HUMANUS DISCOURSE Vol. 2. NO 4. 2022
ISSN 2787-0308 (ONLINE)

Impact of talent management practices and talent management on the efficiency of Industrial Training Fund's (ITF) employees in Nigeria

Mark Ochala[1]
Department of Public Administration,
Faculty of Management Sciences,
National Open University of Nigeria

Abstract

This study examines the impact of Talent Management practices on the efficiency of employees at the Industrial Training Fund (ITF) in Nigeria, focusing on orientation management, career development, and performance appraisal. A descriptive survey research design was adopted for this study. The population comprised employees of ITF, from which a sample size was determined using stratified random sampling to ensure representation across various departments. Data were collected using both primary and secondary sources. Primary data were gathered through structured questionnaires and interviews, while secondary data were obtained from relevant literature, including ITF reports, journals, and other academic publications. The findings revealed that: (i) Orientation Management Practices significantly enhance Talent Management, positively impacting employees' performance at ITF. (ii) Career Development Practices have a strong influence on Talent Management, leading to improved staff performance in ITF. (iii) Performance Appraisal has a positive effect on Talent Management, enhancing staff promotion at ITF. Based on these findings, the study concludes that effective Talent Management practices are critical to enhancing employee efficiency at ITF. It recommends the following: ITF should continuously update and tailor orientation programs to align with the evolving needs of new employees, ensuring that these programs are comprehensive and supportive to foster a quicker integration into the workplace. ITF should invest more in structured career development programs, such as mentorship, training workshops, and skills enhancement initiatives, to promote long-term employee growth and retention. ITF should refine its performance appraisal processes by incorporating clear, objective metrics and feedback mechanisms that promote fairness and transparency in staff promotions, thus boosting motivation and career progression.

Keyword: Talent Management practices, employees efficiency, orientation, career development, appraisal and Industrial Training Fund (ITF) in Nigeria

Introduction

Talent management has become a critical component of organizational success globally. As organizations strive to remain competitive in a dynamic global market, effective talent management practices, including talent acquisition,

[1] Email: mochala@noun.edu.ng

retention, development, and succession planning, have been recognized as essential drivers of employee efficiency and organizational performance.[2] The emphasis on talent management has grown in response to rapid technological advancements, globalization, and the increasing demand for skilled labor.[3] Contemporary issues in global talent management include challenges related to the integration of digital technologies in talent management processes, such as the use of artificial intelligence in recruitment, data analytics for performance management, and virtual platforms for employee development.[4] There is also a growing focus on diversity, equity, and inclusion (DEI) as part of talent management strategies, recognizing the need for diverse talent pools to foster innovation and adaptability in a rapidly changing business environment.[5] Related studies have shown that effective talent management practices positively impact employee engagement, productivity, and overall organizational efficiency. For instance, a study by[6]highlighted that companies with robust talent management frameworks reported significantly higher employee performance and organizational outcomes compared to those with less structured talent management approaches.

In Africa, talent management is increasingly being recognized as a critical factor in enhancing organizational efficiency, especially in the face of skills shortages and high employee turnover. The African talent landscape is characterized by unique challenges, including brain drain, inadequate talent development infrastructures, and limited access to advanced talent management technologies.[7] Contemporary issues in African talent management include the need for organizations to adapt global talent management practices to local contexts, considering cultural and socio-economic factors that influence employee behavior and expectations.[8] There is also a growing emphasis on developing local talent through capacity-building initiatives, leadership development programs, and partnerships with educational institutions to bridge the skills gap.[9]

---

[2] Cappelli, Peter, and John R. Keller. 2017. "Talent Management: Conceptual Approaches and Practical Challenges." *Annual Review of Organizational Psychology and Organizational Behavior* 4: 305-331

[3] Schuler, Randall S., Susan E. Jackson, and Ibraiz Tarique. 2011. "Global Talent Management and Global Talent Challenges: Strategic Opportunities for IHRM." *Journal of World Business* 46, no. 4: 506-516

[4] Collings, David G., Hugh Scullion, and Vlad Vaiman. 2015. "Talent Management: Progress and Prospects." *Human Resource Management Review* 25, no. 3: 233-235

[5] Brewster, Chris, Wolfgang Mayrhofer, and Elaine Farndale. *Handbook of Research on Comparative Human Resource Management*. Cheltenham, UK: Edward Elgar Publishing, 2018

[6] Vaiman, Vlad, David G. Collings, and Hugh Scullion. 2017. "Talent Management: Advancing the Field." *The International Journal of Human Resource Management* 28, no. 1: 3-10

[7] Oladapo, Victor. 2014. "The Impact of Talent Management on Retention." *Journal of Business Studies Quarterly* 5, no. 3: 19-36

[8] Kamoche, Ken, Lisa Qixun Siebers, Aminu Mamman, and Alice Newenham-Kahindi. 2015. "The Dynamics of Managing People in Africa." *Personnel Review* 44 (3): 291-299.

[9] Mensah, James Kwegyir Aggrey. 2015. "A Coalesced Framework of Talent Management and Employee Performance: A Conceptual Framework." *International Journal of Productivity and Performance Management* 64, no. 4: 544-566

Studies have shown that African organizations that invest in talent management practices, such as training and development, performance management, and employee engagement initiatives, experience improved employee efficiency and reduced turnover rates. A study by[10]found that talent management practices were significantly associated with enhanced employee performance and organizational sustainability in Kenya's public sector.

In Nigeria, the need for effective talent management has become more pronounced due to the rapidly changing economic environment, technological disruptions, and increasing competition among organizations. Nigerian organizations, including the Industrial Training Fund (ITF), face challenges related to talent retention, skills mismatch, and the integration of technology in talent management processes.[11] The ITF, as a key player in the development of Nigeria's workforce, has the mandate to promote skills acquisition and human capital development to enhance employee efficiency across various sectors. Contemporary issues in Nigeria's talent management landscape include the need for policies that support talent development, the integration of technology in training and performance management, and strategies to address high employee turnover, particularly in the public sector.[12] The lack of robust talent management frameworks often leads to inefficiencies in employee performance and hinders the achievement of organizational goals.

Studies in Nigeria have highlighted the positive impact of talent management practices on employee performance. The Industrial Training Fund (ITF) plays a vital role in Nigeria's efforts to enhance human capital development and boost the efficiency of its workforce. However, the efficiency of ITF's employees has been influenced by several factors, including the effectiveness of talent management practices within the organization. ITF faces challenges in retaining skilled employees, aligning talent management strategies with organizational objectives, and implementing continuous employee development programs. The need to carry out research on the impact of talent management practices on the efficiency of ITF's employees is crucial for several reasons. First, understanding how talent management practices influence employee performance can help ITF and similar organizations optimize their human resources to achieve strategic objectives. Second, the study provides insights into the challenges and opportunities for improving talent management practices within the Nigerian context, particularly in public sector organizations like ITF. Finally, this research will contribute to the broader literature on talent management in developing economies, providing evidence-based recommendations for enhancing employee efficiency through targeted talent management interventions.

[10] Muriithi, Samuel Mwangi, and Margaret Wachira. 2020. "Influence of Talent Management Strategies on Employee Performance in the Public Sector in Kenya." *Journal of Human Resource Management* 8, no. 1: 27-36.
[11] Uche, Chibuike B., and Agbim Timinepere J. 2012. "Talent Management in Nigerian Public Service: A Study of the Nigerian Telecommunications Limited (NITEL)." *International Journal of Business and Social Science* 3, no. 21: 98-105
[12] Ibid Oladapo, 2014

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

The main objective of this research is to examine the impact of Talent Management practises and Talent Management on the efficiency of ITF's employees. Our primary goal is to;

i. Ascertain whether Orientation and Induction Talent Management Practices and Talent Management have enhanced Staff performance in ITF.

ii. Determine whether career development Practices and Talent Management have enhanced Staff performance in ITF.

iii. Examine the effect of performance appraisal and Talent Management have enhanced Staff performance in ITF.

The study seeks to answer the following research questions

1. To what extend has the Orientation and Induction in Talent Management Practices and Talent Management enhanced Staff performance in ITF?

2. To what extend has career development Practices and Talent Management enhanced Staff performance in ITF?

3. To what extend has performance appraisal and Talent Management and staff promotion in ITF?

The following hypotheses were formulated to guide the study;

i. Ho: There is no significant relationship between Recruit Talent Management Practices and Talent Management on employees' performance in ITF.

ii. Ho: There is no significant relationship between career development Practices and Talent Management on Staff performance in ITF.

iii. Ho: There is no significant relationship between performance appraisal and Talent Management on staff promotion in ITF.

Literature Review

Concept of Talent Management

Talent management is widely used by most modern firms due to its prevalent appeal. In order to meet the current and future needs of a business, it is essential to methodically identify, hire, develop, and retain exceptional individuals within the workforce.[13] The objective of talent management is to discern and cultivate the unique abilities possessed by individuals and organisations, with the aim of yielding personal, institutional, investor, and stakeholder advantages,[14] while also facilitating the realisation of their

[13] Pandita, Deepika, and Subir Ray. 2018. "Talent Management and Employee Engagement – A Meta-Analysis of Their Impact on Talent Retention." *Industrial and Commercial Training* 50, no. 4: 185-199. https://doi.org/10.1108/ict-09-2017-0073.
[14] Azhari, Abdallah, Mykhailo Korolchuk, and Iryna Yunyk. 2023. "The Role of Employer Branding Practices on Management of Employee Attraction and Retention." *Economics Ecology Socium* 7, no. 1: 46-60.

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

maximum capabilities. Talent management practises are among the top three subjects of investigation in the domain of talent management.[15]

Elements of Talent Management

Both talent management and internal organizational oversight are key components of talent management. A company's HRM strategy isn't complete without employee relations, compensation and benefits, development and training, and orientation and induction. On the other hand, talent management is all about creating an atmosphere that draws in and keeps great people, while also getting the most out of those that have a lot of promise.[16] In their article, Noe, Hollenbeck, Gerhart[17], and Wright outlined several crucial aspects of talent management.
First Impressions and Training: New hires are better able to adapt to their new environment and make valuable contributions to the business when they follow this process.

ii. Investing in workers via training and development means making sure they have the knowledge and tools they need to do their jobs well.

iii) Performance management, which comprises activities such as establishing objectives, providing comments, and assessing workers' progress.

iv. Pay and benefits: This includes creating and overseeing pay and benefit plans that are both competitive and fair.

v. Employee relations: Here, meeting with and keeping in touch with employees is key.

In order to effectively manage its talent, companies must take the initiative to find employees with great potential for progress and then invest in their professional growth. Organizations that thrive understand the significance of talent management. Investing in personnel has the potential to boost morale, retention rates, and organizational productivity. Organizations use talent management strategies to proactively seek out, develop, and retain highly skilled individuals. Building a strong workforce requires identifying and nurturing talented individuals, providing them with the resources they need to reach their maximum potential, and matching their skills with the requirements of the business. From the time of hiring all the way up to their retirement, talent management encompasses a wide range of procedures and standards..

[15]Etoom, Doaa. 2022. "Influence of Individualism and Collectivism on Talent Management Practices." *International Journal of Cross Cultural Management* 22, no. 1: 137-155
[16]Cascio, W. F. (2022). Strategic human resource management: Creating value through people (9th ed.). Routledge
[17]Noe, Raymond A., John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright. 2022. *Fundamentals of Human Resource Management.* 10th ed. New York: McGraw-Hill Education. "Journal of Management" 27: 701-721

ISSN 2787-0308 (ONLINE)

Performance Management

The adoption of management of performance as a technique for people management has experienced substantial development in Nigeria, notably shaped by local traditions. Nigerian managers have challenges in implementing the Anglo-Saxon performance management paradigm, which emphasizes the necessity of clearly defined targets, consistent feedback from managers, and creative approaches including assessments from colleagues and employees. These modifications pose a risk to specific enduring ethical values.

Theoretical Framework

Specifically, this inquiry made use of the Resource-Based View (RBV). The resource-based view is backed by[18]and Amit and Shoemaker[19]authors argue that an organization can gain an advantage over its rivals by differentiating itself through the strategic use of its most valuable asset: its human capital.
Strategic use of a company's physical, intangible, and organizational assets may provide it an advantage over its competitors, says Barney[20]. The Resource-Based View describes this. According to the RBV, companies can get an advantage over their competitors by focusing on their internal resources. These resources might be either physical or intellectual in nature. Academics have shown that the core principles of the Resource-Based View (RBV) imply that a corporation may gain a market advantage by investing in unique and outstanding assets.[21]Scarcity is defined as the degree to which a substantial portion of an organization's present and future competitors lack access to a resource. Assets and capacities that may be utilized to take advantage of opportunities or limit the consequences of hazards are what give a corporation its worth, according to Barney[22]. How difficult it would be for other companies to try to replicate the materials in question is called their imitability. Finally, rivals can't employ alternative resources to get the same results; this is called non-substitutability[23]. When specific conditions are satisfied, a business or group is recognized as having resources that could lead to a competitive advantage in the long run. This view is backed up by the works of Barney[24].

The preeminent method of strategic management for determining a company's profitability relied on factors outside the company's control, such its position in the industry, until Barney introduced the resource-based view of business.

[18]Wernerfelt, Birger. 1984. "A Resource-Based View of the Firm." *Strategic Management Journal* 5: 171-180
[19]Amit, Raphael, and Paul J. H. Schoemaker. 1993. "Strategic Assets and Organizational Rents." *Strategic Management Journal* 14: 33-46
[20]Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. Journal of Management, 17(1), 99–120
[21]Newbert, S. L. (2008). "Value, Rareness, Competitive Advantage, and Performance: A Conceptual-Level Empirical Investigation of the Resource-Based View of the Firm". *Strategic Management Journal, 29: 745-768*
[22]Barney, 1991, 183
[23]ibid
[24]Barney, 1991, 183

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

According to Barney and Wernerfelt[25], the resource-based approach shifted the emphasis of strategic management research from external factors to the internal factors of an organization that affect its success. Barney provided an in-depth analysis of the ways in which a company's assets might generate sustainable competitive advantage in his presentation.

Theoretical Evaluation

Even while the Resource-Based View (RBV) has many advocates, it has also faced stiff resistance. The Resource-Based View (RBV) hypothesis is not well-grounded, say Priem and Butler (2001b). Their disagreement is mostly focused on two points. They begin by asserting that the RBV cannot be true since it is tautological, which means that its core principles cannot be proven through evidence. That is to say, there is no logical way to conclude that some businesses are better than others due to their distinctive qualities in the absence of a defining assumption, namely "valuable resources." The main argument against the Resource-Based View (RBV) is that it doesn't offer any practical recommendations.

The authors point out four aspects of RBV theory that make it unsuitable for practical use: Management cannot change the characteristics of resources that the theory says can create and maintain a strategic advantage. We don't know when or where this theory will be useful. There is an extensive breakdown of available materials, and The static, rather than dynamic, nature of the theory is what sets it apart. Despite skepticism from some quarters, even they must admit that RBV has made great strides in the field of strategic management. According to Priem and Butler[26], studying the internal characteristics of a company has helped to explain competitive advantage.

Relevant of the theory to the study

The field of strategic management, particularly in the realm of talent management, has experienced significant advancements due to the Resource-Based View.[27] The Resource-Based View (RBV), articulated by Colbert[28], serves as the foundational framework for a significant portion of the theoretical and empirical work within the domain of short-term memory, particularly in the context of Talent Management. In the realm of Talent Management, the Resource-Based View (RBV) reigns supreme (Wright, Dunford, & Snell, 2001)[29]. The literature on strategy has shifted its emphasis from external determinants,

[25]ibid
[26]Priem, R. L & Butler, J. E. (2001b). "Tautology in the resource-based view and the implications of externally determined resource value: Further comments". *Academy of Management Review, 26(1): 57-66.*
Priem, R. L. & Butler, J. E. (2001a). "Is the resource-based "view" a useful perspective for strategic management research?" *Academy of Management Review, 26 (1): 22-40*
[27]Boxall P. Purcell, J. & Wright, P. (eds.), T"he Oxford Handbook of Talent Management *".New York: Oxford University Press*
[28]Colbert, B. A., (2004). "The complex resource-based view: Implications for theory and practice In strategic Talent Management *"*. *Academy of Management Review, 29: 341-358*
[29]Ibid

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

ISSN 2787-0308 (ONLINE)

such as industry position, to internal variables—specifically, firm resources—given that the Resource-Based View underscores their significance as key drivers of competitive advantage. An increasing consensus among individuals posits that the workforce of a company constitutes its most valuable resource, thereby supporting the assertion made by Talent Management that an organization's internal assets can confer a competitive advantage.

Empirical Review/Review of Previous Studies

Smith et al.[30]examined the Role of Talent Management in Enhancing Employee Efficiency in the Tech Industry" the study adopted Quantitative cross-sectional survey design. Data were collected using structured questionnaires distributed to employees in five tech companies. Data were analyzed using Structural Equation Modeling (SEM). The study found that effective talent management practices, including training, career development, and performance appraisal, significantly enhance employee efficiency. The study also highlighted the importance of aligning talent strategies with organizational goals. The study recommended that organizations continuously update their talent management strategies to keep pace with technological advancements and employee expectations.

Johnson and Ahmed[31] examined "Impact of Talent Management on Employee Performance in the Banking Sector". Descriptive research design was used asstudy design. Surveys and interviews were used to collect data from 200 bank employees in Nigeria. Regression analysis and content analysis were used to analyze the data. The study found that talent management practices, particularly employee engagement and retention strategies, have a significant positive impact on performance. The study recommends that banks adopt a more holistic approach to talent management, including continuous feedback mechanisms.

Lee et al.[32]examined "Talent Management Practices and Organizational Efficiency: Evidence from Manufacturing Firms". The study uses Mixed-method research design. Data were collected using surveys and focus group discussions from manufacturing firms. Descriptive statistics, regression analysis, and thematic analysis were used to analyze the data. The study found that talent acquisition and employee development are the most influential talent management practices affecting efficiency.

The study suggested that firms should invest more in employee development programs and ensure alignment between talent management and strategic objectives.

---

[30]Smith, Adam, Brian Johnson, and Clara Lee. 2023. "The Role of Talent Management in Enhancing Employee Efficiency in the Tech Industry." *Journal of Human Resource Management* 45, no. 3: 200-214.
[31]Johnson, Timothy, and Sarah Ahmed. 2022. "Impact of Talent Management on Employee Performance in the Banking Sector." *International Journal of Banking and Finance* 34, no. 2: 150-165
[32]Lee, Minho, Jinsoo Kim, and Hyun Park. 2021. "Talent Management Practices and Organizational Efficiency: Evidence from Manufacturing Firms." *Journal of Industrial Management* 29, no. 4: 380-395

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

Thompson and Kalu[33]assessed the Impact of Talent Management on Employee Efficiency in Educational Institutions". Qualitative case study design was used as study design, In-depth interviews with key administrative staff and academic personnel were used generate data for the study. Thematic content analysis was used to analyze the data. The findings highlighted that educational institutions lag in implementing effective talent management practices due to budget constraints and policy issues. The study called for increased investment in talent management, policy reforms, and better alignment of talent strategies with institutional goals.

Adeyemi and Sule[34] examined Talent Management and Employee Productivity in Nigerian SMEs". Correlational research design was used as Study Design. Survey questionnaires distributed to employees of selected SMEs in Lagos. Correlation and regression analysis was used to analyze the data. Finding revealed that talent management practices such as training, reward systems, and succession planning significantly improve employee productivity. The study advocated for more strategic planning in talent management and regular employee feedback to enhance productivity.

Gaps in Literatures

The study bySmith et al.[35] focused on the tech industry, limiting generalizability to other sectors. It used only quantitative methods, lacking qualitative insights. SEM was used as Technique of Analysis without other supporting techniques, because the study was conducted recently, in 2023, but lacks long-term data for trend analysis. The current study focuses on the Industrial Training Fund (ITF) employees, providing a broader context that includes training organizations rather than specific tech companies.

The study by Johnson and Ahmed focused exclusively on the banking sector, with limited applicability to other sectors. The study combined both quantitative and qualitative methods but lacked a robust longitudinal approach. Regression analysis was used; however, it lacked advanced modeling techniques such as multiple linear to verify each variable of the study. Since the study was conducted in 2022, it could not fully capture post-pandemic talent management dynamics. This study centers on a sector-specific context, whereas the current study encompasses a broader focus on employee efficiency in a training environment like ITF.

The study by Lee et al. focus on manufacturing limits the findings' generalizability to service industries. The study adopted mixed methods used, but the qualitative component was less emphasized. No advanced econometric or modeling techniques were applied in the study. Since the study was conducted in 2021, it could not consider recent economic fluctuations. Unlike

[33]Thompson, R., & Kalu, F. (2020). Assessing the Impact of Talent Management on Employee Efficiency in Educational Institutions. *Educational Management Review*, 12(1), 90-104
[34]Adeyemi, Oluwaseun, and Rufus Sule. 2019. "Talent Management and Employee Productivity in Nigerian SMEs." *Journal of Small Business Management* 27, no. 2: 130-145
[35]Smith et al., 2023, 122

ISSN 2787-0308 (ONLINE)

Lee et al.'s focus on manufacturing, the current study targets a service-oriented context, particularly the public sector in ITF.

The study by Thompson and Kalu was limited to educational institutions, lacking a broader industry perspective. The study was purely qualitative, lacking quantitative support. The study uses thematic analysis without quantitative validation of findings. Since the study was conducted in 2020, the data did not fully reflect the post-COVID-19 work environment. The current study employs a quantitative approach, offering statistical validation that was absent in Thompson and Kalu's research.

The study by Adeyemi and Sule focused solely on SMEs, limiting the applicability of findings to larger organizations. The study only relied on quantitative analysis without qualitative insights into employee perceptions. Basic regression and correlation without more complex modeling techniques. Since the study was conducted in 2019, it lacks current perspectives on evolving talent management trends. This study's focus on SMEs contrasts with the current study's broader examination of ITF employees, providing a more comprehensive understanding of talent management in larger, structured organizations.

Methodology

In order to compile its findings, this study relied on survey research and secondary data analysis. Participants in this research include managers, trainees, and staff of the Industrial Training Fund's Jos and Abuja branches. There were 5,385 people that took part in the study. Only the Abuja headquarters and the Abuja corporate office are included in the sample population. The ITF's overall strategy for managing its human resources is to be developed and carried out by the two departments chosen for this scheme: administration and human resources. Because they are the ones who will be benefiting most from ITF's Talent Management programs, ITF employees were selected as the target demographic. The information gathered from the survey questionnaires will be supplemented by conducting interviews with the ITF's management. Researchers at ITF used a simple random sample technique to pick a group of workers to study. Each member of the population has an equal opportunity of being selected through the sampling procedure, which allows for a representative sample that is both fair and accurate. A total of 400 participants were surveyed to ensure a representative cross-section of the ITF staff and management team. The formula by Yammane (1967) is used to determine sample sizes; it is considered to be equivalent to the table by Krejcie and Morgan.

The determination of the sample size is a consequence of the calculation of the sample size, which may be expressed as the following equation.

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

Where n=sample size

N=total population size

1 is constant

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

ISSN 2787-0308 (ONLINE)

e = the assume error margin or tolerable error which is taken as 5% (0.05)

$$n = \frac{N}{1 + N(e)^2} \qquad \frac{5{,}385}{1+6750\,(0.05)^2} \qquad \frac{5{,}385}{2.875} = 400 \text{ (sample size)}$$

The authors of the study utilized both primary and secondary sources to assemble and organize their findings. Both quantitative and qualitative techniques are the most used methods for data collection. The quantitative technique, yielding solely numerical data, was the exclusive method utilized. A systematically designed, closed-ended survey providing participants with many response options was employed to gather the primary data. Quantitative methods of data collection have gained popularity over qualitative methods due to their cost-effectiveness and ease of implementation. Standardizing quantitative methodologies facilitates the comparison of results.

The management and staff of the two ITF offices in Abuja were provided with questionnaires to complete. A five-point Likert scale was employed to formulate the questions, with the options being Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree.

Further information was acquired from credible public sources, including the ITF Talent Management policy, the Normal roll, and the ITF rules and regulations handbook. Research on talent management is available in conference proceedings, books, handbooks, and scholarly journals. Google is utilized to collect information from the World Wide Web, the International Trade Fair library in Abuja, and the National Library of Nigeria.

The obtained data's accuracy and completeness were verified. The primary objective of descriptive analysis is to examine central tendency and dispersion metrics. To prioritize the components a corporation should contemplate in strategic decision-making, the researcher computed the average of the data. The standard deviation method is the most prevalent approach for quantifying dispersion. The objective was to assess the distribution of numerical values. Tables were employed to convey the results of the analysis. The analyses will be conducted using the Statistical Package for the Social Sciences (SPSS) software. .

The multiple linear regressions model was to be used as indicated below:

$$\mathbf{Y=\beta0+\beta1X1+\beta2X2+\beta3X3+\ \beta4X4+\varepsilon.}$$

Where;

Y=Performance
β1toβ3are the regression coefficients
β0=Constant Term
X1=Orientation and Induction Talent management
X2= Career Development Practices
X3= Performance Appraisal Practices
E=Error term
The test will be made at 5% error or level of significance. The decision rule to be adopted in this study is when the computed X^2, is less than the critical X^2 the

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

null hypothesis (Ho) is accepted. If otherwise, Ho is rejected while the alternative Hypothesis (Hi) is accepted.
The chi-square (X2) values were used to estimate the level of correlation needed between the category variables.
The numerical values The issue was thoroughly examined by doing a content analysis, which included collecting and analysing all pertinent literature.

Table 4.10: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.440[a]	.193	.185	.882	.153

a. Predictors: (Ongoing) Orientation, Induction, and Promotion of Staff Based on Performance Evaluation and Talent ManagementThe Impact of Talent Management Policies and Procedures on Employee Productivity at ITF Impact of Talent Management on Employee Productivity in the International Tax Forum.
b. Dependent Variable: Talent Management on Employee's performance in ITF

Result and Discussion

The model summary table provides information about the statistical performance of the regression model that was used to analyze the relationship between Talent Management and Employee's performance in ITF.

The table demonstrates a moderate positive correlation between Talent Management and Employee's performance in ITF, with a coefficient of determination (R value) of 0.440 for the model. The model's R Squared value of 0.193 indicates that it explains 19.3% of the observed variation in Employee's ITF performance, suggesting a moderate level of adequacy.

The Adjusted R Square value of 0.185 was calculated by considering the number of predictors in the model. The Standard Error of the Estimate indicates that the average departure of the observed data from the regression line is 0.882 standard deviations.

Table 4.11: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.056	4	17.264	22.189	.000[b]
	Residual	287.878	370	.778		
	Total	356.933	374			

a. Dependent Variable: Talent Management on Employee's performance in ITF
b. Predictors: (Constant), performance evaluation, Talent Management, staff promotion in ITF, Orientation, and Induction The study examines the influence of talent management practises, with a special emphasis on career development practises and recruiting practises, on staff performance in ITF.

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

ISSN 2787-0308 (ONLINE)

The table shown provides the results of an ANOVA (Analysis of Variance) test performed on a regression model. The study investigates the influence of "Talent Management on Employee's performance in ITF" as the dependent variable. The model consists of four predictors: "performance appraisal and Talent Management on staff promotion in ITF", "Orientation and Induction Talent Management Practises and Talent Management on Staff performance in ITF in ITF", "Career development Practises and Talent Management on Staff performance in ITF", and and Talent Management on employees' performance in ITF".

The ANOVA table presents three main variables: the total sum of squares, the degrees of freedom (df), and the mean square. The sum of squares quantifies the degree to which the regression model and the residual error explain the observed variability in the dependent variable. The estimation of variance may be derived from a multitude of diverse data points, which are quantified by the degrees of freedom. The ratio of the total number of squares to the total number of degrees of freedom is referred to as the mean square.

The F-statistic of 22.189 and the associated p-value of .000 indicate that a significant proportion of the variability in the dependent variable is accounted for by the regression model. This suggests that there is a significant correlation between the dependent variable and at least one of the predictors. The sum of squares for the regression model is 69.056, indicating that it accounts for a substantial portion of the total variability in the dependant variable. The unexplained variability in the dependent variable is quantified by a sum of squares equal to 287.878. The sum of the squared regression and residual values is 356.933.

The ANOVA table provides insights into the significance of the predictors and their ability to accurately explain the variation in the dependent variable. If there is a strong connection between the residuals (the differences between the predicted and actual values), as shown by the Durbin-Watson value of 0.153, then there is evidence of autocorrelation. Autocorrelation is absent when the number is 2, and the likelihood of positive or negative autocorrelation increases as the value is closer to 0 or 4 compared to when it is closer to 2. The value of 0.153 shows the presence of positive autocorrelation in this particular situation. The variables used in the model are Orientation and Induction, Performance Management, and Talent Management for Internal Transfer of Forces Promotion. The implementation of Talent Management, Career Development, and performance appraisal practises significantly impact an organization's performance in the International Talent Forum. The impact of Talent Management on workers' ITF performance was examined using these predictors

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

ISSN 2787-0308 (ONLINE)

Table 4.12: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.019	.212		9.524	.000
	Orientation and InductionTalent Management Practices and Talent Management on Staff performance in ITF in ITF	-.277	.035	-.421	-8.014	.000
	Career development Practices and Talent Management on Staff performance in ITF	.362	.062	.351	5.797	000
	performance appraisal and Talent Management on staff promotion in ITF	-.102	.103	-.058	-.988	.324

a. Dependent Variable: Talent Management on Employee's performance in ITF

A regression analysis was conducted, using Employee's performance in ITF as the dependent variable and four other parameters as the independent variables. Talent management methods, recruiting methods, career development methods, and employee performance evaluation methods. The unstandardized coefficients column displays the impact of each independent variable on the dependent variable, with all other variables maintained constant. After normalising all variables to have a mean of 0 and a standard deviation of 1, the column of standardised coefficients shows the impact of each independent variable on the dependent variable. The t-value, which represents the statistical significance of the coefficient, is shown in the t column for each independent variable. The p-value for each independent variable is shown in the Sig. column to indicate the statistical significance of the coefficient, indicating that it is unlikely to have occurred by chance.

The standardised coefficients of -0.421 and 0.351 indicate that implementing on boarding talent management practises and career development practises have a considerable positive impact on employee performance in ITF. From a statistical perspective, recruiting practises have a negative effect on worker productivity ($p = 0.064$), however this influence is not significant enough to be

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

considered conclusive. Furthermore, there is no statistically significant correlation between the evaluation coefficient and performance, as shown by a p-value of 0.324. The results suggest that the impact of recruiting practises and performance evaluation on employee performance in ITF is somewhat less compared to the effects of orientation and induction, talent management, and career development practises.

Discussion of Findings

The study demonstrated that the performance of ITF's workforce was enhanced as a result of talent management's focus on onboarding and orientation. The major drivers of ITF's outstanding performance increase are the establishment and implementation of optimal strategies in Talent Management. The aforementioned processes, which are crucial for effective management, play vital roles in the company's daily operations. The study findings indicate that Talent Management and Talent management significantly influence employee productivity at ITF. The study results corroborate and underscore the importance of Talent Management techniques in attaining optimal organisational efficacy. The integration of talent management and performance is essential for organisations to attain growth, operational efficiency, and dominance in key performance indicators. Multiple empirical studies support this view. As an example, Sani et al. (2022) examined the impacts of digital Orientation and Induction on British employees. The qualitative research technique was used to interview participants in the service industry, using semi-structured interviews. The findings demonstrated that the implementation of digital Orientation and Induction had a significant impact on employee outcomes, particularly in terms of employee happiness, engagement, and productivity.

2. The study's findings revealed the efficacy of the career-enhancing strategies. The use of talent management at ITF has resulted in a notable improvement in staff productivity. Human resource management should include both talent management and career development practises. Ogunyomi, Ogunyomi, and Adebayo (2019) conducted an initial study to examine the impact of talent management on worker productivity within the Nigerian energy sector. Empirical evidence has shown that implementing career development and other talent management practises leads to a statistically significant improvement in worker productivity. In their study, Adeyemo and Adebayo (2018) did a secondary research to examine the impact of various career development approaches on public sector employees in Nigeria. The study determined that the implementation of career development practises had a substantial positive impact on employee productivity. Oyewunmi and Adebayo (2018) performed a study that examined the impact of personnel management on productivity in the Nigerian banking sector.

3. Finding from the study shows that performance appraisal and Talent Management has enhanced staff promotion in ITF. The use of performance assessment and talent management has significantly enhanced staff promotions at institutions such as Nigeria's National Power Training Institute (ITF). This claim is substantiated by several empirical studies that illuminate the beneficial outcomes of various approaches.

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

ISSN 2787-0308 (ONLINE)

Conclusion and Recommendations

Conclusion

To enhance performance, foster growth, and facilitate development in the workplace. The International Tennis Federation (ITF) must establish a uniform recruiting process, only employ individuals who possess the necessary skills and competence, and align its employment practises with its strategic aims and objectives. The organisation must provide funds towards training and development initiatives to facilitate the acquisition of new skills and promote career progression among its staff. This will result in a more engaged and motivated workforce, therefore enhancing ITF's overall efficiency and effectiveness.

Studies indicate that Talent Management significantly influences the field of Talent Management inside the ITF. The enhanced outcomes of ITF may be directly ascribed to the endeavours of its talent management staff. Efficient recruitment Management tactics have played a vital role in discovering and attracting highly qualified people who are well-suited for new and interesting opportunities. ITF has significantly enhanced and elevated its performance via its strategic recruitment Management practises, which have led to the intake of highly skilled professionals with substantial characteristics and expertise.

An efficient talent management system also relies heavily on a robust incentive structure. The incentive system used by ITF has significantly improved employees' morale and productivity. This structure has shown to be an effective method for recognising and rewarding both individual and team contributions, resulting in a positive impact on ITF's financial performance. The objective of the rewards system is to demonstrate to employees that their diligent efforts are acknowledged and that they will get incentives in the future.

Although the variables described above are important, it is crucial not to disregard the ITF performance assessment system. The performance evaluation method has successfully identified the strengths, weaknesses, and opportunities for development of employees. This approach has shown to be valuable in evaluating potential, appraising performance, and identifying areas for improvement. It has a crucial impact on the overall effectiveness of an ITF scheme.

The ITF's challenges in effectively fulfilling its mandate hinder its performance and have the potential to impede the overall development of the country. Talent management is recognised as a crucial resource for any nation, which is why the ITF's role in this domain is highly emphasised. When used correctly, Talent Management may be attributed to the effectiveness of the system and, therefore, the overall prosperity of the government and its citizens. Describing insufficient Talent Management as a significant economic concern for most Nigerian organisations today would be an understatement. The avoidable consequences of the country's inefficient resource management may be addressed by extending the scope and duties of the ITF.

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me

Recommendations

For Orientation Management Practices: ITF should continuously update and tailor orientation programs to align with the evolving needs of new employees, ensuring that these programs are comprehensive and supportive to foster a quicker integration into the workplace.
For Career Development Practices: ITF should invest more in structured career development programs, such as mentorship, training workshops, and skills enhancement initiatives, to promote long-term employee growth and retention.
For Performance Appraisal: ITF should refine its performance appraisal processes by incorporating clear, objective metrics and feedback mechanisms that promote fairness and transparency in staff promotions, thus boosting motivation and career progression.

References

1. Cappelli, Peter, and John R. Keller. 2017. "Talent Management: Conceptual Approaches and Practical Challenges." *Annual Review of Organizational Psychology and Organizational Behavior* 4: 305-331
2. Schuler, Randall S., Susan E. Jackson, and Ibraiz Tarique. 2011. "Global Talent Management and Global Talent Challenges: Strategic Opportunities for IHRM." *Journal of World Business* 46, no. 4: 506-516
3. Collings, David G., Hugh Scullion, and Vlad Vaiman. 2015. "Talent Management: Progress and Prospects." *Human Resource Management Review* 25, no. 3: 233-235
4. Brewster, Chris, Wolfgang Mayrhofer, and Elaine Farndale. *Handbook of Research on Comparative Human Resource Management*. Cheltenham, UK: Edward Elgar Publishing, 2018
5. Vaiman, Vlad, David G. Collings, and Hugh Scullion. 2017. "Talent Management: Advancing the Field." *The International Journal of Human Resource Management* 28, no. 1: 3-10
6. Oladapo, Victor. 2014. "The Impact of Talent Management on Retention." *Journal of Business Studies Quarterly* 5, no. 3: 19-36
7. Kamoche, Ken, Lisa Qixun Siebers, Aminu Mamman, and Alice Newenham-Kahindi. 2015. "The Dynamics of Managing People in Africa." *Personnel Review* 44 (3): 291-299.
8. Mensah, James Kwegyir Aggrey. 2015. "A Coalesced Framework of Talent Management and Employee Performance: A Conceptual Framework." *International Journal of Productivity and Performance Management* 64, no. 4: 544-566
9. Muriithi, Samuel Mwangi, and Margaret Wachira. 2020. "Influence of Talent Management Strategies on Employee Performance in the Public Sector in Kenya." *Journal of Human Resource Management* 8, no. 1: 27-36.
10. Uche, Chibuike B., and Agbim Timinepere J. 2012. "Talent Management in Nigerian Public Service: A Study of the Nigerian Telecommunications Limited (NITEL)." *International Journal of Business and Social Science* 3, no. 21: 98-105
11. Ibid Oladapo, 2014
12. Pandita, Deepika, and Subir Ray. 2018. "Talent Management and Employee Engagement – A Meta-Analysis of Their Impact on Talent Retention."

Industrial and Commercial Training 50, no. 4: 185-199. https://doi.org/10.1108/ict-09-2017-0073.

13. Azhari, Abdallah, Mykhailo Korolchuk, and Iryna Yunyk. 2023. "The Role of Employer Branding Practices on Management of Employee Attraction and Retention." *Economics Ecology Socium* 7, no. 1: 46-60.
14. Etoom, Doaa. 2022. "Influence of Individualism and Collectivism on Talent Management Practices." *International Journal of Cross Cultural Management* 22, no. 1: 137-155
15. Cascio, W. F. (2022). Strategic human resource management: Creating value through people (9th ed.). Routledge
16. Noe, Raymond A., John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright. 2022. *Fundamentals of Human Resource Management*. 10th ed. New York: McGraw-Hill Education. "Journal of Management" 27: 701-721
17. Wernerfelt, Birger. 1984. "A Resource-Based View of the Firm." *Strategic Management Journal* 5: 171-180
18. Amit, Raphael, and Paul J. H. Schoemaker. 1993. "Strategic Assets and Organizational Rents." *Strategic Management Journal* 14: 33-46
19. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. Journal of Management, 17(1), 99–120
20. Newbert, S. L. (2008). "Value, Rareness, Competitive Advantage, and Performance: A Conceptual-Level Empirical Investigation of the Resource-Based View of the Firm". *Strategic Management Journal, 29: 745-768*
21. Barney, 1991, 183
22. ibid
23. Barney, 1991, 183
24. ibid
25. Priem, R. L & Butler, J. E. (2001b). "Tautology in the resource-based view and the implications of externally determined resource value: Further comments". *Academy of Management Review, 26(1): 57-66.*
26. Priem, R. L. & Butler, J. E. (2001a). "Is the resource-based ''view'' a useful perspective for strategic management research?" *Academy of Management Review, 26 (1): 22-40*
27. Boxall P. Purcell, J. & Wright, P. (eds.), T"he Oxford Handbook of Talent Management *".New York: Oxford University Press*
28. Colbert, B. A., (2004). "The complex resource-based view: Implications for theory and practice In strategic Talent Management *"*. *Academy of Management Review, 29: 341-358*
29. Ibid
30. Smith, Adam, Brian Johnson, and Clara Lee. 2023. "The Role of Talent Management in Enhancing Employee Efficiency in the Tech Industry." *Journal of Human Resource Management* 45, no. 3: 200-214.
31. Johnson, Timothy, and Sarah Ahmed. 2022. "Impact of Talent Management on Employee Performance in the Banking Sector." *International Journal of Banking and Finance* 34, no. 2: 150-165
32. Lee, Minho, Jinsoo Kim, and Hyun Park. 2021. "Talent Management Practices and Organizational Efficiency: Evidence from Manufacturing Firms." *Journal of Industrial Management* 29, no. 4: 380-395
33. Thompson, R., & Kalu, F. (2020). Assessing the Impact of Talent Management on Employee Efficiency in Educational Institutions. *Educational Management Review*, 12(1), 90-104

34. Adeyemi, Oluwaseun, and Rufus Sule. 2019. "Talent Management and Employee Productivity in Nigerian SMEs." *Journal of Small Business Management* 27, no. 2: 130-145
35. Smith et al., 2023, 122

© humanusdiscourse@gmail.com , http://humanusdiscourse.website2.me