



Talent Management and Public Sector Performance: An Assessment of Lagos State Ministry of Education, Nigeria

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Abstract

Nurturing talented workforce is becoming of increasing importance to both public and private sector organizations, as it is easier for an organization with a talented and well-managed workforce to achieve its short and long term aims and objectives than an organization without it. The thrust of this study is to examine the effects of talent management on performance in the public sector, using the resource-based theory (RBT) that clearly states how a valuable, non-substitutable, rare and difficult to imitate employee adds to the competitive advantage of an organization. This kind of employee helps position the organization for short and long-term successes. The survey design was used and data were analyzed using both descriptive and inferential statistics. The stated hypotheses were tested using Pearson Moment Correlation Coefficient. Findings revealed that adequate talent management strategy is needed to enhance performance in public sector organizations as it will help in the maintenance of core competencies, employees' retention, commitment, increase productivity, as well as lower recruitment costs. The study concludes that no matter the quality and quantity of resources spent on skills sharpening, career support, innovation, training, etc. if adequate strategies are not developed to manage talents within an organization, more resources will be spent on talent acquisition regularly without corresponding results. The study recommends that the process of having a talented workforce should begin from the acquisition (hiring) stage and should flow through the compensation and retention stages. Thus, public organizations should, at all times, identify areas that talent replacements are needed at present, as well as develop the skills and competencies of the employees to take up leadership roles in the future or when the need arises. With this, the organization will have suitable hands to fill in top managerial positions when a senior staff retires, dies, or whenever the need arises.

Keywords: Performance; Performance management; Talent acquisition; Talent development; Workforce planning.

1. Introduction

1.1. Background of the Study

Talent management remains one of the most future-oriented practices in both private and public businesses (Ganaie and Haque, 2017). Today, organizations now understand and appreciate the need to have the best talents, if they must survive in this hypercompetitive and increasingly complex business environment. As talent remain scarce among other factors of production, there is a need to effectively manage and retain available ones in the interest of the organization. The concept 'talent management' connotes a systematic process of hiring a suitable and qualified individual, assisting to develop both the skills, competencies and know-how of the individual to correspond with the needed vacancy and making efforts to retain the individual, through adequate compensation plans, to achieve organizational goals and objectives. It also illustrates the need to fill up key positions promptly with employees whose talents were developed within the organization. Talent management explains possible ways to manage the talent discovered within an organization. Organizations with good talent management strategy stand greater chances of recording high performance among its employees, meet set goals, as well as reduce the cost of frequent recruitment and training of new employees. Performance, as used here, covers economic as well as behavioural outcomes.

In the words of Didier (2002), "performance consists of achieving given goals in a convergence of enterprise orientations". To measure performance, the outcome is compared with the established objectives. Lebas (2000) characterizes performance as "future-oriented, designed to reflect particularities of each organization/individual and is based on a causal model linking components and products". For an organization to be considered as being successful, it must be able to achieve a good percentage of its set objectives or more. These objectives are often set by the management, and employees are expected to channel their effects toward its attainment. There is a nexus between having talented employees within an organization and how well organizational objectives are met. This brings to bear, the importance of talent management in modern organizations and why top managers should pay adequate attention to talent acquisition, training, retention, workforce planning and performance management to

ensure that round pegs are not fixed in square holes within the organization. This study, therefore, examines talent management and performance in the public sector within the lenses of the resource-based theory that explains how a valuable, non-substitutable, rare and difficult to imitate employee adds to the competitive advantage of an organization.

1.2. Statement of the Problem

Public sector organizations in Lagos State cannot deliver a full range of service excellence if they do not have the right workforce in place (Nchuchuwe and Etim, 2020). The benefit of putting the right people in the right job is addressed by talent management which takes stock of the urgent need for every organization to have skilled, committed and capable employees that can assist in the achievement of organizational priorities and objectives. It has been observed that when retirement, death or turnover take place in the public sector, it takes a long period to find suitable replacements within the organization due to inadequate talent management strategy and employee development programmes. It is instructive to note that several studies have been conducted on talent management and performance, however, less attention has been paid to the public sector in Lagos State, Nigeria which continues to wallow in the problem of talent shortage, in terms of filling vacant positions with employees whose leadership skills and competencies were developed within the organization. Some previous studies focus on developed economies, others concentrate their attention on the private sector, while a few others were not anchored a strong theoretical framework.

For instance, a survey conducted by Fegley showed that with adequate talent management strategies, junior or mid-level employees are equipped with the necessary skills to step into senior leadership positions, in the private sector, when the need arises (Fegley, 2006), this is missing in the Lagos State public sector. In furtherance to this assumption, Crons and Herholdt's study discovered that although talent management strategy is vital to organizational sustainability and employees' development, it is bound to fail if the process does not align with the organization's overall strategy (Crons and Herholdt, 2013). Here, the talent management strategy is expected to agree with the organization's strategy. Crons and Herholdt's study was conducted in South Africa.

Kaleem's study on the influence of talent management on the performance of the employee in United Arab Emirate's public sector institutions showed a substantial relationship between talent acquisition, development, retention and organizational performance (Kaleem, 2019). Other similar studies include the effect of talent management on organizational performance in Jordan Banks (Najm and Manasrah, 2017); talent management and organizational performance in the retail sector in Sylhet City, Bangladesh (Arif and Uddin, 2016); the effect of using talent management with performance evaluation system over employee commitment in Turkey (Vural *et al.*, 2012); talent management and its effects on Nurses at Shebin El-Kom Hospitals (El Dahshan *et al.*, 2018); the role of climate for creativity on talent management on organizational performance in industrial companies in Egypt (Nafei, 2016). All these studies were not conducted in Nigeria. However, in Nigeria, Mary *et al.* (2015) examined the relationship between talent management and employees performance in Nigerian public sector. This study was conducted in selected firms in Delta State and was limited in its geographical scope. It also had a very small sample size. The study also failed to put forward and explain the key indicators of talent management and organizational performance. It is on this background that this study uses the lens of resource-based theory to investigate how strict adherence to best practices in talent management can enhance performance in the Nigerian public sector, within the under listed objectives, to;

- i. investigate how workforce planning can lead to the proper identification and acquisition of suitable talents in the public sector;
- ii. examine the role of compensation in the retention of suitable talents within the public sector;
- iii. investigate the role of talent development on public sector performance in Lagos State.

1.3. Research Questions

An attempt is made in this study to provide answers to the following questions

- a. Can workforce planning lead to the proper identification and acquisition of suitable talents in the public sector?
- b. What is the role of compensation in the retention of suitable talents within the public sector?
- c. Can talent development influence public sector performance in Lagos State?

1.4. Research Hypotheses

This study is geared towards testing the following hypotheses

- H₀₁: Workforce planning does not significantly relate to the proper identification and acquisition of suitable talents in the public sector.
- H₀₂: Compensation has no significant relationship with employee retention in the public sector.
- H₀₃: Talent development does not influence public sector performance in Lagos State.

2. Conceptual Framework

This section explains the concepts of talent management and performance, the explication of which will give a clearer understanding of how they are applied in this study.

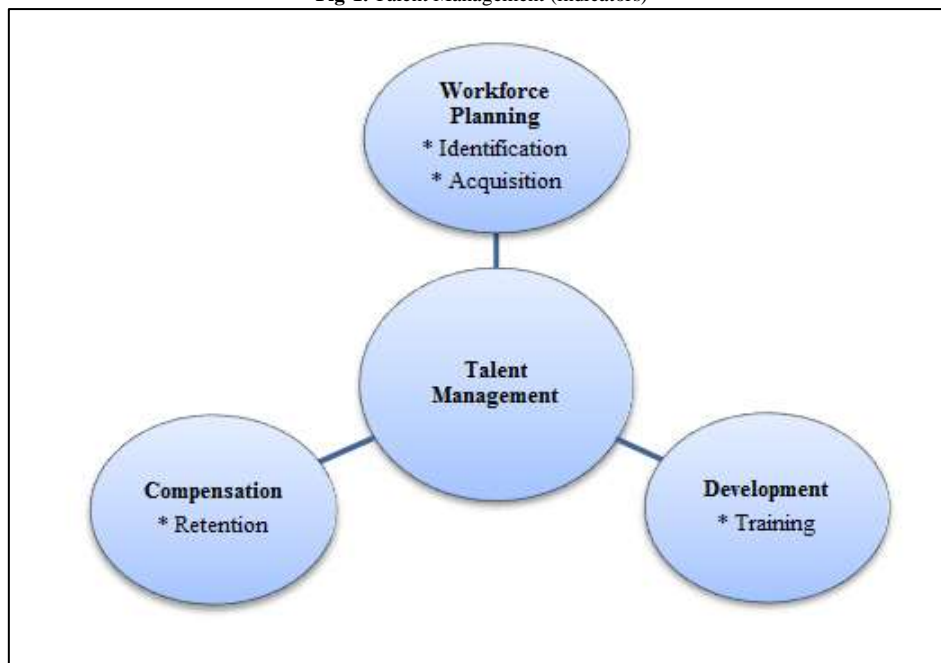
2.1. Conceptualizing Talent Management

Talent is an exceptional set of skills, knowledge or ability that is possessed by an employee which is capable of giving him a competitive advantage while working in an organization (Spacey, 2017). Talented employees are usually good at assigned roles either after training or using their natural ability in some cases. Talented employees are assets to modern organizations, hence, there is need to hire, manage and equip them with required skills and competencies to function, grow on the job and fit in the leadership structure of the organization in due course for the sake of sustainability (Ulrich and Smallwood, 2011). This process is captured and explained in this study using the concept 'talent management'.

Talent management gained popularity in the mid-90s after Kinsey's research and was further explained by Michaels *et al.* (2001) in their book titled '*War for Talent*'. It is used to refer to the expectation of required human capital for an organization and laid down strategies to meet those needs. As a science, it involves the improvement of the business and organizational values through the strategic usage and planning of human capital. As a process, it involves attracting, training, developing, compensating and retaining high-performing workers. In the words of Baqutayan (2014), "the term *talent management* is still somewhat of a mystery to most, but it is becoming more widely used to describe the overall Human Resource (HR) strategy around people in the workplace.

Talent management is a systematic process of hiring suitable and qualified individuals, assisting to develop both the skills and expertise of the individual to correspond with the position as well as retaining the individual to achieve organizational goals and objectives. Some of the key components of talent management include; planning, identification, acquisition, training, retention, and compensation, (as shown in fig. 1). According to Chartered Institute of Personnel and Development (2012), "Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either given their 'high potential' for the future or because they are fulfilling business/operation-critical roles". In the broadest sense, it is "the strategic management of the flow of talent through an organization" (Wright, 2018) and could help an organization to fit in round pegs in round holes at the right time, based on business priorities. Talent management is one of the vital aspects of human resource management that improves organizational effectiveness by increasing the potentials of employees that are overwhelmed with prospects for the value difference in the present and future endeavours of the organization. It goes further to employ strategies to create a satisfying work-life that suits employees' skills and competence to distract them from considering employment elsewhere, especially in the recent competitive business environment where talented workers are scarce. There is a reward for retaining a talented workforce and that is a high-performance ratio and the ability for organizations to survive amidst stiff competition.

Fig-1. Talent Management (indicators)



Sources: Wright (2018); Authors' modification (2020)

Workforce planning is analyzing organizational needs in the aspect of the size, type, experience and knowledge of its workforce to achieve set objectives and goals set with strategic planning.

Talent Acquisition is hiring skilled personnel whose qualifications meet the organization's labour requirement.

Compensation includes all forms of pay or rewards that are given to an employee for performing his job well. According to Onuorah *et al.* (2019), "compensation is all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship".

Employee retention is a systematic effort by an organization to ensure that high performing employees are willing to remain in the organization. Retention is an integral aspect of long-term organizational health and success (Mathimaran and Kumar, 2017).

Development is a conglomeration of all efforts that promote learning, and employee skills and competence development. It is used to retain top talented employees and to ensure that the organization has the leadership it requires for present and future successes.

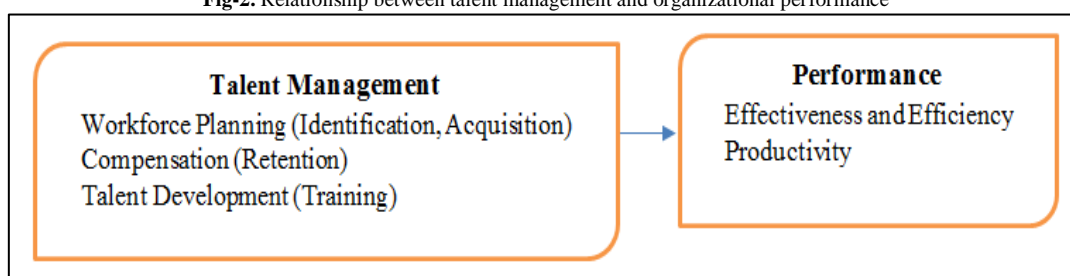
2.2. The Concept of Performance

Performance as a concept originated in the mid-19th century and was used to define the results of sporting contests. However, from that time until now, the concept has evolved with diverse interpretations. In the words of [Didier \(2002\)](#), "performance is achieving the goals that were given to you in a convergence of enterprise orientations". Here, it is not a mere finding of an outcome, but rather the result must be comparable to set objectives. Departing from this, [Irefin and Mechanic \(2014\)](#) believe that "performance should consider quantifying the efficiency and effectiveness of actions and this quantification can be expressed both qualitatively and quantitatively". According to Irefin and Mechanic's definition, performance is closely related to efficiency and effectiveness. While the former indicates the ratio of a result obtained as compared to the expected result, the later measures the result with resources invested. These resources could be time, energy, etc. Performance is the output directed by the individual who has been assigned a specific task over a while with a laid down set of circumstance within the period under review ([Venkateswara, 2004](#)). Performance, as used in this study, is explained based on effectiveness and efficiency and the sustainability of the organization to continue to achieve its short and long term goals as stated above.

2.3. Talent Management and Employees' Performance: The Nexus

Performance has been considered to be the output directed by the individual who has been assigned a specific task over a while with a laid down set of circumstance at a given point in time ([Venkateswara, 2004](#)). Employees' performance can be managed by identifying, measuring, communicating, developing and rewarding best behaviours and dedication to service in alignment to the overall organization's business strategy. Proper performance management can go a long way to fast track employees' attainment of their full potentials due to regular rewards and clear communication which are strong motivational factors. In managing performance, talents need to be protected and secured for present and future uses. This can be seen in two ways; on the one hand, employees perceive fair treatments in the organization when they see how satisfied their superiors are on the job and wish to remain steadfast to get to same position or level. On the other hand, the organization trains the junior and mid-level employees and prepare them to fit in future vacant positions left by former superiors as shown in [fig 2](#).

Fig-2. Relationship between talent management and organizational performance



Sources: [Ogbari et al. \(2018\)](#) and Authors' modification (2020)

[Fig 2](#) explains the interrelatedness of performance management and talent management. In furtherance to this, it is also important to understand that while performance management relates strongly to, and enhances talent management, the latter also promotes employees' performance which is effectiveness and efficiency. Talent management remains an important component of corporate strategy which helps in the swift identification of the right training for the right employee. When employees attain the right training, and when their talents are given priority by top managers, they grow faster and performs better on the job ([Bano et al., 2010](#)). To adequately manage talents within an organization is to improve on the process of hiring, retention and workers development in line with organizational objectives and workforce needs.

As a global challenge, talent management affects both the private and public sector organizations. However, in Nigeria, the impact on poor talent management strategy in public sector organizations is overwhelming and needs urgent attention. The major reason for this failure is lack of planning for and carefully acquiring, developing and retaining needed talents for organizational sustainability and competitive advantage ([Gardner, 2002](#); [Kehinde, 2012](#)). Public organizations in Nigeria are expected to continually search for talents that are sound enough to help attain competitive advantage with strict alignment with organizational objectives as seen in public sector organizations. This should be the focus of top managers. In a clearer term, talent management is related to employee performance in the sense that good talent acquisition and workforce planning leads to efficiency and effectiveness (performance). Further, good performance management will result in high productivity as seen in [fig. 3](#) below.

2.4. Empirical Review

A study on talent acquisition conducted by [Tripathy \(2014\)](#) shows that "before adding staff or simply filling a vacant position, it is important to have a clear sense of the gaps as they relate to the skill sets needed to meet current and future performance requirements. Otherwise, you are simply adding people that may not contribute to the

organization's success. Once a gap analysis has been conducted and managers have a good sense of their staffing needs, it becomes easy to acquire suitable skills and competencies". Often, Large organizations will use more than one method (e.g. recruiting, sourcing, training & development). Tripathy's work paid so much attention to the acquisition of talent, without emphasis on developing existing ones which is a core aspect of workforce planning.

Nafei's findings discovered the association between talent management, in terms of planning, acquisition, compensation and rewarding on organizational performance, using a sample of 370 employees of selected industrial companies in Egypt (Nafei, 2016). Dahshan, et al, on a similar note, discovered that "Nurses in Menoufia University Hospital had higher satisfaction level than Nurses in Shebin El-Kom Teaching Hospital due to the talent management strategy adopted by the former (El Dahshan *et al.*, 2018). Further, the works of Vural, Vardarlier and Aykir revealed that "talent management integrated human resources procedures and performances systems have a positive impact on employee commitment Vural *et al.* (2012). Also, Najm and Manasrah's study found that "there is a positive effect of talent management dimensions on the three performance criteria in all six (6) banks it covered (Najm and Manasrah, 2017). These studies were not conducted in Nigeria and were mostly focused on the private sector.

Looking inward, a study by Ogbari *et al.* (2018), revealed that "the management of talent has grown to be central for the survival of modern and competitive businesses. The reality that the movement of labour is extremely high today has made the issue of talent management very crucial to contemporary management as well as government particularly in developing nations". Ogbari et al went further to highlight the relationship between talent management and organizational performance, to show the importance of training and succession planning. Agbaeze *et al.* (2017) discovered that "talent management helps in developing effective leadership and the role of that leadership as the most important enabler of employee engagement on the job". However, Ogbari et al and Agbaeze et al's studies focused on private businesses without emphasis on public sector organizations.

Further, Davies and Davies (2010); Bersin (2013) and Taie (2015) all agreed that "talented workers are two to three times more productive than the average workers. The more their number in an organization, the more productivity and sustainability abound. Talent management involves positioning the right people in the right jobs", this leads to high performance in the organization. However, retaining this talented workforce constitutes a great challenge to the human resource department. Hence, the need to pay attention to compensation. A study conducted by Chepchumba and Kimutai (2017) shows that compensation increases the probability of employee stay by 13.9% and decreases their intention to leave by 26.2%. It was revealed in this study that small organizations losses their talents more often than large organizations due to the discrepancy in their respective compensation packages.

On performance, Atkinson and Shaw (2006) argue that "the main objectives of performance management is to provide direction and control of employee work behaviour, distribute organizational reward equitably, improve work productivity, and develop workers capabilities on the job and prepare employees for strategic future roles". Malcolm and Jackson (2002) observed that "effective performance management system provides information that facilitates discussions about such subjects as promotions, pay increases, training, lay-offs and transfers". The authors argue further that performance management serves to stimulate and guide employee development as an indispensable human resources management function. Malcolm and Jackson's study was centred on private businesses and not the public sector. According to Wellins *et al.* (2006), "four different benefits accrue to the organization for establishing and implementing a workable performance management system. These are targeted training approach based on identified needs, future employee promotion decisions, effective bases for reward decisions and improved motivation and retention of employees". As in the case of others, Wellins et al did not explain how these benefits apply to public sector organizations. This study aims at assessing talent management and public sector performance in Lagos State. The study seeks to fill the gap in the literature as identified above, especially in the aspect of achieving high performance in the Nigerian public sector through adequate workforce planning, compensation and retention strategies. Also, emphasis in the study shall be on the need to develop existing talents to fill in future gaps when the need arises.

3. Theoretical Framework

This study is anchored on the resource-based theory (RBT). Modern RBT has been influenced by the work of Edith Penrose, in his book: the Theory of Growth of the Firm, which was published in 1959. Penrose built on Barney's 1930's work that was influenced by Wernerfelt's submission that "the idea of resource position barrier is roughly an analogous to entry barriers in the positioning school (Penrose, 1959; Priem and Butler, 2001). Here, it is argued that the development of superior resources, skills and competencies give room to sustainable competitive advantage (Lewis and Kipley, 2012). In recent times, RBT has evolved to better explain how firms enjoy excellent performance over time as a result of their possession of strategic resources and capabilities. This theory posits that an organization is best positioned for long-term success if it possesses resources that are valuable, non-substitutable, rare and difficult to imitate.

This theory believes that superior performance can be recorded when an organization pays adequate attention to the development of capabilities. These capabilities help to exploit resources worthily to add value to the organization and helps it to stand out among competitors. This theory explains how firm-specific competencies are enhanced for sustainable competitive advantage through the implementation of necessary adjustments in existing human resources system. The benefits of enhancing employees' competencies cannot be over-emphasized in the sense that it measures required human capital for anticipated performance within the work organization (Tetik, 2016). This study's choice of RBT lays on the theory's ability to pinpoint a specific level of competences that are capable of driving the goals

and objectives of organizations. It further makes it clear that resources that are non-substitutable best position a firm for long-term success and provides the groundwork for enhanced organizational performance.

4. Research Methodology

This study was conducted in the Lagos State Ministry of Education, Lagos - Nigeria. Nigeria’s population is estimated at 202Million people (World Bank, 2019) while the population of Lagos State is estimated at 21million people by the National Population Commission (World Population Review, 2020). Lagos State is one of the most populated states in Nigeria and remains the commercial hub of the country. Due to the large population size of the state, there is a need to properly manage to the public sector to better be able to cater to the ever-rising need of the people. The survey research design was adopted in this study. The study population was drawn from the total number of staff, from all departments and units. The Ministry has a total of 461 staff as at the time of this study (see table 1).

4.1. Sample Size Determination

Using the Taro Yamane’s formula for sample size determination, a sample size of 214 was drawn (see 3.2: sample size determination below). Yamane’s formula $[n=N/(1+N(e)^2)]$: where; (n = sample size; N = population under study; e = margin error)

Therefore;
 $461/[1+461(0.05)^2]$
 $461/1+461(0.0025)$
 $461/1+1.1525$
 $461/2.1525 = 214$

4.2. Data Sources and Tools of Analysis

Primary data was collected through the administration of the questionnaire to employees of the ministry. The questions were divided into two sections; demographic data and survey. Secondary data was sourced from books, journals, the Internet, newsmagazines, newspapers, specialized publications, etc. Data were analyzed using both descriptive and inferential statistics. To test the validity and reliability of the instrument used, professionals in public administration and human resources management were given copies of the instrument to edit. Also, a pilot study was carried out on 50 respondents within the study area. The stated hypotheses were tested using Pearson Moment Correlation Coefficient at 0.05 level of significance.

5. Data Analysis and Results

H₀₁: Workforce planning does not significantly relate to the proper identification and acquisition of suitable talents in the public sector.

Table-1. Descriptive Statistics

	N	Min	Max	Mean	Std. Dev.
My organization has a well-designed strategy to identify its talent needs?	214	1	5	3.86	1.169
Identified vacancies in my organization are filled with suitable talents?	214	1	5	3.90	1.214
Valid N (listwise)	214				

Table 1 reveals mean scores of 3.89 and 2.00 respectively while their standard deviation values were 1.169 and 1.214 respectively.

Table-2. Correlation

My organization has a well-designed strategy to identify its talent needs?	Pearson Correlation	1	.960**
	Sig. (2-tailed)		.000
	N	214	214
Identified vacancies are filled with suitable talents?	Pearson Correlation	.960**	1
	Sig. (2-tailed)	.000	
	N	214	214

** . Correlation is significant at the 0.01 level (2-tailed).

Level of significance = 0.05; N = 214; df = 4; r = .960**

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Fieldwork (November 2019).

At .960** , the result in table 2 shows a strong direct relationship between workforce planning and the acquisition of suitable talents in the public sector. Also, at .000 the two-tailed test is significant given the significance level of 0.05. Therefore, workforce planning significantly relates to the proper identification and acquisition of suitable talents in the public sector.

H₀₂: Compensation has no significant relationship with employee retention in the public sector.

Table-3. Descriptive Statistics

	N	Min	Max	Mean	Std. Dev.
Do I get rewarded financially by the management when I perform my duties very well?	214	1	5	3.63	1.328
With a good compensation arrangement by the management, I feel ok to continue working with my employers?	214	1	5	2.02	1.229
Valid N (listwise)	214				

Table 3 reveals mean scores of 3.63 and 2.02 respectively while their standard deviation values were 1.328 and 1.229 respectively.

Table-4. Correlations

Do I get rewarded financially by the management when I perform my duties very well?	Pearson Correlation	1	.648**
	Sig. (2-tailed)		.000
	N	214	214
With a good compensation arrangement by the management, I feel ok to continue working with my employers?	Pearson Correlation	.648**	1
	Sig. (2-tailed)	.000	
	N	214	214

Level of significance = 0.05; N = 214; df = 4; r = .648**

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Fieldwork (November 2019).

At .648^{**}, the result in table 4 shows a strong direct relationship between compensation and employee retention in the public sector. Also, at .000 the two-tailed test is significant given the significance level of 0.05. Therefore, compensation has a significant relationship with employee retention in the public sector.

H₀₃: Talent development does not influence public sector performance in Lagos State.

Table-5. Descriptive Statistics

	N	Min	Max	Mean	Std. Dev.
My organization consistently organizes pieces of training to develop employees' leadership skills and competencies?	214	1	5	3.18	1.541
Skilled and competent employees contribute enormously to organizational performance?	214	1	5	3.19	1.455
Valid N (listwise)	214				

Table 5 reveals mean scores of 3.18 and 3.19 respectively while their standard deviation values stood at 1.541 and 1.455 respectively.

Table-6. Correlations

My organization consistently organizes pieces of training to develop employees' leadership skills and competencies?	Pearson Correlation	1	.726**
	Sig. (2-tailed)		.000
	N	214	214
Skilled and competent employees contribute enormously to organizational performance?	Pearson Correlation	.726**	1
	Sig. (2-tailed)	.000	
	N	214	214

Level of significance = 0.05; N = 214; df = 4; r = .726**

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Fieldwork (November 2019).

At .726^{**}, the result in table 6 shows a strong direct relationship between talent development and public sector performance. Also, at .000 the two-tailed test is significant given the significance level of 0.05. Therefore, talent development significantly influences public sector performance in Lagos State.

6. Discussion of Findings

For any organization to succeed at present and in the future, it is important to identify, acquire, train and retain talented employees. Talented employees are assets to the organization as their inputs within the organization goes a long way to determine how best the organization (both private and public) can achieve its set aims and objectives. The need for talented workers is not organizationally bound as it affects both small manufacturers and fortune 500 companies (Attupuram *et al.*, 2015). It is the responsibility of top managers to decide to the kind of talents the organization need at a given point in time and to decide the quality of training the employees need to keep them effective on the job as well as prepare them for future assignments. If this process is not handled professionally, and in line with best practices in talent management, there is the likelihood for the organization to hire unsuitable

applicants. There is also a need for organizations to carefully plan their workforce requirement. If this is carefully handled, the organization will hire only applicants with potentials who are ready to put in their best to the attainment of organizational objectives.

Workforce planning is expected to be done in an effective and timely manner. The previous study by CIPD (2018), shows that "effective and timely workforce planning goes beyond forecasting headcount and can provide agile people solutions to complement the future direction businesses. A strategic workforce plan will inform good business decisions and yield important data such as hiring ease or difficulty, time to hire, time to productivity, attrition rates and so on, which can help identify risks and contingency actions." In the public sector, adequate workforce planning helps in the continuous process of analyzing organizational needs in the aspect of the size, experience and knowledge of its workforce. Going by the argument of RBT which has been adopted in this study, modern organizations should pay attention to employee skills, competencies and capabilities development. RBT makes it clear that a valuable, non-substitutable, rare and difficult to imitate employee is a plus to an organization. This kind of employee helps position the organization for long-term success (Dialoke and Ifeanyi-chukwu, 2017). With this knowledge, organizations can grow, sustain itself and compete favourably with others in the same industry. After a careful determination and hiring process is completed, organizations need to train and develop the skills and competencies of these employees to ensure that the organization has the leadership it requires for future successes (Obisi *et al.*, 2020; Pamela *et al.*, 2017). It is important to make provisions to enrich the competencies of junior employees to be able to take over from the senior ones when the latter retires or dies. Here, attention should be paid to the readiness and willingness of the employee to remain in the organization to fulfil this very important objective. Having dedicated talents in an organization for a long duration can only be achieved through adequate compensation and motivational packages by the management.

As was mentioned earlier in this study, Chepchumba and Kimutai (2017)'s research shows that compensation increases the probability of employee stay by 13.9% and decreases their intention to leave by 26.2%. It was revealed in this study that small organizations losses their talents more often than large organizations due to the discrepancy in their respective compensation packages. Employees are willing to stay longer in organizations that recognize and appreciates their effort. Compensation is the main element of employee's retention (Bibi *et al.*, 2017; Chiekezie *et al.*, 2017; Msengeti and Obwogi, 2015). Compensation is seen in two varying aspects. First, financial compensation – involving extrinsic monetary rewards. Second, non-financial compensation – involving recognition, training, promotion, conducive work environment, etc. (Francis, 2014; Uwimpuhwe *et al.*, 2018). When employees feel compensated, loved and valued in an organization, they put in their best and are ready to stay in such an organization (Akah and Etim, 2018; Etim and Okudero, 2019). Another vital aspect of talent management that needs close attention, is performance management. This comes after planning, recruiting, training, developing and compensating existing talents in the organization.

Performance management is needed in the public sector to enhance productivity. According to Rajesh and Nishant (2013), "Performance management is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization, and it is the systematic description of an employee's strengths and weaknesses". A recent study by Okeke and Dunkwu. (2019), Shows that performance management has a significant effect on employee productivity. As was stated earlier in this study, proper performance management can go a long way to fast track employees' attainment of their full potentials due to regular rewards and clear communication which are strong motivational factors. In managing performance, talents need to be protected and secured for present and future uses. This explains the interrelatedness of performance management and talent management.

7. Conclusion

It was observed that no matter the quality and quantity of resources spent on skills sharpening, career support, innovation, training, etc. if adequate provisions are not made to manage the talent discovered in the process as well as provide for a well-defined succession plan where employees are prepared with adequate leadership and other vital skills to take over from their superiors when the later retires or dies, it becomes an effort in futility as the organization will continue 'year-in-year-out' to allocate resources to human capital development without corresponding or tangible results. The public sector should decide the type of people they want to attract, what recruitment message to convey and how to reach targeted individuals. If talent management is handled poorly, the product will be to hire employees who are unqualified and lack diversity. A poorly designed recruitment process can also miss highly qualified job candidates either because they were unaware of a job opening or the recruiters were not careful enough in the identification of the organization's workforce need. Thus, the study concludes that since the world has moved from the period where organizations were able to predict their destinies, to a world where these predictions are not possible due to stiff competitions from competitors, it becomes important, therefore, for organizations both private and public, to develop adequate talent management strategies to survive and remain competitive in their respective industries.

Recommendations

Based on the above conclusion, this study recommends as follows;

- a. With the high cost of recruiting, public organizations must understand that effectively integrating new hires into the organization is an important step to ensure organizational success and sustainability. Also, before adding staff or simply filling a vacant position, the public sector needs to have a clear sense of the gaps as

they relate to the skill sets needed to meet current and future performance requirements. This is workforce planning. Public sectors in Nigeria should learn from the private sector in terms of hiring suitable and competence hands to pilot government businesses in MDAs. This should be devoid of any form of politics and sentiment.

- b. Employees working in ministries, as in other government-owned enterprises, should be adequately compensated, especially when they invest their best to the achievement of organizational goals. Compensation here may be financial, non-financial or a combination of both.
- c. Further, talents discovered within the organization should be properly managed, developed and retained for maximum productivity. This will provide a good platform for employees to grow and develop quickly to attend greater positions when there are vacancies.

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