

AFRICAN JOURNAL OF MANAGEMENT, BUSINESS ADMINISTRATION & ENTREPRENEURSHIP

AN ASSESSMENT OF TALENT MANAGEMENT STRATEGIES AND KNOWLEDGE CREATION, ON EMPLOYEES' PRODUCTIVE CAPACITY IN THE NIGERIAN PUBLIC SECTOR

NDUDI EJIMOFOR FRANCIS
Dennis Osadebay University,
Asaba

And

ONONYE HEMAN UZOR PhD.
Dennis Osadebay University,
Asaba

Article history:

Received: 30 July 2021;
Received in revised form:
2 August 2021;
Accepted: 2 August 2021;

Keywords:

***Talent Management Strategies, Knowledge Creation,
Employees' Productive Capacity, Nigerian Public
Sector, Talent Development and Attraction***

Abstract

This paper investigated the influence of talent management strategies (TAMS) and knowledge creation (KNC) on employees' productive capacity (EMPC) in the Nigerian public sector. Specifically, we disaggregated TAMS into talent attraction (TAT), talent retention (TAR), career advancement (CAD), and talent development (TAD). Also, we examined the rifle effect of knowledge creation (KNC) process vis-à-vis socialization, externalization, internalization, and combination. Employees' capacity to innovate was used to measure their productive capacity. Using the stratified sampling, a sample size of 300 employees in the Delta state ministry was used for the study with the help of research questionnaire. The sourced data was then analyzed using descriptive (frequencies and percentages) and inferential (Pearson correlation) statistics while tables were used to represent the sourced data. Inferences drawn from the study is that majority sturdily agreed positive strong relationship which exists between TAT and EMPC and between TAR and EMPC and between KNC and EMPC. Further, majority of the respondents agreed that frequent in-house development program, frequent coaching, E-learning and systematic trainings of employees are the most feasible ways through which management in the public sector can develop its employees. This was reaffirmed by the positive moderate relationship which exists between CAD and EMPC & TAD and EMPC. Hence, we confidently conclude that efficient TAMS are the best ways to enhance EMPC. In light of this, policy makers in the Nigerian public sector should ensure that their policies are tailored towards TAT, TAR, CAD, TAD, KNC, and enhanced EMPC.

Introduction

The concept of talent management is one of the major constructs which has gained foremost recognition in management parlance in recent time owing to the fact

that it is less costly to retain an existing talented employee than to recruit another one. This to a large extent has necessitated modern management scholars to stress the need for a diverse and highly talented

workforce. Again, in a world that is encumbered with adverse economic conditions, modern scholars suggests that one of the feasible ways organization can reduce expenses and at the same time regain their employees' trust, loyalty, and productive performance is through efficient talent management.

Further, management scholars argued that having skilled manpower power alone is not the best approach organizations can use to get the best out of their employees. As such, they must learn how to identify, develop, manage, and retain their employees. Again, they must ensure that their talent channels are enough to support the organization strategic goals. Hence, talent management affects both employees and organizations alike.

Kaleem (2019) noted that the major reasons why organization adopt talent management vis-à-vis talent attraction, acquisition (procurement), integration, development, and retention is to make sure that their employees feel comfortable while discharging all assigned responsibilities. More so, it ensures that they fit in their job requirements. This he termed the employee perspective of talent management. According to him, this will in turn enable such organization(s) to operate efficiently. It has also been argued that if an employee must give in his/her best, such organizations knowledge creation process must be efficient and must consider the four cores of knowledge creation which are socialization, externalization, internalization, and combination (Grimsdottir & Edvardson, 2018; Sankowska, 2013; Edvardson & Oskarsson, 2013; Andreeva, & Kianto, 2012).

Furthermore, though, studies on talent management and employees' performance nexus abound and also reported a positive strong correlation

between both construct but they are not in themselves encompassing in that most of them were done in developed countries (see the studies of Kaleem, 2019; Altaee, & Thabit, 2018; Ahmed, 2016; Altaee, Salih, & AlWaeli, 2015; Lyria, 2013). As such, such studies may not be applicable in the Nigerian context.

In light of the above, this study examined the impact of talent management and knowledge creation on employees' productive capacity in the Nigerian public sector. Specifically, this paper focused on the influence of talent attraction, talent retention, talent development, and career development, and knowledge creation on employees' productive performance and job satisfaction. In the light of these specific objectives, the study raised the question of: to what extent have talent attraction, talent retention, talent development, and career development enhance employees' productive capacity? Again, how has knowledge creation affected employees' productive capacity?

Succinctly, this paper will help to determine EMPC in the Nigerian public sector and also to know the extent to which talent attraction, talent retention, talent development, and career development enhance their employees' performance.

Basically, this paper covers five (5) major sections. The first major section is tagged the "introduction". The 2nd section covered the literature reviews and hypotheses formulation. Meanwhile, the 3rd section is tagged "research methodology". The 4th and 5th major sections are tagged results and discussion & conclusion and recommendations respectively.

Literature Reviews and Hypotheses Formulation

Conceptually, talent management involves using human capital planning tools to create more value both to a firm and her talented employees. In other words, it involves creating a more conducive working environment to employees so that they would use their talents to achieve the organization's goal at low cost. More so, it may be viewed as a firm's ability to recruit, train, reward, retain, and deploy high potential talented individuals for future leadership positions which are available in such organization (Kaleem, 2019; Wambui, 2012). On the other hand, employee productive capacity is an assessment of an employee or group of employees' efficiency or productivity. It can be expressed in terms of his/her output (Sunday, 2012). In this light, this section linked the four (4) dimensions of talent management with employees' performance.

Talent Attraction (TAT) and Employees' productive capacity (EMPC)

Management scholars believe that a firm competitive advantage comes from its internal dynamics. However, this process cannot be initiated easily. Following the resource based theory (viewpoint), human capital is the greatest asset of every company without which no company can achieve sustainable competitive advantage (SCA) (Hejase, 2016). In like manner, Rop (2012) noted that no organization can achieve SCA without efficient TAMS.

Further, Kehinde (2012) contended that TAMS permit firms to recognize, attract, and retain talented employees with a view to meet their utmost career development desires. Ultimately, implementing TAMS leads to the inclusion of talented employees

on board. This study was therefore built on this tenet.

The term "talent attraction" is a strategic management approach of hiring employees whose competence matches with the company's corporate culture and value system. In other words, it involves hiring employees whose qualifications matches the company's expectation. To further substantiate this, Agarwal (2016) advised that employers must be highly proactive in developing its selection and recruitment policies. Also, they must at all cost avoid the traditional methods of hiring employees when trying to hire younger generation; this they termed "Generation Y". That is, those born from 1980 to 2001.

The author further added that one feasible way in which employers can attract talented employees is through adoption of employee centric compensatory policies. Hence, it is expected that talent attraction would increase employees' performance. To further reinforce this statement, available evidence affirmed that talent attraction has a positive effect on employees and organizational performance (see the studies of Kaleem, 2019; Rastgoo, 2016; & Moghtadaie & Taji, 2016). However, Aina and Atan (2020) reported that talent attraction had does not impact on the sustainability of the real estate sector.

In view of the above, we hypothesize:

H₁: Talent attraction (TAR) is positively correlated with employees' productive capacity (EMPC)

Talent Retention (TAR) and Employees' Productive Capacity (EMPC)

The main focus of TAR is to ensure that talented employees do not go for a better job offer elsewhere. In other words, it involves ensuring that a talented employee remains committed to the organization for a

very long time. Although, it is costly to retain a talented employee but is more costly to hire new employees considering the cost that is involved in the selection, ratification, and recruitment process.

In view of the above, an employee may decide to stay committed to a particular company if he/she is intrinsically and extrinsically motivated. On and off-the-job training, financial and non-financial compensation, and career advancement may also influence his/her decision to stay committed to such company. Hence, talent retention is therefore expected to increase EMPC.

To further revalidate the above claims, Campbell and Smith (2014) evidence that TAR has a positive significant impact on EMPC. Again, Kaleem (2019) discovered a positive strong relationship between TAR and EMPC. However, Aina and Atan (2020) reported that talent retention had does not impact on the sustainability of the real estate sector.

In this wise, we hypothesize:

H₂: Talent Retention (TAR) is positively correlated with employees' productive capacity (EMPC)

Talent Development (TAD) and Employees' Productive Capacity (EMPC)

One of the major reasons why some firms are better off than others is based on the fact that while some are receptive to new discoveries some others are not. Hence, for firms to compete favourably, they must provide room for learning and development. In this wise, they must first identify areas wherein their staff are deficient in terms of educational capacity. Also, they must consider the time and cost that needed to implement this herculean task.

Kaleem (2019) & Taleghani, Amini, Ghafari, and Adousi (2013) in a separate

study discovered that learning and development leads to employees' productive capacity. More so, Tracy discovered that those that are advanced in age prefer to work with younger ones than to work with their contemporaries since younger generations are energetic and are more competent than older generations. Again, using the structural equation modeling (SEM), Aina and Atan (2020) examined the effect of talent management on the sustainability of the real estate sector in Cyprus. The result reported that talent development affected organizational suitability positively and significantly

The above viewpoint reaffirm the general believe of management scholars that TAD serve as the basis for organizational growth. Hence, the major objective of LDP is to reduce higher level leadership inadequacies.

In view of the above, we hypothesize:

H₃: Talent Development (TAD) is positively correlated with employees' productive capacity (EMPC)

Career Advancement (CAD) and Employees' productive capacity (EMPC)

Career advancement involves an upward progression of one's career. More explicitly it involves moving from a lower cadre to the highest echelon. In other words, it accounts for formal and informal activities such as self-enhancement, trainings, career development etc.

Dargham (2013) reported that employee career advancement sustains organizational performance and also increase employee commitment. Again, Lyria, Namusonge, and Karanja (2017) reported that career advancement significantly affected firms' performance in Nairobi. Using the structural equation modeling (SEM), Aina and Atan (2020)

examined the effect of talent management on the sustainability of the real estate sector in Cyprus. The result reported that career advancement affected organizational suitability positively and significantly.

In view of the above, we hypothesize:

H₄: Career Advancement (CAD) is positively correlated with employees' productive capacity (EMPC).

Knowledge Creation (KNC) and Employees' Productive Capacity

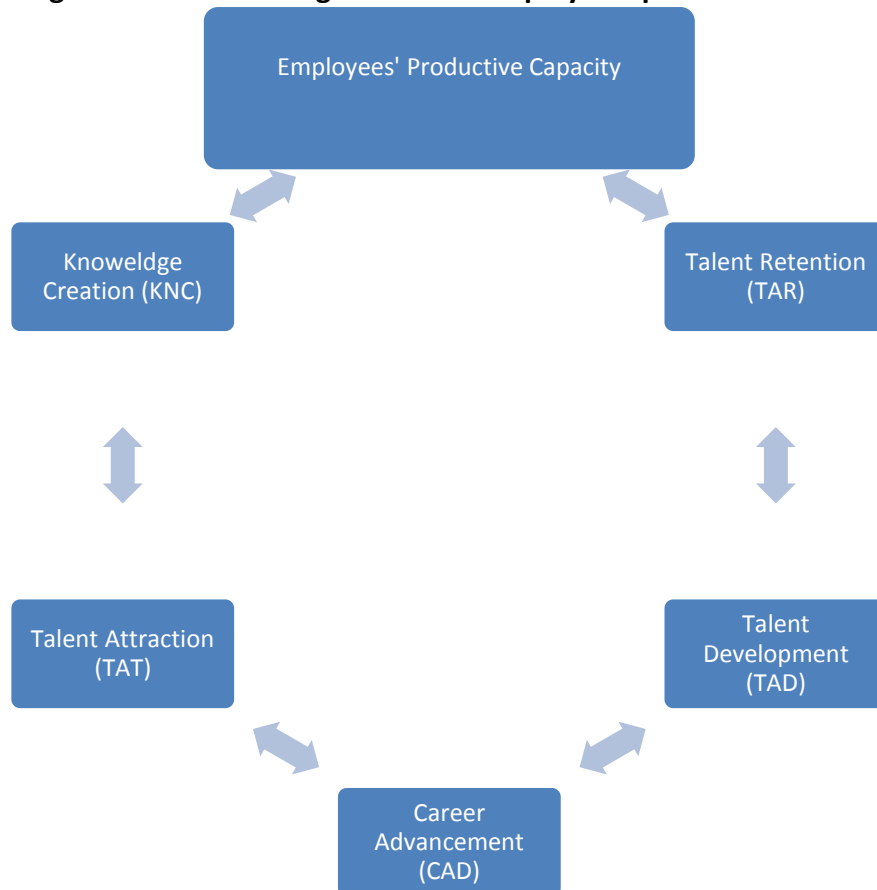
This KNC involves the process by which an employee adds or alters existing tacit and explicit knowledge. Broadly speaking, Edvardson and Oskarsson (2013) view knowledge creation or accumulation as the process of developing, disseminating,

and applying acquired knowledge within a given organization with a view to gain and sustain her competitiveness in the market place. Nonaka and Takeuchi (1995) added that such process involves socialization, externalization, internalization, and combination.

Further, there is unanimous agreement by most scholars that the inflow and accumulation of knowledge into an organization enhances EMPC (Grimsdottir & Edvardson, 2018; Sankowska, 2013; Edvardson & Oskarsson, 2013; Andreeva, & Kianto, 2012). In this wise, we hypothesize:

H₄: Knowledge Creation (KNC) is positively correlated with employees' productive capacity (EMPC).

Figure 1: Talent Management and Employees' performance Nexus



Source: Researcher's Paradigm (2020)

Research Methodology

Using the stratified sampling, a sample size of 300 employees in the Delta state ministry was used for the study with the help of research questionnaire. The choice of this technique is based on the fact that it enabled us to conveniently control the research process. More so, each of the Talent management and EMPC proxies was measured on a five (5) Point Likert scaling (i.e.) from 1 (Sturdily Disagreed) to 5 (Sturdily Agreed). Accordingly, the Cronbach reliability test reported an Alpha value of 82.5% suggesting that the research instrument is reliable.

Meanwhile, one of the major challenges noted in course of filling the research questionnaire is getting women involved in the process as they were always busy in one time or the other.

In addition to the questionnaire that was shared among the focus group using drop-and-pick method, some other questionnaires were sent to their personal emails.

Furthermore, to ensure that the questionnaire was error free and accurate, questionnaire was coded according to each targeted variables.

Empirics

Demography of Research Respondents

Out of the 300 employees selected for the study, 56.33% (n=169) of the

employees are males while 43.67% (n=131) of the employees are females. The age brackets of the employees are from 20 years to 65 years with an average age of 41 years. The survey also evident that majority of the population are aged 20 to 29 years. Again, 48.33% of the employees are married, 32.67% are single while only few (9.33%) have divorced. More so, 9.67% of the population has SCCE certificates, 31.67% of the population have diploma certificates, 43% and 18.33% of the population have 1st and 2nd Degrees respectively. Meanwhile, only 7% have other certificates not specified.

Further, 31.67% of the selected employees were rated excellent, 38.33% of the selected employees were rated very well while 18% of the selected employees were rated moderate. Meanwhile, 12% of the selected employees were asked to improve on themselves. More so, none of the employee's appraisals was not satisfactory.

Lastly, in trying to know whether or not human renouncement management (HRM) is instruments to the organization's sustainability, 75% of the respondents agreed that it is indeed instrumental to the growth and development of the organization. Meanwhile, the remaining 25% of the total population refute such claims. The implication of this result is that HRM is imperative if organization must experience uninterrupted growth.

Table 1: Demographic Distribution of Respondents

Demographic Distribution of Respondents		Frequency (F)	Percentage (%)
Sex	Male	169	56.33
	Female	131	43.67
Age	20-29Yrs	79	26.33
	30-39Yrs	65	21.67
	40-49Yrs	61	20.33
	50 -59Yrs. & Above	46	15.33
	60Yrs & Above	49	16.33

Marital Status	Single	98	32.67
	Married	145	48.33
	Divorced	28	9.33
Qualification	SSCE	29	9.67
	Diploma	95	31.67
	1 st Degree	129	43.00
	2 nd Degree	55	18.33
	Others	21	7.00
Working Experience	1-5yrs	37	12.33
	6-10yrs	74	24.67
	11-15yrs	90	30.00
	16yrs & Above	99	33.00
Position	Management Level	66	22.00
	Executive Level	102	34.00
	Operational Level	132	44.00
How were you rated in during your last promotion?	Excellent	95	31.67
	Very good	115	38.33
	Moderate	54	18.00
	Room for improvement	36	12.00
	Not Satisfactory	0	0.00
Is HRM instrumental to your company's growth?	Yes	225	75.00
	No	75	25.00

Source: Field Survey (2020).

Data Analysis

The sourced data was then analyzed using descriptive (frequencies and percentages) and inferential (Pearson correlation) statistics while tables were used to represent the sourced data. They are explained thus:

Descriptive (Frequencies and Percentages) Statistics

Talent Attraction and Employees' productive capacity (ORGS)

Table 2 accounted for the perception of the participants on talent attraction and employees' productive capacity. Findings clearly reported that 37.7% of the participants sturdily agreed that peaceable working conditions and fair salary structure attract the right talent; 31% reaffirmed such claims; 0.7% believes that such claims is

impartial; 12.8% sturdily refuted such claims. Meanwhile, 18.30% refuted such claims. Again, 302.7% of the participants sturdily agreed that employee training and career progression are the most efficient way to attract the right talents and that such attempt increase employees' productive capacity; 38% reaffirmed such claims; 0.7% believes that such claims is impartial; 11.7% sturdily refuted such claims. Meanwhile, 17% refuted such claims. More so, 36.7% sturdily agreed that Work-life balance and social networking facilities are the most efficient way to attract the right talents and that such attempt influences employees' productive capacity; 28.3% reaffirmed such claims; 1.3% believes that such claims is impartial; 16.3% sturdily refuted such claims. Meanwhile, 17.3% refuted such claims. Lastly, 41.3% of the participants sturdily

agreed that to attract the right talent into the company, we create conducive working environment and that such attempt influences employees' productive capacity;

35% reaffirmed such claims; none believes that such claims is impartial; 11.3% sturdily refuted such claims. Meanwhile, 12.3% refuted such claims.

Table 2: Talent Attraction and Employees' Productive Capacity (EMPC)

Construct	Item	Sturdily Agreed		Agreed		Impartial		Sturdily Disagreed		Disagreed	
		F	%	F	%	F	%	F	%	F	%
Talent Attraction (TAT)	Peaceable working conditions and fair salary structure attract the right talent	113	37.7	93	31.0	2	0.7	37	12.3	55	18.3
	Employee training and career progression are the most efficient way to attract the right talents and that such attempts increase employees' productive capacity	98	32.7	114	38.0	2	0.7	35	11.7	51	17.0
	Work-life balance and social networking facilities are the most efficient way to attract the right talents and that such attempt influences employees' productive capacity	110	36.7	85	28.3	4	1.3	49	16.3	52	17.3
	To attract the right talent into the company, we create conducive working environment and that such attempt influences employees' productive capacity	124	41.3	105	35	0	0	34	11.3	37	12.3

Source: Field Survey (2020)

Talent Retention (TAR) and Employees' Productive Capacity (EMPC)

Table 3 accounted for the perception of the participants on talent retention and employees' productive capacity. Findings clearly reported that 46.3% of the participants sturdily agreed that no

organization can retain its talented employees without efficient compensatory policy and that such attempt influences employees' productive capacity; 28.7% reaffirmed such claims; 0.3% believes that such claims is impartial; 16.7% sturdily refuted such claims. Meanwhile, 8% refuted

such claims. Again, 32% of the participants sturdily agreed that no organization can retain its talented employees without efficient an employee-centric recruitment policy and that such attempt increase employees' productive capacity; 47% reaffirmed such claims; 1.3% believes that such claims is impartial; 13.7% sturdily refuted such claims. Meanwhile, 6% refuted such claims. More so, 38.3% sturdily believe that flexible working hours is one of the best ways to retain a talented employee and that such attempt influences employees' productive capacity; 29.7% reaffirmed such

claims; 0.7% believes that such claims is impartial; 7.3% sturdily refuted such claims. Meanwhile, 24.8% refuted such claim. Lastly, 44.7% of the participants sturdily agreed that participatory leadership style and carefully dealing with employees' work related issues are one of the best ways to retain a talented employee and that such attempt influences employees' productive capacity; 26.7% reaffirmed such claims; 0.3% believes that such claims is impartial; 10.3% sturdily refuted such claims. Meanwhile, 18% refuted such claims.

Table 3: Talent Retention (TAR) and Employees' Productive Capacity (EMPC)

Construct	Item	Sturdily Agreed		Agreed		Impartial		Sturdily Disagreed		Disagreed	
		F	%	F	%	F	%	F	%	F	%
Talent Retention (TAR)	No organization can retain its talented employees without efficient compensatory policy and that such attempt influences employees' productive capacity.	139	46.3	86	28.7	1	0.3	50	16.7	24	8.0
	No organization can retain its talented employees without efficient an employee-centric recruitment policy and that such attempt influences employees' productive capacity	96	32.0	141	47.0	4	1.3	41	13.7	18	6.0
	Flexible working hours is one of the best ways to retain a talented employee and that such attempt influences employees' productive capacity.	115	38.3	89	29.7	2	0.7	22	7.3	72	24.0
	Participatory leadership style and carefully dealing with employees' work related issues are one of the best ways to	134	44.7	80	26.7	1	0.3	31	10.3	54	18.0

	retain a talented employee and that such attempt influences employees' productive capacity.										
--	---	--	--	--	--	--	--	--	--	--	--

Source: Field Survey (2020)

Talent Development (TAD) and Employees' Productive Capacity (EMPC)

Table 4 accounted for the perception of the participants on talent development and employees' productive capacity. Findings clearly reported that 34.3% of the participants sturdily agreed that by carryout in-house development program frequently, their talents are developed; 28.3% reaffirmed such claims; 0.3% believes that such claims is impartial; 10.7% sturdily refuted such claims. Meanwhile, 26.3% refuted such claims. Again, 33% of the participants sturdily agreed that coaching on regular basis by line managers is one of most feasible ways to develop their talents.; 41.7% reaffirmed such claims; 0.3%

believes that such claims is impartial; 7% sturdily refuted such claims. Meanwhile, 18% refuted such claims. More so, 32% sturdily believe that E-learning is one of most feasible ways to develop their talents; 33.7% reaffirmed such claims; none believes that such claims is impartial; 21.3% sturdily refuted such claims. Meanwhile, 13% refuted such claim. Lastly, 44.7% of the participants sturdily agreed believe their company believes that systematic trainings of employees is key to their success; 29.7% reaffirmed such claims; none believes that such claims are impartial; 5.3% sturdily refuted such claims. Meanwhile, 20.3% refuted such claims.

Table 4: Talent Development (TAD) and Productive Capacity (EMPC)

Construct	Item	Sturdily Agreed		Agreed		Impartial		Sturdily Disagreed		Disagreed	
		F	%	F	%	F	%	F	%	F	%
Talent Development (TAD)	Our company believes that by carryout in-house development program frequently our employees' talents are developed.	103	34.3	85	28.3	1	0.3	32	10.7	79	26.3
	Our company believes that coaching our employees on regular basis by our line managers is one of most feasible ways to develop our employees' talents.	99	33	125	41.7	1	0.3	21	7	54	18
	Our company believes that E-learning is one of most feasible ways to develop our employees' talents.	96	32	101	33.7	0	0	64	21.3	39	13

	Our company believes that systematic trainings of employees is key to our success	134	44.7	89	29.7	0	0	16	5.3	61	20.3
--	---	-----	------	----	------	---	---	----	-----	----	------

Source: Field Survey (2020)

Career Advancement (CAD) and Employees’ Productive Capacity (EMPC)

Table 5 accounted for the perception of the participants on career advancement and employees’ productive capacity. Findings clearly reported that 29% of the participants sturdily believe that career planning enhances employees’ productive capacity; 53% reaffirmed such claims; 0.67% believes that such claims are impartial; 6% sturdily refuted such claims. Meanwhile, 11.3% refuted such claims. Again, 33.67% of the participants sturdily agreed that in their company, they strive to establish career paths and highly challenging tasks in every department; 31.33% reaffirmed such claims; 0% believes that such claims is impartial;

11.7% sturdily refuted such claims. Meanwhile, 15% refuted such claims. More so, 32.67% sturdily believe that their company develop programs and initiatives that are targeted at improving our employees’ career advancement; 28.33% reaffirmed such claims; 0.33% believes that such claims is impartial; 18% sturdily refuted such claims. Meanwhile, 20.67% refuted such claim. Lastly, 37% of the participants sturdily agreed believe that their organizational success is tied to their employees’ career advancement; 36.33% reaffirmed such claims; 0% believes that such claims are impartial; 17.33% sturdily refuted such claims. Meanwhile, 9.33% refuted such claims.

Table 5: Career Advancement (CAD) and Employees’ Productive Capacity (EMPC)

Construct	Item	Sturdily Agreed		Agreed		Impartial		Sturdily Disagreed		Disagreed	
		F	%	F	%	F	%	F	%	F	%
Career Advancement (CAD)	We believe that career planning enhances employees’ productive capacity.	87	29.00	159	53.00	2	0.67	18	6.00	34	11.33
	In this our company, we strive to establish career paths and highly challenging tasks in every department	101	33.67	94	31.33	0	0.00	60	20.00	45	15.00
	We develop programs and initiatives that are targeted at improving our employees’ career advancement.	98	32.67	85	28.33	1	0.33	54	18.00	62	20.67
	We believe that our success is tied to our employees’ career	111	37.00	109	36.33	0	0.00	52	17.33	28	9.33

	advancement.										
--	--------------	--	--	--	--	--	--	--	--	--	--

Source: Field Survey (2020)

Knowledge Creation (KNC) and Employees’ Productive Capacity (EMPC)

Table 6 accounted for the perception of the participants on knowledge creation and employees’ productive capacity. Findings clearly reported that 45.67% of the participants sturdily believe that socialization enhances employees’ productive capacity; 32.67% reaffirmed such claims; 0.33% believes that such claim is impartial; 9.33% sturdily refuted such claims. Meanwhile, 12% refuted such claims. Again, 27% of the participants sturdily agreed that KNC is the most feasible way to get the best out of employees; 38.33% reaffirmed such claims; 0% believes that such claims is impartial;

9.33% sturdily refuted such claims. Meanwhile, 25.33% refuted such claims. More so, 39.67% sturdily believe that externalization is the most feasible way to get the best out of employees; 29.67% reaffirmed such claims; 0.33% believes that such claim is impartial; 11% sturdily refuted such claims. Meanwhile, 19.3367% refuted such claim. Lastly, 28.33% of the participants sturdily agreed believe that their knowledge creation success is tied to their employees’ productive capacity; 37.33% reaffirmed such claims; 1% believes that such claims are impartial; 16.33% sturdily refuted such claims. Meanwhile, 16% refuted such claims.

Table 6: Knowledge Creation (KNC) and Employees’ Productive Capacity (EMPC)

Construct	Item	Sturdily Agreed		Agreed		Impartial		Sturdily Disagreed		Disagreed	
		F	%	F	%	F	%	F	%	F	%
Knowledge Creation (KNC)	We believe that socialization enhances employees’ productive capacity.	137	45.67	98	32.67	1	0.33	28	9.33	36	12.00
	KNC is the most feasible way to get the best out of employees	81	27.00	115	38.33	0	0.00	28	9.33	76	25.33
	Externalization is the most feasible way to get the best out of employees	119	39.67	89	29.67	1	0.33	33	11.00	58	19.33
	Our KNC (Combination) is tied to our EMPC.	88	29.33	112	37.33	3	1.00	49	16.33	48	16.00

Source: Field Survey (2020)

Correlation Analysis

In statistics, the bivariate (Pearson) correlation is basically used to test the direction (positive or negative) and strength (orthogonal, weak, moderate, or strong) relationship between the regressed (y) and

the regressor (y) using its coefficient value denoted by r. The rule is that if the r value is positively signed it means positive relationship exists while if the r value is negatively signed it means negative relationship exist. Meanwhile, if the r value

is at most 30% it means weak relationship exists while if the r value is between 31 and 69% it means moderate relationship exists. However, if the r value is between 70% and 100%, it means strong relationship exist. Succinctly, the bivariate (Pearson) correlation reported a positive strong relationship between: talent attraction and employees’ productive capacity; talent retention and employees’ productive capacity; & knowledge creation and

employees’ productive capacity. This is because they reported r values of 77.1%, 76.1%, and 75.8% respectively. However, a positive moderate relationship exists between career development and employees’ productive capacity & talent development and employees’ productive capacity; and. This is because it reported r value of 64.9% and 62.8%. All these are illustrated in Table 7.

Table 7: Summary of Correlation Analysis

	EMPC	TAT	TAR	CAD	TAD	KNC
EMPC	1	.771	.761	.649	.628	.758
TAD		1	.975	.992	.976	.994
CAD			1	.960	.923	.975
TAR				1	.956	.998
TAT					1	.952
KNC						1

Source: Field Survey (2020)

Conclusions and Recommendations

This paper empirically examined the influence of talent management strategies (TAMS) on employees’ productive capacity in the Nigerian public sector. Specifically, we disaggregated TAMS into four dimensions include talent attraction, talent retention, career advancement, and talent development. Inferences drawn from the study is that majority sturdily agreed that peaceable working conditions, fair salary structure, employee training, career progression, Work-life balance, social networking facilities are one of the ways through which the public sector can attract and retain talented employees and also increase their productive capacity. This was reaffirmed by the positive strong relationship which exists between TAT and EMPC, between TAR and EMPC and between KNC and EMPC.

Further, majority of the respondents agreed that frequent in-house development

program, frequent coaching by line managers, E-learning and systematic trainings of employees are the most feasible ways through which management in the public sector can develop the talent of its employees. This was reaffirmed by the positive moderate relationship which exists between CAD and EMPC & TAD and EMPC. Lastly, majority of the respondents agreed that career planning, establishing a career path in a highly challenging environment; programs and initiatives are the most feasible ways through which management in the public sector can advance the career of her talented employees. Hence, we confidently conclude that efficient TAMS are the best ways to enhance EMPC. In light of this, policy makers in the Nigerian public sector should ensure that their policies are tailored towards TAT, TAR, CAD, TAD, KNC, and enhanced EMPC. More so, policy makers in the Nigerian public sector should ensure that the working environment is peaceable

and stress free. Again, policy makers should learn to establish a career path for its employees.

References

- Agarwal, P. (2016). Fitting Talent Management Strategy into National Culture. *Indian Inst. Manag.* 2, 1–11.
- Ahmed, H. K. (2016). The impact of Talent management on the competitive advantage in the organizations. UAE Proceedings of 37th ISERD International Conference, Abu Dhabi, UAE, 6th June 2016.
- Aina, R.A & Atan, T. (2020). Talent Management practices on sustainable organizational performance. Available at <https://doi.10.3390/su12208372>. (accessed on 8th May, 2020).
- Altaee, H., Salih, A. A., & AlWaeli, D. F. (2015). *Competencies and Talent Management* (2nd ed.). Rashad press Lebanon- Beirut.
- Altaee, Y. H., & Thabit, M. (2018). *Basics of Talent Management in Business Organizations*. Dar Al Manhajihia Publishing and Distributing.
- Andreeva, T. & Kianto, A. (2012). Does knowledge management really matter? Linking knowledge management practices, competitiveness and economic performance. *Journal of Knowledge Management*, 16 (4), 617-636.
- Campbell, M.; & Smith, R. (2014). High-Potential Talent: A View from Inside the Leadership Pipeline. Center for Creative Leadership. Available online: www.ccl.org/leadership/pdf/research/highpotentialtalent.pdf (accessed on 8th May, 2020).
- Dargham, N.A.S. (2013). The Organizational Career Management and Career Behaviour.. Available online: <http://www.fgm.usj.edu.lb/files/a52010.pdf> (accessed on 3 June 2013).
- Edvardson, I.R. & Oskarsson, S.D. (2013). Knowledge management in small and medium sized enterprises. *Social and Behavioural Sciences*, 81(1), 351-354.
- Farndale, E.; Kelliher, C.; Hope-Hailey, V. (2014). Work and organisation engagement: Aligning research and practice. *Emerald Journal of Organ. E_. People Perform.* 1, 157–176.
- Grimsdottir, E. & Edvardson, I.R. (2018). Knowledge management, knowledge creation, and open innovation in Icelandic SMEs. Available at <https://doi.org/10.1177/21582440188073>. Accessed on 12th March, 2021.
- Heinen, S.; & O'Neill, C. (2004). *Managing Talent to Maximize Performance*; John Wiley & Sons, Inc.: Milton, QLD, Australia.
- Hejase, H. J. (2016). Talent Management Challenges: An Exploratory Assessment from Lebanon. *International Journal of Business Management and Economic Research*, 7(1), 504-520.
- Kaleem, M. (2019). The influence of talent management on performance of employee in public sector institutions of the UAE. *Public Administration Research*, 8(2), 8-23.
- Kehinde, J. (2012). Talent Management: Effect on Organization Performance. *Journal of Management Research*, 4, 178–186.

- Kontoghiorghes, C.; & Frangou, K. (2009). The association between talent retention, antecedent factors, and consequent organizational performance. *Sam Advanced Management Journal*, 74, 29.
- Lyrria, R.K.; Namusonge, G.S.; & Karanja, K. (2017). The effect of talent retention on organizational performance of firms listed in the Nairobi Securities Exchange. *J. Hum. Resour. Leadersh*, 1, 56–68.
- Moghtadaie, L.; Taji, M. (2016). Study of the Performance of Faculty Members According to Talent Management Approach in Higher Education. *Educ. Res. Rev.* 11, 781–790.
- Phillips, D.R.; & Roper, K.O. (2009). A framework for talent management in real estate. *Journal Corporate Real Estate*, 11, 7–16.
- Rastgoo, P. (2016). The Relationship of Talent Management and Organizational Development with Job Motivation of Employees. *Acta University of Agriculture Silv. Mendel. Brun.* 64, 653–662.
- Rop, L. (2012). Influence of Talent Attraction on Organizational Performance in Public University Campuses in County Government of Nakuru, Kenya. *International Journal of Management Information Technology*, 10, 2453–2460.
- Singh, A., & Sharma, J. (2015). Strategies for talent management: a study of select organizations in the UAE. *International Journal of Organizational Analysis*, 23(3), 337-347.
- Sunday, K. J. (2012). Talent management effect on organization performance. *Journal of management research*, 4(2), 20-30.
- Taleghani, G.; Amini, S.; Ghafari, A.; & Adousi, H. (2013). Study of the Role on Talent Management on the Performance of Faculty Members of University of Isfahan. *Journal of Public Administration*, 3(1), 83–102.
- Wambui, N. (2012). *Talent Management Practices in Commercial State Corporations in Kenya*. Unpublished Master Thesis, university of Nairobi.
- Waxin, Lindsay, V. J., Belkhodja, O., & Zhao, F. (2018). Workforce Localization in the UAE: Recruitment and Selection Challenges and Practices in Private and Public Organizations. *The Journal of Developing Areas*, 52(4), 99-113.

