



---

**The effect of talent management and employee's performance of Delta State public sector in Nigeria**

OFILI Peter Nkeonyeaso<sup>1</sup>, ONONYE Uzoma Hema<sup>2</sup>, and AKPOYIBO Gregory Akpobome<sup>3</sup>

<sup>1&2</sup>*Department of Business Administration and Marketing,  
Delta State University, Asaba Campus – Nigeria.*

<sup>3</sup>*Department of Business Administration, COOU,  
Igbariam campus, Anambra State - Nigeria.*

---

**Abstract**

*Organization focuses on survival by finding ways to retained employees based on performance. The main purpose of this study is to examine the effects of Talent management on employee's performance of Delta State public sector in Nigeria. The study used survey method and explored the relationship between well planned/ retained talent, top management participation /implementation, Programs / Techniques as talent and employee's performance of Delta state public sectors. The research has applied the theory of Dynamic capability by Teece, 2016. To this end, a sample of data was collected from four thousand seven hundred and thirty respondents [4730] which comprises of the senior, middle and junior staff of Delta state public sectors in Nigeria. the result shows that talent management (Retained, top management participation/implementation, programs/techniques) all have significant impact on employee's performance and the findings reinforce the need for Delta state public sector to adopt proper talent management as a strategy in retaining employees for better performance.*

**Keyword:** Retaining, participation, implementation, employees, performance.

---

**1. Introduction**

To increase the effectiveness of an organization, several resources can be used to achieve this, which include money, men and machine; of these resources the most important of them all is the people aspect of the organization. Nowadays, land, capital and fixed assets are no longer key resources for the organizations to be highly competitive in the current global economy (Gardner, 2012). Human capital is a key resource to adapt the organizations to the worldwide competitive challenges. Organizations are now competing against each other in order to acquire, retain talents based on maintaining their operations and continue to grow in terms of service and performance. (Kehinde, 2012).

Besides, the world is suddenly facing with the need to make a sharp break from old habits to by learning new ways of doing things. Processes are altered, factory designs are often outdated in less than five years and paralleling the compression of product and process life circles of the organizations. As a result, productive and innovative energy is apparent in every domain of business life. In such a chaotic times and crowded market places, employee performance and innovation form the essence of sustainable competitive advantage. Successful organizations will be those that hinge on the ability to attract, develop, retain, motivate and lead a diverse array of appropriately skilled people, since the human factor drives everything.

Research has shown that talent management practices with a string focus on strategy



have a statistically significant impact on the attractiveness of the organization, as well as the achievement of business goals, customer satisfaction and corporate profit, (Beth-Langenegger, Mahler and Staffel, 2011).

The workforce serving in Nigerian public service at all tiers of government is mostly bloated, un-widely and ineffective. The service which used to be engine room of progressive policy formulation, implementation and the sole provider of basic social amenities that sustained livelihood and propelled economic development of the country, has since degenerated into a creaky apparatus of political patronage that ignores merit and put round pegs in square holes. (Abdulahi, et al 2001).

Despite various interventions to revamp the public sector undertakings, the sector has remained in a tail spin. Confirming this, Ayida (2007) Argued that in spite of several reviews and commissions of investigation, the public service of today remains a shadow of what it should be. According to him, some of the lofty ideas of efficiency, professionalism and accountability have not been achieved. Corroborating on this unfortunate situation, Adeyomo et al. (2008) stress that the superstructure has remained defective and the several public service review exercises ended up with the civil service being put in a strait jacket.

Resultantly, the sector operates far below expectation with escalating personnel costs, problems of productivity and redundancy among its workers to the extent that some of the organizations have been shut down. This adversely affects the performance of public enterprise.

If the public sector organizations must meet the aforementioned global challenges, the talents that serve within them must be properly organized and effectively managed for productive and innovative service

delivery. In the light of the above, it has become absolutely necessary to carry out an investigation into the potency of talent management in improving employees' performance, especially in public sector in Nigeria.

The dynamics of the global business environment has become a challenge to the business organizations, both in the private and in the public sector enterprise and there is need for flexible, innovative and rational approach to the management of human capital, so as to achieve maximum performance

The need for business organizations to continually search for new and better means of achieving competitive advantage require the capacity of every functional areas in the organization to improve employee's performance becomes important. (Kehinde, 2012). Many organizations today, fails to plan and implement appropriately their talent management policies, processes and programs and this affected the process of acquiring, developing and retaining talents that contribute to their organizational goals.

Again, in some organizations, the top managements are not actively involved in talents management practices. As a result, they did not consider talent management as a critical part of their own jobs and they fail to recognize that better talents, pull all other performance levers (Michael, et al 2001), to increase employee's performance in the public sector, organizational talent management, policies, processes, and programs must be planned, developed, implemented and retained effectively, so that employee's performance would make a substantial impact on the organization

The study therefore, seeks how to explain talent management development programs and policies which are well planned, implemented and retained in Delta State

Public sector and its effect on the employee's performance.

The main objective of the study is to examine the effect of talent management in increasing employee's performance in Delta State Public sector. The specific objectives are

- 1.To determine whether a well-planned and retained talents increases employee performance.
- 2.To ascertain whether top management participation in the implementation of talent management programs improves employee's performance
- 3.To determine whether current talent management programs and techniques adopted aims at improving employee performance

The study undertakes to examine the following questions:

- 1.How does a well plan and retained talent increases employee's performance?
- 2.Dose top management participation in talent management implementation improves employee's performance?
- 3.To what extent does the adopted talent management programs and techniques improve employee performance?

Arising from the objectives of the study and research questions, the following hypotheses were generated in null form.

- $H_0$ : Well-planned and retained talents do not increase employee's performance.
- $H_0$ : Top management participation in talent management implementation does not improve employee's performance.
- $H_0$ : Adopted talent management programs and techniques do not improve employee performance

## 2. Review of Related Literature

### Concept of Talent Management

Once an organization's human capital demand and supply are forecast, and both reconciled in order to fill existing space, then the next step in the human capital planning process is human capital programming and implementation. Implementation requires converting a human plan into action. A series of action programs are initiated as part of human capital plan implementation, the sum of all the activities and processed involved in this third stage of the human capital planning is called talent management (Aswathappa 2015).

Over the years, people working in business organizations have been accorded in various way and they were once referred to as the factor of production, at another time, and they were called the human resource of the firm. Today, more values are accorded to them in the framework of the firm, they are regarded as the talent working within the firm, and this brought about the idea of talent management.

Talent refers to an innate giftedness, which is regarded as a gift. It is also a natural ability, aptitude and capability to carry out a task very well. It refers to capability to handle current performance and potential performance. (Tansley, 2011).

Michael (2001) Also talked on talent as the sum of a person's ability, character and drive. It includes his or her ability to learn and grow potential for future development. Based on the above, talents are mostly regarded as an innate disposition and ability to do something well in a particular field. with less supervision and moreover, a deliberate training is what separates the best from others. Talent designates the superior mastery of systematically developed abilities and knowledge in order to the bring development (Wildrom et al 2012)



### **Well-planned and Retained Talent**

Firm goal is to retained and encourages its employees to remain focus in the sector for the maximum period of time and talent turnover is harmful to a firm's performance because the costs of attraction are highly direct cost which refers to turnover costs, replacement costs and transitions costs, and indirect costs relates to the loss of production, which reduces performance level, unnecessary overtime and low morale (Echols, 2007).

Vaiman et al. (2008) Argued that they are two classifications of retention tool to surface employee's expectation, extrinsic and intrinsic incentives. Extrinsic incentives include different sorts of monetary rewards which can satisfy employee's physiological needs, while intrinsic incentives refer to non-monetary rewards that can fulfill employee's psychological needs. The monetary reward is admitted as an essential tool for retaining talents.

Mendez et al (2011) further emphasized on organization needs to invest in employee retention in order to be successful. For example, a good compensation package is important in retaining employees, offering an attractive competitive benefits package with components such as life assurance, disability insurance and flexible hours motivates employees to commit themselves to an organization (Lockwood et al., 2006).

In light of the above, a salary offered to an employee should not only be viewed as a sum of money, but as a package of remuneration in order for the payment to serve as a retention factor. Gomez-Mejia (2006)

### **Top Management Involvement**

The talent management implementation needs to involve managers at all levels, especially, the top-level management. The talent management mindset must be from

the top, with the top managers as drivers (Morton, 2005). In accordance with Michael, et al. (2001), the talent mindset is focused on a deep-seated belief that having better manager at all levels allows your organization to outsmart its competitors. It is the recognition that better talents pull all other performance level. The belief gives the leaders the determination to strengthen their talent pool and courage to take a bold action to do it. Leaders who have adopted the talent management mindset understand that this responsibility cannot be delegated. They consider talent management a critical part of their own jobs. Talent management must be the central part of running an organization. Organizations that practice outstanding talent management have the talent management mindset embedded in the organization

### **Talent Management Programs and Techniques**

Many seem to agree that it is better to develop talents and techniques in-house rather than trying to acquire them from outside. Burkins and Osula (2011) contend that the organization should create deliberate practice opportunities and maintain that training programs should be open to all employees.

Garavan, Carbery and Rock (2012) present four important areas in the field of talent development as;

- 1.The new focus on strategic talent – it is where talent development processes need to be integrated with business.
- 2.The trend of differentiation of talent development since it is argued that the best practices are inefficient.
- 3.Shifting the responsibility and control over talent development from the organization to the individual to a higher extent will self-manage his or/her development, which in turn will place more value on communities of practices as



a way of developing individuals in group contexts.

4.A just-in-time talent management development process which suggests, a continuous demand for talent development combined with a mixed strategy, which blend different source of learning along the lines of the 70-20-10 model. In this model, 70% of the learning is work-based, 20% based on coaching and mentoring and 10% based on formal training programs. The 70-20-10 model of talent development can be applied as a talent development tool and once the talent needs are identified, attention is given of analyzing whether the current talent practices are appropriate to support the business strategy and this leads to overall identification of issues and gaps. The specific talent issues are then prioritized for attention in relation to their impact on employee's performance.

### **Employee Performance**

An employee performance is a system that consists of the processes used to identify, encourage, measure, evaluate, improve and reward employee performance. Wikstrom (2012) stress on employee's performance management as a strategic and integrated approach to deliver sustained success to organizations by improving the performance of the people who work under them and by developing the capabilities of teams and individual talent. Employees Performance is about how to create, control and measure a culture based on employees' performance, where the system control should ensure that the employer does the right things, not the things right (Wikstrom and Martin, 2012).

Organizations that have employee's performance culture in place have been shown to perform than those who do not have a performance management approach (Vainman and Smart, 2008). And Garavan (2012), asserts that employee's performance is a continuous process of identifying,

measuring and developing the performance of individuals and teams and aligning their performance with the strategic goals of the organization. One of the characteristics of successful enterprise is that they exceed their goals. That means the goals are interconnected in a logical chain from the top of the organization to the bottom of the organization.

Besides, organizations exist to achieve goals, the degree of success that individual employees have in reaching their own, become a critical stage in the human capital planning process. An organization's goals can be achieved only when people put in their best efforts. The assessment of an individual's performance which is being measured against factors such as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, health and the likes is known as performance appraisal (Aswathappa, 2015).

### **Theoretical Framework**

#### **Dynamic Capability Theory**

This study is anchored on the dynamic capability theory because of the competitive advantage in a rapid developing environment. Dynamic capabilities which are underpinned by organizational routines and managerial skills, which are the organizational ability to integrate, build and reconfigure internal competences to address changes in the business environment (Teece 2016). The strength of an organization dynamic capabilities is vital in several ways to its ability to sustain and enhance performance in the organization

(Teece, 2016). It also help in enhancing employee performance in short and long run due to the ability to design and modify business models in the organization because of the relevance attached to talent management in Delta public sector in Nigeria. This strategy is accepted in other to

bring out the desired outcome of the organization by enforcing the employees capacity by rewarding their talent in order to create the attention of management effectively and also by allocation of internal resources in an effort to retain , acquire those human assets, skills, and competencies in delivering high employees performance

### **Empirical Review**

A study conducted by Wurim (2012), on talent management and organizational performance in public sector enterprise, in which survey investigation method was used in collecting data and Kruskal Walli's test statistics was used to analyze the data. The result indicate that the implementation of proper talents management policies, processes and programs significantly impact in employee's performance.

Another study carried out by Kagwiria (2013) investigated business organization on the role of talent management on organizational performance. Data obtained were analyzed using statistical summarization technique. Chi-square at 0.05 level of significance was used for empirical testing of the hypotheses. Result shows that talent management involves positioning the right people in the right jobs and this help to ensure that the employees maximize the talent for optimal success of the organization.

Mounanu, Igwe and Onwumere (2012), Examine talent management and employee performance of selected manufacturing firms in Southern Nigeria. Using frequency table, shi-square(x) statistics and z-test was used to test the hypotheses. Result reveals that current practice deliver effective result in their performance but the practice did not confirm the best practice.

Study carried out by Tariq, Saijad, and Hasssan, (2014), on talent management practice and organizational performance in

Law Enforcement Agency in Pakistan. The survey investigation method was used in collecting data and the Kruskal-Wallis test statistics was used to analyze the data. Result indicates that an increased focus on human resource practice lead organizational effectiveness.

CIPD (2010), carried a study on learning and talent development. Results indicated that in-house development programs ranked among the top effective learning and development practices. The study found out that senior managers and the human resource department were tasked with ensuring that coursed were delivered and overall planning of the learning process carried out effectively.

### **3. Methodology**

The study adopted survey design in examining the relationship between talent management and employee performance in the public sector enterprise in Delta State. According to Ikeagwu (2007), studies of this nature use the survey method to look for information on facts, attitudes, practices and opinions of the respondents.

The study is limited to five (5) public sector business organization in Delta State of Nigeria. Namely; Delta State Water Board, State Environmental Protection Agency, Delta State University, Delta State Broadcasting Service And Delta State Rural Electrification Board.

Sources of data include; primary data from the five selected public sector organization in Delta State, while the secondary sources were through journals, internets, textbooks and reports.

The population of the study consists of the entire staff of the above mentioned five selected public sector organization. Records available at the Delta State Treasury office show that the entire population consists of



4,730 which comprises of the senior, middle and junior staff.

The sample size will be determined using taro Yemani’s (1964) statistical formula. Thus, the formula is as follows:

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

Where n = sample size, N = population, e = level of significance (or limit of tolerance error) in this cases 0.05, 1 = constant value.

$$n = 4730/1+4730(0.05)$$

$$n = 4730/13 = 364$$

Sample size = 364

### Rate of return to Questionnaire Administration

Organization	Copies of Questionnaire Administration	%	No. returned	%	No. not return	%
Delta Water Board	64	18	60	22	4	4
Delta State University	116	32	100	37	16	18
Envr. Protection Agency	14	4	13	5	1	1
Delta State Broadcasting	79	21	50	18	29	32
Delta State Rural	91	25	50	18	41	45
<b>Total</b>	<b>364</b>	<b>100%</b>	<b>273</b>	<b>100%</b>	<b>91</b>	<b>100%</b>

Source: field survey, 2021.

Out of 364 questionnaires distributed, 273 (75%) were returned in good fate. 50 copies of the questionnaire were not returned whereas 41 were wrongly filled. The questionnaire was based on structured five-point Likert scale with the following options and associated weight respectively. They are strongly agreed (SA) = 5, Agree (A) =4, Undecided (UD) =3, Disagree (D) = 2 and strongly disagreed (SD) =

The instrument was validated both in face and the content by the experts in the field of management. All the scale used to measure the construct were checked and reported, accurately. Concerning the reliability of the instrument, the test-retest techniques were used. The researcher gave 20 copies of the instrument to some staff outside the study area to answer. After an interval of two weeks, the researcher administered the same questions to some group of people and their

average reliability coefficient is 0.09% reliable.

The data collected in the process of this study were presented, analyzed and interpreted. The hypotheses formulated were tested using Z-score. Z-score is the standard normal distribution with mean 0 and variance 1. The choice of applying Z-score was influenced by the large population of the study. The Z-score at 5% significance for one tail is – 1.645 (see Z-table)

The formula given as follows Z-score cal =  $\frac{x - \mu}{SD}$

Where x = mean score,  $\mu$  = average mean score and SD = Standard deviation.

### 4. Data Analysis and Findings

#### Research Question One:

Research question one is in a well-planned and retained talents and organizational



performance. Accordingly, respondent's opinion was sought and the level of agreement or disagreement with the

statements measured through the Likert scale. The result of data analysis for the research questions is presented on table

**Table 4.1.1 Respondents opinion on talent management and employee performance.**

S/N	Test Questions	SA	A	UD	D	SD	Total
1	Business organizations are faces with changes in the environment which affects their operations	117 (43)	98 (36)	20 (7)	25 (9)	13 (5)	273 (100)
2	Business organizations requires long-term competitive advantage to remain in business,	114 (42)	102 (37)	18 (7)	23 (8)	16 (6)	273 (100)
3	Talent management is a tool for improving processes and strategic	120 (43.9)	100 (36.6)	21 (7.7)	22 (8.1)	10 (3.7)	273 (100)
4	Talent management provides the potentials for long-term competitive advantage.	101 (37)	80 (39)	14 (5)	48 (18)	30 (11)	273 (100)
5	Talent management attracts, retains, develops and motivates people to drive the success of organization.	99 (36)	87 (32)	12 (4)	40 (15)	35 (13)	273 (100)
6	A well planned and managed talents increase organizational performance.	112 (41)	90 (33)	20 (7)	30 (11)	23 (8)	273 (100)
7	Talent management emphasizes training of the workforce to develop needed talent to improve performance.	105 (38)	97 (34)	11 (4)	40 (15)	25 (9)	273 (100)
8	Talent management creates wealth and enhances organizational performance.	96 (35.2)	80 (29.3)	17 (6.2)	50 (18.3)	30 (11.0)	273 (100)
9	Talent management improves employee's performance.	104 (38.1)	82 (30.1)	22 (8.1)	45 (16.5)	20 (7.3)	273 (100)
10	Proper implementation of talent management in organization helps to reduce mobility.	113 (41)	73 (27)	12 (4)	40 (15)	35 (13)	273 (100)
	Total	1081	884	167	363	363	2730
	Percentage %	(40)	(32)	(6)	(13)	(9)	100
	Cumulative frequency	108	88	17	36	24	273

Source: field survey, 2021



As could be seen from Table 4.1.1, (40%) of the respondents on the average strongly agreed with all the items on the table, (32%) merely agreed, (13%) disagreed, (9 %) strongly disagreed, whereas (6%) of the respondents remain undecided. However, there were variations in opinions across the items.

For example, (37%) and (41%) of the respondents strongly agreed with items 4 and 6 respectively. Also, (29%) and (33%) of the respondents merely agreed with item 4 and 6. (18%) and (11%) merely disagreed, (11%) and (8%) strongly disagreed, whereas

(5%) and (7%) remain undecided. It could be concluded that a well-managed talent increases employee’s opportunities.

**Research Question Two:**

Research question top is on top management participation and organizational performance. Accordingly, respondent’s opinion was sought and the level of agreement or disagreement with the statements measured through the Likert scale. The result of data analysis for the research question is presented on table 4.1.2 below;

**Table 4.1.2: Respondents opinion on top management participation in talent management implementation and employee performance.**

S/N	Test Questions	SA	A	UD	D	SD	Total
1	Top management in organization set goals and these goals are achieved through the employees.	93 (34)	86 (31.5)	16 (5.9)	48 (17.6)	30 (11)	273 (100)
2	Talent management practice provides strategies that could be adopted by the top management to manage the workforce to achieve effective performance.	98 (36)	76 (28)	24 (8)	40 (15)	35 (13)	273 (100)
3	Talent management practice exposes the top management on the best way to motivate and lead employees to achieve optimum performance.	112 (41)	88 (32)	10 (4)	31 (11)	32 (12)	273 (100)
4	Top management is required to actively participate and ensure effective implementation of talent management that is aimed at improving performance.	110 (40)	87 (32)	18 (7)	38 (14)	20 (7)	273 (100)
5	Equal participation of organizational members in talent management programs increases organizational productivity.	114 (42)	90 (33)	10 (4)	34 (12)	25 (9)	273 (100)
6	Top management adopts the cultural perspective so as to improve employee’s productivity.	93 (42)	87 (32)	21 (8)	42 (15)	30 (11)	273 (100)



7	Top management is responsible for aligning the capabilities towards achieving effective performance.	112 (41)	88 (32)	15 (6)	30 (11)	28 (10)	273 (100)
8	Top management participation in talent management helps organizations to exploit opportunities for improvement.	94 (34)	75 (28)	20 (7)	50 (18)	34 (13)	273 (100)
9	Top management participation in talent management requires commitment of organizational resources to achieve effective productivity.	90 (33)	85 (30)	20 (7)	45 (17)	33 (12)	273 (100)
10	Top management participation in talent management encourages employees to increase their morale towards achieving organizational goals.	100 (37)	85 (31)	18 (7)	40 (14)	30 (11)	273 (100)
	Total	1016	847	172	398	297	2730
	Percentage %	(37)	(31)	(6)	(15)	(11)	100
	Cumulative frequency	101	85	17	40	30	273

Source: field survey, 2021.

As could be seen from Table 4.1.2, (37%) of the respondents on the average strongly agreed with all the items on the table, (31%) merely agreed, (15%) disagreed and (11%) strongly disagreed, whereas (6%) of the respondents remain undecided. However, there were variations in opinion across the items. For example, (40%) and (34%) of the respondents strongly agreed with item 4 and 8 respectively. Also, (32%) and (28%) of the respondents merely agreed with items 4 and 8 respectively. (14%) and (18%) disagreed, (7%) and (13%) strongly disagreed, whereas (7%) remain undecided with item 4 and 8. it

could be concluded that top management participation in talent management improves employee’s productivity.

**Research Question Three**

Research question three is on talent management program and techniques aimed at improving organizational performance. Accordingly, respondent’s opinion was sought and the level of agreement or disagreement with statements measured through the Likert scale. The result of data analysis for the research question is presented in the table 4.1.3 below:

**Table 4.1.3: Respondent opinion on Adoption of talent management program and Techniques and organizational performance.**

S/N	Test Questions	SA	A	UD	D	SD	Total
1	Talent management is pivotal to the survival of any organization.	98 (38)	80 (29)	20 (7)	40 (15)	35 (13)	273 (100)



2	Successful organization integrates their talent development process with their business strategy.	101 (37)	82 (30)	10 (4)	50 (18)	30 (10)	273 (100)
3	Employee in your organization take the responsibility and control for talent development.	103 (37)	76 (29)	16 (6)	48 (18)	28 (10)	273 (100)
4	Adoption of talent management program and techniques in your organization aims at improving employee performance.	88 (49.4)	76 (32)	22 (8)	50 (18)	37 (14)	273 (100)
5	Employees develop their capabilities if organization can provide real-life tools need to master the job	94 (34)	84 (31)	14 (5)	45 (17)	36 (13)	273 (100)
6	Deploying employees to master and develop the deep-rooted skills, interest and knowledge helps to improve employee performance.	106 (39)	90 (33)	10 (4)	41 (14)	26 (10)	273 (100)
7	Connecting organizational talents involves providing guidance they need to build network that enhance employee's performance	102 (37)	87 (33)	18 (7)	42 (15)	24 (9)	273 (100)
8	Career progression is one of the techniques for retaining employees in organizations.	98 (36)	77 (28)	16 (6)	50 (18)	32 (12)	273 (100)
9	A work-based development programmes is a technique that helps to improve employee's capability.	110 (40)	97 (36)	16 (6)	50 (18)	20 (7)	273 (100)
10	Classroom based learning is a traditional method not an effective technique for improving employee's performance	100 (37)	95 (35)	20 (7)	34 (12)	24 (9)	273 (100)
	<b>Total</b>	<b>1000</b>	<b>884</b>	<b>156</b>	<b>436</b>	<b>292</b>	<b>2730</b>
	<b>Percentage %</b>	<b>(36.6)</b>	<b>(31.0)</b>	<b>(5.7)</b>	<b>(16.0)</b>	<b>(10.7)</b>	<b>100</b>
	<b>Cumulative frequency</b>	<b>100</b>	<b>84.6</b>	<b>15.6</b>	<b>43.6</b>	<b>28.4</b>	<b>273</b>

Source: field survey, 2021

As could be seen from Table 4.1.2, (36.6%) of the respondents on the average strongly agreed with all the items on the table, (31%) merely agreed, (16%) disagreed and (10.7%) strongly disagreed, whereas (5.7%) of the respondents remain undecided. However, there were variations in opinion across the items. For example, (32%) and (40%) of the respondents strongly agreed

with item 4 and 9 respectively. Also, (28%) and (26%) of the respondents merely agreed with items 4 and 9 respectively. (18%) and (13%) disagreed, (14%) and (9%) strongly disagreed, whereas (8%) and (4%) remain undecided with item 4 and 9. It could be concluded that adoption of talent management programmes and techniques aim at improving employee's performance.



## Summary of Findings

The findings revealed that a well-planned and retained talent has the potency to improve employee's performance. In line with the objective one, a well-planned and retained talent provides the necessary potentials and capabilities organization's needs. It helps to develop competent and agile workforce that match the context required to improve employee performance. This finding is strongly supported by Wunm (2012), when he states that proper planning and implementation of talent management policies, programmes and processes significantly improves employee's performance.

Another finding revealed that top management participation in talent management implementation helps to improve employee's performance. In line with objective two, leaders who have adopted the talent management mindset understand that this responsibility cannot be delegated. They consider talent management a critical part of their own jobs.

Apart from improving employee's performance, top management is seen as a leader, heads of departments and supervisors etc. they should not be left out, and they are responsible for aligning the capabilities in the organizations to achieve optimum performance. The finding is in line with what Kagwiria (2013) found in his study, that talent management involves positioning the right people in the right jobs and thus helps to ensure that employees maximize their talent for optimal success of the organization.

Other findings also revealed that the adoption of talent management development programmes and techniques aim at improving employee's performance, and a work-based development program is an effective technique that can help to improve employee's performance.

## 5. Conclusion and Recommendations

### Conclusion

Talent management is a real challenge for all organizations that do not only want to survive on the market, but they would rather thrive on today's highly competitive business environment. As could be seen from the findings above, organization's talent management has the potency to drive organization's success. An organization talent injects capabilities that are very difficult for competitors to benchmark and replicable.

The research therefore concluded that a well-planned and retained talent helps employees to contribute optimally towards organizational performance. This could be achieved through proper planning of the processes involved in attracting the right people in the organization, as well as providing adequate pay, incentives and other benefits that could increase the employees morale towards improving organizational performance.

Top management participating in the implementation of talent management helps to improve employee's performance. Top management has the capacity to identify the talent gaps and fill those gaps to improve employee performance.

Encouraging active involvement of the top managements and providing adequate resources that could help in the implementation of talent management development programs goes a long way to improve employee performance.

Adoption of talent management development programs and techniques aims at improving employee's performance. An effective development program included adopting of work-based program and a 70-20-10% technique that have the potential to improve employee performance.



## Recommendations

The public sector should take adequate responsibility and control for their talent management development to ensure a sustainable and innovative service delivery for customer satisfaction and achievement of their organizational goals. The public sector should encourage active participation of the top management and map out adequate resources which can be used to improve employee performance. Through top management participation in the implementation of talent management, organizations need to align talent management with their business strategy, human resources strategy and the organizational culture.

Talent management programs and techniques in the organization should be result oriented and should not be seen as human resources management style. It does not only need the coexistence with other organizational programs and systems but its roles are to support and coordinate them.

The Government in the developing countries, especially Nigeria, should take the issue of talent management development very important in their economic policies from time to time.

Adequate resources should be mapped out for the development of talents in organization to ensure that talents in organization, stands the test of the time in terms of technological advancement, globalization and demographic changes that affects the level of employee productivity.

Finally, the public sector should pay more attention to the education and training of organizational members on the scientific method of managing organizational talents with the aim of replacing the guess work and intuition currently in use.

## References

- Adeyemo, D. O. and Adeleke, S. (2008). A review of Privatization and Enterprise reforms in Nigeria. *Contemporary Management Research Journal*, 6(23), 11-24.
- Aguinis, H. Gottfredom and Joe, I. I. (2012). Using Performance management to win the talent war. *Business Horizons* 55, 609-620.
- All Taha, V. and Sirkova, M. (2012). Talent management in Organization. *Journal of contemporary research in business*. 2(2), 43-56
- Gregory, P. (2015), Handbook of Human Resources Management. United Kingdom: Kogan page.
- Ana, H. (2009) War against Talent, Faculty of social sciences and behavioral science. Tilburg: University press.
- Asheidge, C. (2007). Talent management: Maximizing talents for business performance, Chattered Institute of Management. <http://www.ashnge.com.U.K>
- Aswathappa, K. (2015) Human Resources and personal management Kuala Lumpur: Tata Mcgraw hill
- Ayida, A. A. (2007). The 1994 Civil Service Reforms: Reviewed and Prospects; Kuru; National Institute
- Graham, P. (2018). Effectiveness of talent management strategies: *European Journals of International management* 6 (54), 12-26.
- Tansley, A. (2011), Talent Management Future Inventory. First century: *Harvard business Review* 82(3), 78-90.



- Prayer A (2009), Training and learning development, available at: [www.businessballs.com/trainindex.htm](http://www.businessballs.com/trainindex.htm)
- Mendez (2011) annual survey report: learning and talent development, London: Chattered Institute of personnel and development. Retrieved from <http://www.cpd.co.uk>.
- Echols, U. (2007), Winning the turnover war retrieved 20<sup>th</sup> May 2013 from [www.talenmgt.com](http://www.talenmgt.com)
- Egerova, D. (2013) Integrated talent management plan:NAVA University
- Feglaey, S. (2006) Talent management survey report. Society for human resource management (SHRM), <http://www.shrm.org>
- Garavan, T.N., Carbery, R. and Rock, A. (2012) Mapping talent development definition scope and architecture: European journal of Training and development, vol.31. no 1
- Gerdner, T.M. (2002) Competitive interaction for scarce human resources. Human resources management periodicals
- Gibbons J. (2006), Employee engagement: a review of current research and its implication, New York: conference board.
- Gomez, L.R, Bukins, D.B. and Robert, L.C. (2006) managing human resources, 4<sup>th</sup> edition, USA, Prentice hill
- Idemobi, E, Onyeizugbe, C.U. and Akunuonu, E. (2011). Compensation management a tool for improving organizational performance in the Public sector. Jour of policy and strategic Research Vol.3. No.2
- Kagwiria, R.I (2012), Role of talent management on Organizational Performance. International journal of humanities and social science.
- Kehinde , JS. (2012) talent management effect on organizational performance: journal of management research Vol 4:2
- Lawler, (2008), Making people your competitive advantage, USA: university of California
- Burkins, R and Osula, R (2011), Talent management: a critical review human resource management Review, Vol.10
- Longman dictionary of contemporary English (2006). London: Pearson's End
- Mercer, S.R (2005), Best-in-class Leadership. Leadership excellences: retrieved from <http://fsearch.proquest.com/docview>
- McCartney, C. and Garrow, V. (2006) Talent Journey, Research Reports, Hasnam: Roffey Park Institute
- Mounanu, O. Igwe, N and Onwumere, (2012), Empirical Investigation into the Performance management practices in Nigeria: European Journal of Business and Management. Vol 4. No.15
- Newman, G. (2010), Talent management in a difficult Economic Climate, Ferry International and Korn/ferry international Future Step Inc.
- Ochley, A. (2007), The development and Evaluation of a potential Talent management competency model.



- Unpublished thesis, Stellenbosch:  
University of Stellenbosch.
- SHRM, (2006), Talent Management  
<http://www.Siue.edu/stactv/index>
- Stockley, D. (2007), Total Management  
concept – Definition and  
Explanation, Email Newsletter,  
available  
at:[www.derekstockley.com.au](http://www.derekstockley.com.au)
- Tansley, U. (2001), Organization's  
Talent Identification. *International  
Business Journal* Vol 8. No. 625.
- Vaiman, V. and Vance, C. (2008) Smart  
Talent Management Building  
Knowledge Assets for competitive  
Advantage: UK Edward Elgar  
publishing Ltd.
- Wikstron, B. and Martin, D. (2012),  
Employee Development and  
Performance culture in  
organization; *Journal of  
Management Research* Vol. 4  
No.3, Wurium B.P. (2011),  
Organisation control and  
Development of High Potentials,  
*Journal of Management Research*  
Vol. 4 No. 4.
- Yamane, T. (1964) *Statistics: An  
Introductory Analysis*, Portland:  
Hamper and Row Publishers.