TALENT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN NIGERIA PUBLIC SERVICE

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ABSTRACT

A company's success depends on the performance of its employees, who form the team that is critical to the organization's success in achieving the organization's goals. As a result, this study examines the impact of talent management on organizational performance in Nigeria's Public Service. Talent recruitment, talent development, and talent retention are components of effective talent management. In this cross-sectional survey, questionnaires are used to gather information from participants. An algorithm called partial-least square (PLS) was applied to the data. The study found that talent attraction, development, retention, and significant impact organizational performance. A key finding of this research is that effective talent management is essential in today's globalized and fiercely competitive business environment. Research shows that implementing capacity building and skill development practices can make a significant investment in organizational performance.

Keywords: Organizational performance, Talent attraction, Talent development, Talent retention.

INTRODUCTION

A dynamic and fast-paced business environment has been the norm for the past decade. The organization's ability to successfully implement strategies to achieve institutional goals is a critical factor in its success (Almatrooshi, Singh & Farouk, 2016). Leaders must adapt their methods to talent management because obstacles to organizational goals are always present. A company's success depends on the performance of its employees, who form the team that is critical to the organization's success in achieving the organization's goals. Companies can't compete effectively in today's market without investing continuously in their human capital.

Competitive advantage can be achieved by attaching the right people to the right places at the correct times (Dahshan, Keshk & Dorgham 2018).

Every company's success depends on its ability to attract and retain top talent (Sivathanu & Pillai, 2019). Having a talented employee is a win-win situation for both the employee and the company (Powell & Gifford, 2019). There is a shortage of talented employees in many organizations currently, and as a result, strong talent has been identified to improve the organization's overall performance (Rathore, 2018; Pushpa & Uttamkumar, 2020). Workforce recovery is a requirement for business expansion because it is critical to every industry's success (Mburu, 2018). According to Prassl (2018), proper management and creativity in human resources can eliminate adverse reactions in every organization. As a result, companies should implement and develop talent management to hire and retain employees (Ngiu et al., 2021).

In both the private and public sectors, talent management is one of the most promising practices (Ganaie & Haque, 2017). It is now widely accepted that organizations need to invest in talent management to keep pace with the ever-changing business landscape. An organization must manage and maintain its existing resources to avoid a talent shortage (Afegbua & Etim, 2020). Companies aim to gain a competitive advantage; as a result, employees who make a significant contribution to the company's overall success should be recognized and kept on as long as possible (Sod, Ogola, & Murti, 2020). Organizations seeking a competitive advantage over their rivals must, therefore, possess the ability to spur internal expansion.

It is essential to have a variety of talent management measures in place, including hiring, developing, and retaining employees to increase organizational capacity (Ngiu et al., 2021). Attracting and retaining top talent is a challenge for any organization, but it is especially difficult for small businesses (Ifeoma, Purity, & Okoye-Nebo, 2015). A company's return on investment is heavily influenced by its ability to keep and develop its best employees for an extended period. In addition to career planning and long-term incentive programs, a positive work environment and adaptable work schedules are some of these strategies. Employee retention is influenced by various factors, including the employer's ability to motivate and reward the employee for their contributions to the company's success, according to Ahmadi, Ahmadi, and Abbaspalangi (2012).

Many studies on talent management have been done, but more empirical studies are needed to provide a variety of views (Ngiu et al., 2021; Tetik & Zaim, 2021; Soud, Ogolla & Mureithi, 2020; Dahshan, Keshk & Dorgham, 2018; Shah, Memon, & Tunis, 2021). The studies provide new perspectives for professionals and academic literature. The studies of (Afegbua & Etim in 2020; Lyria Namusonge & Karanja in 2017; Aina and Atan 2020) have been conducted in various economies. A lack of similar studies in Nigeria has left a large hole in the literature.

Therefore, this research focuses on the impact of talent management on Nigeria's public sector organizations.

LITERATURE REVIEW

Overview of Nigeria Public Service

The public service comprises elected and appointed officials who are tasked with administering a country's resources on behalf of the citizens who own those resources. Consequently, the public sector encapsulates all of the activities undertaken by the federal or state government, as the case may be on behalf of its citizens. Unlike the private sector, the public service consists of public workers hired based on their qualifications and expertise. For public officials, the Federal Republic of Nigeria's 1999 Constitution provides service rules that guide the condition of service.

Organizational Performance

Organizational performance is merely a record of its accomplishments. Individual and team activities are aligned with the organization's goals, and their performance is evaluated. A lot of the time, comments and improvements are part of the package. According to Bernadin et al. (2005), performance provides the most vital linkage between the organization's strategic goals, customer happiness, and financial contributions. In the study of Agulanna and Awujo (2005), they claimed that performance is a combination of the work done and the outcomes that are accomplished. Performance may be both positive and negative, and thus performance can be viewed as behavior, which is how people, teams, and organizations complete their tasks and achieve their objectives.

To get a sense of how well employees are doing after being hired, they must be compared to the job description's performance standards. Worker productivity and output are a direct result of employee development, measured in terms of employee performance. Increasing the performance of employees is a byproduct of their ongoing professional growth. The efficacy of an organization is directly correlated to the quality of an individual's work.

Talent Management

Organizations use talent to promote their values and entice top-tier employees to join them. Acquiring talent includes attracting, recruiting, selecting, and hiring employees. According to Ra'ed et al. (2018), a company's overall strategy should include pursuing and attracting talent. Organizational leaders must be aware of the skills they're looking for in new employees and the methods they can use to find them. Individuals' unique strengths are the first step to managing talent, which involves human resources planning, hiring, and selection (Garg and Rani 2014).

Performance appraisal and evaluation, as well as feedback on educational programs and career planning, are the first steps in the talent development process, according to Raed et al. This means that organizations begin to develop skills by looking at the strengths and weaknesses of employees in terms of performance and by determining the areas in which they need to be trained and making appropriate training. According to Thunnissen (2016), managers who show concern for workers and organizational needs will encourage employees to participate in professional development and participation by implementing certain practices at the development stage of their careers. If you don't, you'll have difficulty attracting and retaining top talent (Nobariiidishe, Chamanifard, & Nikpour, 2014).

Theoretical Framework

Barney (2003) espoused a resource-based point of view. According to him, if a company wants to compete with its peers, it must have the necessary resources. Helfat and Peter (2003) define resources and organizational capacity as a product or resources that support an organization's ability to perform its functions and responsibilities. Corporate assets are geared toward achieving specific objectives. When an organization increases its ability to charge more for its products or services, organizations will become more competitive. Rivard, Raymond, and Verrell (1997) argue that understanding and applying RBV is made more accessible by using a conceptual framework based on a resource-based view (RBV). Therefore, this study considered talent a crucial resource that can aid organizational performance in Nigeria's public service.

Therefore, a framework for testing the direct impact of talent management (talent acquisition, development, and retention) on Nigeria's Public Service organizational performance is proposed.

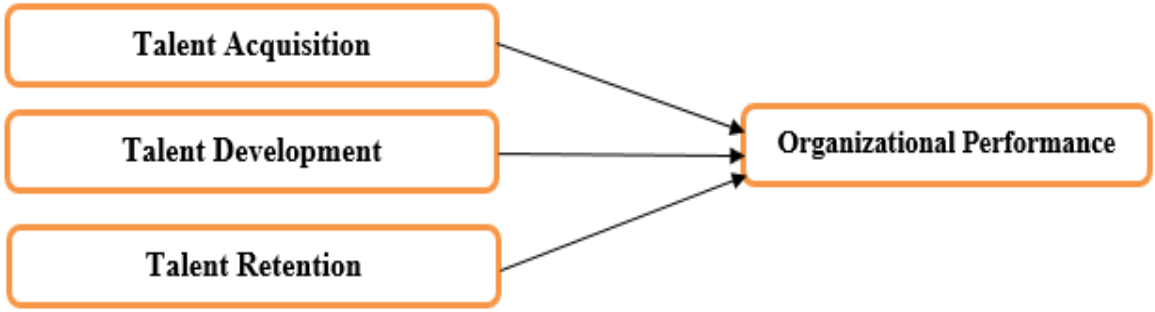


Figure 1: Conceptual Model

Empirical Review

Ngiu et al. (2021) use a quantitative approach to collect data from 100 respondents to examine talent management (TM) approaches in various countries worldwide. There is a direct correlation between the amount of talent retention and performance. TM practices and employee engagement are also examined in 2021 by Tetik and Zaim. For the study, a ball-test design was devised. As evidenced by the study's conclusions, a significant difference in organizational engagement levels was found between the competency team, and the control group before and after the TM program was implemented. TM's positive effect on employee engagement is evident in this finding.

It was found that talent management improved both company performance and employee well-being, according to the Abolda (2021) study. According to the study's findings, organizational performance and employee satisfaction can be improved through talent management. According to Shah, Memon, and Tunyo (2021), the findings of their study have had a positive and significant impact on higher education institutions' ability to recruit and retain top-notch faculty members.

The role of competitive advantage in organizational performance is also examined by Akob (2021), who examines the relationship between capacity management and knowledge management. Quantitative data are analyzed using a descriptive method. Organizational competitiveness and performance are significantly influenced by competency and knowledge management. Skill management practices and organizational performance have been examined in a study by Soud, Ogolla, and Mureithi (2020). Multivariate regression analysis was used to investigate the relationship between variables in the study of 100 respondents from three Islamic banks in Kenya. Employee retention has no bearing on the organization's performance, but three independent variables were identified by the study's authors: recruitment, selection, and education and development.

In the hospitality industry, Sarangal, Sharma, and Manhas (2020) investigate the effect of talent management practices (TMP) on operational performance (OP). TMP has been shown in studies to have a significant impact on OP. Tamunomiebi and Worgu (2020) examined talent management and organizational effectiveness. The paper used a literary analysis method. Organizational effectiveness is significantly boosted by talent management, according to existing research. The paper concludes that capacity management is a significant predictor of organizational effectiveness based on current literature. Atan & Aina (2020) investigate the effect of skills management practices on long-term corporate performance in Emirati property firms. A survey of 306 real estate company managers was conducted to gather data. A new study shows that retaining employees' abilities and skills do not affect long-term business success.

Talent management and organizational performance are examined in a study by Almohattasab, Shahin, Alomari, and Al-Mohammed (2020). Researchers in Jordan focused on public health workers as the focus of this study in the public sector. According to the findings, the performance management system improves the link between talent management and organizational success.

Bediako, Achempong, and Achempong (2019) examine talent management and conceptual practices in higher education institutions. Ghanaian universities were found to link talent management to organizational performance in a new study. Similarly, Afegbua and Etim (2020) used a survey design to examine the impact of talent management on public sector performance using descriptive statistics, as well. According to the research findings, government organizations must implement a sound talent management strategy to maintain core competencies, increase employee commitment, boost productivity, and cut costs associated with recruiting and onboarding employees.

Dahshan, Keshk, and Dorgham (2018), for example, look at the effect of talent management on the efficiency of the nursing workforce. According to the study, overall performance, retention, and organizational performance differed between nurses at Manufah University Hospital and Shebin El-Com Teaching Hospital. Using a simple random sampling technique, Lilia, Namusong, and Karanja (2017) examined the effect of learning and growth on the performance of companies listed on the Nairobi Securities Exchange. According to the findings, organizational performance, learning, and development correlate positively with a sample of 224 respondents.

The results of a review of all studies are not the same. Most studies are carried out in a different country due to the review. A lack of similar studies in Nigeria has left a large hole in the literature. Therefore, this research focuses on the impact of talent management on Nigeria's public sector organizations, explicitly attracting, retaining, and developing top talent.

METHODOLOGY

The study is a cross-sectional survey because data are collected at a particular time. Only Federal Ministry employees in Abuja are eligible to participate in this study. According to the Federal Civil Service Commission, there are 26,866 employees throughout the 24 Federal Ministries in Abuja. The study's sample size was determined using the 1967 Yamane sample size formula. The researchers concluded that 306 people were needed to conduct the study from the formula. According to Israel's (2013) recommendation, an additional 50 percent was added to the minimum sample size. Using simple random techniques, the researchers collected 459 questionnaires from participants. The participants completed surveys. SmartPLS 3 was used to analyze the data.

To achieve the objective of this study, a survey instrument was adapted from the study of (Annakis et al., 2014; Oehley, 2013; Jayaraman, Parvaiz, & Ahmad, 2018). The collation of measuring talent management practices, namely talent acquisition (5 items), talent development (5 items), and talent retention (5 items). Organizational performance was measured using seven items adapted from Alfandi and Alkahsawneh (2014). A total of 22 items were used for the survey

The study's main objective is to determine the effects of talent management on organizational performance. Other specific objectives include;

i. To determine effect of talent acquisition on organizational performance of Nigeria Public Service
ii. To determine effect of talent development on organizational performance of Nigeria Public Service.
iii. To determine effect of talent retention on organizational performance of Nigeria Public Service.

Table 1: ***Reliability and Validity Test***

Variables	**Items**	**Cronbach Alpha**
Talent Acquisition	5	0.75
Talent Development	5	0.91
Talent Retention	5	0.84
Organizational Performance	7	0.71

All items were rated on a Likert scale of 1 to 5. The content validity index resulted in a validity score greater than 0.6, indicating that the constructs can be trusted.

RESULT AND DISCUSSIONS

Out of the 459 questionnaires, 397 were returned, with an 86% response rate. The study also checked for any missing data and found 46 data points, or 0.41 percent, out of 11,116 data sets, which is well below the minimum benchmark of 10 percent required by the standard (Hair et al., 2014). For this reason, the study employs the use of mean substitution to fill in the gaps in the data.

Table 2: Demographic Characteristics of Respondents (n=397)

Characteristics	**Frequency**	**Percentage**	**Cumulative Percentage**
Gender			
Male	219	55.2	55.2
Female	178	44.8	100.0
Age Distribution	**Frequency**	**Percentage**	**Cumulative Percentage**
18-30	44	11.1	11.1
31-40	129	32.5	43.6
41-50	102	25.7	69.3
51-60	80	20.2	89.5
61-70	42	10.5	100.0
Academic Qualification	**Frequency**	**Percentage**	**Cumulative Percentage**
B.Sc/HND.	290	73.2	73.2
M.Sc.	49	12.3	85.5
PhD	15	3.7	89.2
Others	43	10.8	100.0

In Table 2, the demographics of the respondents are shown. It was found that 55.2% of the participants were men, while only 44.8% were females. Male respondents outnumber female respondents by a minimal margin in this study. Respondents' ages also vary, but those between the ages of 31 and 50 make up most of the study (58.2%). Ph.D. holders make up 3.7 percent of the respondents, while M.Sc. holders make up 9 percent. There are 12.4 percent, 73.2 percent, and 10.8 percent with bachelor's degrees.

Measurement Model

Table 3: Construct Reliability and Validity

Construct	Items	Loadings	Jöreskog's rho	AVE	Cronbach Alfa
Talent Acquisition	TA1	0.970	0.907	0.767	0.848
	TA4	0.901			
	TA5	0.736			
Talent Development	TD1	0.935	0.914	0.781	0.873
	TD2	0.763			
	TD4	0.927			
Talent Retention	TR2	0.799	0.831	0.622	0.746
	TR4	0.805			
	TR5	0.774			
Organizational Performance	OP1	0.923	0.9209	0.7248	0.9040
	OP2	0.913			
	OP3	0.770			
	OP5	0.871			
	OP7	0.767			

Note: AVE represents Average Variance Extracted

Following the advice of Hair et al. (2019), the model was excluded from consideration for items that did not load above 0.7. Two items from each construct did not load well and were removed. Therefore, the retained items are reliable in measuring their corresponding reflective latent constructs. The study used Jöreskog's composite reliability to access internal consistency. Above 0.60 is considered acceptable (Hair et al., 2019), and the study concluded that the construct used is reliable based on the rule followed.

Additionally, Cronbach's alpha (CA) is used to determine if the indicators for latent variables have convergent validity and, thus, are trustworthy; more than a 0.6 value is required for CA (Garson, 2016). Thus, constructs meet the minimum CA requirement.

According to the literature, the AVE value of 0.50 indicates convergent validity for the construct (Chin, 1998; Hair et al., 2011). AVE of 0.50 indicates that the latent construct accounts for half of the data's items or factors (Hair et al., 2014).

Table 4: ***Discriminant Validity: Heterotrait-Monotrait Ratio of Correlations (HTMT)***

Construct	TA	TD	TR	OP
Talent Acquisition (TA)				
Talent Development (TD)	0.2723			
Talent Retention (TR)	0.2855	0.4161		
Organizational Performance (OP)	0.4571	0.1983	0.3883	

There are issues with discriminant validity if HTMT values are high (Hair et al., 2019). Values of HTMT should be less than or equal to 0.9. (Henseler, 2017). To ensure that the study's construct was discriminantly valid, the HTMT report (Table 4) shows all values below the minimum threshold of 0.85.

Structural Model

Table 5: ***Direct Path Coefficient***

Coefficient of determining R^2 0.584			
Effect	**Beta**	**P-Value**	**Decision**
Talent Acquisition -> Organizational Performance	0.2413	0.00	Supported
Talent Development -> Organizational Performance	0.2810	0.00	Supported
Talent Retention -> Organizational Performance	0.2771	0.00	Supported

According to the R square, 58% of organizational performance variables may be attributed to talent acquisition, development, and retention. There is still a construct component of 41.6%, which the model does not take into account (see Table 5)

Standardized regression path coefficients (beta values) are shown in Table 5, indicating how an independent variable directly influences a dependent variable (Hair et al., 2019). According to the findings of this research, recruiting, developing, and retaining top-notch employees have a considerable impact on an organization's bottom line. Talent acquisition, development, and retention will increase by 24%, 28%, and 27% with every 1% increase in these three areas.

Discussion of Findings

Attracting top personnel directly impacts an organization's performance. According to this study's findings, attracting talent is critical for a company's survival in today's globalized and fiercely competitive business world. This can be seen in table 5, where the significant P-value = 0.00, which is lesser than 0.05, implies that talent attraction significantly affects organizational performance. Therefore, a 1% increase in talent attraction will lead to a 24% increase in organizational performance. The study supports this finding (Tetik & Zaim, 2021; Dahshan, Keshk & Dorgham, 2018).

Developing talent directly impacts an organization's performance. The study found that developing talent is critical for a company's survival in today's globalized and fiercely competitive business world. This can be seen in table 5, where the significant P-value = 0.00, which is lesser than 0.05, implies that talent development significantly affects organizational performance. Therefore, a 1% increase in talent development will lead to a 28% increase in organizational performance. This finding is supported by the study by (Ngiu et al., 2021; Tetik & Zaim, 2021).

Retaining top personnel directly impacts an organization's performance. According to this study's findings, talent management is critical for a company's survival in today's globalized and fiercely competitive business world. This can be seen in table 5, where the significant P-value = 0.00, which is lesser than 0.05, implies that talent retention significantly affects organizational performance. Therefore, a 1% increase in talent retention will lead to a 28% increase in organizational performance. This finding is supported by the study by (Soud, Ogolla & Mureithi, 2020; Dahshan, Keshk & Dorgham, 2018).

CONCLUSIONS AND RECOMMENDATIONS

Talent management is a critical issue for the company to address. Talent management has become increasingly crucial due to the high levels of labor mobility across national and international borders now experienced. Employers also need to ensure that their employees have the necessary training and education. According to the survey's conclusions, employers were able to keep their best workers by offering competitive benefits and salaries. The study indicated that the personnel is motivated by the attractiveness of the packages. According to the study cited in this article, such a corporation has shown outstanding employee performance by boosting staff competency. According to a recent study, having a defined plan for the growth and development of the profession allowed the organization to develop its abilities, which immediately impacted employee performance. That people's abilities are recognized is a good sign, and it should continue to be so. The study recommends adopting skills management techniques encompassing talent management and skill development to boost organizational performance. According to the study, an organization's policies and processes for managing

people should be reviewed constantly to ensure long-term success and growth. Organizations must work to keep and attract top people to improve overall performance.

Future Research Recommendations

Research on talent management should include moderating and mediating elements in the future. Performance can be influenced by self-efficacy, organizational justice, and perceived passion.

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