ABSTRACT

Talent management is a very important practice in this age of talent scarcity and war amongst competitors. Companies have been used to sacking and employing new hires to boost performance, without considering talent management practices, as such this study aimed to ascertain the impact of talent management on employee performance in Al-Hikmah University. The study adopted talent retention, talent attraction and employee engagement as proxies for talent management- the independent variable and employee performance as the dependent variable. Questionnaires were used to source data from 50 respondents who were chosen using a stratified random technique. The study employed correlational research design, thereby conducting a multiple regression analysis, which showed that talent retention and employee engagement both exert a statistically significant positive impact on employee performance, while talent attraction has a negative inconsequential impact on employee performance. The study recommends that managers boost talent retention strategies and employee engagement practices, and put structures in place to attract best talent in a strategic manner.

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CHAPTER ONE

INTRODUCTION

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1.1. Background to the Study

Finance is the most important factor in the survival and operationality of an organization, however, up there with finance is human capital. These two, form the most important of organization's resources, alongside natural and intellectual resources (Abubakar, 2021). Abubakar, (2021) listed human capital, as one of the major resources that can give a firm competitive advantage and defined human capital as "the set abilities, skills and technical knowhow among the workforce of the business."

The evident development of the human race can be seen in how business is now been conducted, organizations or businesses have moved from performing self-labour or using family members as a source of labour to now employing strangers to carry on their business in a manner that will result in the organization achieving the goals and objectives it has set out to achieve. The increase in business enterprises and the search for competitive advantage has created a "war for talents" among these companies due to a tight labour market (Muthina, 2017).

Globalization, competition, and the dynamic state of the business environment, has heaped more pressure on organizations to perform better than before (Mangusho, Murei, & Nelima, 2015), this has led to organizations now being meticulous in deciding who to hire

and retain on the hired-list. In hiring employees, companies have to look out for the top of the crop skills out there in order to outperform rivals, however, hiring talent is not enough, companies need to put in a lot of work to retain these workers by showing them they are the best company to work for, because due to the increase in businesses there has been a shortage in talents and most organization struggle to hire and retain the right talents (Muyela & Kamaara, 2021), this has led companies engaging in unethical acts such as poaching of talents (Faruna, 2018).

The tight labor market and organizations need for top performance, has led to talent management being an important factor to focus on in the organization, because a proper management of talent, would normally boost employee confidence, thereby, leading them to perform better. Talent management might seem a strange term to many, but as defined by Faruna (2018), it is the use of strategic human resources to improve business value and make it possible for organizations to achieve their goals. It involves everything that is done to recruit, retain, develop, reward and make employees perform. Talent management facilitates the improvement of the employees' performance positively towards the achievement of both the employee and organizational objectives (Muthina, 2017).

Talent is one of those resources that gives a business proper advantage and edge over rivals, and has earlier stated it is not enough to only attract these talents, but keeping them and bringing the best out of them. Iorgema (2021) stated that it is the duty of the organization to raise the performance of employees as such organizations need to design its human

resources management in ways that fit into the organization's structure as this will make the organizations achieve their ends and targets. To build talents that are capable of performing at the top of their potential, organizations need to develop plans that aim at motivating them, training them, helping them cope with changing conditions and making them feel human, by taking their interests into consideration.

Employees are one of the key stakeholders in a business and they can effectively make or break a business enterprise, they are the ones responsible for achieving the short and long-term goals of the firm, effective utilization of organization's resources, satisfaction of customers and keeping a good image for the company. So, employees are too invaluable for the organization not to pay attention towards those practices that will improve their performance (Iorgema, 2021).

Recruiting, retaining and getting the best out of employees is very important for every organization, more so, educational institutions, who are formally responsible for shaping the life and skillset of the work force. For educational institutions it is very important to have effective and highly motivated staff base both educational and non-educational in order for them to properly impact the students who pass through the corridors of these institutions in a positive way and in a manner in which they are able to in turn effect changes that will make their world better.

Universities and colleges all around the world are the foundation of a knowledge-based economy, as such governments all over the world have come to recognize the importance

of universities in the achievements of national priorities (Boulton & Lucas, 2011). According to Boulton & Lucas, (2011) universities through research create new possibilities, through teaching, they shape new people and the products of these universities learn to inquire about the true meaning of things; they become able to differentiate between facts and heresay, and become equiped to be able to verify for themselves various hypotheses, which can be passed on for generations to come.

In Nigeria, Universities aim to attain the status of a world-class educational institution, which offers advanced educational programmed, research and innovation. However, no Nigerian university have been able to achieve this, with a poor rating on the international university's rankings (Anyebe, 2018). This has sprung up various private universities, who are well funded and less influenced by the government actions as opposed to their public counterparts. These institutions whether private or public have a big role to play in the nation's future, as such, conscious effort needs to be taken to ensure that the employees selected and hired are od high quality and are properly trained to deal with the great level of dynamism that comes with their job in order to make sure that they perform excellently and in turn produce great workforce for the country.

1.2. Statement of the Problem

As earlier highlighted employing the right talent is very crucial for an organization, but an extra step needs to be taken to ensure that those talents are further developed and given proper room and chance to operate, grow and develop. A high employee turnover is not

good for any firm, because hiring fresh talents is more expensive, due to the hiring process, fresh talents are also likely to request for a higher pay, they are new therefore, there will be a lot of time taken to train them and given to them to enable them adjust and get used to the organization's culture. The study of Nzubechukwu, et al (2021) shows that employee's turnover is mainly caused by lack of career progression, job satisfaction, employer-employee relationship and the presence of better employment opportunities, The study shows that a high employee turnover could lead to a loss of profit, productivity, training cost and an increased workload for current workers. All these are liable to cost the firm a lot in terms of time and money.

This makes managing talents very important for the organization, to be able to get the best out of their employees, retain them, give them a chance to grow and in essence improve organization's performance. Wandabwa & Makokha (2021) believes that a satisfied, highly-motivated and loyal employee base form the basis of competitiveness for an organization. Thus, it has become important for organizations to look to improve their workforce, as this will give them opportunities in the market such as attractiveness for potential job seekers and a better position on the competition table.

Talent management is meant to improve employee's performance, by hiring the best people, giving them a good working condition, engaging them in decision making and training and development. However, a lot of organizations, do not take this into consideration, they believe in hiring new people, whenever things go wrong, they do not

consider various talent management practices, this begs the question, as to whether they do not know the impact of talent management on their employee's performance or, they have decided to ignore the impact.

The problem of lack of adequate practices of talent management and choosing to chop and change at every instance, as lit impetus for carrying out this project research in order to ascertain, whether engaging in talent management practices will actually improve employee performance or not.

1.3. Research Questions

The study will therefore aim to answer the following questions:

   i.   What impact does talent retention have on employee performance?

  ii.   What influence does talent attraction have on employee performance?

 iii.   What effect does employee engagement have on employee performance?

1.4. Research Objectives

The main objective of this study is to investigate the impact of talent management on employee performance in Al-Hikmah University. The specific objectives include:

   i.   To determine the impact of talent retention on employee performance.

  ii.   To evaluate the influence of talent attraction on employee performance.

 iii.   To examine the effect of employee engagement on employee performance.

1.5.Research Hypotheses

The following are the hypothesis of this study which are all stated in the null form:

Ho$_1$: Talent retention has no significant impact on employee performance.

Ho$_2$: Talent attraction has no significant impact on employee performance.

Ho$_3$: Employee engagement has no significant impact on employee performance.

1.6. Justification for the study

An effective employee's performance is very crucial for the survival and competitiveness of any organization, as such, numerous practices are carried out by business owners and managers to ensure that the best is gotten from the talent available to them, the lack of the talent in the market is not helping also, so organizations have to look for ways of improving their talent base before deciding to let them go. Talent management practices could present a better way to get the best out of the staff they maintain.

Firstly, this study will be important for the school management as it will enable them get the best out of their employees and enlighten them on the proper way to treat them.

Secondly, this study will be important for employees and potential employees to able to know what to demand and request from employers and potential employers to enable them perform to the best of their abilities.

Thirdly, this study will be important for policy maker and the government so that they can put a proper framework in place in form of policies and laws, to ensure that the best is gotten out of the human capital in the nation.

Finally, this study will be important for future researchers as it will add to the body of existing literature related to the study.

1.7. Scope of the study

The scope of this research covers all staff of Al-Hikmah University, Ilorin, Nigeria, including the academic, non-academic and admin staff in the University.

1.8. Definition of terms

Talent Management: Talent management is the proactive identification of the important strategies, positions and development of the qualified, skilled and differentiated human resources system to attract, develop and retain employees (Al-Hussaini, et al 2019).

Employee Performance: Employee Performance refers to what an employee does or does not do (Knott, 2016). It is the presence, timeliness, efficiency, effectiveness, the quality and quantity of the work done (Iorgema, 2021).

Employee engagement: Employee engagement is how effective the employees are committed to the organization's activities (Ayub, 2017).

Employee turnover: Employee turnover is the degree of individual movement across the membership boundary of a social system (Nzubechukwu, Njelita, Chinasa, & Ejike, 2021).

<div align="center">**CHAPTER TWO**</div>

LITERATURE REVIEW

2.1 Preamble

This chapter provides insights on the concepts of the different variables used in the course

of this research study, it presents a diagrammatic representation of the relationship between

the independent and dependent variable. This chapter also includes the theoretical paradigm adopted in this research project and a review of past literature related to the subject matter to try reveal where apparent gaps exist.

2.2 Conceptual Review

This research will focus on understanding the following concepts: talent management and its proxies in training and development, talent selection and employee's engagement, and the dependent variable of employee performance.

2.2.1 Concept of talent management

Talent management has been a hot topic since when the phrase "war of talents" was coined in the 1980s (Mihelič, 2020), this was because the talent was now going to give organizations a competitive advantage. Davies and Davies defined talent management as the systematic identification, attraction, development, engagement, retention and deployment of those individuals with high potential, who are of particular value to an organization (Igwedinmah, 2020). This definition properly breaks down what talent management is all about, being able to identify and attract the best talent, and once this talent is acquired, developing it and then engaging them massively in what the organization is trying to achieve, then creating a space where these talents feel they can be and thrive. Mangusho, Murei, & Nelima (2015) stated that the main purpose behind talent management is to be able to improve the process of recruitment, retention, and employee development in order to meet current challenges faced by organization and improve

organizational performance by fulfilling organizational needs. The study of Al-Hussaini et al (2019) breaks down talent management into phases, stating that the primary objective of talent management should be the recruitment of the right persons for the right role in the organization, then the next phase was to manage the employees by developing them to enable them perform better for the organization and make them more competent and skillful, after development talent management includes building structures and support systems for the management of the employees. The final phase was the retention of these employees, the authors stated that retention was important for competitive advantage and the best way to retain employees is to provide the employees with a good work life balance, an effective work diversity policy, engagement of the employees through open communication of ideas; flexible working hours, conducive work conditions, and management orientation towards competence, fairness, and mutual respect. Likewise, Tetik & Zaim (2021) divided talent management in to three main phases, namely defining, developing, and retaining talents

An effective talent management will give the organization a competitive edge in the market. Ayub (2017) believes that talent management processes help an organization maintain its valuable workers through rewards and motivational practices which make them feel recognized and inspire them to make positive contribution and long-term commitment to organization's activities.

Talent management as stated by Tetik & Zaim (2021) contains of 3 processes, defining (identifying and attracting), developing and retaining talents. In this study we will represent talent management practices by the training and development activities the employees engage in, their work-life balance and their engagement in the company activities and decision making.

2.2.2. Measurement of Talent Management

The concept of talent management has been discussed in this study, and various stages and processes have been described, however for the course of this study the following will be used to measure talent management: talent and development, work-life balance and employee's engagement. Each of these concepts are discussed further.

Talent Attraction

It contains the guidelines and procedures used to choose brilliant people. It includes "Talent Planning" since it is crucial in predicting the future requirements for talent at all organizational levels. To achieve an ideal degree of talent positioning is the primary goal of the organization's talent planning. The methods of recruiting and selection in a business serve as the foundation for talent management (Alruwaili, 2018). Additionally, while there are several strategies for luring bright people, recruiting and selection are among the most important. The work of building a talent pool and selecting a candidate from it is seen as important for a business since it will eventually lead to success (Rabbi et al., 2015). While selection is defined as the abilities of talent evaluation to fulfill the task of the job

appropriately ultimately lead to the hiring of the right individual in the right job, talent attraction through recruitment represents a crucial phase in the administration of skilled labor to determine which employees will be able to serve the organizations effectively (Bratton & Gold, 2017).

Selection is distinguished as choosing the individual to execute the task, while recruitment is defined as the search for candidates. As a result, choosing and hiring the correct person for the position has an impact on the performance of both individuals and the organization. According to (Pahos & Galanaki, 2018), recruiting and selection may be a strategy to boost employee performance by exposing bright people to the business and giving them opportunities to contribute. They also said that hiring (recruitment & selection) procedures and worker performance had a beneficial association. (Rahmany, 2018) used a deductive method to evaluate how hiring and selection procedures affected worker performance. The findings support the notion that hiring, choosing, and employee performance are all positively correlated. (Jolaosho, et al., 2018) conducted survey study to investigate the impact of hiring and selection on employee performance. They demonstrated the beneficial effects of hiring and choosing employees on employee performance. They also came to the conclusion that hiring qualified employees who can perform better in the future is crucial to achieving the goals.

Employee Retention

Talent retention has grown to be a significant concern for all firms. One of the factors that contributes significantly to limiting talent migration is the desire to work and job happiness (Stalmasekova, 2017). For a business to remain competitive, talent retention is more crucial than ever. This is made possible by implementing remuneration practices that discourage people from leaving their jobs (Chiekezie,et al, 2017; Nzewi & Chiekezie, 2016). The retention of valuable personnel, on the other hand, has emerged as the top problem for firms, according to (Mabaso, 2016). As a result, remuneration seems to be a workable strategy for keeping talented individuals on board with the expansion and achievement of corporate goals. According to Dessler (2013), compensation is defined as returns resulting from an employee's employment. a procedure through which employees get paid for their contributions to the business (Sharma, 2013).

Compensation is seen as an effective strategy used by organizations since it affects performance and the retention of talented people, as per (Osibanjo, et al, 2014). Employee performance is greatly improved by salary, which is important for the organization. Research was conducted to look at how salary affected employee performance (Hameed, et al, 2014). They showed that remuneration has a favorable impact on worker performance. To ascertain the impact of pay, organizational commitment, and career path on employee work performance, (Sulaefi, 2018) carried out explanatory research. According to study findings showed that, salary, organizational commitment, and career have a substantial impact on employee performance.

Employee's Engagement

Employee engagement is the emotional commitment employees feel towards their organization and the actions they take to ensure the organization's success; engaged employees demonstrate care, dedication, enthusiasm accountability and results focus (Allen, 2014), and disengaged employees continuously spite the organization and constantly express their dissatisfaction about in the company; such behaviour may lower the morale of others in the workplace (Cheng & Chang, 2019). Tran (2018) divided employee engagement into three aspects: enjoyment, belief and value. Enjoyment means people tend to be more satisfied in what they do if they are in the jobs that match their interest and skills; belief means people feel more engaged if they feel their contribution to the job is meaningful; and value comes from the recognition and reward for their contributions.

Engagement is not only about the aspect bringing employee to work hard in their jobs, but also the process of how individuals give their best effort to perform. Consequently, this process is a two-way relationship, which involves both the employer and the employee. Employees will feel valued, want to stay and contribute to the success of the organization if they feel the employers value them and vice versa, the employers will provide sufficient facilities and excellent working environment when they feel that the employees are truly engaged in the workplace (Tran, 2018). According to Allen (2018), when employees are 'engaged', they use discretionary effort. They stay behind to get a job done because they are committed and feel accountable and want to, they pick up the cups left behind on the

table in the meeting room or the rubbish that missed the bin because they care about their workplace. They stand up for their company because they are proud to be a part of it, they find solutions to problems and create ideas to improve; they are emotionally engaged with their organization.

It is the duty of the organization to ensure that the staff base remain engaged and committed to the organization. Tran (2018) drafted out eight different factors that influence employee's engagement, as stated below:

i. Attitude of employer towards employee: this drives concern with the attention and care from the employer, regarding the employees' well-being and communicating ability.

ii. Nature of the job: this refers to the opportunities to take part in the jobs' routine and decision-making on a certain level.

iii. Employee's understanding of how their performance impacts organization performance.

iv. Career growth opportunities.

v. Desire to be associated with the company.

vi. Relationship between colleagues and team members.

vii. Employee training and development.

viii. Personal relationship with one's manager.

2.2.3. Concept of Employee Performance

Employee performance focuses directly on employee efficiencies by an ascertainment of the level of output produced by an employee in a business or work environment, within a specific time frame (Igwedinmah, 2020). An effective employee is one who does what he was hired by the organization to do and does it well. An effective employee is a combination of a good skill set and a productive work environment(Faruna, 2018).

Performance is a broad concept, Al-Hussaini, et al (2019) classified performance in an organization into three different classes of task performance, adaptive performance and contextual performance. Task performance is getting the job done, i.e., producing the expected output. Al-Hussaini, et al (2019) defined task performance as actions that are part of the formal duties and reward system that has been made by the organization and it refers to the requirements that are specified and mentioned in the job description of an employee. It is carrying out the job for which you have been assigned, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task and it involves essential technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments, application of technical knowledge to accomplish task successfully without much supervision, and an innate ability to respond to assigned jobs that either facilitate or impede the performance (Pradhan & Jena, 2017).

Adaptive performance borders on the employee's ability to cope and produce efficient output under constantly changing working conditions. In the view of Al-Hussaini, et al

(2019) adapative performance is focusing on employees' ability and responsiveness to the changing external environment and aligning with the changes in proactive manner. Pradhan & Jena (2017) explained that these changes could occur as a result of technological transformations, changes in one's core job assignment, restructuring of organization and so on. Employees are also expected to adjust their soft skills to be able to operate and cope with other employees in the office. Although, task performance may signify efficiency, the ability of an employee to be proactive and adapt easily is surely an added advantage to all stakeholders.

After task performance and adaptive performance is contextual performance, contextual performance are those activities that employees that are not really expected of them but will benefit the organization, Brief, and Motowidlo (1986) defined it as a behavior that is accomplished by a member of an organization, which is directed towards an individual, group, or organization with whom the member interacts while carrying out his or her organizational role, and finally such behavior is performed with the intention of encouraging the betterment of individual, group, or organization towards which it is directed (Pradhan & Jena, 2017). Al-Hussaini, et al (2019) defines contextual performance as psychological and social issues, i.e., issues which are not directly part of the job of an employee. They are decisions and behaviour that are left to the discretion of the employee, Pradhan & Jena (2017) sees contextual performance as a kind of attitude like volunteering for extra work, helping others in solving difficult task, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for

organizational development, abiding by the prescribed rules and regulations, and supporting organizational decisions for a better change.

2.2.4. Conceptual Framework

Independent variables   Dependent Variable

```
┌─────────────────────┐
│  Talent retention   │
│                     │
└─────────────────────┘

┌─────────────────────┐                    ┌──────────────────────────┐
│  Talent attraction  │  ───────────────►  │  Employee Performance    │
│                     │                    │                          │
└─────────────────────┘                    └──────────────────────────┘

┌─────────────────────┐
│ Employee Engagement │
│                     │
└─────────────────────┘
```
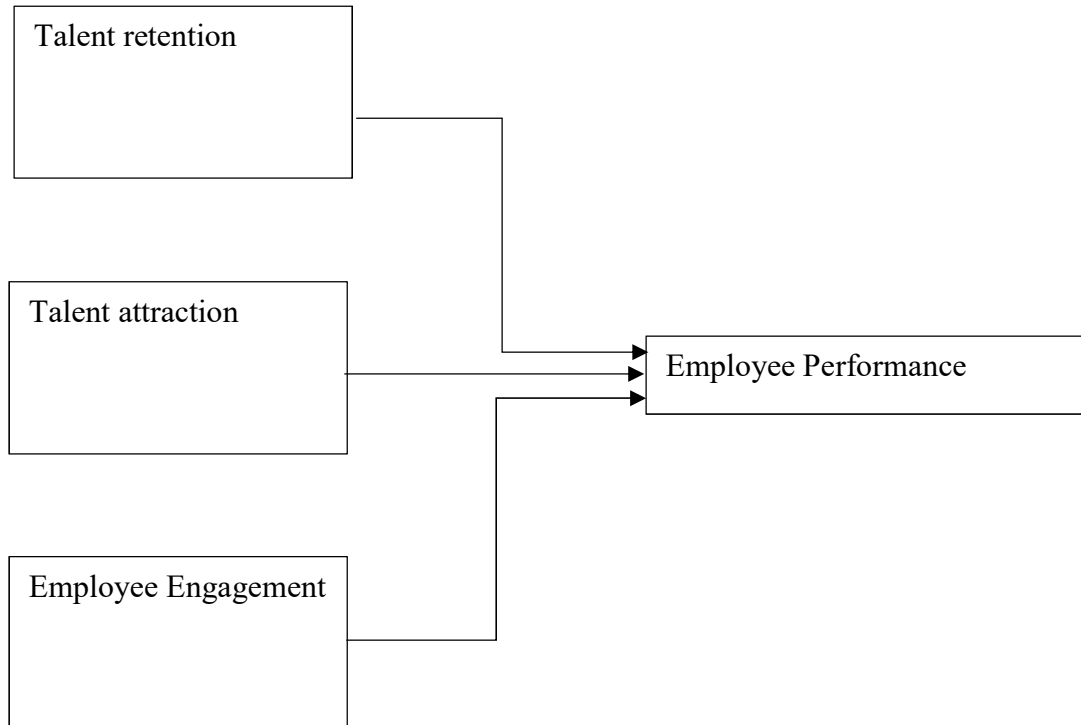
Source: Author (2023).

The figure above is a diagrammatic representation of the relationship between the dependent variable (employee performance) and the independent variable (talent management) proxied by talent retention, talent attraction and employee engagement.

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2.3 Theoretical Review

Theories provide abstract information for the understanding of practices. This study reviews certain theories which are related to the subject matter.

The following theories were reviewed in this study: Resources Based View Theory, Human Capital Theory, and Social Exchange Theory.

Human Capital Theory

The Human Capital Theory (HCT) was postulated in the 1960s by Gary Becker and Theodore Schultz, the theory majorly posits that human beings can increase their productive capacity through greater education and skills training (Ross, 2022). This theory postulates that human capital i.e., the composition of employee skills, knowledge, and abilities - is a central driver of employee performance (Iorgema, 2021). Schultz argues that investment in education and training leads to an increase in human productivity, which in turn leads to a positive rate of return and hence of growth of organizations (Muyela & Kamaara, 2021).

The theory stresses the value added to the organization by human capital. According to HCT people are assets to the company and investments in people, is a profitable investment, as such investment in people must be sustained for the organization to perform well (Muyela & Kamaara, 2021). The relevance of this theory is that if organizations focus on training and retaining top performers, the huge amount invested in top performers pays off with long term benefits to the organization. If employees are heavily invested in, well

managed and retained, they will be innovative and creative, competent and committed, readily useful and available to the organization and all these will lead to an achievement of organizational goals (Faruna, 2018).

Social Exchange Theory

Social exchange theory is a sociological and psychological theory that has been developed to explain the processes by which people make relationships and maintain them. According to this theory, people evaluate their relationship based on the benefits they feel they might derive from them. Social exchange theory posits that people make rational decisions in their relationships. Social exchange theory has been applied to the workplace to explain the employer-employee relationship (Reader, 2017)

Social exchange theory explains how employees attach themselves to their firms in anticipation of some returns from the firms, a behavior which has resulted to employees changing organizations to those that are offering better employment condition such as better remuneration, training and career development plans and who give priority to the management and development of their employees' talents (Muthina, 2017).

Employee relationships are one of a few key indicators of a person's success in their job. If an employee doesn't have positive incentives at work, they're more likely to leave the position and seek those positive relationships elsewhere. You can use social exchange theory to help structure an environment and company culture that promotes friendliness

and collegiate relationship-building to help your employees feel connected to the organization on a personal level (Indeed, n.d.).

Social exchange theory predicts that, in reaction to positive actions, employees tend to reply in kind by engaging in more positive responses and/ or fewer negative responses. A set of successful social exchanges may transform an economic exchange relationship into a high-quality social exchange relationship. In this way, people may become affectively committed to organizations, more trusting, and so on (Cropanzano, et al 2017).

Resource Based View Theory

The term Resource Based View (RBV) was coined by Birger Wernerfelt in 1984, but was developed by Jay Barney in 1986 and 1991, and for this reason, many regard Barney as the father of the RBV theory. Resource-Based View (RBV) is a theoretical framework that focuses on the physical and the intellectual factors as a significant source for enhancing sustainable competitive advantage (Muyela & Kamaara, 2021). Barney believes that resources form a crucial part of an organization, especially when business owners want to create a competitive advantage over their rivals (Soud, Ogolla, & Mureithi, 2020). Wernerfelt suggests that the most important contributing factor of a firm's performance is the resources that the firm controls which are what gives competitive advantage to the firm. A firm's resources could be the assets controlled, the processes use in production and the knowledge base, anything that aids effective and efficient performance (Muthina, 2017).

According to the resource-based view, human capital is recognized as the company's main asset to achieve a sustainable competitive advantage (Aina & Atan, 2020). As such the RBV theory posits that organizations can only enjoy competitive advantage when they possess as unique workforce that can produce better performances (Muthina, 2017). This view provides an explanation of why investment in talent development is a potential source of competitive advantage in an organization (Oyerinde & Adeyemi, 2022).

The resource-based view is particularly useful in the talent development context because of its focus on important issues (Oyerinde & Adeyemi, 2022). This theory stresses on the point of exploring how employees are hired, and how their unique talents are maintained and developed for competitive advantage. Resource base theory emphasizes on the attraction, retention and management of the most competent workforce (Muthina, 2017).

 RBV theory advocates for the management of employees' talents which results to availability of resources that bring about competitive advantage, these resources must be rare, strategic, unique, non-substitutable, suitable which can only be achieved by developing the employees' talent (Muthina, 2017).

2.3.1 Theoretical Framework

Various theories, views and paradigms related to talent management have been reviewed during the course of this study. After such review, the Resource Based View (RBV) Theory will serve as the theoretical backbone for this study. This is because the RBV views

employees as resources that need to be acquired, developed and properly managed to be able to get the best out of them.

Muyela & Kamaara (2021) opined that the RBV influences organization's behavior by ensuring they strive to identify, hire, utilize, develop and manage rare, valuable and unique resources, skills and assets. The theory supports talent management since employees are seen as a resource to the organization. Muthina (2017) believes that the RBV theory therefore advocates for talent management because it brings about resources that can generate competitive advantage.

Although, the Resource Based View theory is wider than just employees alone and, can be concluded that it only applies to this study because employees are treated as organization resources. The RBV provides a wider based to serve as the framework of this study, the Human Capital Theory is more focused on the training, development, skill level and competence of the workforce, while the social exchange theory is focused on the relationships the employees maintain in the workplace. Although all of these are important and related to this topic, only RBV provides a wider base by looking at talent management at large.

2.4 Empirical Review

There are various studies, which now form part of literature on this subject matter, the following carried out studies related to the subject matter:

Mangusho, Murei, & Nelima (2015) evaluated the impact talent management on employee's performance in beverage industry in Kenya, the study adopted a descriptive research design, with a population of 2500, a sample size of 83 employees were selected using stratified sampling method. The study established that the job retention motivated the employees of Del Monte leading to ultimate performance. The study established that through career management practices such as job rotation, and a clear plan for the career growth and progression the organization was able to develop its talent which directly influenced employee performance. The study recommended that the management should ensure the work environment was attractive to the employees so as to motivate, thus leading to better performance.

Sareen & Mishra (2016) carried out a study to identify the impact of talent management on organizational performance for selected IT organizations in the NCR area. The findings from the correlation and regression analysis shows that there is partial impact of talent management on the performance. If this talent is appropriately managed and deployed at the right places, then, the organizations can make their captive use in order to increase their growth and profitability.

Knott (2016) examined the effect of talent management practices on employee performance. The study adopted a descriptive survey research design. The population of the study was 95 employees. This study adopted a stratified sampling technique to select a sample size of 76 respondents. A structured closed ended questionnaire was used to collect

primary data. Data was analyzed both for descriptive statistics (frequencies and percentages) and inferential statistics (correlation analysis). The findings on the extent to which training and development, talent retention strategies, and performance management systems affects employee performance revealed a statistically significant relationship between them. The study recommends that programs should be designed by both managers and employees. The concept of employee involvement in the entire process of performance appraisal should be made mandatory.

Muthina (2017) assessed the effect of talent management on employee performance of Commercial State Corporations. The study employed a descriptive research design. The target population for the study included 55 Pure and Strategic Commercial State Corporations. A total of 48 respondents were selected using simple random sampling technique. The main data collection tool for the study was structured questionnaire. Data was analyzed using Pearson correlation coefficient and multiple linear regression to determine the relationship between the variables in the study. The findings of the study showed that talent development, career development, and work-life balance had a positive significant effect on the performance of employees of Commercial State Corporations in Kenya. The author recommended that organizations should have in-house talent management programs which are aligned with the organizational goals to ensure maximum employee productivity.

Ayub (2017) investigated the effectiveness of talent management based on the employee's engagement and retention to achieve organizational performance. The study employed descriptive statistics and correlation analysis. The results showed that there is a positive relationship between the three variables. Employee's engagement and retention significantly contribute to the success of the organization. The findings and the interpreted results from this study are limited to the banks in Pakistan since the data collected on the Pakistan banking sector. The author concluded that adopting efficient talent management strategies and employee engagement and retention processes will aim to improve the worker's ability in the business thus creating a diverse culture consisting of different people possessing analytical skills thus increasing the performance of the sector.

Theuri, (2018) investigated the effects of talent management processes on the performance of SMEs. This study adopted a descriptive design. The target population in this study consisted of legally registered 2,367 firms were targeted for the study. The study adopted stratified random sampling technique to determine the sample size which was 342 respondents. The study was based on a survey approach where primary data was collected using questionnaires. Descriptive statistics such as percentages and frequency distribution were used to analyze the demographic data while inferential statistics specifically Pearson's Correlation and regression analysis was used. The study concluded that information on the available job vacancies is critical for the performance of the organization. Acquiring and retaining high-quality talent was critical to an organization's success. A learning organization is meant to enhance capability of the staff and the

performance of the organization. The study concludes that the future success of an organization depends on retention of good employees.

The study recommends that a learning organization should enhance the capability of the staff. The organization should provide the right condition for the employees to utilize their capabilities.

Faruna (2018) carried out a study to determine the relationship that exists between talent management and employee performance in Ceramic firms in Kogi State. The study was anchored on the human capital theory by Becker in 1964. Correlation survey research design was employed for the study. The population of the study was 1058 consisting of employees of the two ceramics firms in Kogi State and 290 were proportionately elected to consist the sample for the study. Pearson's product moment correlation coefficient was used to test the hypotheses. The findings revealed that a significant positive relationship still exist between job satisfaction and talent retention, also, a significant positive relationship exists between career progression and employee commitment and yet, a significant positive relationship still exist between training and employee's competence.

Al-Hussaini, et al (2019) examined empirically the effect of talent management strategies on employees' performance behavior, through mediation of talent management outputs, in telecommunication industry in Pakistan. Positivist paradigm had been used for the study. A structured questionnaire was used to collect data from a convenience sample of 200 employees. Descriptive statistics, correlation, and regression tests were used to analyze the

data. The results showed that talent management strategies significantly and positively affect employees' performance behavior. The authors recommended that the management plans and initiate appropriate interventions to foster employees' performance behavior for organizations' competitiveness.

Soud, Ogolla, & Mureithi (2020) examined the relationship between talent management practices and organizational performance in Islamic banks in Kenya. The researcher adopted the following factors: recruitment, selection, learning & development and employee retention to examine their impact on organizational performance. The study targeted 100 respondents from the three Islamic banks in Kenya and used multivariate regression analysis to examine the relationships between the study variables. The researcher concludes that the three independent variables; recruitment, selection and learning & development strongly impact organizational performance except employee retention which has no impact on organizational performance. Therefore, if these organizations are to achieve their desired objectives, they must adequately address the factors identified in this study.

Krishnan, Said, Razak, & Ahmed (2020) illustrates the influence talent management practices (TMP) on managers' job performance in the Malaysia's manufacturing small and medium enterprises (SMEs) that is called small and medium industries (SMIs). 300 questionnaires had been collected, and the study employed partial least squares (PLS) for primary data analysis to test the model. The study limits itself in the scope of making out

most of the managers' TMP within the perimeter of manufacturing SMEs in Malaysia. This was due to the fact that the specific needs of manufacturing are different than other sectors such as mining, quarrying, construction, services and primary agriculture. The analysis results indicate that motivation, culture system, organizational interaction and organizational processes are significantly influencing managers' perception of job performance. On the other hand, developing skill of others, delegating, organizational goal and talent mindset have no significant influence on managers' perception on their job performance.

Nagi & Ali (2020) examined the impact of talent management on KMC employees' performance. The target population comprised of management and non-management employees of KMC in Head office located in Bahrain. Random sampling techniques were practiced to have a total number of 120 respondents. The correlation and regression analysis result found a significant relationship between talent management and employee performance.

Aina & Atan (2020) investigated the effect of talent management practices on the sustainable organizational performance in real estate companies located in the United Arab Emirates. A structured questionnaire was distributed to collect data from a study sample of 306 managers working in real estate companies. The proposed hypotheses were verified by structural equation modeling (SEM). The results of this study show that talent attraction and talent retention had no impact on the sustainable organizational performance, whereas

learning and development and career management were found to have significantly positive impacts. The study suggests that learning and development, and employee career management, should be leveraged on by the management by concentrating on the coaching and training programs and job rotation so that the firm can achieve sustainable organizational performance.

Igwedinmah (2020) carried out a study to determine the type of relationship between talent management and employee performance of banks in Uromi, Edo state. The study was anchored on Person Job Fit Theory of Taylor 1911. Survey design was used for the study, questionnaire was the data collection tool employed, a population of 93 was used for the study, a census sampling technique was used, Pearson Product Moment Correlation Coefficient was used to analyze the 81 valid copies of the questionnaire returned by the respondents. Findings revealed that there exists a strong significant positive relationship between talent management and employee performance of the focused banks. The researcher recommended the preparing of sub-ordinates for future opportunities by superiors of the focused financial institutions as a result of its effect on turnover intention.

Iorgema (2021) carried out a study which examined the effect of Talent development on employee's performance in Benue State University Makurdi. The study adopted survey design and questionnaire was used for data collection. The population of the study consists of 1,974 staff. Multiple regression was used as a technique of data analysis. Findings of the study revealed that, career development, coaching and mentoring significantly influenced

employee's performance at Benue state University. The study recommended that, Management of Benue State University Makurdi should ensure that adequate measures are implemented for coaching and mentoring of young talented academic and non-academic staff of the institution.

Muyela & Kamaara (2021) sought to determine the effect of talent management on employee performance in the Civil Service in Kenya. Descriptive survey design was used and stratified sampling technique was employed to select 291 respondents from a population of 1069 employees from different departments in the ministry. Questionnaires and publications were the main instruments of data collection. Correlation coefficient was used to test for the strength of the relationship between dependent and the independent variables. The findings of the study revealed that talent development, talent retention, talent attraction and career development positively and significantly have effect on employee performance in the ministry of Industries, Trade and Cooperatives in Kenya. The study advocates the ministry to enhance its talent development practices, talent attraction strategies, talent retention strategies, and career development practices since the practices leads to improved employee performances.

Ngiu, et al., (2021) provided a detailed case study in Lebanon about the impact of talent management on employees' performance. The quantitative methodology was implemented for data collection of 100 respondents to study the impact of talent management on employees' performance. Retention and talent management were the independent variables

while performance was the dependent variable. The results from the Pearson's correlation proved that the higher the talent management programs are implemented the higher the retention rate will be and the higher the performance will be.

Mohana, Santosh, Kumari, & Sudarsan (2021) explored the impact of talent management on employee job performance in Information Technology (IT). The paper applies data reduction using Confirmatory Factor Analysis (CFA) on a sample of 222 respondents and reduces a set of 13 variables into a list of three comprehensible talent management determinants. The study found that talent retention, leadership and rewards are impacting significantly on the employee job performance. Therefore, IT companies can improve employee job performance by concentrating above factors. This will help to improve the productivity in the organization.

Wandabwa & Makokha (2021) examined the effect of talent management practices on employee performance in the county government of Bungoma. The study adopted descriptive research design. The target population of the study comprised management and a supervisory cadre of 136. The study used census technique since the target population was small. Data collection instrument was structured questionnaire. Data was analyzed using descriptive and inferential statistics. Data will be subjected to correlation and Multiple Regression Statistical Methods. The study revealed that talent career management was found to a significant positive relationship on employee performance in the county government of Bungoma.

Haruna (2021) studied the effect of talent management on employees' performance in the selected commercial banks in Abuja, Nigeria Respondents were drawn from the management staff of eight commercial banks in Abuja namely; First Bank Plc, Zenith Bank Plc and FCMB. the researcher found out that: there is significant relationship between talent selection and organizational productivity, talent retention plays a vital role on employees' performance and that; talent development has positive impact on employees' commitment in the selected commercial banks, the researcher recommends the following: organizational culture should be defined as employees who fit in with the organizational culture tend to be more productive and in a happy space. Training programs, courses, seminars, classes and workshops should be organized to promote learning and encourage employees to participate and acquire new skills.

Oyerinde & Adeyemi (2022) appraised the effect of talent management on SMEs performance in Lagos State, Nigeria. This study adopted the simple random sampling technique on the registered members of National Association of Small and Medium Enterprises, Lagos State Chapter. 150 questionnaires were completed and returned. The results from the regression analysis revealed that that: all the variables of talent management (talent attraction, talent retention and talent development) are positively significant to the performance of SMEs. The study recommended that SMEs and should include talent management in their training programs. SMEs should also improve on their talent management strategy by attracting, retaining and developing their employee for a better performance.

2.4.1 Literature Gap

Various studies related to the subject matter have been reviewed. Majority of these studies indicate that a positive relationship exists between talent management and employee performance. However, only few studies looked at the impact of talent management on employee performance in Nigerian private universities. As such, this study aims to fill the literature that exists in scope on this subject matter by evaluating the impact of talent management on employee's performance in Al-Hikmah University, Ilorin.

CHAPTER THREE

METHODOLOGY

3.1 Preamble

This chapter presents the methodology adopted for the study. The study research design is presented first, followed by population and sampling design, data collection methods, and finally, data analytics method.

3.2 Research Design

A research design is a step-by-step procedure which is adopted by a researcher before data collection and analysis process commences so as to achieve the research objective in a valid way. Research design determines the kinds of analysis that are to be done so as to get the desired results. It articulates what data is required, what methods are going to be used to collect and analyze the data and how it is going to answer the research questions (Asenahabi, 2019).

For the purpose of this research the correlation research design will be adopted as this will allow the evaluation of the relationship between the independent variables (retention, talent attraction and employee engagement) and the dependent variable (Employee performance).

3.3 Population

A population is the total collection of elements about which we wish to make inferences (Knott, 2016). The target population comprises of the employees of Al-Hikmah University, Ilorin.

3.4 Sampling Technique

Sampling ensures that some elements of a population are selected as representative of the whole population (Knott, 2016). To ensure fair representation and generalization of the findings to the general population, stratified random sample was used as seen in the study of Knott (2016).

Sample Size

The sample size of 237 was selected after using the formula adopted from the study of (Muthina, 2017), as stated below:

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

Where:

n= Sample size

N= population

α = the margin of error (0.05)

$$=$$

$$237 = \frac{580}{1+580(0.05)^2}$$

3.5 Data Collection Method.

Primary data was collected using structured questionnaire. (Muthina, 2017) stated that primary data is the research data that is unique to the underlying study problem.

3.6 Instrument of data collection

The questionnaire will be given to the respondents who make up the sample size. The questionnaire has four parts; the first part has questions on the general information about the respondent. The second part had questions on the talent retention in the organization, while the third and fourth parts has questions on talent attraction and employee engagement respectively the fifth part has questions on the employee's performance. The questionnaire was mainly structured the Likert Scale of 1 to 5 where strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5. Likert scale is an attitude measurement used in research.

3.6.1 Reliability of Data

Reliability refers to the repeatability, stability or internal consistency of a questionnaire (Muthina, 2017). Cronbach's alpha will used to estimate the reliability by estimating the proportion of variance that was systematic or consistent in a set of test scores. The closer

Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale.

3.6.2 Validity of Data

Validity is the aspect of questionnaire measuring what is supposed to measure. Data validity plays an important role towards generalization of the gathered data to reflect the true characteristics of the study problem (Muthina, 2017). To test the validity of the questionnaire a pilot test will be carried out, if the result of the pilot test result returns a coefficient of above 0.5 this indicates that the data collection instruments are valid.

3.7 Method of Data Analysis

This study will be carrying out descriptive and inferential data analysis method. The descriptive will enable one know the features of the variables, while the inferential analysis method will allow one strike a relationship between the variables. To analyze the relationship in this study, multiple regression analysis will be adopted, due to the use of more than 2 variables. The multiple linear regression assists to estimate or predict the unknown value of one variable from a known value of another variable. It reveals the relationships between the variables to make it possible to predict or estimate (Muthina, 2017).

3.9 Model Specification

The following model was adopted from the study of (Muthina, 2017).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \ldots\ldots\ldots\ldots \text{ equation 1}$$

Where: Where: β_0 = Constant β_1, β_2, β_3 = Coefficient of independent variables

Y = refers to dependent variable (Employee performance)

X_1 = represents attraction

X_2 = represents retention

X_3 = represents employee engagement

ε = error term

3.10 Limitation of the Study

This study will be limited by the use of primary data, as this will curtail the level of information to be collected from the sample employed. The responses received from the respondents could also not depict their true view as careful time may not be taken to answer questionnaire.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Preamble

This chapter contains the presentation, interpretation and discussion of findings from the data analysis conducted to ascertain the relationship between talent management and employee performance.

4.2 Presentation of results

The results will be presented according to the sections of the questionnaire administered, section A contains the demography and other essential information of respondents and section B contains the variables and the analysis of their relationship.

4.2.1 Demographic of respondents

Figure 4.1 Gender of respondents' chart
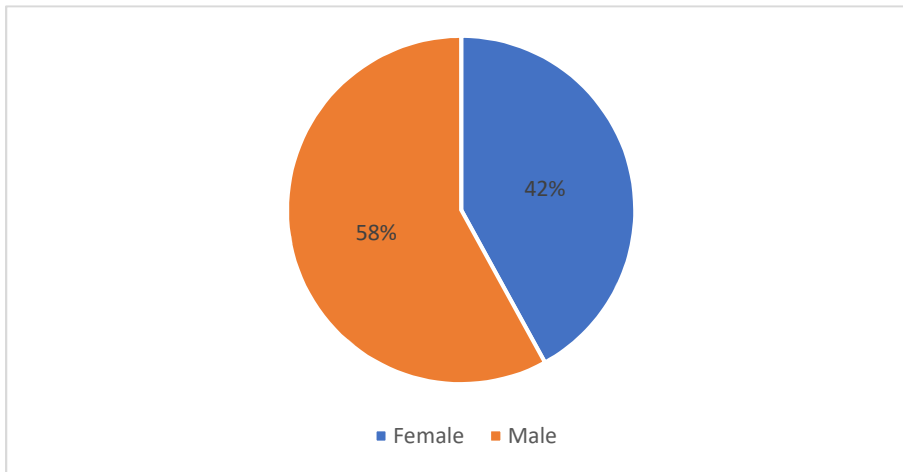
Source: Author's field survey (2023)

Figure 4.1 represents the gender demographic of respondents in this study, and it shows that majority of the respondents are male with 58%, while women make up the remaining 42%.

Figure 4.2 Respondents' Job level chart
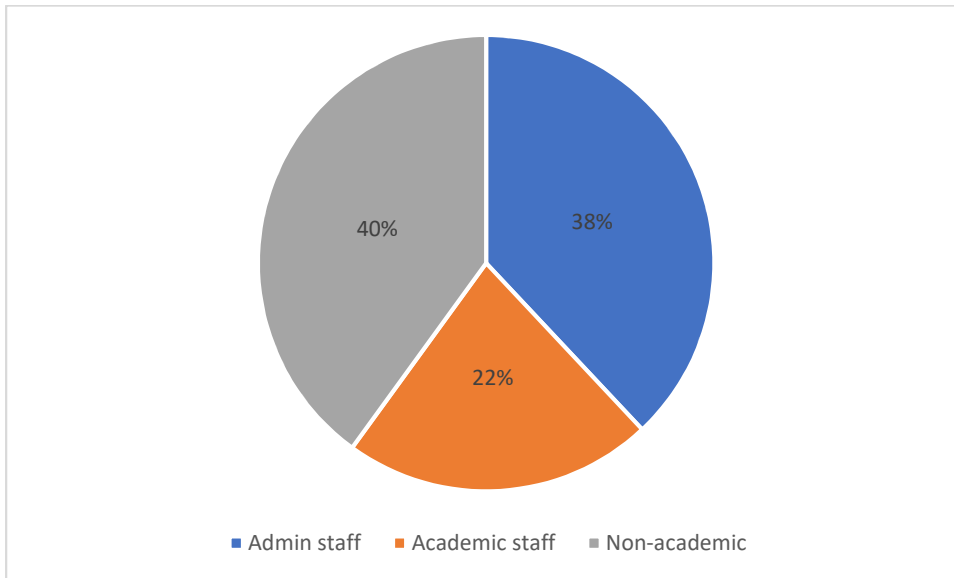
Source: Author's field survey (2023)

Figure 4.2 represents the job level of respondents in this survey, and the results depicts that majority of the respondents are non-academic staff with 40%, being closely followed by the admin staff at 38%, the least represented group is the academic staff with only 22%.

Figure 4.3: Time spent at the organization chart
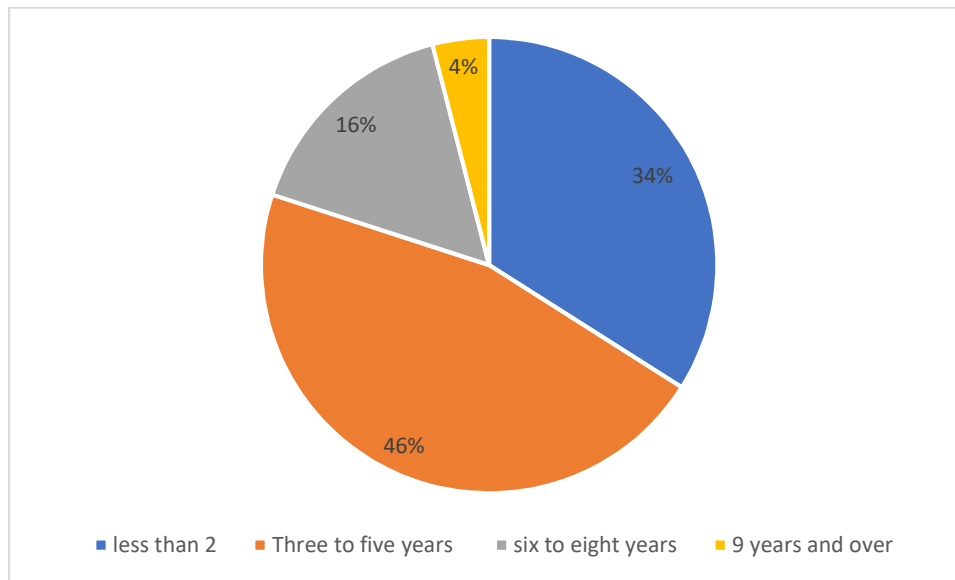
Source: Author's field survey (2023)

Figure 4.3 shows the time each respondent has spent in the organization, this is important in order to know the respondent's depth of knowledge of the organization's talent management practices. The table shows that majority of the respondents have been in the organization between 3-5 years, while 34% of the respondents have been at the organization for less than 2 years.

Figure 4.4: Respondent's rating of performance
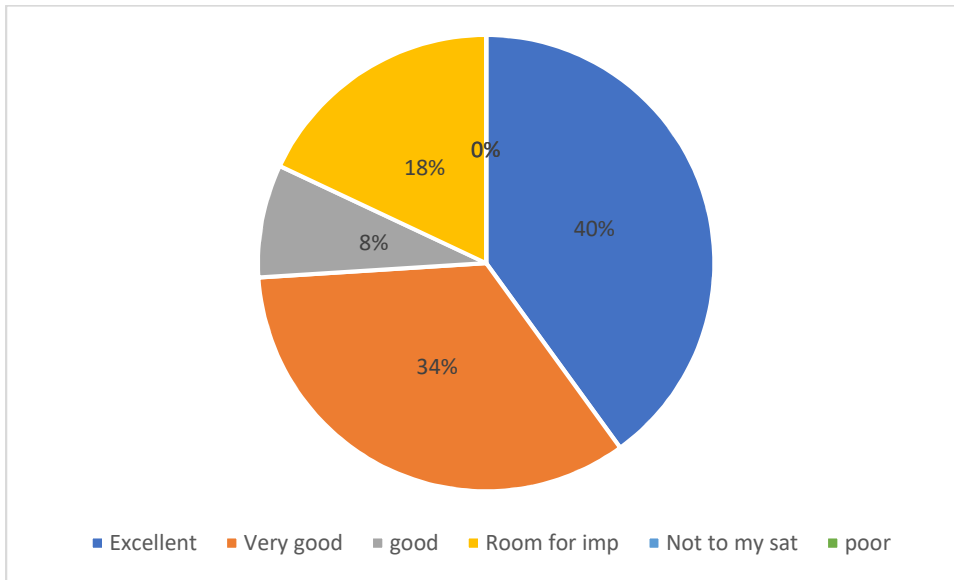
Source: Author's field survey (2023)

Figure 4.4 shows that 40% of the respondents believe that they are performing at an excellent level, while 34% believe that their performance is very good, 18% of the respondents maintain believe that they have room for improvement in their performance, none of the respondents believe they are performing poor or not to their satisfaction.

Table 4.1: Respondents' view of the HR department

	Frequency	Percentage
Yes	177	75
No	59	25
Total	236	100

Source: Author's field survey (2023)

Table 4.1 shows that 75% of the respondents responded positively to the question, "Do you think the HR department is relevant to this organization?", which means that 75% of the respondents believe that the HR department is relevant to Al-Hikmah university.

4.2.2 Descriptive statistics

Measurement of Talent Retention

The questionnaire was mainly structured the Likert Scale of 1 to 5 where strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5. Likert scale is an attitude measurement used in research.

Table 4.2: Descriptive statistics for Talent Retention

Statement	N	Mean	SD
Employees are motivated by management through encouraging them by improving their morale	236	1.64	0.074
My organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them.	236	1.76	0.101
My organization provides a commendable and competitive remuneration that makes me stay	236	1.96	0.151
Medical allowance is provided by my organization, which is why I am still here	236	1.92	0.124
My organization Implemented the policy of staffing from within the organization that encourages me to remain in the organization	236	4.12	0.129

Source: Author's computation using STATA (2023)

Table 4.2 shows that the respondents were asked whether Employees are motivated by management through encouraging them by improving their morale, the returned mean result shows 1.64 and a standard deviation of 0.074, which implies that employees in this organization believe that their organization makes planned effort to motivate them to improve their morale. The respondents were also asked whether their organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them and with a mean of 1.76, this implies that a majority of the

respondents agree that their organization has strategies to manage stress. With a mean of 1.96, the stat shows that respondents agree that their organization provides a commendable and competitive remuneration that makes them stay, the respondents also agree that their organization medical allowance is provided by my organization, which is why they are still at the organization. With a mean of 4.12, the respondents disagree that their organization implemented policies of staffing from within the organization that encouraged them to remain in the organization.

Measurement of Talent Attraction

The questionnaire was mainly structured the Likert Scale of 1 to 5 where strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5. Likert scale is an attitude measurement used in research.

Table 4.3: Descriptive statistics of talent attraction

Statement	N	Mean	SD
There is no significant relationship between talent attraction and employee performance in Al-Hikmah university.	236	3.62	0.19
With the help of talent selection, people are vital to organizations as they offer perspectives, values and attributes to organizational life.	236	1.96	0.12
Recruitment and selection are vital functions of human resource management for any type of business organization	236	1.82	0.1
New recruits influence the level of my performance	236	2.52	0.15
The talent selection process I went through impacted my work performance.	236	1.98	0.11

Source: Author's computation using STATA (2023)

Table 4.3 shows the questions relating to talent attraction, the respondents were asked whether there is no significant relationship between talent attraction and employee performance in Al-Hikmah university, with a mean of 3.62 and a standard deviation of 0.19, the results show that majority of the respondents disagree that there is no relationship between talent attraction and employee performance in Al-Hikmah university. As to whether if talent selection helps people become vital to the organization by offering perspectives, values and attitudes, with a mean of 1.96, the stat demonstrates that majority of the respondents believe that talent selection is of help. With a mean of 1.82, majority believe that recruitment and selection are vital functions for any type of business organization. Majority of the respondents were neutral as to whether new recruits influence their performance level. While a majority agree that the talent attraction process, they went through impacts their performance.

Measurement of Employee Engagement

The questionnaire was mainly structured the Likert Scale of 1 to 5 where strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5. Likert scale is an attitude measurement used in research.

Table 4.4 Descriptive statistics of employee engagement

Statement	N	Mean	SD
There is a high level of communication from top management to other staff.	236	2.16	0.15
I maintain a good and cordial relationship with my colleagues	236	1.54	0.07
I feel I am a valuable member of the organization where I work	236	1.94	0.15
Lower-level employees are often involved in decisions that affect their working conditions	236	2.54	0.12
I am firmly engaged and committed to my organization	236	2	0.11

Source: Author's computation using STATA (2023)

For the measurement of employee engagement, a high degree of the respondents agrees that there is a high level of communication from top management to other staff, this is because the mean value is 2.16. The respondents also agree that they maintain a good and cordial relationship with their colleagues with a mean value of 1.54. a large number of the respondents also believe that they are a valuable member of the organization with a mean of 1.94, while the majority was neutral regarding whether lower-level employees were involved in decision making that affect their working conditions, and majority agreed that they are firmly engaged and committed to their organization.

Measurement of Employee Performance

The questionnaire was mainly structured the Likert Scale of 1 to 5 where strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5. Likert scale is an attitude measurement used in research.

Table 4.5: Descriptive statistics of employee performance

Statement	N	Mean	SD
I meet all my work targets and expectations	236	1.52	0.08
I meet the expected deadlines for submission of work	236	1.72	0.06
I find satisfaction in executing my duties and responsibility	236	1.66	0.08
I often volunteer for extra work	236	2.02	0.15
I often engage in activities that will promote the organization's objectives	236	1.68	0.09

Source: Author's computation using STATA (2023)

Majority of the employees agree that they meet their work targets and expectations with a mean value of 1.52, while with a mean of 1.72 majority of employees agree that they meet the expected deadlines for submission of work, and with a mean value of 1.66 majority also believe that they find satisfaction in executing their duties and responsibilities. Majority also agree that they volunteer for extra work and that they engage in activities that will promote the organization's objectives.

4.3 Inferential Statistics

Due to the inability of descriptive statistics to test hypothesis and return the relationship between variables, inferential statistics such as Pearson's correlation and regression were carried out to test the relationship between the dependent and independent variables.

4.3.1 Correlation Analysis

The Pearson's correlation was conducted in order to ascertain the relationship between the dependent variable and independent variable. The analysis was conducted using STATA 14 at 95% confidence level. Table 4.6 indicates the findings of the analysis.

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Table 4.6: Correlation Analysis results

Dimension		Employee performance	Talent Retention	Talent Attraction	Employee Engagement
Employee Performance	Coefficient	1			
	p-value				
	N	236			
Talent retention	Coefficient	0.431	1		
	p-value	0.0018			
	N	236	236		
Talent Attraction	Coefficient	-0.2129	-0.1687	1	
	p-value	0.1378	0.2414		
	N	236	236	236	
Employee Engagement	Coefficient	0.3188	-0.0299	0.263	1
	p-value	0.0241	0.8368	0.065	
	N	236	236	236	236

Source: Author's computation using STATA (2023)

As depicted in table 4.6 retention is correlated to employee performance with a p-value of 0.0018 which is lesser than the significance level of 5%, and with a coefficient of 0.43, we can deduce that retention has a weak positive correlation to employee performance. The table also reveals that talent attraction is negatively correlated to employee performance with a coefficient of -0.2129 and a p-value of 0.1378 which is greater than the significant level of 5%. this implies that talent attraction maintains a weak negative relationship with employee performance. Finally, the table shows that with a p-value of 0.024, which is lesser than the significance level of 5% and with a coefficient of 0.3188, we can deduce

that employee engagement maintains a weak positive relationship with employee performance.

4.3.2 Regression analysis

The multiple linear regression was conducted to further analyze the relationship between the dependent variable and independent variable, the results of this analysis is presented in table 4.7.

Table 4.7: Regression analysis result

Source	SS	Df	MS	
Model	763.3109	3	254.4370	Number of obs = 236
Residual	1404.3691	46	30.5298	F(3, 46) = 8.33
				prob > f = 0.0002
				R-squared = 0.3521
Total	2167.68	49	44.2384	Adj R-squared = 0.3099
				Root MSE = 5.254

Employee performance	Coef.	Std Err	T	p>|t|
Talent retention	0.2825	0.0849	3.33	0.002
Talent Attraction	-0.1516	0.0758	-2	0.051
Employee Engagement	0.2849	0.0884	3.22	0.002
_Cons	3.5021	2.4777	1.41	0.164

Source: Author's computation using STATA (2023)

The results in table 4.7 shows that the value of R-squared is 0.3521, the R-squared is the coefficient of determination, which means it represents the degree at which the dependent variable is determined by the independent variable. As such the dependent variable of employee performance here is only 35% determined by talent management, meaning that there are factors other than talent management that determine employee performance. Which implies that the employee performance in Al-Hikmah university is only 25% determined by talent management practices, however, the adjusted R-squared returns a value of 0.3099, which means that the employee performance in Al-Hikmah university is 31% determined by talent management, while 69% is determined by factors not considered in this study.

Table 4.7 also shows the Analysis of Variance (ANOVA) results, the probability value of 0.0002 which is lesser than the significance level of 0.05, shows that the model is statistically significant in explaining the impact talent management has on employee performance in Al-Hikmah university, which implies that the independent variables influence the dependent variable.

From table 4.7, equation 1, $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ can be restated as $Y = 3.5 + 0.28 X_1 - 0.15 X_2 + 0.28 X_3 + \varepsilon$

The results further indicate that both retention and employee engagement exert a statistically significant positive influence on employee performance, while talent selection

exerts a negative influence but the result is not significant at 0.051, which is greater than 0.05.

4.4 Discussion of results

Ho$_1$: Talent retention has no significant impact on employee performance.

The results from the regression analysis conducted shows that the p-value of retention is 0.002, which is lesser than the significance level of 0.05, which implies that we reject the null hypothesis which states that, talent retention has no impact on employee performance. With a coefficient of 0.28, we can deduce that talent retention exerts a statistically significant impact on employee performance. This indicates that a percent increase in talent retention, will increase employee performance by 28%. This outcome is consistent with that of Muthina, (2017) and (Knott, 2016), who both asserted that talent retention impacts employee performance positively.

Ho$_2$: Talent attraction has no significant impact on employee performance.

The second objective of this study was to ascertain the impact talent attraction has on employee performance, the regression results indicates that we do not reject the null hypothesis, because the p-value is 0.051 which is greater than the significance level of 0.05, and with a coefficient of -0.15, we can deduce that talent attraction exerts a statistically insignificant negative impact on employee performance. This result is in contrast with that of Haruna, (2021), who found that talent attraction impacts employee performce statistically.

Ho₃: Employee engagement has no significant impact on employee performance

The results from the regression analysis conducted shows that the p-value of employee engagement is 0.002, which is lesser than the significance level of 0.05, which implies that we reject the null hypothesis which states that, talent retention has no impact on employee performance. With a coefficient of 0.28, we can deduce that employee engagement exerts a statistically significant impact on employee performance. This indicates that a percent increase in talent retention, will increase employee performance by 28%. This outcome is consistent with that of Ayub, (2017), who asserted that employee engagement impacts employee performance positively.

4.5 Reliability Test

Reliability refers to the repeatability, stability or internal consistency of a questionnaire (Muthina, 2017). Cronbach's alpha will used to estimate the reliability by estimating the proportion of variance that was systematic or consistent in a set of test scores. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale.

Table 4.8 Reliability Test

Variable	Number of items	Cronbach alpha coefficient
Employee Performance	5	0.7798
Talent retention	5	0.1801
Talent attraction	5	0.2936
Employee engagement	5	0.5631

Source: Author's computation using STATA (2023)

Except from Employee performance with a coefficient of 0.7798, all other variables have

a low level of internal consistency.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Preamble

This chapter presents the summary of major findings in this study, the conclusions arrived at and the recommendations based on the findings.

5.2 Summary of major findings

In order to ascertain the impact of talent management on employee performance, this study introduced three concepts (Talent retention, talent attraction, and employee engagement) as proxies for talent management the independent variable and employee performance was the dependent variable.

Following the analysis conducted the study arrived at the following findings:

Firstly, Talent retention has a positive significant impact on employee performance, which implies that if HR managers and companies at large want to improve employee performance, they should aim to retain the best talents as this will lead to improved performance.

The study also revealed that talent attraction affects employee performance negatively, although this effect is not statistically significant, this implies that the company's talent selection processes has not been effective enough and has been negatively affecting performance.

Finally, the study found that employee engagement, exerts a positive and significant impact on employee performance, which implies that a properly engaged and committed work force will improve employee performance.

5.3 Conclusions

Following the results of the regression analysis, the study arrives at the following conclusions:

1. Talent retention is a significant influencer of employee performance in Al-Hikmah university and this impact is positive;

2. Talent attraction processes in Al-Hikmah university has no significant impact on employee performance in the organization; and,

3. Employee engagement influences employee performance in Al-Hikmah university positively and significantly.

5.4 Recommendations

In line with the results of this study, this study recommends the following:

1. Talent retention is a big influencer of employee performance, as such management should carefully select important and relevant training and development courses for employees and put structures in place to retain them.

2. The organization has not been attracting the best talents, managers should aim to turn that around by implementing strategies that align talents with organization objectives.

3. The organization should aim to improve its employee engagement activities to give the work force a sense of belonging and make them committed to the company.

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Department of Business Admin

Faculty of Management Sciences

Al-Hikmah University,

Ilorin, Kwara State.

Dear Respondent,

A REQUEST FOR THE COMPLETION OF QUESTIONNAIRE

I **YOUR NAME** am an undergraduate student of the above institution carrying out a research Impact of talent management on employee performance in Al-Hikmah University thus solicit your candid response to the attached questionnaire.

The questions are structured to elicit information required for any academic research for which your company falls under as case study.

All information collected are strictly for academic purposes and you are assured of utmost confidentiality as a respondent and no identity is required of you.

Please find attached your copy of the questionnaire, thanking you in anticipation of your sincere

responses. Thank you.

Yours Faithfully,

LAWAL HALIMAT MOHAMMED
20/02BUS017

Questionnaire Administration

INSTRUCTION: Please endeavor to provide information where necessary by ticking the correct options.

SECTION A: BACKGROUND INFORMATION

1. What is your Gender? Female [ ]   Male [ ]

2. What is your job/grade level? Admin staff [ ] Academic staff [ ]

Non-academic staff [ ]

3. How long have you worked for this organization?

 Less than 2 years [ ]   3 – 5 years[ ]   6 – 8 years[ ]   9 years and over [ ]

4. How do you rate your performance?

Excellent [ ]   Very Good[ ]   Good[ ]   Room for improvement [ ]
Not to my satisfaction [ ]   Poor   [ ]

5. Do you think the HR department is relevant to this organization? Yes [ ]   No [ ]

SECTION B: Talent Retention

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree (SA) – 1; Agree (A) – 2; Neither Agree or Disagree (N) – 3; Disagree (D) – 4; Strongly Disagree (SD) - 5.

S/N	QUESTION	SA	A	N	D	SD
6	Employees are motivated by management through encouraging them by improving their morale					
7	My organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them.					
8	My organization provides a commendable and competitive remuneration that makes me stay					
9	Medical allowance is provided by my organization, which is why I am still here					
10	My organization Implemented the policy of staffing from within the organization that encourages me to remain in the organization					

TALENT ATTRACTION

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree (SA) – 1; Agree (A) – 2; Neither Agree or Disagree (N) – 3; Disagree (D) – 4; Strongly Disagree (SD) - 5.

S/N	QUESTION	SA	A	N	D	SD
11	There is no significant relationship between talent attraction and employee performance in Al-hikmah University.					
12	With the help of talent selection, people are vital to organizations as they offer perspectives, values and attributes to organizational life.					
13	Recruitment and selection are vital functions of human resource management for any type of business organization					
14	New recruits influence the level of my performance					
15	The talent selection process I went through impacted my work performance.					

EMPLOYEE ENGAGEMENT

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree (SA) – 1; Agree (A) – 2; Neither Agree or Disagree (N) – 3; Disagree (D) – 4; Strongly Disagree (SD) - 5.

S/N	QUESTION	SA	A	N	D	SD

16	There is a high level of communication from top management to other staff.					
17	I maintain a good and cordial relationship with my colleagues					
18	I feel I am a valuable member of the organization where I work					
19	Lower-level employees are often involved in decisions that affect their working conditions					
20	I am firmly engaged and committed to my organization					

EMPLOYEE PERFORMANCE

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree (SA) – 1; Agree (A) – 2; Neither Agree or Disagree (N) – 3; Disagree (D) – 4; Strongly Disagree (SD) - 5.

S/N	QUESTION	SA	A	N	D	SD
21	I meet all my work targets and expectations					
22	I meet the expected deadlines for submission of work					
23	I find satisfaction in executing my duties and responsibility					
24	I often volunteer for extra work					
25	I often engage in activities that will promote the organization's objectives					