



Talent Management and Performance of Selected Non-Governmental Organisations in Eketi State, Nigeria

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Abstract

Nowadays, employees are viewed as valuable assets by business firms in order for them to compete in the global market. Clearly, the struggle for talent has become even more intense. Managing talent thus, became a global concern that most organizations face due to its scarcity. Therefore, the purpose of this research is to examine the impact of talent management on organizational performance in non-governmental organizations in Ekiti State, Nigeria. In this study, respondents were gathered using a simple random sampling technique from a concentrated area of the selected NGOs. The sample size of the study was 194, as determined by inputting the entire population into Raosoft sample size calculator software. The questionnaire was used for collecting primary data. A pair of standardized instruments (i.e., Integrated Talent Management Scale (ITMS) and constructed organizational performance indicators) were utilized for the study. The study hypotheses were tested using the regression analysis. Results showed that talent retention ($\beta = 0.196$; $t = 5.125$; $P < .01$), succession planning ($\beta = 0.659$; $t = 17$; $P < .01$) were independently predictors of NGO performance at 1% significant level respectively. The study concluded that in non-governmental organizations, both talent retention and succession planning are predictors and influencers of organizational performance.

Keywords: Talent Management, Retention, Succession Planning, Organizational Performance, Non-governmental Organization.

Introduction

Organizations in the global world are currently operating in a competitive and unpredictable business environment where enterprises compete to survive. Gallardo-Gallardo,

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Thunnissen and Scullion (2020) reported that many of these firms acknowledged their talented workforce as a main source of their competitive strength. It is indisputable that we are presently in an age of globalisation which is dominated by talents. However, managing talent has become a global challenge that most organizations are facing due to its limited availability. As a result of this, organizations are meant to devise a strategic system for managing their skilled employees effectively. This strategy is known as talent management, and it strives to engage, develop, and retain highly qualified personnel who will contribute to the immersive expansion of organizational performance (Taie, 2015). Talent management incites new routes to effective performance in an organization through its integrated and strategic approach to managing employees and the corporate system at large.

With respect to developing countries, the continent of Africa has experienced economic growth in the recent years. This was due to some countries improved infrastructures, economic management, production and middle-class expansion. In recent years, the African continent has generated six (6) of the world's ten (10) second quickest economies (World Bank, 2015). As a result, Africa is now one of the world's fastest-developing areas. Unsurprisingly, the thriving economic climate in certain African regions has drawn a growing number of non-governmental organizations (NGO's). This improvement not only infused a gap between the demand and supply of potential talents, but also serves as challenges to these countries, since Africa continues to lose worthy talents to foreign nations like the United States, France, China, etc (Niu, Jussibaliyeva, Sarfraz, Duisenbayeva, Ramirez-Asís & Pelaez-Diaz, 2021).

Without a doubt, executive managers and human resource officers throughout the globe must immediately develop talent by producing and keeping endowed personnel to meet the region's manpower issues. Nigeria, like any other African country, also suffers from the challenge of talent management. Even Bassey and Atan (2012) argued that there are few numbers of skilful employees in Nigeria labour market due to the nation's economic and academic structure. Most institutions of learning currently face inadequate funding, poorly trained staff and irrelevant curricula unsuitable for talent development, along with riots and strikes resulting to semi-baked graduates. Even with the massive population of graduates in the country, companies still find it hard to hire skilfully endowed personnel owing to its weak quality of education. These are major issues related to management of talents in Nigeria.

Talent management is indeed paramount to the success and growth of any organization which NGO is no exception. A Non-Governmental Organization (NGO) is a legal body that provides social and essential services to citizenry with activities being independent of government (Tripathi, Mishra and Nanda, 2019). They serve to build up a community, state, nation and the world at large. NGOs in Nigeria are however going through the challenges of limited talents both at professional and non-professional managerial level. These challenges include poor process of attracting, developing, retaining and motivating professionals which are also peculiar to NGOs activities in Ekiti state.

It is undoubtedly obvious that most NGOs in Ekiti state have not effectively maximized the benefits of appropriate talent management strategy in attaining their objectives. The issue of retaining employees and long term succession planning has a detrimental influence on NGOs' performance as well as their long-term sustainability. The HR managers in NGOs thereby need to lay more emphasis on effective utilization of skilfully talented employees in their respective organizations. Therefore, the present study seeks to examine the effect of talent management on performance of the selected NGOs in Ekiti State.

Research Objectives

- a) To assess the effect of talent retention on organizational performance of selected NGOs in Ekiti State, Nigeria.
- b) To examine the influence of succession planning on the performance of selected NGOs in Ekiti State, Nigeria.

Concept of Talent

The totality of an individual's capacity, abilities, skills, knowledge, experiences, attitudes, behaviors, and habits that are required to effectively execute an organizational goal is known as talent (Joyce & Slocum, 2012; Schiemann, 2014). It is endowed on individuals who have the ability to perform proficiently. According to Yuniati, Soetjipto, Sudarmiati, Wardoyo and Nikmah (2021) talents are highly skilled, qualified and knowledgeable individuals who demonstrate high performance at workplace. He viewed talent as individual ability and capability to perform a given task. The concept of talent encompasses an array of characteristics such as individual abilities, knowledge, and skills (whether expert or non-expert) in the workplace. It can also be described as a unique quality that makes a substantial difference in an employee's exceptional accomplishments which consequently spells on the organization's performance. In other words, highly skilled people are also exceptional in their contribution towards organizational success (Najm & Manasrah, 2017).

Concept of Talent Management

Akinremi and Adedeji (2019) defined talent management as a set of integrated strategies, activities, and behaviors adopted by an organization towards attracting, developing, deploying and also retaining talented workforce in order to achieve strategic goals in the present and future. It can as well be described as a strategic approach for attracting, developing, compensating and retaining, skilled individuals who are inherently distinguished with high performance in an organization. The concept of talent management in the workplace aims at expanding business efficiency through specific approach and systems. It is a management approach that entails the measures put in place by management to promote the attraction of talents, the retention as well as the development in people (Muyela & Kamaara, 2021).

According to Kehinde (2012), talent management mainly seeks to draw, develop and keep capable personnel who possess high competencies and abilities useful for meeting a business's current and projected needs. As a result, human resource managers utilize talent management as a suitable technique to establish what is expected of employees in order to

strengthen their working relationships. Various scholars have identified the dimensions of talent management as talent acquisition, talent-development, employee-competency, career-development, talent-integration, performance-management, retention and succession planning (Tansley, 2011; Lyria, 2014; Carnevale & Hatak, 2020).

Performance of Non-Governmental Organizations in Ekiti State

Generally, organizational performance has continued to remain a contentious issue in the management research circle. According to Daft (2000), the performance of any organization is defined as an organization's ability to fulfill its goals through the efficient and effective use of available resources. It can also be defined in the context of an NGO as the overall result or total performance of a charitable firm over a period of time as measured against its projected goals and objectives. The performance of an organization spells the result of overall inputs utilized during the production process (Harsh & Festing, 2020). The performance of every NGO is explained based on its wide range of humanitarian activities. Barrick, Thurgood, Smith and Courtright (2015) argued that such performance should exceed the regular standard routine, if not an outstanding level of effectiveness and effects on the economy. Arthur and Appiah-Kubi (2020) reported that NGOs performance can be primarily assessed via the economic and social situation of the country. In essence, the activities of most NGOs in Ekiti state centers majorly on healthcare care services, economic empowerment and scholarship programs, children, and woman right promotion, patriotic sensitization, advocacy, leadership training, environmental maintenance, vocational skill acquisition, disease-control and many others, which had been effective principally in national and scholarly records. In the light of this, Edigan Ikhanoba and Shaibu (2018) testified to a growing trend in the profiles of the non-governmental organizations in Nigeria.

Talent Retention and Organizational Performance

Today, NGOs are becoming the world's leading employers of labour, offering individuals meaningful careers (Tetik & Zaim, 2021). However, in the quest of community service, it is virtually impossible for any NGO to remain predominant with effectiveness and competitive strength in the sector without attracting and retaining capable hands. Yuniati et al. (2021) noted that numerous humanitarian organizations that are seeking fund liberation and the impactful ability are under competitive pressure. Report from Accenture (2001) showed that about 80% of management in the non-governmental sector believed that talent retention is most relevant today than it was three years ago. In comparison, 68% of NGO firms agree that retaining talent is more important than recruiting new ones. A rigorous labour retention policy will go a long way in promoting the recruitment and retention of key players who will be of economic and competitive advantage to an organization by a means of contributing effectively and efficiently to the overall performance of firms particularly non-governmental organizations.

Succession Planning and Organizational Sustainability

The first step to success is none other than planning. Jeseviciute-Ufartiene (2014) explained that an effective strategic plan aids in building up the main initiative behind NGOs. Notably, employees are the most valuable and key assets to the success of every organization

and thus need to be planned for (Niu et al., 2021). In Nigeria, Maguta (2016) opined that local NGOs operates within a framework of project orientation. Consequently, there is little and inadequate regard for short term investment in manpower (i.e., retention and development), talk less of succession planning and career growth which are long term investment. Therefore, organizations may end up being unsustainable and dysfunctional if proper follow-up arrangements are not identified and promoted. A strategic approach to detecting and strengthening potential and talented individuals towards the perpetual and smooth transition of responsibilities is hereby required for quality performance in the non-governmental organizations.

Theoretical Framework

Resource Based View (RBV)

The primal thinking is based on Barney (1991) conception who recognized management of talents as the wealth and most vital capital for organizations to attain their desired performance. The resource-based view (RBV) to many organizations is a strategic model for gaining a competitive edge in open market opportunities. As noted by Mosadragh (2003), we now live in a world of change and thus, it is important for organizations to embrace strategic means which are capable of handling the un-foreseen market changes. Therefore, the core idea of RBV centered on the fact that, instead of organizations trying to acquire new talents, behaviors or functions for every open opportunity, it is easier and cheaper to take advantage of already available resources and talents in the company. Barney, Corte, Sciarelli and Arikan (2012) revealed that RBV majorly seeks to answers two main theoretical questions; i.e., why do organizations exist? And how can organizations outperform competitors? However, the main emphasis of this theory is the utilization of skilled manpower, with arguments that such employees should be highly prioritized in the development of organizational strategies towards achieving humanitarian services in the non-governmental organizations. Therefore, in achieving this noble objective, the management of NGOs in Ekiti state should ensure that their skilful staffs are adequately motivated and retained.

Empirical Review

In relative comparison with earlier research, Kaleem (2019) examined the significance of talent management on performance of workforce in the public sector of the UAE. The data collected from 200 plain tiffs affirmed that talent management practices have significant effects on employees' performance. Akinremi and Adedeji (2019) highlighted succession planning as a dimension of talent management, which was in accordance with the study of Mishra and Nanda (2019) that also spelled retention of talents as a dimension of talent management. Although, their data collection technique and analytical tools adopted were obscure. However, their result showed a partial effect of talent management on the level of performance in the organization.

Similarly, the research conducted by Devi (2017) established that talent retention elements have a positive relationship with the performance of firms in the banking sector. Lyria (2014) revealed in her published thesis on the effect of talent management on the

performance of listed companies in Nairobi Securities Exchange in Kenya using the sample size of 224 respondents that succession planning in the organization has a significant effect on the performance of the organization. Moreover, the result of this study was consistent with the study undertaken by Anyim, Olusoji and Aremu (2018) which proved that the role of talent management has a significant effect on employee retention particularly in the private sector.

Furthermore, the results of Arthur and Appiah-Kubi (2020) showed that talent management has a significant relationship with the performance of non-governmental organizations through financial management across Ghana. However, reasons for and against talent management practise and NGOs performance were not sufficiently discussed. In addition, there exist little research study on talent management and performance of Non-Governmental Organizations (NGOs) in Nigeria. Therefore, the present study shall review other empirical studies that may likely crop up and fill the gap by determining the significance of talent management on performance of the non-governmental organizations in Ekiti State, Nigeria.

Methodology

A descriptive survey research design was adopted for this study. The target population of the present study comprised of 389 workers from registered NGOs in Ekiti drawn from the Ministry of women, children and social affairs in the state. The sample size was 194, as determined by inputting the entire population into Raosoft sample size calculator software to determine the accurate sample size. A simple random sample approach was used to collect data from a concentrated area of selected NGOs. Selected areas of NGOs include the Women Empowerment, Skill Acquisition and Community Mob (WESACM), Health, Nutrition, PSS and Community Mobilization as well as Gender Advocacy, Capacity Building and Skill acquisition. The survey data used was collected from 176 respondents from the sampled NGOs via questionnaire administration after 194 questionnaires were issued, implying that 18 respondents did not return their questionnaires. The simple Regression analysis was utilized in evaluating the identified hypotheses of the study at a 1% level of significance.

Results and Discussion

Test of Hypothesis

H₀: There is no significant effect of talent retention and succession planning on the performance of NGOs in Ekiti State, Nigeria.

The result of Table 4.1 above showed that both talent retention and succession planning significantly predict the performance of NGOs in Ekiti State at 1% level of significance. The predicting variables jointly contribute 53.9% to the NGOs performance, while the remaining 46.4% could be due to the effect of extraneous variables. This implies that talent retention in line with succession planning jointly have a positive and significant effect on the organisational performance of NGOs. Furthermore, talent retention ($\beta = 0.196$; $t = 5.125$; $P < .01$), and succession planning ($\beta = 0.659$; $t = 17.199$; $P < .01$) independently predicts NGOs performance at 1% significant level respectively.

Table 4.1 Regression Analysis

Model Summary					
Model 1	R=.734a	R ² =.539	Adj.R ² =.536		
	Sum of Square	Df	Mean Square	F	Sig.
Regression	73.994	2	36.997	196.261	.000 ^b
Residual	63.339	336	.189		
Total	137.333	338			
Variables	Unstandardized Coefficients (β)	Std. error	Standardized Coefficients (β)	T	Sig.
Constant	.986	.187		5.267	.000
TR	.116	.023	.196	5.125	.000
SP	.673	.039	.659	17.199	.000

Source: Authors Computation, 2021

From the above analysis, it can be deduced that talent retention as well as succession planning in non-governmental organizations have a significant influence on their level of performance. This assertion was in line with the findings of Bakuwa, Chasimpha and Masamba (2013) who argued that enhancing performance is not only about money, instead, retaining talents that can deliver long lasting outstanding results in spite of unfavourable market outcomes. Furthermore, the findings showed that succession planning has a major impact on the functioning of non-governmental organizations. This finding is consistent with Akinremi and Adedeji's (2019) finding that succession planning has a beneficial impact on organizational performance. As a result, it is acceptable to conclude that talent management has a considerable impact on, and is a predictor of, organizational success among NGOs in Ekiti state. This is also in the concluding view of Kaleem (2019) and Mishra and Nanda (2019) that effective talent management practise in an organization will have a significant positive impact on the level of organizational performance.

Conclusion and Recommendations

This study aimed at examining talent management and performance of the selected non-government organizations in Ekiti State, Nigeria. In technology age, wise managers do not wait for the future, they create the future. Meanwhile, talented individuals are the future of every organization, even in non-governmental organizations. Many organizations have faded into oblivion as a result of intense market competition and unending structural demands. Only bright and skilled employees can provide firms a competitive advantage in any market. As a result, it is unarguable that talent retention and succession planning are both predictors and influences of organizational performance in non-governmental organizations. As a result of the foregoing findings, the current study recommends that every non-governmental organization implement a dynamic leadership structure that ensures a balance

between talent acquisition, growth, and reflection on organizational performance. Furthermore, when it comes to keeping talented individuals, management of NGOs in Ekiti state should prioritize the alignment of the individual's interests with organizational goals. Most significantly, directors of non-governmental organizations in Ekiti state must develop succession planning techniques that will inform future leadership by creating a pool of skilled personnel from whom they may pick talents to fill vacant posts in the future.

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