

# INFLUENCE OF TALENT ATTRACTION ON EMPLOYEE RETENTION IN TRANSPORTATION COMPANIES IN ANAMBRA STATE, NIGERIA

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## Keywords

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## Abstract

Talent attraction and employee retention are important for the success of transportation companies, particularly in Anambra State, Nigeria. This study aimed to identify key aspects influencing talent attraction and retention, and to examine the correlation between these factors. This study used a descriptive correlational research design. The sample comprised of 110 employees selected via stratified random sampling from a population of approximately 1,500 workers from selected transportation companies in Anambra State. Data was collected using a structured questionnaire, validated by experts, and found reliable with a Cronbach's alpha of 0.85. Descriptive and inferential statistics, including Pearson's correlation and bootstrap methods, were used for data analysis. Descriptive statistics revealed that competitive salary packages (mean = 1.69), work-life balance initiatives (mean = 3.40), and career growth opportunities (mean = 2.98) were key aspects of talent attraction. Similarly, employee retention was significantly influenced by factors such as job satisfaction (mean = 3.34), adequate compensation packages (mean = 3.30), and positive work environment (mean = 3.35). The correlation analysis showed a moderate positive relationship between talent attraction and employee retention (Pearson correlation = 0.579,  $p < 0.01$ ). This finding indicates that companies that successfully attract talent are more likely to retain employees over the long term. The results suggested that transportation companies in Anambra State should focus on enhancing both talent attraction and retention strategies to improve organizational performance and reduce turnover. Future research could further investigate the role of leadership and organizational culture in enhancing retention within this industry.

## 1. Introduction

In the highly competitive transportation sector, the ability to attract and retain skilled employees is critical for organizational success. As businesses strive to improve efficiency, reduce costs, and enhance customer service, human capital has become a key differentiator. Talent attraction refers to the strategic process by which organizations identify, engage, and recruit skilled individuals to join their workforce (Biriowu&Kali, 2020). It involves creating a compelling employer brand, offering competitive compensation and benefits, and fostering an appealing organizational culture to appeal to prospective employees. Talent attraction goes beyond filling vacancies; it aims to align potential hires' values, skills, and career aspirations with the company's goals (Aremu et al, 2023). In industries with specialized skill demands, such as transportation, it may include targeted outreach, partnerships with educational institutions, and leveraging technology to access a diverse and qualified talent pool, ensuring long-term organizational success and competitiveness.

Talent attraction is essential for transportation companies that aim to stay competitive in a rapidly changing industry. Companies that operate in sectors such as logistics, aviation, and public transport face unique challenges due to the demanding nature of the work, the need for specialized skills, and the physical and mental strain on employees (Franciscaet al, 2021). According to Abubakaret al, (2022), a primary factor in attracting talent is offering competitive compensation packages, which include not only financial incentives but also benefits like health insurance and retirement plans. Additionally, companies must create a positive organizational culture that appeals to prospective employees. This is especially true in the transportation industry, where the work environment can be high-pressure and physically demanding (Sanni, 2023). A supportive and

inclusive culture can be a powerful attraction tool, as it signals to potential hires that the organization values employee well-being.

Moreover, as technological advancements shape the transportation industry, the need for specialized skill sets is growing. New systems such as autonomous vehicles, digital platforms, and advanced logistics require employees who possess cutting-edge technical knowledge. Therefore, recruitment strategies need to be tailored to target individuals with expertise in technology, engineering, and data analysis (Agbai&Okechukwu, 2024). Companies often partner with educational institutions to create internship programs and recruitment pipelines that focus on sourcing such talent (Kusuma& Sentosa, 2024).

Employee retention is another critical challenge for transportation companies, as high turnover rates can lead to increased recruitment costs, lower morale, and disruptions in service delivery (Oladimejiet al, 2023). Employee retention refers to an organization's ability to retain its employees over time by fostering a work environment that encourages long-term commitment. It involves implementing strategies to enhance job satisfaction, engagement, and loyalty among employees. Key factors influencing retention include competitive compensation, opportunities for career growth, supportive leadership, work-life balance, and a positive organizational culture. Effective retention strategies minimize turnover, reduce recruitment costs, and maintain organizational stability and productivity (Okoro, 2022). In industries like transportation, where roles may involve high stress or unique challenges, retention efforts often focus on addressing employee well-being, offering flexibility, and ensuring clear pathways for professional advancement. In the transportation sector, turnover can be influenced by various factors, such as low job satisfaction, lack of career advancement opportunities, and poor work-life balance. To retain employees, organizations must focus on developing strategies that address these issues comprehensively (Urme, 2023).

A key strategy for improving retention is the development of career development programs that provide employees with opportunities for growth and advancement. In the transportation industry, where roles are often hierarchical, creating pathways for promotion can significantly enhance job satisfaction and reduce turnover rates (Omeoga, 2023). Organizations that invest in training and leadership development programs also demonstrate a commitment to employee growth, which can foster loyalty and long-term retention. Another factor contributing to retention is work-life balance. The transportation industry is notorious for requiring long hours, irregular schedules, and extended time away from home. According to Maduabuchi and Udeh (2024), companies that provide flexible scheduling options, paid time off, and support for employees with family responsibilities are better able to retain talent. In addition, adopting technology that helps reduce workloads or provides employees with more control over their schedules can improve employee satisfaction and reduce burnout (Agbai&Okechukwu, 2024).

Compensation and benefits also play a crucial role in retention. While salaries are important, non-financial benefits, such as health and wellness programs, flexible working hours, and professional development opportunities, contribute to higher levels of employee engagement (Jimoh& Kee, 2022). Furthermore, transportation companies that provide a comprehensive benefits package that addresses the physical and mental well-being of employees tend to experience lower turnover rates (Sembiring& Damayanti, 2023). Fostering a strong organizational culture is vital for retention. Organizations that prioritize employee engagement, trust, and recognition create an environment where employees feel valued and motivated to stay. Leadership plays a significant role in shaping this culture, as supportive and transparent leadership fosters a sense of belonging and commitment among employees (Epebinuet al, 2023).

Research has indicated that talent shortages and high turnover rates are common in the transportation sector across developing regions, yet there is limited localized evidence addressing these issues in Anambra State (Musharaf& Hussain, 2023). To identify the key aspects of talent attraction in transportation companies in Anambra, it is critical to understand the unique socio-economic and cultural factors influencing recruitment. Studies in other Nigerian states suggest that competitive compensation, organizational culture, and development opportunities are significant, but such insights have not been adequately explored in Anambra State (Urme, 2023). Examining factors influencing employee retention is equally vital, as transportation jobs often entail long hours, irregular schedules, and safety concerns. While general studies highlight the importance of work-life

balance and leadership (Okoro, 2022), region-specific analysis is needed to address local dynamics. Furthermore, the relationship between talent attraction and retention is understudied. Exploring this link can provide actionable insights to transportation companies in Anambra State, promoting sustainability and reducing operational costs. This study addresses these critical gaps.

### **1.1. Research objectives**

1. To identify the key aspects of talent attraction in transportation companies in Anambra State.
2. To examine the factors influencing employee retention in transportation companies in Anambra State, Nigeria.
3. To analyze the relationship between talent attraction and employee retention in transportation companies in Anambra State.

### **1.2. Research questions**

1. What are the key aspects of talent attraction in transportation companies in Anambra State?
2. What factors influence employee retention in transportation companies in Anambra State, Nigeria?
3. What is the relationship between talent attraction and employee retention in transportation companies in Anambra State?

### **1.3. Hypothesis**

There is no significant relationship between talent attraction and employee retention in transportation companies in Anambra State.

## **2. Method**

The study adopted a descriptive correlational research design, which was chosen because it allowed for examining the relationship between talent attraction and employee retention within transportation companies in Anambra State, Nigeria. The focus of the study was to explore how various factors such as salary packages, career growth opportunities, and organizational culture influence employee retention. Anambra State was selected for the study due to its strategic role in transportation activities in southeastern Nigeria, making it an ideal location to explore these dynamics. The population of the study comprised of employees working in various transportation companies across Anambra State which included Anambra State Transport Company (TRACAS), God is Good Motors (GIG), Star Sunny Motors, and GUO transport Company. It was estimated that there are approximately 1,500 employees within these companies. A sample of 110 employees was selected using stratified random sampling. Stratification was based on different employee roles, such as drivers, administrative staff, and management, to ensure that the sample accurately represented the diverse workforce of the transportation sector.

The data collection instrument used in the study was structured questionnaire. This questionnaire was designed to capture the key factors affecting talent attraction and employee retention, with Likert scale items included to measure respondents' perceptions of these factors, such as salary, career growth, job satisfaction, and leadership support. To validate the instrument, a panel of experts in human resources, organizational behavior, and transportation management reviewed the questionnaire for content validity. Based on their feedback, some items were modified to enhance clarity and relevance. The reliability of the research instrument was assessed through a pilot study conducted with 20 employees from a transportation company outside the study area. The reliability coefficient of 0.85, obtained using Cronbach's alpha, indicated high reliability. Data collection was done by administering the questionnaires in person, with trained research assistants providing clarification where necessary. The completed questionnaires were collected immediately to ensure a high response rate.

For data analysis, both descriptive and inferential statistics were used. Descriptive statistics, such as mean, standard deviation, and frequency distributions, were employed to summarize the data. Pearson's correlation coefficient was used to test the relationship between talent attraction and

employee retention, with a significance level set at 0.05. Additionally, bootstrap methods were applied to ensure the robustness of the estimates and to generate confidence intervals for the analysis. This comprehensive approach facilitated a detailed understanding of the factors influencing talent attraction and employee retention in transportation companies in Anambra State.

### 3. Results and Discussions

**Table 1: Age Distribution of Respondents in Transportation Companies in Anambra State**

Sources of Variations	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-24 years	33	26.0	30.0	30.0
25-34 years	29	22.8	26.4	56.4
35-44 years	30	23.6	27.3	83.6
45 years and above	18	14.2	16.4	100.0
Total	110	86.6	100.0	

From Table 1, the age distribution of respondents in transportation companies in Anambra State revealed that the majority of participants were young adults. A total of 33 respondents (30%) fell within the 18-24 years age group, followed by 29 respondents (26.4%) in the 25-34 years group. The 35-44 years age group included 30 respondents (27.3%), while 18 respondents (16.4%) were aged 45 years and above. The valid responses totaled 110 (86.6% of the total), with 17 (13.4%) missing. The cumulative percentage showed that 83.6% of the respondents were aged 44 years and younger.

**Table 2: Education Level Distribution of Respondents in Transportation Companies in Anambra State**

Sources of Variations	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary School	15	11.8	13.6	13.6
Tertiary (University/Polytechnic)	52	40.9	47.3	60.9
Vocational/Technical Certification	37	29.1	33.6	94.5
Postgraduate Qualification	6	4.7	5.5	100.0
Total	110	86.6	100.0	

From Table 2, the education level distribution of respondents in transportation companies in Anambra State showed that the largest group, 52 respondents (47.3%), have completed tertiary education (University/Polytechnic). This was followed by 37 respondents (33.6%) with vocational/technical certifications. A smaller proportion, 15 respondents (13.6%), had completed secondary school, while 6 respondents (5.5%) held postgraduate qualifications. The valid responses totaled 110 (86.6% of the total), with 17 (13.4%) missing. The cumulative percentage indicated that 94.5% of the respondents had at least vocational or tertiary-level education.

**Table 3: Years of Experience Distribution of Respondents in Transportation Companies in Anambra State**

Sources of Variations	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-3 years	28	22.0	25.5	25.5
4-7 years	21	16.5	19.1	44.5
8-12 years	30	23.6	27.3	71.8
13 years and above	31	24.4	28.2	100.0
Total	110	86.6	100.0	

From Table 3, the years of experience distribution of respondents in transportation companies in Anambra State indicates that 31 respondents (28.2%) have 13 years or more of experience, the largest group. This is followed by 30 respondents (27.3%) with 8-12 years of experience, and 28 respondents (25.5%) with 0-3 years of experience. The smallest group is 21 respondents (19.1%) with 4-7 years of experience. The valid responses totaled 110 (86.6% of the total), with 17 responses (13.4%) missing. The cumulative percentage showed that 71.8% of respondents had between 4 and 12 years of experience.

### 3.1. Research question 1: What are the key aspects of talent attraction in transportation companies in Anambra State?

**Table 4: Descriptive Statistics for Key Aspects of Talent Attraction in Transportation Companies in Anambra State**

Item Statement	Statistic	Bootstrap <sup>a</sup>				
		Bias	Std. Error	95% Confidence Interval		
				Lower	Upper	
Competitive salary packages are essential for attracting top talent in companies.	N	110	0	0	110	110
	Mean	1.69	.01	.11	1.49	1.90
	Std. Deviation	1.147	-.005	.073	.992	1.270
Work-life balance initiatives influence talent attraction within transportation companies significantly.	N	110	0	0	110	110
	Mean	3.40	.00	.07	3.25	3.53
	Std. Deviation	.757	-.002	.047	.660	.848
Career growth opportunities are important for attracting skilled professionals in transportation.	N	110	0	0	110	110
	Mean	2.98	.00	.09	2.80	3.15
	Std. Deviation	.958	-.007	.059	.829	1.064
Positive organizational culture plays a major role in talent attraction efforts.	N	110	0	0	110	110
	Mean	3.03	.00	.08	2.87	3.18
	Std. Deviation	.829	-.005	.036	.751	.892
Reputation of transportation companies affects their ability to attract skilled workers.	N	110	0	0	110	110
	Mean	1.71	.01	.10	1.53	1.93
	Std. Deviation	1.103	-.005	.062	.964	1.205
Flexible working conditions are key aspects that attract talent to companies.	N	110	0	0	110	110
	Mean	3.01	.00	.10	2.82	3.20
	Std. Deviation	1.071	-.008	.062	.932	1.177
Strong leadership in companies attracts high-quality talent in Anambra State.	N	110	0	0	110	110
	Mean	1.35	.00	.08	1.20	1.51
	Std. Deviation	.861	-.006	.096	.657	1.020
Valid N (listwise)	N	110	0	0	110	110

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

The key aspects of talent attraction in transportation companies in Anambra State were evaluated across several factors as shown in Table 4. Competitive salary packages were considered essential for attracting talent, with a mean of 1.69, suggesting it is less significant compared to other factors. Work-life balance initiatives were rated highly, with a mean of 3.40, indicating their significant influence on talent attraction. Career growth opportunities also played an important role, with a mean of 2.98. A positive organizational culture, with a mean of 3.03, and flexible working conditions (mean of 3.01) were also important in attracting talent. The reputation of companies (mean of 1.71) and strong leadership (mean of 1.35) were perceived as less influential in attracting talent. These findings suggested that while salary and leadership are factors that influence talent attraction, work-life balance, career growth, and organizational culture were more influential in drawing talent to transportation companies in the region.

### 3.2. Research question 2: What factors influence employee retention in transportation companies in Anambra State, Nigeria?

**Table 5: Descriptive Statistics for Factors Influencing Employee Retention in Transportation Companies in Anambra State, Nigeria**

Item Statement	Statistic	Bootstrap <sup>a</sup>				
		Bias	Std. Error	95% Confidence Interval		
				Lower	Upper	
Job satisfaction is a primary factor influencing employee retention in companies.	N	110	0	0	110	110
	Mean	3.34	.00	.09	3.15	3.51
	Std. Deviation	.960	-.008	.078	.797	1.095
Adequate compensation packages contribute significantly to employee retention in companies.	N	110	0	0	110	110
	Mean	3.30	.00	.09	3.12	3.47
	Std. Deviation	.954	-.008	.076	.796	1.085

Item Statement	Statistic	Statistic	Bootstrap <sup>a</sup> Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
Positive work environment enhances retention within transportation companies.	N	110	0	0	110	110
	Mean	3.35	.00	.09	3.15	3.51
	Std. Deviation	.943	-.008	.079	.775	1.079
Employee recognition programs foster long-term retention in companies.	N	110	0	0	110	110
	Mean	3.41	.00	.10	3.20	3.59
	Std. Deviation	1.052	-.008	.084	.870	1.192
Effective communication practices contribute to better employee retention in companies.	N	110	0	0	110	110
	Mean	1.65	-.01	.11	1.44	1.86
	Std. Deviation	1.146	-.011	.080	.972	1.274
Training and skill development programs influence employee retention in transportation.	N	110	0	0	110	110
	Mean	3.03	.00	.09	2.85	3.21
	Std. Deviation	.972	-.005	.069	.822	1.096
Leadership support affect employee retention in transportation companies.	N	110	0	0	110	110
	Mean	3.29	.00	.10	3.11	3.47
	Std. Deviation	1.035	-.007	.074	.873	1.167
Valid N (listwise)	N	110	0	0	110	110

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

The factors influencing employee retention in transportation companies in Anambra State were assessed based on several key aspects as shown in Table 5. Job satisfaction (mean of 3.34), adequate compensation packages (mean of 3.30), and a positive work environment (mean of 3.35) were found to be primary drivers of retention. Employee recognition programs (mean of 3.41) also played a significant role in fostering long-term retention. In contrast, effective communication practices (mean of 1.65) were viewed as less influential on retention. Training and skill development programs (mean of 3.03) and leadership support (mean of 3.29) also contributed significantly to retaining employees. Overall, the findings suggested that factors related to work environment, recognition, and job satisfaction are most important in influencing retention.

### 3.3. Research question 3: What is the relationship between talent attraction and employee retention in transportation companies in Anambra State?

**Table 6: Descriptive Statistics for Talent Attraction and Employee Retention in Transportation Companies in Anambra State**

Item Statement	Statistic	Statistic	Bootstrap <sup>a</sup> Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
Talent attraction	Mean	17.1636	.0060	.3844	16.4002	17.9632
	Std. Deviation	4.02863	-.03024	.25331	3.51323	4.49229
	N	110	0	0	110	110
Employee retention	Mean	21.3545	.0017	.5501	20.2002	22.3450
	Std. Deviation	5.73511	-.04447	.49453	4.73662	6.62663
	N	110	0	0	110	110

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

The relationship between talent attraction and employee retention in transportation companies in Anambra State were explored through descriptive statistics as shown in Table 6. The mean score for talent attraction was 17.16 (SD = 4.03), while the mean score for employee retention was 21.35 (SD = 5.74). The results showed that both variables had relatively high means, with employee retention displaying a slightly higher mean. The standard deviations indicated a moderate level of variability in responses for both talent attraction and employee retention. These findings suggested a positive association between talent attraction and employee retention, where efforts to attract talent likely contribute to improved retention within the industry.

### 3.4. Hypothesis: There is no significant relationship between talent attraction and employee retention in transportation companies in Anambra State.

**Table 7: Correlation between Talent Attraction and Employee Retention in Transportation Companies in Anambra State**

Sources of Variation		Talent attraction	Employee retention
Talent attraction	Pearson Correlation	1	.579**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	1769.055	1458.618
	Covariance	16.230	13.382
	N	110	110
	Bootstrap <sup>c</sup> Bias	0	.001
	Std. Error	0	.089
95% Confidence Interval	Lower	1	.379
	Upper	1	.725
Employee retention	Pearson Correlation	.579**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	1458.618	3585.173
	Covariance	13.382	32.891
	N	110	110
	Bootstrap <sup>c</sup> Bias	.001	0
	Std. Error	.089	0
95% Confidence Interval	Lower	.379	1
	Upper	.725	1

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

c. Unless otherwise noted, bootstrap results were based on 1000 bootstrap samples

The correlation analysis between talent attraction and employee retention in transportation companies in Anambra State as shown in Table 7 revealed a positive and significant relationship, with a Pearson correlation coefficient of 0.579 (p-value = 0.000), indicating a moderate to strong correlation between the two variables. Given that the p-value is less than 0.01, the null hypothesis, which stated that there is no significant relationship between talent attraction and employee retention, was rejected. This suggested that efforts to attract talent are positively related to improved employee retention in transportation companies in Anambra State.

### 3.5. Discussion

In transportation companies in Anambra State, several key aspects influenced talent attraction. Competitive salary packages were considered essential, with respondents ranking them highly an important factor. Similarly, work-life balance initiatives also played a significant role, with the majority acknowledging their impact on attracting talent. Career growth opportunities, positive organizational culture, and a company's reputation also emerged as important, although with varying degrees of emphasis. Flexible working conditions were similarly highlighted as an essential factor, while strong leadership was perceived as less influential. In contrast to these findings, a study by Kusuma and Sentosa (2024) emphasized the primary role of competitive salaries and benefits in talent attraction within the Nigerian workforce, which aligns with the current study. This finding agreed with the work of Oladimeji et al, (2023), who found that a strong organizational culture significantly enhanced talent acquisition. In a related study by Okoro (2022), career development opportunities were ranked as the top factor for attracting skilled professionals, further confirming the importance of growth opportunities in the transportation sector. However, flexible working conditions, though important in the current study, were ranked lower compared to salary and career growth, differing from the study by Urme (2023), which found flexibility to be of greater importance in retaining talent.

In transportation companies in Anambra State, various factors significantly influenced employee retention. The study revealed that job satisfaction is a primary factor, with employees expressing a strong connection between their job content and retention. Adequate compensation packages also emerged as a critical factor, followed closely by a positive work environment, both of which contributed to retention efforts. Employee recognition programs were identified as a key strategy for fostering long-term commitment. Effective communication practices were less emphasized, and training and skill development programs were also seen as influential, although

slightly less critical compared to compensation and recognition. Leadership support was another vital factor in retaining employees. In contrast, a study by Agbai and Okechukwu (2024) highlighted that job satisfaction was the top factor influencing retention in Nigerian organizations, which aligned with the current findings. Similarly, Sanni (2023) found that adequate compensation and leadership support were highly significant for employee retention. However, in a related study by Abubakar et al, (2022), communication practices were ranked as more critical than job satisfaction, suggesting regional differences in priorities for employee retention. This finding agreed with Omeoga (2023), who indicated that recognition programs and leadership support were important for retention in the Nigerian transportation sector, reinforcing their importance as identified in this study.

The relationship between talent attraction and employee retention in transportation companies in Anambra State is significant. The results showed a moderate positive correlation between these two variables, with talent attraction directly influencing employee retention. Specifically, the Pearson correlation coefficient indicates a strong link, with statistical significance, confirming that when companies successfully attract talented individuals, they are more likely to retain them. In contrast, a similar study by Maduabuchi and Udeh (2024) found that while talent attraction had a noticeable impact on retention, the strength of this relationship varied across different sectors in Nigeria, with transportation companies showing slightly weaker correlations than those in the telecommunications sector. This difference could be attributed to industry-specific factors such as job satisfaction and work-life balance, which may be more emphasized in telecommunications than in transportation. This finding agreed with research by Agbai and Okechukwu (2024), who highlighted that talent attraction and retention are interdependent in organizations, especially in Nigeria's growing transportation industry. Their study revealed that factors like competitive salaries, growth opportunities, and organizational culture played an important role in fostering both attraction and retention. Furthermore, in a related study by Taiko (2024), it was noted that while talent attraction efforts were highly rated, employee retention strategies, such as leadership support and effective communication, were seen as equally important in ensuring long-term commitment. This aligned with the findings of the present study, where leadership support was noted as one of the essential factors for enhancing retention in the transportation sector. The positive correlation found in this study underscored the importance of creating an environment that not only attracts talented individuals but also nurtures their growth and satisfaction to retain them effectively.

#### 4. Conclusion

In conclusion, this study has highlighted the significant relationship between talent attraction and employee retention in transportation companies in Anambra State, Nigeria. The findings demonstrated that factors such as competitive salary packages, career growth opportunities, work-life balance initiatives, and a positive organizational culture play important roles in attracting skilled professionals to the transportation sector. Moreover, these same factors, along with leadership support and effective communication practices, are essential for enhancing employee retention. The positive correlation between talent attraction and employee retention underscores the interconnected nature of these two variables. When transportation companies successfully attract top talent, they create a foundation for long-term employee commitment. This reinforces the importance of implementing robust talent management strategies that not only focuses on attracting skilled individuals but also on fostering a work environment that promotes satisfaction, professional growth, and job security.

The study contributed to the understanding of how transportation companies in Anambra State can better manage their human resources, offering valuable insights for policy makers, organizational leaders, and human resource managers. It suggested that prioritizing both attraction and retention strategies can lead to improved organizational performance and reduced turnover in the transportation sector. Future research could explore sector-specific strategies for talent attraction and retention, particularly in rural versus urban transportation companies, to further understand the nuances of these dynamics in the Nigerian context.

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