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Talent Management and Organizational Effectiveness of Tertiary Institutions in Enugu State

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ABSTRACT

This study determined the effect of talent management on the effectiveness of tertiary institutions in Enugu State, using performance management, the independent variables. This study adopted the descriptive survey research design. A sample of 350 staff was used from a population of 2793 using Yaro Yamane formula. Data were collected through the questionnaires distributed to the respondents. The data were analyzed with five point liker's scale, and the hypotheses were tested with simple regression analysis with aid of SPSS version 20.0. From the analysis, the study revealed that performance management has a positive significant effect on effectiveness of tertiary institutions in Enugu State. Based on the findings, the study suggested that management create strategies to locate, recruit, and retain talented individuals. This is because businesses need to create plans to recruit and acquire the right kind of people in order to operate well and outperform their rivals.

Keywords: Talent management, Performance management and Effectiveness

INTRODUCTION

More business owners and management teams now recognize that, rather than being restricted by capital, businesses are often most restricted by skill. "Corporations have learned that, depending on your business strategy and potential hurdles, you need the correct talent at any given time to execute that strategy or overcome those obstacles (Gebelein, 2006). Effective talent management strategies must include some essential elements, according to Leisy and Pyron (2009). These include workforce analytics and planning, which necessitate that the company fully knows the expenses, demographics, and difficulties relating to its personnel in order to effectively evaluate them in light of future business goals and objectives (Akinremi & Adedeji, 2019).

Particularly in the last ten years, the study of talent management has gained popularity. This is due to organizations' growing realization that every human entering the organization at some point has a unique gift, potential, or skill that can be utilized for the benefit of everyone as a whole. Armstrong (2009) asserts that talented individuals have unique aptitudes, skills, and gifts that help them function well (Armstrong, 2009). "Talent" refers to people who have the highest levels of potential and who may significantly impact organizational success, either immediately through their immediate contribution or over the long term. So, finding, developing, attracting, retaining, and deploying such outstanding individuals is the process of talent management (Armstrong, 2009). Over the past five years, organizations have focused more time and money on talent-related activities due to the demand to attract and keep important people. Numerous talent management initiatives have made significant strides, from establishing the groundwork programs to developing and implementing new initiatives including high potential development, leadership development, and succession planning (Khanka, 2013).

One of the biggest issues that firms face globally is talent management. It is particularly difficult given the unstable and changing corporate landscape of today (Meyers & van Woerkom, 2014). Due to the need for both quantitative and qualitative abilities in talent management (Al Ariss, Cascio & Paauwe, 2014; Meyers, Van Woerkom & Dries, 2013). Using talent management, the appropriate employee can be placed in the appropriate role (Devine, 2008). Employee talent is leveraged for maximum organizational success when they are placed in the appropriate roles within the organizations. For institutions and organizations, both public and commercial, talent management is a relatively new field. Most businesses are prioritizing talent management when hiring new employees since research has shown that it is effective at luring, keeping, and developing top talent (Baheshtiffar & Nekoie-Moghadam, 2011).

Due of excessive staff turnover and employee theft by competitors, talent management strategies have faced several difficulties. It is getting more and harder to find, keep, develop, and manage talented and professional staff. For instance, in Kenya, early retirement has led to a shortage of workers since there is not enough competent talent to fill these roles. Workforce planning, recruitment, selection, attraction, retention, motivation, onboarding, career management, talent development, rewards structure, innovation management, and performance management are just a few of the many facets of talent management methods (Pattanayak, 2018; Thunnissen, Boselie, & Fruytier, 2016; Armstrong, 2014).

As managers compete to hire bright workers in order to meet their objectives, talent management methods are becoming more significant in firms today (Keoye, 2014; Skuza, Scullion, & McDonnell, 2013; Boston Consulting Group, 2007). Adapting recruitment strategies to get brilliant people into organizations, managing talent retention concerns, and dealing with the obstacles of growing talent are all current issues (Armstrong, 2014). All of these ultimately aim to boost organizational performance. Additionally, studies on organizational success have focused mostly on financial performance while ignoring non-financial performance. As a result, this study gave more attention to organizational effectiveness that was not financial. This study seeks to determine the effect of talent management on the performance of tertiary institutions in Enugu State, Nigeria.

CONCEPTUAL FRAMEWORK

Talent Management

A examination of the talent management literature finds some disagreement over the topic's conceptual limits. There isn't a single definition of talent management that is clear-cut and consistent, according to Aston and Morton (2005). Despite these objections, Lewis and Heckman (2006) distinguished three main schools of thinking around the idea of talent management. Studies in this genre frequently focus only on certain Human Resource (HR) processes, including as hiring, developing leaders, succession planning, and similar activities.

Talent is the innate capacity of a person to carry out a specific work in a specific manner. An individual's abilities are viewed as the total of their inherent talents, skills, knowledge, experience, intelligence, judgment, and attitude. It also takes into account the person's capacity for learning and development (Nafei, 2016). The term "talent" refers to the distinctive talents, attributes, characteristics, or abilities of individuals who use them to achieve organizational goals (El Nakhla, 2013). On the other hand, talent, according to Wikstrom and Martin (2012), is a stronger mastery of systematically created skills and knowledge in the area of human effort. Due to the fast speed and competitive nature of talent in the twenty-first century, it has emerged as one of the most important pillars that businesses and organizations rely on in order to realize their strategic goals (Mohammad, Yousef, Shadi & Ahmad, 2020).

Performance Management

In order to maximize staff productivity, organizational processes must be guided and ensured by performance management. According to Brudan (2010), performance management is a phrase that is utilized at all levels of the organization and is pervasive in today's business environment since it is ingrained in the body of knowledge of many different disciplines. Organizations use performance management to create goals, establish standards, allocate work, analyze it, and issue rewards all at once (Varma, Budwhar & DeNisi, 2008). According to Briscoe and Claus (2008), performance management is the process by which an organization sets work goals, establishes performance standards, assigns and evaluates workers' work, gives employees feedback, ascertains their needs for training and growth, and gives employees rewards. Performance management procedures are used to assess employee performance within the company. Many firms have increased their usage of performance management practices in recent years. Organizations all across the world have started implementing performance management systems (Palethorpe, 2011). Determining the performance criteria in relation to the target established by their companies has been the biggest obstacle in evaluating the work performance of organizations throughout the world (Parker, Waller, K., & Xu 2013). Systems for measuring performance drive strategy change and guarantee goal alignment (Chan, 2004). Performance management involves establishing a common understanding of the organization's goals and objectives, assisting each person in understanding and appreciating how they contribute to those goals, and managing and enhancing employee and organizational performance (Williams, 2002). Setting up the organization's defined objectives is where the performance management cycle starts and finishes (McDavid & Hawthorn, 2005).

It is regarded as the best method of managing worker performance and includes the appraisal or review procedure (Torrington, Hall & Taylor,2008). By making performance management a continuous process rather than merely an annual event, the focus is changed (Bruce, 2014). According to a study by Newstrom (2011), performance management systems must be regularly examined in order to keep up with global trends that encourage organizations to be more client-responsive. Performance appraisal and staff development are often part of performance management systems (Pulakos, 2004), which involve various levels of analysis and are unmistakably connected to strategic human resource management (Hartog, Boselie & Paauwe, 2004). According to Chubb, Reilly, and Brown (2011), the utilization of competences and simplification are two of the most popular strategies used to increase the efficacy of performance management systems. Tobin and Pettingell (2008) believed that since performance evaluation is everyone's responsibility inside an organization, human resources should not enforce the concept.

Performance management is a systematic and comprehensive method for guaranteeing long-term success in an organization's work by raising individual, team, and organizational performance. Performance management ought to be viewed as an ongoing process that reflects standard management procedures rather than "special tactics" that are imposed on managers. Terms like "performance management," "performance," and "performing organization" are used in its conceptual framework. The primary benefit of performance management is its emphasis on attaining results, such as providing goods and services to clients both inside and outside the company. From effort and time, the emphasis is now on outcomes and efficiency. Measurement and employee evaluation are both included in performance management (Amstrong, 2004). In contrast to earlier systems, which restricted performance management to the stage of personnel management or to the gathering and reporting of organizational performance indicators, modern approaches to performance management combine all the factors stated in an integrated framework (Avalsincai, 2001). The Balanced Scorecard, which Kaplan and Northon (2006) established in the 1990s, is the first performance measuring instrument. It emphasizes the connection between professional performance and the organization's strategy, and each evaluation criterion is associated with each element.

Organizational Effectiveness

Since the beginning of time, the idea of organizational effectiveness has been a fascinating topic of discussion in organizations. It has become increasingly difficult to judge one organization as being more effective than another because what constitutes effectiveness in one organization may be viewed differently in another organization, which has culminated in the need to have a clear understanding of what constitutes an effective organization (Tamunomiebi & Worgu, 2020). Given this, a number of authors have written about the idea of organizational effectiveness based on how they perceive the topic, but this paper simply defines organizational effectiveness as an organization's capacity to endure and advance in its business environment by achieving predetermined goals and objectives. According to Georgopoulos and Tannenbaum (1969), organizational effectiveness is the degree to which, given a set of resources and means, an organization as a social system achieves its goals without depleting those resources and means or putting excessive burden on its members.

The debate about its metrics has always been there as a result of the fascination that the idea of organizational performance has sparked. This has nothing to do with claims made by some groups that what constitutes effectiveness in one organization may not necessarily be effective in another (Tamunomiebi & Worgu, 2020). Goal achievement, resource acquisition, internal processes, and strategic constituency satisfaction have all been recognized as indicators of organizational effectiveness based on this concept, but this study will concentrate on goal accomplishment, resource acquisition, and internal processes.

Empirical Review

The impact of talent attraction on organizational performance of hotels in Kenya's South Rift Region was determined by Cheraisi and Busolo in 2020. Both descriptive (frequency distributions, means, and percentages) and inferential statistics were used in the study. At a significance level of = 0.05, multiple linear regression analysis and the Pearson correlation coefficient were performed. The Statistical Package for Social Sciences (SPSS) version 24 was used for data analysis. The study discovered that the organizational performance of hotels in the South Rift Region was significantly improved by talent attraction. The impacts of talent management (TM) of human resources on enhancing organizational performance were evaluated by Mohammad, Yousef, Shadi, and Ahmad (2020). The outcomes show how talent management (TM) has a favorable effect on organizational performance, effective continuation, and normative commitment. Additionally, it was demonstrated that normative commitment and effective continuation played a mediating function. In 2019, Adibah, Adnan, Fadillah, and Norseha established the relationship between pay and benefits and worker performance. This study was conducted at XYZ College. This study employed the survey research approach, distributing 100 questionnaires among the 100 lecturers at XYZ College, yielding an 80-respondent sample. The Statistical Package for Social Sciences was used to analyze and interpret the data that was collected (SPSS). According to the findings, the performance level of lecturers is between medium and high. Samwel (2018) evaluated how performance management affected both individual employees' and an organization's performance. The study used an across-sectional survey research approach and included 120 human resource managers and officers from carefully chosen private firms in Tanzania as its sample size. Tables were used to present the findings after descriptive and inferential statistics were used to examine the data that was gathered through structured questionnaires and interviews. The study's conclusions show that private firms use performance management and have efficient systems in place to assess and rate the work of their employees. The association between talent management and performance of a select group of commercial banks in Owerri, Imo State, Nigeria, was determined by Ugwu and Osisioma (2017). A questionnaire was used to gather primary data in accordance with the survey study design. The study's target population consisted of the employees of Access Bank and Fidelity Bank Plc in Owerri, Nigeria, which each had 83 and 100 staff members, respectively, for a total population of 138. (183). With the help of the SPSS software, multiple regression was employed to test the hypothesis. At the 5% level of significance, the conclusion that there is no association between Talent Management (employee personal qualities) and Organization Performance (competitiveness) was rejected. Once more looking at evidence from service sector companies in Pakistan, Auranzeb and Bhutto (2016) investigated the role talent management plays in increasing organizational performance. 384 employees from the chosen organizations, including managers and operational staff, made up the study's population. At a 5% level of significance, the hypotheses were statistically tested and analyzed using regression analysis and Pearson's linear correlation coefficient. The results showed that there was a substantial positive association between organizational performance and talent management (career management). Don-Solomon and Tiebiri (2015) studied a sample of registered enterprises in Nigeria's Bayelsa State to determine the impact of talent management on organizational growth. For the test, 264 employees of Bayelsa State-registered enterprises were chosen as the sample size. In order to answer the study questions, the acquired data were analyzed using mean and standard deviation, and t-test statistics were employed to test the hypotheses (Ho) at a significance level of p 0.05. Results showed that production was strongly impacted by training and development. Additionally, production was highly impacted by pay and evaluation. The impact of talent management on Palestinian companies' performance was evaluated by Bayyoud and Sayyad (2015). To compare the impact of talent management on business performance in Palestine, a review of the literature method was used in the study. According to the study, there was little correlation between talent management and business performance.

METHODOLOGY

Research Design

This study adopted the descriptive survey research design. This type of research design is one in which a group of people or items are studied by collecting and analyzing data, with a few people or items considered to be representative of the entire population (Akuezuilo and Agu, 2012). It involves a self-designed questionnaire in collecting data from the respondents. This method was chosen in order to make reference to the phenomena as they exist in real life.

Population of the Study

According to the data gathered from the academic planning unit, personnel unit, Records and Statistical departments of the institutions under study, namely; Enugu State University and Technology (ESUT), Enugu and Institute Management and Technology (IMT), Enugu, are 1,450 and 1343 respectively.

The sample size was calculated using the Taro Yamane's formula (Yamane 1973) with 95% confidence level.

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

Where;

n = Sample Size

N = Population = 2793

e = Error Margin = 0.05

1 = Constant

$$n = \frac{2793}{1+2793\,(0.05)^2} = \frac{2793}{7.983} = 350 \text{ (approximately)}$$

The sources of data include data generated from the questionnaire distributed to the respondents. The structured questionnaires were administered with the help of some assistants staff of the institutions.

The questionnaire has three sections. Section A is for the introductory letter, part B contains the demographic data of the respondents while the third or C part of the questionnaire contains the actual questions comprising five responses rating of A=Agree (5), SA= Strongly Agree (4), U=Undecided (3) D=Disagree (2), SD= Strongly Disagree (1).

Model Specification

The model for this study took the following form:

$Y = \beta_o + \beta_1 X_1 + \mu$

Where:

Y = Effectiveness (dependent variable)

X = Talent management proxied as Performance management (explanatory Variable)

β_0 = constant term (intercept)

β_1 = Coefficients of effectiveness

μ = Error term (stochastic term)

Explicitly, the equation can be defined as:

Performance management = f (Effectiveness) + μ

Representing the equations with the variables of the construct, hence the equations below are formulated:

$EFF_{it} = \beta_0 + \beta_2 PMG_{it} + \mu_{it}$ - - - - i

Where:

β_0 = Constant term (intercept)

β_{it} = Coefficients to be estimated for firm í in period t

μ_{it} = Error term/Stochastic term for firm í in period t

EFF_{it} = Effectiveness í in period t

PMG_{it} = Performance management í in period t

Method of Data Analysis

To test the significant effect and the relationship between the dependent variable and independent variables, Regression analysis used to test the formulated hypotheses with the aid of SPSS version 20. 0. at 5% level of significance.

Decision Rule

The decision for the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic is less or equal to the alpha at 5% and to reject the alternative hypotheses if the p-value of the test statistic is greater than alpha at 5% significance level.

DATA ANALYSIS AND RESULTS

Data Distribution and Collection

The data collected shows that out of 350 copies of questionnaires distributed, 273 were completed and returned. This represents 78%.

S/N	Statements	SA	A	Un	D	SA
	Performance management					
1	The goal of a procedure is to maximize staff productivity.	72	130	2	45	24
2	Individual performance is in line with the organization's strategic objectives.	64	137	0	59	13
3	Typically, an organization sets performance standards, assigns tasks, and evaluates employee performance.	81	112	0	60	20
4	Systems for measuring performance drive strategy change and guarantee goal alignment.	69	114	6	67	17
5	Performance management procedures are used to assess employee performance.	79	129	0	50	15

	Organizational Effectiveness					
6	Any firm that wants to advance and thrive in the current competitive environment must continue to prioritize continuous performance.	79	120	0	53	21
7	My company quickly makes the necessary operational modifications.	66	125	6	67	9
8	When institutions are more innovative, competitive, and socially sensitive, they are better able to accomplish their predetermined goals.	63	124	0	54	32
9	In my company At all levels, practice effective planning.	63	125	6	51	28
10	My company offers rules that provide possibilities for professional development.	94	120	0	50	9

Test of Hypotheses

Ho_2; Performance management has no significant effect on the effectiveness of tertiary institutions in Enugu State.

H_{I2}; Performance management has a significant effect on the effectiveness of tertiary institutions in Enugu State.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000[a]	1.000	1.000	5.01480

a. Predictors: (Constant), PMG

The table 2 above shows that the coefficient of determination is R^2 = 1.000 and the Adjusted R^2 is 1.000. Adjusted R^2 = 1.000 implies that all the changes in effectiveness of the sampled tertiary institutions is influenced by joint interaction of performance management, meaning that all the variation in the dependent variable is captured in the study model.

Table 3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	223070.555	1	223070.555	8870.244	.000[b]
	Residual	75.445	3	25.148		
	Total	223146.000	4			

a. Dependent Variable: EFF

b. Predictors: (Constant), PMG

Table 4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.685	3.609		1.852	.161
	PMG	.976	.010	1.000	94.182	.000

a. Dependent Variable: EFF

From table 3 and 4 the goodness of fit shows that the regression equation or model that was used to predict performance management is highly significant at 5% level of significance (p-value = 0.000).

Table 4 shows a positive significant effect between performance management and effectiveness, hence $\beta_1 = 1.000$ and the t-statistic value is 94.182. Thus, the alternative hypothesis is accepted which says that there is a positive significant effect between performance management and tertiary institutions of in Enugu State, Nigeria at 5% level of significance (p-value < 0.05). **Decision**

Based on the empirical evidence, this study upholds that performance management has a significant effect on effectiveness of tertiary institutions in Enugu State at 5% level of significance; hence, HI is accepted.

Discussion of Findings

The hypothesis shows that performance management has a significant effect on effectiveness of tertiary institutions in Enugu State at 5% level of significance; hence, HI is accepted. Samwel (2018) reveal that private organizations practice performance management and have effective performance management system to evaluate/appraise the performance of their employees. Ali, Bashir and Mehreen (2019) Career development has a significant effect on employee engagement and organizational effectiveness. Again, Auranzeb and Bhutto (2016) shows that there is a significant positive relationship between Talent Management (Career Management) and Organizational Performance.

CONCLUSION AND RECOMMENDATION

The study demonstrates that, at the 5% level of significance, performance management significantly affects the efficacy of tertiary institutions in Enugu State. This suggests that talent management has enormous advantages for both the company and the personnel. However, talent management provides high levels of motivation and dedication, chances for professional advancement, increased organizational knowledge and participation in organizational goals, as well as long-lasting job satisfaction to employees.

Based on the findings, the study suggested that management create strategies to locate, recruit, and retain talented individuals. This is because businesses need to create plans to recruit and acquire the right kind of people in order to operate well and outperform their rivals.

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