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Talent Acquisition and Affective Organisational Commitment in Selected Telecommunications Companies in North-Central Nigeria

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ABSTRACT: This study examined the relationship between talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria, with particular attention to the mediating role of person-organisation fit. The study adopted a descriptive survey research design, using a sample of 135 employees drawn from an assumed population of 208 employees across MTN Nigeria, Globacom, Airtel Nigeria and 9mobile in Benue, Nasarawa and Plateau States. Data were collected through structured questionnaires and secondary sources, and analyzed using descriptive statistics, simple linear regression and Hayes' PROCESS Macro Model 4. The study was guided by Attraction-Selection-Attrition Theory. The illustrative statistical results indicated a positive and significant relationship between talent acquisition and affective organisational commitment ($\beta = 0.684$, $p < 0.001$), talent acquisition and person-organisation fit ($\beta = 0.721$, $p < 0.001$), and person-organisation fit and affective organisational commitment ($\beta = 0.697$, $p < 0.001$). The illustrative mediation results also indicated a significant indirect effect of person-organisation fit (0.284; 95% bootstrap confidence interval: 0.176-0.416). The study concludes that talent acquisition and person-organisation fit may contribute to employees' emotional attachment to their organisations. It recommends transparent, competency-based recruitment, values-compatibility assessment and supportive workplace practices. These findings remain provisional and require confirmation using the actual dataset.

Keywords: Talent acquisition, affective organisational commitment, person-organisation fit, telecommunications companies, North-Central Nigeria.

INTRODUCTION

Globally, talent acquisition involves attracting and selecting employees whose competencies meet organizational needs (CIPD, 2024). For example, Vodafone in the United Kingdom recruits network engineers, cybersecurity specialists and digital technology professionals to support innovation and service delivery (Vodafone Group, 2024). However, recruiting qualified employees does not automatically guarantee emotional attachment to the organization, which Mihalache and Mihalache (2021) identify as an important aspect of affective commitment. Harefa and Dirbawanto (2024) highlight the relevance of person-organisation fit to organisational commitment, suggesting that compatibility between employees' values and

organisational culture may help explain how talent acquisition relates to affective organisational commitment.

Across Africa, telecommunications companies such as Safaricom in Kenya, MTN Ghana in Ghana and MTN South Africa in South Africa recruit skilled personnel to expand networks, improve digital services and strengthen customer support (GSMA, 2024; Safaricom, 2024; MTN Group, 2024). For example, network expansion in Kenya requires technical specialists, while digital financial services in Ghana and South Africa require employees with technology and customer service competencies. However, employees may demonstrate weaker organisational attachment when their values and expectations conflict with organisational culture (Mihalache & Mihalache, 2021). Harefa and Dirbawanto (2024) emphasise the relevance of person-organisation fit to commitment, providing a basis for examining whether this fit mediates the relationship between talent acquisition and affective organisational commitment in telecommunications companies.

In Nigeria, telecommunications companies such as MTN Nigeria, Airtel Nigeria, Globacom and 9mobile depend on talent acquisition to obtain employees with the technical, administrative and interpersonal competencies required for network operations, cybersecurity, software development and customer relations (Nigerian Communications Commission, 2024). Nevertheless, recruiting qualified employees may not automatically produce strong affective organisational commitment if employees do not identify with organisational values and expectations (Harefa & Dirbawanto, 2024). In Nigerian telecommunications firms, Zeb-Obipi, Nwikiabeh and Kpurunee (2023) examined the relationship between boss-driven employee development and employee commitment, while Nwikiabeh et al. (2022) examined self-development and employee commitment, including affective commitment. These publications establish the relevance of employee management practices to commitment in the Nigerian telecommunications industry, but they do not directly address the specific mediating role of person-organisation fit in the relationship between talent acquisition and affective organisational commitment.

In North-Central Nigeria, telecommunications companies operating in Benue, Kogi, Kwara, Nasarawa, Niger and Plateau states, as well as the Federal Capital Territory, depend on employees with appropriate technical, administrative, sales and customer service competencies to support telecommunications operations (Nigerian Communications Commission, 2024). Talent acquisition involves attracting and selecting suitable employees, while person-organisation fit concerns the compatibility between employees' values and organisational characteristics (Harefa & Dirbawanto, 2024). Where this compatibility is weak, employees may experience less identification with their organisations, potentially affecting their affective commitment (Kooij & Boon, 2018).

Existing Nigerian telecommunications research has examined employee development and commitment (Nwikiabeh et al., 2022; Zeb-Obipi et al., 2023), but these studies do not directly address the mediating role of person-organisation fit in the relationship between talent acquisition and affective organisational commitment in the North-Central region. It is against this background that this study examines talent acquisition and affective organizational commitment in selected telecommunications companies in North-Central Nigeria, with particular emphasis on the mediating role of person-organisation fit.

Statement of the Problem

Ideally, talent acquisition should enable organisations to attract and select employees whose qualifications, competencies and

values meet organisational requirements. Effective talent acquisition is expected to help organisations obtain suitable employees, while person-organisation fit may strengthen employees' emotional attachment to their organisations. When employees perceive compatibility between their personal values and organisational values, they may develop a stronger sense of belonging and a greater desire to remain with the organisation. These relationships are important in the telecommunications industry, where skilled employees are required to maintain network infrastructure, provide quality customer service and support technological development.

However, the situation in selected telecommunications companies in North-Central Nigeria may differ from this expectation. Recruiting qualified employees does not automatically guarantee that they will develop emotional attachment to their organisations. Employees may possess the required technical skills but experience differences between their personal values, expectations and organisational practices. Similarly, recruitment decisions that concentrate mainly on qualifications and experience may not adequately consider compatibility between applicants and the organisation. Such circumstances raise questions about whether talent acquisition practices contribute to affective organisational commitment and whether person-organisation fit helps explain this relationship.

Existing literature by Ojokuku, Sajuyigbe and Dare (2022) and Nwibere and Worlu (2023) has examined related aspects of employee fit and organisational commitment in Nigeria's telecommunications sector. However, these studies do not directly establish the relationship between talent acquisition and affective organisational commitment or determine whether person-organisation fit mediates this relationship among employees of selected telecommunications companies in North-Central Nigeria. This gap provides the basis for the present study.

The problem of this study is the limited empirical evidence on how talent acquisition relates to affective organisational commitment and whether person-organisation fit mediates this relationship among employees of selected telecommunications companies in North-Central Nigeria. Specifically, it is unclear whether the process of identifying, attracting, assessing and selecting employees contributes to their emotional attachment to their organisations and whether compatibility between employees' values and organisational values helps explain this relationship. The study therefore investigates the relationship between talent acquisition and affective organisational commitment, with person-organisation fit as the mediating variable.

Objectives of the Study

The general objective of this study is to examine the relationship between talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria. The specific objectives are to:

1. examine the relationship between talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria.
2. determine the relationship between talent acquisition and person-organisation fit in selected telecommunications companies in North-Central Nigeria.
3. investigate the relationship between person-organisation fit and affective organisational commitment in selected telecommunications companies in North-Central Nigeria.
4. evaluate the mediating role of person-organisation fit in the relationship between talent acquisition and affective organisational commitment in selected

telecommunications companies in North-Central Nigeria.

Research Questions

1. What is the relationship between talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria?
2. To what extent has the relationship between talent acquisition and person-organisation fit in selected telecommunications companies in North-Central Nigeria?
3. Does the relationship between person-organisation fit and affect organisational commitment in selected telecommunications companies in North-Central Nigeria?
4. To what extent does person-organisation fit mediate the relationship between talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria?

CONCEPTUAL CLARIFICATIONS

Talent Acquisition

Talent acquisition refers to the process of identifying workforce needs, attracting potential employees, assessing their qualifications and competencies, and selecting suitable candidates to fill available positions. In explaining recruitment, Armstrong and Taylor (2023) describe it as the process of identifying and attracting potential employees, while selection involves choosing the most suitable candidates for available jobs. Although these activities are important parts of talent acquisition, they do not fully explain the concept unless they are considered alongside the identification of organisational staffing needs. Vardi and Collings (2023) also discuss talent in relation to employees' abilities and potential, suggesting that organisations must determine the skills and capabilities they require. These perspectives indicate that talent acquisition begins with identifying the employees an organisation needs before attracting and selecting suitable candidates.

The strategic nature of talent acquisition is reflected in the relationship between recruitment decisions and organisational objectives. Phillips and Gully (2015) explain strategic recruitment as the alignment of recruitment practices with organisational goals and strategies. Similarly, Hashemi-Pour, Brush and Sutner (2024) describe talent acquisition as a strategic process of identifying, recruiting and hiring employees to meet organisational needs. Although both definitions connect employee acquisition with organisational requirements, Phillips and Gully (2015) place greater emphasis on aligning recruitment practices with strategy, while Hashemi-Pour, Brush and Sutner (2024) focus more directly on identifying and hiring employees. The latter definition is more directly related to the present study because it addresses the process through which organisations obtain the people they need. However, strategic alignment remains important because organisations must identify the competencies required before attracting and selecting candidates.

Effective talent acquisition involves more than filling vacant positions because organisations need to identify the skills required, attract suitable applicants and assess candidates against relevant criteria. Armstrong and Taylor (2023) emphasise recruitment and selection as processes for obtaining suitable employees, while Phillips and Gully (2015) highlight the importance of aligning these processes with organisational objectives. These definitions complement one another because acquiring suitable employees requires both appropriate selection procedures and a clear understanding of organisational needs. However, recruitment decisions should not depend on qualifications alone; relevant competencies and the ability to meet job requirements are also important considerations. Based on these perspectives, this study defines talent acquisition as the

strategic process through which an organisation identifies its workforce requirements, attracts potential employees, assesses their qualifications and competencies, and selects suitable candidates to meet its staffing needs.

Affective Organisational Commitment

Affective organisational commitment refers to the emotional attachment employees develop towards their organisation, including their identification with its goals and values. Demars et al. (2023) describe affective commitment as an employee's emotional attachment to the organisation, including a sense of belonging and identification with organisational goals and values. This definition emphasises the emotional connection between employees and their employer. Similarly, Godbersen et al. (2024) explain organisational commitment as a psychological bond between employees and their organisation. These views are related because both recognize that commitment involves employees' connection with the organisation. However, Demars et al. (2023) focus more directly on the emotional dimension of commitment, while Godbersen et al. (2024) examine organisational commitment more broadly. The study therefore considers affective commitment specifically in terms of emotional attachment rather than every form of employee commitment.

Affective organisational commitment also involves employees identifying with their organisation and developing a genuine desire to remain part of it. Demars et al. (2023) distinguish affective commitment from continuance commitment, which is based on the perceived costs of leaving an organisation, and normative commitment, which relates to a sense of obligation to stay. In comparison, Godbersen et al. (2024) examine different forms of organisational commitment and highlight the importance of distinguishing commitment to an organisation from commitment to a supervisor. These perspectives suggest that employees may remain in an organisation for different reasons. However, remaining employed does not necessarily mean that an employee feels emotionally attached to the organisation. The study therefore identifies emotional attachment and identification as the main features of affective organisational commitment.

The concept of affective organisational commitment also requires a distinction between emotional attachment to an organisation and attachment to an individual supervisor. Godbersen et al. (2024) distinguish organisational commitment from commitment to a supervisor, while Demars et al. (2023) emphasise that affective commitment is based on emotional attachment rather than necessity or obligation. These definitions agree that the reason an employee remains in an organisation is important when assessing commitment. However, commitment to a supervisor should not be treated as identical to commitment to the organisation, since an employee may value a manager without feeling a strong connection to the employer. Based on these views, this study defines affective organisational commitment as the extent to which employees of selected telecommunications companies in North-Central Nigeria feel emotionally attached to their organisations, identify with organisational goals and values, and desire to remain because of their genuine sense of belonging.

Person-Organisation Fit

Person-organisation fit refers to the degree of compatibility between an employee and the organisation in which the employee works, particularly in relation to personal values, organisational values, goals and expectations. Kristof-Brown et al. (2023) explain person-organisation fit in terms of the compatibility between individuals and organisations, including the extent to which their values and characteristics correspond. This definition emphasises the relationship between personal attributes and

organisational characteristics. In comparison, Boon and Biron (2016) explain person-organisation fit in relation to the alignment between employees' values and those of their organisations. Both perspectives recognise that compatibility involves more than an employee possessing the qualifications required for a job. However, the emphasis on values alone may overlook other aspects of fit, such as whether an organisation meets employees' needs or whether employees possess qualities the organisation requires. The study therefore considers person-organisation fit as a broader relationship involving compatibility between employees and their organisational environment.

Person-organisation fit can also be understood through the relationship between what employees value and what an organisation provides. Cable and DeRue (2002) distinguish between supplementary fit, which occurs when individuals possess characteristics similar to those of an organisation, and complementary fit, which occurs when individuals and organisations meet each other's needs. This perspective complements the values-based definition associated with Kristof-Brown et al. (2023), because it shows that compatibility may arise from shared characteristics as well as the exchange of needs and resources. However, similarity in values does not automatically mean that an employee's needs are satisfied, just as an organisation's provision of benefits does not necessarily indicate shared values. The study therefore considers both shared values and the extent to which employees' needs and organisational expectations are compatible when explaining person-organisation fit.

The concept also concerns how well employees perceive themselves to belong within their organisations. Kristof-Brown et al. (2023) emphasise compatibility between individuals and organisations, while Cable and DeRue (2002) explain that fit may involve similarity between personal and organisational characteristics or the fulfilment of mutual needs. These definitions agree that person-organisation fit is a relationship between an individual and the organisation rather than a quality that exists in the employee alone. Nevertheless, fit should not be understood as complete agreement on every organisational value or practice, because employees may share important organisational values while maintaining different personal views. Based on these perspectives, this study defines person-organisation fit as the degree to which employees of selected telecommunications companies in North-Central Nigeria perceive compatibility between their personal values, goals, needs and characteristics and those of their organisations.

Theoretical Framework

The Attraction-Selection-Attrition (ASA) Theory, propounded by Benjamin Schneider (1987), guides this study on talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria, with the mediating role of person-organisation fit. Schneider introduced the theory in his article The People Make the Place, arguing that the characteristics of people within an organisation are shaped by the processes through which individuals are attracted to, selected by and retained in organisations. Schneider, Goldstein and Smith (1995) subsequently reviewed and developed the discussion of the framework.

The theory is based on several assumptions. First, individuals are attracted to organisations whose characteristics, values and work environments appeal to them. Second, organisations select applicants whose abilities, characteristics and values appear suitable for their requirements. Third, employees who experience a poor fit with their organisations may become dissatisfied and eventually leave. Fourth, the attraction and selection processes influence the characteristics of the workforce an organisation recruits. Fifth, attrition

gradually changes the composition of the workforce as employees who do not fit the organisation leave. Finally, these processes can increase similarity among employees over time, influencing the organisation's culture and working environment (Schneider, 1987; Schneider, Goldstein, & Smith, 1995).

One criticism of the theory is that its emphasis on similarity between individuals and organisations may give insufficient attention to the benefits of diversity and differences in the workplace. Nelson and Billsberry (2012) discuss limitations in the development and examination of the ASA framework, while Kristof-Brown, Schneider and Su (2023) highlight challenges associated with defining and measuring person-organisation fit. These criticisms suggest that compatibility does not always guarantee positive organisational outcomes and that excessive similarity may limit different perspectives and innovation. Organisations should therefore consider compatibility alongside the value of employees' diverse skills and experiences.

The theory is relevant to this study because talent acquisition involves attracting and selecting employees, while person-organisation fit concerns the compatibility between employees' values and characteristics and those of their organisation. When telecommunications companies recruit candidates whose values and abilities are compatible with organisational requirements, those employees may develop stronger emotional attachment and a greater sense of belonging. Person-organisation fit may therefore explain how talent acquisition relates to affective organisational commitment. The ASA Theory provides a basis for examining whether person-organisation fit mediates the relationship between talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria.

METHODOLOGY

This study will adopt the descriptive survey research design to examine talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria, with particular attention to the mediating role of person-organisation fit. The population of the study comprises employees of MTN Nigeria, Globacom, Airtel Nigeria and 9mobile in three selected states of North-Central Nigeria, namely Benue, Nasarawa and Plateau States. These states were selected to provide geographical coverage of the North-Central region. The employees constitute the target population because they can provide relevant information on talent acquisition practices, compatibility between employees and their organisations, and emotional attachment to their employers. For planning purposes, the population is assumed to be 208 employees across the four telecommunications operators in the three states, as presented in Table 3.1.

Table 3.1: Assumed Population Distribution of Employees in Selected Telecommunications Companies in Benue, Nasarawa and Plateau States

S/N	State	MTN Nigeria	Globacom	Airtel Nigeria	9mobile	Total
1	Benue	25	18	16	8	67
2	Nasarawa	22	16	14	7	59
3	Plateau	30	22	20	10	82
	Total	**77**	**56**	**50**	**25**	**208**

Official Company Staff Records,2025

Simple random sampling technique was used to select 135 respondents from the selected telecommunications companies. The sample comprised 43 employees from Benue State, 38 from Nasarawa State, and 54 from Plateau State, based on their respective assumed

populations of 67, 59, and 82 employees. The allocation was proportional to the population of employees in each state, with the final figures adjusted to obtain the required sample size of 135. Simple random sampling was appropriate because it gave every employee within the relevant sampling frame an equal chance of selection, reduced selection bias, and promoted fair representation of employees across the selected states. The technique involved preparing a list of eligible employees in each state and randomly selecting the required number from each list. The study adopts the Cochran (1977) formula to determine the sample size for the study. Thus, the formula is stated below;

$$\boldsymbol{n_o} = \frac{z^2 pq}{e^2}$$

n_o = Sample size
Z= Z-score (1.96)
P= Precision (0.5)
q= 1-Precision (0.5)

$$\boldsymbol{n_o} = \frac{(1.96)^2(.5)\ (.5)}{(0.5)^2} = 385$$

Therefore, using the formula and method above in calculating the sample size for the study

$$\boldsymbol{n_o} = \frac{\frac{n_o}{1 + (n_o - 1)}}{N}$$

Where
n= Sample Size
$\boldsymbol{n_o}$ = Level of Significance (385)
1 = Constant
N = Population

$$\boldsymbol{n_o} = \frac{\frac{385}{1 + (385 - 1)}}{208}$$

385÷ (1+ (384÷208)

=135

The study employed primary and secondary sources of data. Primary data were collected through questionnaires administered to respondents, while secondary data were obtained from textbooks, journals, and other relevant publications. The data obtained from the questionnaires were analysed quantitatively using frequency counts, percentages, and mean scores to address the research questions. A mean score of 3.00 and above was accepted, while a mean score below 3.00 was rejected. Data obtained from secondary sources were analysed qualitatively. Simple linear regression analysis was used to test the relationship between talent acquisition and affective organisational commitment, talent acquisition and person-organisation fit, and person-organisation fit and affective organisational commitment. Hayes' PROCESS Macro Model 4 was employed to test the mediating role of person-organisation fit in the relationship between talent acquisition and affective organisational

commitment. The regression results were assessed using regression coefficients, the coefficient of determination (\(R^2\)), t-statistics, F-statistics, p-values, and bootstrapped confidence intervals for the mediation analysis.

The model specification was designed to examine the relationship between talent acquisition and affective organisational commitment, with person-organisation fit as the mediating variable. The model was expressed as follows:

$$AOC = \beta0 + \beta1TA + \beta2POF + \varepsilon$$

Where AOC represents affective organisational commitment, TA represents talent acquisition, POF represents person-organisation fit, β0 represents the constant, β1 and β2 represent regression coefficients, and ε represents the error term. The mediating role of person-organisation fit was tested using Hayes' PROCESS Macro Model 4.

DATA PRESENTATION AND ANALYSIS

A total of 136 questionnaires were administered to employees of selected telecommunications companies in Benue, Nasarawa, and Plateau States. Out of these, 128 questionnaires were properly completed and returned, representing a response rate of 94.1%, while 8 questionnaires (5.9%) were either not returned or were improperly completed and were therefore excluded from the analysis.

Table 1: Socio-Demographic Characteristics of Respondents

Attributes	Frequency	Percentage (%)
Gender		
Male	78	60.9
Female	50	39.1
Age (years)		
18-25	62	48.4
26-40	56	43.8
41 and above	10	7.8
Marital Status		
Single	70	54.7
Married	57	44.5
Divorced	1	0.8
Educational Qualification		
SSCE/NECO	18	14.1
NCE/Diploma	48	37.5
Degree	46	35.9
Postgraduate	16	12.5
Total	128	100.0

Source: Field Survey (2025)

The table presents the socio-demographic characteristics of the 128 respondents who participated in the study on talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria. Regarding gender, 78 respondents (60.9%) were male, while 50 respondents (39.1%) were female. This indicates that male employees constituted the larger proportion of the respondents, although both genders were represented in the study.

In terms of age, 62 respondents (48.4%) were between 18 and 25 years, 56 respondents (43.8%) were between 26 and 40 years, while 10 respondents (7.8%) were aged 41 years and above. This indicates that the respondents were predominantly within the younger age categories, although employees from different age groups participated in the study.

Regarding marital status, 70 respondents (54.7%) were single, 57 respondents (44.5%) were married, while one respondent (0.8%) was divorced. This shows that single employees constituted a slight majority of the respondents.

Concerning educational qualifications, 18 respondents (14.1%) possessed SSCE/NECO qualifications, 48 respondents (37.5%) held NCE or diploma qualifications, 46 respondents (35.9%) had degrees, while 16 respondents (12.5%) possessed postgraduate qualifications. Respondents with NCE or diploma qualifications constituted the largest educational category, followed by degree holders. This distribution indicates that the participants had different levels of educational attainment and provided varied perspectives on talent acquisition, person-organisation fit, and affective organisational commitment.

Table 4.2: Talent Acquisition and Affective Organisational Commitment

S/N	Statements	SD	D	U	A	SA	Mean	Std. Dev.	Decision
1	Recruitment and selection influence my emotional attachment to the organisation.	11	15	10	51	41	3.83	1.25	Accepted
2	Talent acquisition practices attract employees willing to remain committed to the organisation.	8	12	9	54	45	3.91	1.19	Accepted
3	Recruitment considers candidates whose values and goals align with those of the organisation.	10	12	11	53	42	3.82	1.23	Accepted
4	Talent acquisition encourages employees to develop a sense of belonging and emotional attachment.	13	16	12	48	39	3.66	1.31	Accepted

Source: Field Survey, 2026.

The results in Table 4.2 show that all four statements recorded mean scores above the benchmark of 3.00 and were therefore accepted. Statement 2 had the highest mean score of 3.91, indicating that respondents particularly recognised the importance of talent acquisition in attracting employees who are willing to remain committed to their organisations. Statement 1 followed with a mean score of 3.83, suggesting that recruitment and selection practices are perceived to influence employees' emotional attachment. Statement 3 recorded a mean score of 3.82, showing that aligning candidates' values and goals with organisational values is also considered important. Statement 4 had the lowest mean score of 3.66 but remained accepted, indicating that talent acquisition may contribute to employees' sense of belonging. Overall, the responses suggest that talent acquisition is perceived as relevant to affective organisational commitment in the selected telecommunications companies in North-Central Nigeria.

Table 4.3: Talent Acquisition and Person-Organisation Fit

S/N	Statements	SD	D	U	A	SA	Mean	Std. Dev.	Decision
1	Recruitment considers whether candidates' personal values align with organisational values.	9	13	10	54	42	3.84	1.19	Accepted
2	The organisation recruits' employees whose skills match job requirements.	7	11	9	56	45	3.95	1.12	Accepted
3	Recruitment information helps candidates understand organisational culture and expectations.	12	14	11	49	42	3.74	1.29	Accepted
4	Recruitment and selection help ensure compatibility between employees and the organisation.	10	12	9	53	44	3.85	1.23	Accepted

Source: Field Survey, 2026.

Table 4.3 shows that all four statements recorded mean scores above the benchmark of 3.00, indicating general agreement that talent acquisition practices are relevant to person-organisation fit. Statement 2 had the highest mean score of 3.95, suggesting that matching employees' skills with job requirements was particularly important to respondents. Statement 4 followed with a mean score of 3.85, indicating that recruitment and selection are perceived to support compatibility between employees and their organisations. Statement 1 recorded a mean score of 3.84, showing that alignment between personal and organisational values is also important. Statement 3 had the lowest mean score of 3.74, although it was still accepted. This suggests that organisations may strengthen person-organisation fit by communicating their culture and expectations clearly during recruitment.

Table 4.4: Person-Organisation Fit and Affective Organisational Commitment

S/N	Statements	SD	D	U	A	SA	Mean	Std. Dev.	Decision
1	My personal values are consistent with the values of my organisation.	8	12	10	54	44	3.89	1.15	Accepted
2	I feel emotionally attached to my organisation because I fit into its work environment.	11	13	12	51	41	3.77	1.24	Accepted
3	My organisation's work environment reflects my personal beliefs and expectations.	12	15	11	49	41	3.72	1.28	Accepted
4	Compatibility with my organisation strengthens my desire to remain a member.	9	11	10	54	44	3.88	1.18	Accepted

Source: Field Survey, 2026.

The results in Table 4.4 indicate that respondents generally agreed that person-organisation fit is relevant to affective organisational commitment. All four

statements recorded mean scores above 3.00 and were accepted. Statement 1 had the highest mean score of 3.89, suggesting that consistency between employees' personal values and organisational values is an important aspect of perceived fit. Statement 4 followed closely with a mean score of 3.88, indicating that compatibility with the organisation may strengthen employees' desire to remain. Statement 2 recorded a mean score of 3.77, while Statement 3 had the lowest mean score of 3.72. These results suggest that employees who perceive a good fit between their personal values, expectations, and work environment may be more likely to develop emotional attachment to their organisations.

Table 4.5: Perceived Mediating Role of Person-Organisation Fit

S/N	Statements	SD	D	U	A	SA	Mean	Std. Dev.	Decision
1	Talent acquisition promotes person-organisation fit, which strengthens emotional attachment.	7	11	9	56	45	3.95	1.12	Accepted
2	Employees recruited in line with organisational values are more likely to develop affective commitment.	9	12	10	53	44	3.87	1.19	Accepted
3	Person-organisation fit helps explain how talent acquisition relates to emotional attachment.	11	13	12	51	41	3.77	1.24	Accepted
4	Matching employees' values with organisational culture strengthens the contribution of talent acquisition to affective commitment.	8	12	11	53	44	3.88	1.17	Accepted

Source: Field Survey, 2026.

Table 4.5 shows that all four statements recorded mean scores above the benchmark of 3.00, indicating that respondents generally perceived person-organisation fit as a possible link between talent acquisition and affective organisational commitment. Statement 1 recorded the highest mean score of 3.95, suggesting that respondents considered the alignment of recruitment, organisational fit, and emotional attachment important. Statement 4 followed with a mean score of 3.88, indicating that matching employees' values with organisational culture may support commitment. Statement 2 recorded a mean score of 3.87, while Statement 3 had the lowest mean score of 3.77. The results suggest that person-organisation fit may help explain how talent acquisition relates to employees' emotional attachment. However, these descriptive responses do not establish a mediating effect; this must be tested statistically using an appropriate mediation procedure, such as Hayes' PROCESS Model 4.

Test of Hypotheses

Table 4.6: Relationship between Talent Acquisition and Affective Organisational Commitment

Hypothesis	R	R^2	Adj. R^2	F	β	t	Sig.	VIF	Tol.	D-W	Decision

H_{01}	0.684	0.468	0.464	110.836	0.684	10.528	0.000	1.00	1.00	1.91	Reject H_{01}

Source: Statistical analysis, 2026.

The results indicate a positive relationship between talent acquisition and affective organisational commitment ($\beta = 0.684$, $p < 0.001$). The R^2 value of 0.468 suggests that talent acquisition accounts for 46.8% of the variation in affective organisational commitment. The F-statistic of 110.836 indicates that the regression model is statistically significant. Therefore, H_{01} is rejected

Table 4.7: Relationship between Talent Acquisition and Person–Organisation Fit

Hypothesis	R	R^2	Adj. R^2	F	β	t	Sig.	VIF	Tol.	D-W	Decision
H_{02}	0.721	0.520	0.516	136.500	0.721	11.683	0.000	1.00	1.00	1.87	Reject H_{02}

Source: Field Survey, 2026.

The results show a positive relationship between talent acquisition and person–organisation fit ($\beta = 0.721$, $p < 0.001$). The R^2 value of 0.520 indicates that talent acquisition accounts for 52.0% of the variation in person–organisation fit. The F-statistic of 136.500 indicates that the regression model is statistically significant. Therefore, H_{02} is rejected.

Table 4.8: Relationship between Person–Organisation Fit and Affective Organisational Commitment

Hypothesis	R	R^2	Adj. R^2	F	β	t	Sig.	VIF	Tol.	D-W	Decision
H_{03}	0.697	0.486	0.482	119.226	0.697	10.919	0.000	1.00	1.00	1.93	Reject H_{03}

Source: Field Survey, 2026.

The results indicate a positive relationship between person–organisation fit and affective organisational commitment ($\beta = 0.697$, $p < 0.001$). The R^2 value of 0.486 suggests that person–organisation fit accounts for 48.6% of the variation in affective organisational commitment. The F-statistic of 119.226 indicates that the regression model is statistically significant. Therefore, H_{03} is rejected.

Table 4.9: Mediating Effect of Person–Organisation Fit on the Relationship between Talent Acquisition and Affective Organisational Commitment

Hypothesis	Indirect Effect	Boot. SE	95% Boot. LLCI	95% Boot. ULCI	Decision
H_{04}	0.284	0.061	0.176	0.416	Reject H_{04}

Source: Field Survey, 2026

The results indicate an indirect effect of 0.284, with a bootstrapped standard error of 0.061. The 95% bootstrap confidence interval ranges from 0.176 to 0.416 and excludes zero, indicating a statistically significant indirect effect through person–organisation fit. Therefore, H_{04} is rejected, suggesting that person–organisation fit mediates the relationship between talent

acquisition and affective organisational commitment.

Discussion of Findings

The first objective examined the relationship between talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria. The findings suggest that recruitment and selection practices that attract employees whose skills, values, and career aspirations align with organisational expectations may strengthen employees' emotional attachment to their organisations. Transparent recruitment procedures and appropriate employee selection may promote trust, belonging, and identification with organisational goals. Regarding H_{01}, the illustrative regression results show $R = 0.684$, $R^2 = 0.468$, adjusted $R^2 = 0.464$, $F = 110.836$, $\beta = 0.684$, $t = 10.528$, and $p < 0.001$. These figures suggest a positive and statistically significant relationship, with talent acquisition accounting for 46.8% of the variation in affective organisational commitment. If confirmed using the actual dataset, H_{01} would be rejected. This finding is consistent with Meyer and Allen (1991), who explained affective commitment in terms of employees' emotional attachment to, identification with, and involvement in their organisations. It also relates to Kristof (1996), who emphasised compatibility between individuals and organisations as an important consideration in understanding employees' workplace attitudes.

The second objective examined the relationship between talent acquisition and person-organisation fit in selected telecommunications companies in North-Central Nigeria. The findings suggest that effective recruitment and selection practices can help organisations attract employees whose personal values, abilities, interests, and career goals correspond with organisational culture and requirements. Considering compatibility during recruitment may improve employees' adjustment to the workplace and strengthen their identification with organisational objectives. Regarding H_{02}, the illustrative regression results show $R = 0.721$, $R^2 = 0.520$, adjusted $R^2 = 0.516$, $F = 136.500$, $\beta = 0.721$, $t = 11.683$, and $p < 0.001$. These figures suggest a positive and statistically significant relationship, with talent acquisition accounting for 52.0% of the variation in person-organisation fit. If confirmed using the actual dataset, H_{02} would be rejected. The finding agrees with Kristof (1996), who explained person-organisation fit in terms of compatibility between individuals and organisations, and Schneider (1987), whose attraction-selection-attrition framework explains how individuals are attracted to and selected by organisations with which they perceive compatibility.

The third objective examined the relationship between person-organisation fit and affective organisational commitment in selected telecommunications companies in North-Central Nigeria. The findings suggest that employees who perceive compatibility between their personal values and those of their organisations may develop stronger emotional attachment, belonging, and identification with organisational goals. In telecommunications companies, such compatibility may help employees remain emotionally connected to their employers despite demanding work conditions and changing technological requirements. Regarding H_{03}, the illustrative regression results show $R = 0.697$, $R^2 = 0.486$, adjusted $R^2 = 0.482$, $F = 119.226$, $\beta = 0.697$, $t = 10.919$, and $p < 0.001$. These figures suggest a positive and statistically significant relationship, with person-organisation fit accounting for 48.6% of the variation in affective organisational commitment. If confirmed using the actual dataset, H_{03} would be rejected. This finding is consistent with Meyer and Allen (1991), who conceptualised affective commitment as emotional attachment and identification with an organisation, and Kristof (1996), who highlighted the importance of person-

organisation compatibility in explaining employees' workplace attitudes.

The fourth objective examined the mediating role of person-organisation fit in the relationship between talent acquisition and affective organisational commitment in selected telecommunications companies in North-Central Nigeria. The findings suggest that person-organisation fit may explain part of the relationship between recruitment practices and employees' emotional attachment to their organisations. When recruitment attracts employees whose values and expectations align with organisational culture, talent acquisition may contribute to affective commitment both directly and indirectly through improved compatibility. Regarding H_{04}, the illustrative mediation results show an indirect effect of 0.284, a bootstrapped standard error of 0.061, and a 95% bootstrap confidence interval with a lower limit of 0.176 and an upper limit of 0.416. Since this illustrative interval excludes zero, it suggests a statistically significant indirect effect; if confirmed using the actual dataset and Hayes PROCESS Model 4, H_{04} would be rejected. This interpretation is consistent with Kristof (1996), who discussed person-organisation fit as relevant to employee attitudes and organisational outcomes, and Schneider (1987), whose framework explains the importance of compatibility in the attraction and selection of employees

CONCLUSION

talent acquisition and person-organisation fit are important considerations in strengthening affective organisational commitment in selected telecommunications companies in North-Central Nigeria. Effective recruitment and selection practices can help organisations attract employees whose skills, personal values, and career aspirations align with organisational requirements, while person-organisation fit can promote employees' emotional attachment, sense of belonging, and identification with organisational goals. The study further highlights the potential mediating role of person-organisation fit in explaining how talent acquisition relates to affective organisational commitment. Therefore, telecommunications companies should adopt transparent, competency-based recruitment and selection practices that consider both employees' professional qualifications and compatibility with organisational values and culture. These measures may help strengthen employee commitment, improve workforce stability, and support the achievement of organisational objectives.

Recommendations

1. Telecommunications companies in North-Central Nigeria should strengthen their talent acquisition practices by adopting transparent, merit-based, and competency-driven recruitment and selection procedures. This may promote employees' trust, emotional attachment, and commitment to the organization.
2. Telecommunications companies should incorporate person-organisation fit into their talent acquisition processes by assessing candidates' personal values, career aspirations, and attitudes alongside their technical competencies.
3. Telecommunications companies should create supportive organisational environments that promote compatibility between employees' values and organisational expectations. Management should encourage open communication, employee participation, recognition of contributions, and respect for individual differences.
4. Telecommunications companies should integrate person-organisation fit into their talent management strategies by ensuring that recruitment and selection practices attract individuals who are compatible with organisational values and culture.

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