary goal of recruitment and selection is to attain organizational competitive advantage through attracting and staffing of skilful, experienced and competent employees.

## 6 CONCLUSION AND RECOMMENDATIONS

Not technology or processes, but rather people are at the center. The current economy has caused a spread of the talent war among organizations. Today, companies are fighting a "war" to attract and keep qualified workforces by using all of the resources at their disposal. Therefore, this study concluded that attracting talented employees has a favourable and significant impact on the competitiveness of the selected manufacturing companies in Lagos State, Nigeria.

Base on the findings and conclusion drawn above the study therefore recommended that:

- i. The manufacturing companies must be consistent in their strategies towards employee value proposition in order to guarantee sustainable competitive advantage.
- ii. Modern organizations should endeavour to improve in projecting their employer brand as their reputation is key the attraction and retention of competent employee that guarantees corporate competitiveness.
- iii. For the selected manufacturing organizations to sustain high competitiveness and organizational performance there is need for them to drive more on flexible job environment to attract and keep talented employees.
- iv. Organizations should focus on recruiting and selecting the best of applicants who possess the ability to perform optimally and boost organizations' competitiveness

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