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## The effect of talent management practices on employee performance in Nigerian local governments

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### Abstract

Effective talent management is vital for enhancing employees and organizational productivity, performance and overall accomplishment. However, many organizations, particularly within the Nigerian public sector, struggle to attract and retain their most talented and qualified employees. This study intends to explore the effect of talent management practices (TMPs) on employee performance in Ilorin-south Local Government of Kwara State, Nigeria. Data was gathered from the Local Government Staff via a questionnaire, utilizing a stratified sampling technique to get a sample size of 129 from a totality of 194, as established by Krejcie and Morgan (1970). Regression analysis was utilized to analysis the projected hypotheses. The findings signify that talent attraction ( $R^2 = 0.390$ ;  $P$ -value  $< 0.005$ ), talent development ( $R^2 = 0.423$ ;  $P$ -value  $< 0.05$ ), and talent retention ( $R^2 = 0.415$ ;  $P$ -value  $< 0.005$ ) all have significant positive effects on employee's performance. Therefore, the study concluded that talent management is a fundamental human resource policy in organization that significantly influences employee performance in the workplace. It is recommended that the management and administrators of Ilorin-south Local Government should prioritize talent management practices to enhance employee commitment and performance, thus increasing individual contributions within the organization.

**Keywords:** Employee performance, local government, talent attraction, talent development, talent management, talent retention

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### 1. Introduction

Talent management (TM) has emerged as a crucial, future-oriented practice that enhances organizational performance across both private and public sectors globally (Ganaie & Haque, 2017). Institutions increasingly recognize the necessity of attracting a talented workforce, particularly within the public sector, where high-level thinking and administrative skills are in demand. Despite the scarcity of talent, governments at all levels are not only competing for financial and technological resources but also for highly skilled human resources, which are often regarded as the most valuable assets a society can possess. Therefore, effective human resource

management (HRM) is essential for governments aiming to attract and retain valuable employees.

As Abass and Cross (2018) noted, TM is a contemporary human resource practice that integrates highly skilled professionals into organizational operations. Dhanabhakym and Sowmya (2015) described it as "old wine in a new bottle," reflecting its evolution from traditional HR practices. In essence, TM involves acquiring skilled employees and fostering their full potential to meet mutual goals. It encompasses processes such as attracting, integrating, developing, compensating, motivating, and retaining a highly skilled workforce (Gallardo-Gallardo, Thunnissen & Scullion, 2019).



However, according to Kehinde (2012), many organizations, particularly in Nigerian local governments, fail to effectively nurture and retain talented employees, even when they have been identified. This leads to a high turnover rate, as employees move from one institution to another in search of better opportunities. Consequently, local governments struggle to retain talented individuals, leading to a shortage of skilled workers, exacerbated by poor talent management systems (Cappelli, 2008). As a result, worker performance in many Nigerian local government councils is low, adversely affecting service delivery to communities (Ekpe, 2019). The Nigerian Institute of Social and Economic Research (NISER) highlights that weak talent management practices, compounded by political interference, corruption, and inadequate funding, have further eroded the quality of public sector performance. Fedelia (2021) emphasized that recruitment in Nigerian local governments is often influenced by connections rather than merit, stifling the development of talented employees. This "who you know, not what you know" approach diminishes the need for skill development, hampering the growth of talent in the establishment. The issue of talent shortages is not unique to Nigeria. Globally, the U.S. Bureau of Labor Statistics (2020) reported an alarming decline in available talent, predicting that by 2030, 85 million jobs could remain unoccupied owing to a shortage of competent candidates. This raises critical questions about the role of TM in enhancing employee and organizational performance. Given the scarcity of talent, Nigerian local government administrators must adopt effective human resource policies to recruit and retain skilled workers. Scholars argue that strategies such as competitive compensation, talent retention policies, and employer branding are key to attracting and maintaining a capable workforce (Ott

*et.al.*, 2018; Tlaiss *et.al.* 2017). While much of the existing research on TM in Nigeria has focused on the manufacturing sector and federal public administration (Oladimeji, Abdulkareem & Ishola, 2023; Ogbari *et.al.*, 2018; Kehinde, 2012), little attention has been given to talent management practices at the local government level, particularly in Ilorin-south Local Government, Kwara State. In light of the above discussions, this review seeks to study the effect of talent management (i.e. talent attraction, talent development and talent retention) on employee performance in Ilorin-south Local Government Area, Ilorin, Kwara State, Nigeria.

## **2. Literature Review and Theoretical Development**

### **Employee Performance**

Employee performance (EP) refers to how effectively an employee carries out the responsibilities of their role and their conduct within the workplace. It is crucial to every facet of an organization, as it influences the organization's financial outcomes, culture, and employee retention. Scholars have identified two primary aspects of performance: the behavioral aspect and the outcome aspect. Some researchers argue that performance should be measured solely by one of these aspects, while others believe both aspects should be considered together when evaluating EP (Ahmad & Shahzad, 2011; Campbell, 1990; Hughes, Ginnett & Curphy, 2009; Aguinis, 2009). For instance, Muchinsky (2006) defines EP as a set of observable behaviours that can be studied, measured, and assessed based on individual attainments. Similarly, McConnel (2003) describes EP as measurable accomplishments. Bhatia and Jain (2012) further suggest that performance could be appraised by a mixture of quantity, quality, moment in time, and cost. Overall, employee performance covers the quality, efficiency, and effectiveness of a



workforce's work, reflecting their value to the organization.

Conventionally, EP was defined by what a worker accomplished or failed to achieve. Güngör (2011) expands this view, stating that performance may include the quantity and quality of output, timeliness, attendance, and teamwork. Within an organizational context, EP can be understood as the degree to which an individual contributes to achieving the organization's goals. Ameen, Ifatimehin, and Alabi (2014) highlight various factors, including punctuality, job responsibilities, discipline, loyalty, accountability, training, and cooperation, as key indicators of EP. These elements are essential in evaluating how effectively an employee contributes to the organization's success. Czarnowsky (2008) sees performance as employees who are mentally and emotionally engaged in their work and contribute to their employer's success. His findings align with earlier studies by Maslach *et al.* (2001) and Kahn (1990), emphasizing the importance of creating meaningful work environments, offering learning opportunities, and focusing on employee well-being. This highlights the broader idea that EP is not just about meeting targets but also about the emotional and psychological investment of workers in their roles.

To enhance EP, organizations can adopt various strategies such as regular training, compensation, rewards, timely promotions, and frequent feedback. Recognizing employees' contributions and offering competitive salaries can foster loyalty, engagement, and commitment, leading to better performance. When employees receive benefits and support from their organization, they are more likely to be motivated and dedicated, putting their best efforts into their work to achieve optimal results. Thus, EP is directly linked to talent management practices like talent attraction, development, and retention, as these create

an environment that nurtures and sustains high levels of performance.

### **Constructing on Talent Management Practices (TMPs) in the Current Research**

Talent management (TM) refers to the strategic process of enhancing organizational value by attracting, retaining, and developing skilled individuals to meet present and future leadership needs (Raju, 2018). In spite of the growing popularity of TM since 2007 (Gallardo-Gallardo *et al.*, 2015), there remains a lack of clarity regarding its meaning, objectives and scope (Lewis & Heckman, 2006). This uncertainty, together with inadequate theoretical advancement, has hindered both academic research and practical application (Lewis & Heckman, 2006). Ballesteros and Inmaculada (2010) defined TM as a set of human capital strategies aimed at maximizing the use of skilled individuals to fulfill organizational goals. Armstrong (2009) equally described it as a process of attracting, assessing, developing, and retaining an organization's most valuable employees. Noe *et al.* (2016) also emphasized that TM is a community mechanism for motivating highly skilled employees and managers.

Likewise, Gumus *et al.* (2020) emphasized that TM includes identifying, developing, engaging, and retaining high performers with potential for current or future leadership roles. Betchoo (2017) categorized TM as a collection of practices intended in attracting and developing talent that can adapt and contribute to the organization's future needs. This forward-looking perspective accentuates the significance of not only recruiting talent but also cultivating it internally to ensure its future utility. Daley (2008) argued that modern human resource management accomplishes alignment between organizational goals and employee career aspirations primarily through talent management practices (TMPs). As a



modern concept, TM aims to enhance mutual efficiency by optimizing human capital through recruitment, development, and retention systems (Kehinde, 2012). These systems focus on acquiring and nurturing capable personnel to meet both recent and upcoming organizational desires (D'Annunzio-Green, 2008). Researchers such as Anwar *et al.* (2014) as well as Hajikaimisari *et al.* (2010) have identified key components of TM, including talent identification, development, and engagement. In contrast, Koltapeh *et al.* (2015), along with Oladapo (2014) and Shirkhani and Nazari (2014), emphasize talent attraction, development, and retention. Also, Hamidi, Saberi, and Safari (2014) point to talent identification, selection, and development, while Beheshtifar, Nasab, and Moghadam (2012) highlight talent attraction, evaluation, development, and retention.

Hakro *et al.* (2022) introduced a four-dimensional approach to TMPs: talent attraction, talent development, employee adaptation, and talent retention. The first phase involves attracting candidates with relevant qualifications and expertise (Jhatial *et al.*, 2012). Next is talent development, which focuses on providing training to ensure employees meet organizational expectations (Theodorsson *et al.*, 2022). Training is tailored to the specific needs of employees, as identified through role-based assessments (Mahesar, 2015). The third dimension is employee adaptation, where employees remain aligned with their jobs, enhancing their skills and professional capabilities for long-term growth (Theodorsson *et al.*, 2022). Finally, talent retention remains a key challenge, as talented employees often move between organizations (Tunio *et al.*, 2021), and retaining them is critical for long-term organizational success (Gilal *et al.*, 2022). Based on these TMPs, this study identifies three vital dimensions: talent attraction, talent development, and talent retention. These interconnected practices

ensure that establishments can acquire, nurture, and retain the skilled workforce necessary for achieving their goals and maintaining competitive advantage.

#### Talent Attraction

Talent attraction has become a critical focus within human resource management, drawing both academic and practical attention due to its strategic role in organizational success. Tran and Smith (2020) describe talent attraction as a complex process that involves not only identifying highly skilled individuals but also engaging and integrating them into the organization. This strategic approach helps organizations maintain a competitive edge in the dynamic labor market. González-Masip *et al.* (2019) add that talent attraction is deeply rooted in an organization's culture, values, and growth opportunities, emphasizing its role in securing individuals who align with long-term organizational goals.

Andersson and Karbalai (2023) take a proactive approach by highlighting the importance of cultivating a strong employer brand to attract top talent. They argue that this process not only improves workforce performance but also drives innovation. Meanwhile, Turner (2017) focuses on creating a compelling value proposition to entice potential candidates, while Chen and Kim (2018) emphasize the use of data-driven insights to tailor recruitment strategies. Armstrong and Taylor (2014) reinforce that talent attraction involves recruitment, selection, employer branding, and employee value propositions. Whether organizations recruit from internal or external sources, talent attraction is a multifaceted strategy essential for sustaining organizational competitiveness.

#### Talent Development

Talent development plays an equally vital role in organizational success, serving as a key mechanism for improving employee performance and fostering long-term growth. As Davis *et al.* (2007) note, talent



development involves structured programs aimed at enhancing employees' skills and aligning them with organizational needs. Pruis (2011) views it as a systematic process essential for maintaining stability and productivity, while Neal and Sonsino (2012) emphasize that the operational development of employees is critical to the survival of organizations.

Ketter (2010) noted that, principally in sectors with limited human resources, such as non-governmental organizations, talent development is essential for remaining competitive. Noe (2016) further argues that development activities, including education and on-the-job experiences, not only enhance employee skills but also reduce turnover by demonstrating the organization's investment in their growth. Jacobs and Washington (2003) support this by stating that employee development comprises organized activities designed to help individuals reach their full potential in line with organizational goals. Overall, talent development ensures that employees grow professionally while contributing to the broader objectives of the organization.

#### Talent Retention

Talent retention, another crucial component of human resource management, involves strategies to keep talented employees from leaving the organization. Ibidunni *et al.* (2016) define talent retention as the process by which organizations implement policies to retain and develop employees, creating an environment that fosters loyalty and engagement. Armstrong (2006) describes retention as a strategy focused on maintaining top performers, who are often at risk of leaving. Lyria, Namusonge, and Karanja (2017) emphasize that demographic factors, such as age, gender, and background, can influence retention, with younger employees more likely to change jobs regularly.

Chitsaz-Isfahani and Boustani (2014) highlighted that retention is closely correlated to organizational culture and

employee self-esteem. Vaiman and Vance (2010) argue that monetary rewards are a critical tool for retaining talent, while Lockwood (2006) points to the importance of comprehensive compensation packages, including life insurance and medical benefits. As Lyria, Namusonge, and Karanja (2017) assert, the goal of talent retention is to encourage employees to stay for as long as possible. CIPD (2015) further suggests that organizations can retain talent by improving pay, offering development opportunities, and promoting work-life balance. Retention strategies, therefore, play a pivotal role in preventing turnover and ensuring that skilled employees remain committed to organizational success.

Collectively, talent attraction, development, and retention form a cohesive framework for managing human capital. Talent attraction focuses on bringing in individuals who align with organizational values and goals, while talent development ensures that these individuals continue to grow and contribute effectively. Retention strategies then work to keep these valuable employees within the organization, creating a sustainable cycle of growth and stability. Each element builds upon the other, highlighting the interconnectedness of these practices in driving organizational success.

#### **Talent Management Practices (TMPs) and employee performance (EP)**

Organizations in the modern days are increasingly focused on selecting and retaining competent individuals (Iles *et al.*, 2020). Research indicates that TMPs, such as talent attraction, development, and retention, significantly enhance employee commitment and performance (Yuniati *et al.*, 2021; Sumarto & Rumaningsih, 2021; Ayub, 2017). When employees perceive positive TMPs, they are more engaged and motivated to contribute to their organizations. Friday and Mlanga (2019) found that talent management (TM) strongly influences worker devotion and



performance, concluding that practices like talent attraction, development, and retention foster both commitment and enhanced performance. Similarly, Kehinde (2012) observed that effective talent management positively impacts both employee and organizational performance. Beyond individual performance, TM also plays a role in organizational innovation. Shirkhani and Nazari (2014) demonstrated that talent management significantly impacts organizational entrepreneurship, while Onwuka *et al.* (2015) highlighted the strong relationship between TM and EP. Recent findings by Nelson and Gunawan (2023) affirm the critical role of knowledge and TM in promoting employee engagement, commitment, and overall performance. Sigroha and Dahiya (2023) also emphasize the positive effect of talent acquisition, development, and retention on employee organizational performance. Thus, talent development is essential for cultivating creativity, enhancing skills, and motivating employees to perform at their best (Wahba, 2015; Zahorsky, 2010). Employees who are given opportunities to learn and grow tend to stay longer with their organizations, as they feel valued and challenged (Abbas *et al.*, 2014; Vnoučková, 2014). Strategic HRM practices, including talent development, contribute to improved individual and organizational performance, as employees become more committed and motivated to achieve superior results (Becker & Huselid, 2006). Jain and Khurana (2017) found that training and development significantly impact job satisfaction and organizational commitment, leading to better employee performance. In alignment with these findings, Friday and Sunday (2019) emphasized that employee commitment/performance positively influences talent development. Additionally, Praidia and Sundaray (2020) observed that training programs boost employee engagement, while Pasaribu *et al.* (2021) concluded that workforce

development enhances employee performance. Costen and Salazar (2011) echoed these sentiments, demonstrating that training and development foster job satisfaction, loyalty, and retention, particularly in the U.S. lodging industry. These findings underscore that organizations with robust talent development initiatives tend to experience higher levels of employee satisfaction and performance.

Moreover, Talent attraction has a significant influence on employee engagement and performance. Friday and Mlanga (2019) confirmed that well-executed talent attraction strategies positively impact employee engagement and performance. Organizations that aim to achieve strategic objectives must adopt innovative approaches to attract, develop, and retain top talent (Poorhosseinzadeh & Subramaniam, 2012). Effective talent attraction involves recruiting high-performing individuals, whether externally or internally, to fill key roles. Organizations that successfully create a positive talent climate not only attract top candidates but also retain them, fostering long-term organizational success (Turban & Cable, 2003; Sutherland & Jordaan, 2004). A positive talent climate, one that values employees' contributions and offers development opportunities, is crucial for both attracting and retaining top talent. This approach, according to Sutherland and Jordaan (2004), is a strong predictor of job satisfaction, which, in turn, enhances employee retention and performance.

Furthermore, talent retention plays an equally important role in organizational success, as it directly influences employee commitment and performance. Studies by Kurdi and Alshurideh (2020) and Osaro (2016) highlight the importance of retaining employees to ensure sustained organizational performance. Sigroha and Dahiya (2023) affirm that talent retention strategies contribute to higher employee commitment and performance, as retained



employees feel motivated and valued within the organization. Kaleem (2019) further emphasizes that talent retention encourages employees to maximize their potential by offering continuous feedback and recognizing their achievements. Dawwas (2022) corroborates these findings, demonstrating that talent retention, along with talent acquisition and development, significantly enhances employee commitment and performance. Employees who perceive a positive talent management environment are more likely to exhibit high levels of engagement and contribute to improved organizational outcomes.

Conclusively, TMPs such as attraction, development, and retention are key drivers of EP and organizational accomplishment. Research consistently demonstrates that effectual talent attraction brings in high-potential individuals, talent development nurtures their skills and growth, and talent retention ensures that these individuals remain committed to the organization. This comprehensive approach to talent management not only fosters higher levels of employee performance but also promotes loyalty and long-term organizational success. As demonstrated by multiple studies (Yuniati *et al.*, 2021; Sumarto & Rumaningsih, 2021; Ayub, 2017), organizations that invest in talent management practices can expect to see enhanced employee satisfaction, productivity, and profitability. Built on the findings above, this research projected the following hypotheses:

*H<sub>01</sub>: talent attraction significantly has effect on employee performance.*

*H<sub>02</sub>: talent development significantly has effect on employee performance.*

*H<sub>03</sub>: talent retention significantly has effect on employee performance.*

#### **Theoretical Framework: Talent DNA Model**

Shravanthi and Sumanth (2008) introduced the Talent DNA Model, a framework designed to align talent management

practices with an organization's goals. This model revolves around three key components: identifying critical roles, determining the competencies needed for these roles, and creating a database of these competencies. The Talent DNA Model offers a structured approach to making informed decisions regarding talent development, attraction and retention. The model emphasizes that effective talent management must be rooted in an understanding of organizational needs and the required capabilities to meet those needs. This alignment of talent supply with organizational demand is essential for ensuring that organizations have the right people with the right skills to achieve their objectives.

The Talent DNA concept forms the backbone of talent management, serving as a common framework that links various human resource processes, such as career planning and performance management. According to the model, talent management is a continuous cycle that involves planning for talent needs, attracting high-quality candidates, accelerating productivity, retaining top performers, and facilitating talent mobility within the organization. The core of this process is ensuring that organizational capabilities align with business demands (Shravanthi & Sumanth, 2008). By focusing on developing employee capacities, organizations can optimize individual potential, as capacities are seen as the fundamental "DNA" of both the organization and its workforce. The Talent DNA Model begins with translating an organization's vision into specific goals and mapping out the competencies required to achieve those goals. Organizations must assess their current talent to gauge existing capabilities and identify areas for development. By investing in the growth of individual employees, organizations can prepare them for new, more complex roles, principally in response to changing corporation needs.



In the context of Ilorin-South Local Government of Kwara State, Nigeria, the Talent DNA Model is highly applicable. The model's focus on identifying necessary skills, aligning them with job roles, and hiring the right people is essential for local government operations. The adoption of the Talent DNA Model in this setting emphasizes the importance of recruiting and retaining talented employees to improve organizational performance. Ultimately, this framework underscores the significance of talent management practices in enhancing job satisfaction and employee performance, making it a valuable tool for achieving organizational success.

### 3. Methodology

Data for this study were collected from employees of the Ilorin-south Local Government Secretariat in Kwara State using quantitative approach. The total population of the local government workforce is 194 as of August 2023. The population/workforce was divided into six departments: Administration and Human Resource, Agriculture, Works, Treasury, Health, and Planning Research and Statistics, all of which were operational during the research period. To ensure a representative sample and enhance the generalizability of the findings, a proportional stratified random sampling method was employed. As outlined by Neyman (1992), proportional stratified sampling is utilized when a population consists of distinct categories, ensuring that each category is represented in proportion to its size within the overall population. Using Krejcie and Morgan's (1970) sample size determination, the sample for this study comprised 129 participants. The researcher administered questionnaires through the Human Resources department, providing respondents with an explanation of the research's significance and guidelines. Questionnaires were

distributed for respondents to complete, and the researcher subsequently collected them directly, which contributed to a high response rate and encouraged open feedback from participants.

The study employed both descriptive and inferential statistical techniques for data analysis. To ensure the validity and reliability of the questionnaire, measures such as face validity, content validity, and a pilot study were conducted. The constructs were measured using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), facilitating ease of administration and consistency in responses. Demographic variables were treated as categorical data, which aligns with the approach suggested by Zikmund *et al.* (2010). Data collected from the questionnaires were analyzed using the Statistical Package for Social Sciences (SPSS) software, with results summarized and presented in tables and percentages. Additionally, regression analysis was conducted on the primary data to evaluate the significance and impact of the identified independent and dependent variables.

### 4. Results and Discussion

Out of the 129 questionnaires dispersed, 119 were returned and examined to test the formulated hypotheses.

***H<sub>01</sub>: talent attraction significantly hast effect on employee performance in Ilorin-south Local Government, Ilorin***





**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.198 <sup>a</sup>	.390	.034	.72981

a. Predictors: (Constant), Talent attraction

*Interpretation:* the regression analysis results presented in Table 1 indicate an R value of 0.198, an R<sup>2</sup> value of 0.390, an adjusted R<sup>2</sup> of 0.034, and a standard error of estimate of 0.72981. The R value suggests a significant effect exists amid the observed and forecast/predicted values of the variables, while the R<sup>2</sup> indicates that talent attraction accounts for 39% of the

variation in EP. This suggests that the regression model effectively explicates a piece of the variance in the dependent variable. Furthermore, the adjusted R<sup>2</sup> value of 0.034 specifies that the model is well-suited to the data and accurately reflects the goodness of fit within the populace.

**Table 2: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.270	1	4.270	8.017	.005 <sup>b</sup>
	Residual	104.926	197	.533		
	Total	109.196	198			

a. Dependent Variable: Employee performance (EP)

b. Predictors: (Constant), Talent attraction

Furthermore, the ANOVA outcomes specify that the regression sum of squares (4.270) is significantly lower than the residual sum of squares (104.926), suggesting that the model accounts for a lesser piece of the variation in the dependent variable. The calculated F value of 8.017 exceeds the critical value of 3.90,

demonstrating a significant effect. Additionally, the significance level (P = 0.005) is lower than the verge of 0.05, indicating that talent attraction has a considerable influence on EP. Thus, the study establishes a significant effect between the observed variables.

**Table 3: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.843	.606		4.690	.000
	Talent attraction	.122	.043	.198	2.831	.005

a. Dependent Variable: Employee performance (EP)



Table 3 demonstrates the model coefficients, including the intercept and slope. The results reveal that talent attraction significantly has effect on EP at the 5% level, confirming its contribution to enhanced work performance.

**Decision Rule:** Based on the results, the null hypothesis (H<sub>0</sub>) is rejected, as the P-

value (0.000) is less than the significance level (0.05). Consequently, the alternative hypothesis is accepted, affirming that talent attraction significantly has effect on EP in Ilorin-south Local Government.

**H<sub>02</sub>:** talent development significantly has effect on employee performance in Ilorin South Local Government. Ilorin

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 <sup>a</sup>	.423	.420	.56533

a. Predictors: (Constant), Talent development

*Interpretation:* the regression analysis presented in Table 4 shows an R value of 0.651, an R<sup>2</sup> of 0.423, an adjusted R<sup>2</sup> of 0.420, and a standard error of estimate of 0.56533. This R value indicates a moderate influence between the observed and predicted variables. The substantial R<sup>2</sup> value suggests a strong impact of talent development on employee performance, with 42% of the variance in performance attributed to how management values talent planning. This indicates that the regression model effectively explains a considerable proportion of the variation in the dependent variable. Furthermore, the adjusted R<sup>2</sup> suggests the model fits the data well, indicating minimal deviation in the observed associations.

**Table 5: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.235	1	46.235	144.667	.000 <sup>b</sup>
	Residual	62.961	197	.320		
	Total	109.196	198			

a. Dependent Variable: Employee performance (EP)

b. Predictors: (Constant), Talent development

Furthermore, the ANOVA results reveal that the regression sum of squares (46.235) is less than the residual sum of squares (62.961), suggesting that the regression model may be prone to error. However, the predictors account for most of the variations in the dependent variable. The calculated F value (144.667) exceeds the tabulated value (3.90), indicating a significant influence. Additionally, the significance level (P = 0.000) is below 0.05, indicating that talent development substantially affects EP.

**Table 6: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.553	.426		-1.296	.196
	Talent development	.366	.030	.651	12.028	.000

a. Dependent Variable: Employee performance (EP)



Table 6 presents the model coefficients, showing that talent development is significant at the 5% level, confirming its contribution to enhancing EP.

**Decision Rule:** given these results, the null hypothesis (H<sub>0</sub>) is rejected based on the P-value (0.000), which is less than the significance level (0.05). Thus, the

alternative hypothesis is accepted, confirming that talent development significantly has effect on employee performance in Ilorin South Local Government.

**H<sub>03</sub>:** *talent retention has significant effect on employee’s performance in Ilorin South Local Government. Ilorin*

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 <sup>a</sup>	.415	.412	.56955

a. Predictors: (Constant), Talent retention

*Interpretation:* The regression analysis presented in Table 7 reveals an R value of 0.644, an R<sup>2</sup> of 0.415, an adjusted R<sup>2</sup> of 0.412, and a standard error of estimate of 0.56955. The R value indicates a high influence between the observed and predicted values of the variables. The substantial R<sup>2</sup> value indicates that approximately 41% of the variation in employee performance in Ilorin South

Local Government can be attributed to the integration of corporate values into individual employee talent. Thus, the regression model explains a significant portion of the variance in the dependent variable, and the adjusted R<sup>2</sup> suggests a good fit for the model within the population.

**Table 8: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.292	1	45.292	139.622	.000 <sup>b</sup>
	Residual	63.904	197	.324		
	Total	109.196	198			

a. Dependent Variable: Employee performance (EP)

b. Predictors: (Constant), Talent retention

The ANOVA results indicate that the regression sum of squares (45.292) is less than the residual sum of squares (63.904), suggesting a potential for error in the regression model. However, it can be concluded that the predictors account for most of the variation in the dependent variable. The calculated F value (139.622) exceeds the tabulated value (3.90), indicating a significant influence. The

significance level (P = 0.000) is below 0.05, showing that talent retention substantially contributes to variations in EP.

**Table 9: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.121	.482		-2.327	.021
	Talent retention	.410	.035	.644	11.816	.000

a. Dependent Variable: Employee performance (EP)

Table 9 displays the model coefficients, indicating that talent retention is significant at the 5% level, signifies that the variables have contributed to the fluctuation in workers' intention to stay at work.

**Decision Rule:** As a result of the outcome, the null hypothesis ( $H_0$ ) is hereby rejected on the basis that the P-value (0.000) is less than the significant level of (0.5). Subsequently, the alternative hypothesis is accepted which stated that there is a significant effect of talent retention on employee's performance in Ilorin-south Local Government.

#### Discussion of Findings

This study reveals that talent management practices (TMPs) significantly influence employee performance (EP) within the Ilorin-south Local Government of Kwara State, Nigeria. These findings align with previous research conducted by Nelson and Gunawan (2023), Sigroha and Dahiya (2023), Yuniati et al. (2021), Sumarto and Rumaningsih (2021), Ayub (2017), Eketu (2015), Kehinde (2012), Onwuka et al. (2015), and Shirkhani and Nazari (2014). The first hypothesis, which posited that talent attraction significantly has effect on EP, was confirmed. This outcome supports the submissions in the existing theory and empirical findings that specifies that talent attraction played a significant position in influencing EP (Shravanthi & Sumanth, 2008; Sutherland & Jordaan, 2004). This result is consistent with studies by Friday and Mlanga (2019) and Poorhosseinzadeh and Subramaniam (2012). As suggested by Odozi (2003), the

talent attraction process serves as a critical link between current EP and future development opportunities. Noe *et al.* (2004) further emphasize that employee development is most effective when integrated into a talent attraction strategy. Price (2009) highlights that organizational longevity relies heavily on the ability to meet both individual and organizational goals. Therefore, to achieve strategic objectives, local governments must adopt targeted strategies for attracting, developing, and retaining talented individuals. Emphasizing the importance of attracting and retaining high-potential employees who align with the broader goals of the local government is essential for organizational success.

The second hypothesis was also supported, confirming findings from Pasaribu *et al.* (2021) and Praidia and Sundaray (2020). Armstrong (2004) asserts that talent development significantly impacts EP, shaping their progression in alignment with organizational needs and their own potential and preferences. Talent development is crucial for enhancing organizational performance, productivity, and long-term viability in a reasonable environment. Untrained employees can become liabilities, especially as new processes and methods emerge. Organizations that neglect training and development risk fostering employee obsolescence and inflexibility. Achieving organizational goals hinges on equipping employees with the necessary skills through motivation, job satisfaction, and



organizational citizenship behavior (Hardré, 2003; Hewitt, 2009; Koch & McGrath, 1996; Nwuche & Awa, 2011). Employees who receive comprehensive training tend to exhibit higher job satisfaction, loyalty, and commitment to staying with the organization. Thus, linking core competencies with talent management not only benefits employees but also helps local governments upgrade and retain their valuable workforce.

The third hypothesis, which examined the effect of talent retention on EP, was also validated. This result reinforces existing theories and empirical evidence indicating that talent retention is crucial for both employee and organizational performance. Previous studies by Kurdi and Alshurideh (2020), Osaro (2016), Sigroha and Dahiya (2023), and Kaleem (2019) support this conclusion. Mullins (2007) noted that employees strive for continuous progress within their organizations. Talent retention fosters motivation by helping employees recognize their value within the organization. By providing ongoing feedback and acknowledging outstanding performance, organizations encourage employees to maximize their potential for better organizational outcomes. Retention strategies are enhanced when local government employees receive competitive compensation and benefits, enjoy a supportive work culture, and have opportunities for professional development while maintaining a work-life balance. Ultimately, EP is influenced by how well local government organizations integrate community values with individual employee talents.

Thus, drawing upon Talent DNA Model and some empirical findings, this research has affected meaningful theoretical contributions to the TMPs research field. The findings of the current study accentuate the assumptions of Talent DNA Model. Practically, the research gives certain guides for the stakeholders, local government, and directors in public

organisations, government and policy makers which will be of supports to continue and enriched EP. This study offered important insights on how TMPs (talent attraction, talent development and talent retention) could influence the general performance of workforce in the local government. Subsequently, the results of this study would serve as a blueprint for the policy makers and practitioners in formulating vital policies that could assist and help in improving the overall performance of local government and its workforce.

### **5. Conclusion and Recommendations**

This study was conducted to explore the effect of talent management practices (TMPs) on employee performance (EP), focusing specifically on the dimensions of talent attraction, development, and retention within the Ilorin-south Local Government of Kwara State, Nigeria. Utilizing the Talent DNA Model and a comprehensive review of existing literature, a theoretical framework was established to highlight the critical role of strategic TMPs in enhancing EP. The analysis involved framing and testing three hypotheses using regression analysis, all of which yielded significant results. The findings indicate that TMPs are essential for improving both organizational and EP. To optimize performance within the Ilorin-south Local Government, there should be a strong emphasis on training, retraining, and the overall development of employees. Additionally, factors such as incentives, competitive compensation, and equitable wages must be prioritized to encourage employee retention and motivation. Local government management should focus on enhancing employees' capabilities and performance by providing opportunities for professional growth and development, coupled with appropriate guidance and constructive feedback. By implementing these strategies, the Ilorin-south Local Government can cultivate a highly skilled



and motivated workforce, ultimately driving organizational success.

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