TALENT MANAGEMENT AND THE PERFORMANCE OF EMPLOYEES:
A Study of Selected Telecommunication Companies in Delta State

By

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ABSTRACT: Over the years, companies have been faced with the challenges of acquiring, developing, and retaining viable workforce as a result due talent scarceness and market competition, thereby compelling management of companies to improve their human resource strategies via talent acquisition and development that can fit in specific job roles. Thus, companies rather be a source for exclusive talent development instead of nurturing talent inclusively. In this study, the link between talent management and the performance of employees was examined for three (3) telecommunication companies in Warri, Delta State of Nigeria. The study used a descriptive survey design and a questionnaire was the major instrument of data collection, administered to seventy-five (75) employees of the selected telecommunication companies. Data obtained in the field survey were analyzed using descriptive statistics (frequency counts, simple percentages, mean and standard deviation, skewness and kurtosis, and Pearson correlation), diagnostic statistics (variance inflation factor), and inferential statistics (simple regression). The findings of the study indicated that talent management (talent acquisition: F=34.810; Prob. = 0.0000; and development: F=64.920; Prob.=0.0000) significantly and positively impacts the performance of employees. Given the findings, it was recommended that concerted efforts should be poised towards enhancing the performance of employees; this can be realized by ensuring that talented employees are adequately acquired in order to realize the goals and objectives of the company. In addition, the management of telecommunication companies should design a good talent development framework aimed at enhancing the performance of employees by ensuring that talented employees are adequately and constantly trained in order to meet the current trends in the telecommunication industry

Keywords: Talent, Acquisition, Development, Performance

1. INTRODUCTION

The concept of talent management (TM) emerged in the human resource management (HRM) in the 1990 when the tasks of HRM were predominantly shifted from being the routine administration processing to a more complex configuration and machine-based planning task. According to Adewoye and Adeyemi (2022) HRM exclusively relied on the HR department for employees’ management and training at that time. More so, during that era, public and private sector organizations had recognized that HRM had great role in recruiting and training employees and thus making them fit for the competitive environment. The HRM department thus played a vital role in developing good packages of compensation (bonuses, appreciations, leaves and health benefits).

Babarinde (2022); Arubayi, & Odiri, 2023), and Jibril and Yesilta (2022) noted that TM has become a global challenge of confrontation for most organizations (the telecommunication companies inclusive) due to the fact that all organizations are competing for the same pool of talented employees. Notably, TM is the proactive approach to create better employment opportunities, internal mobility and quality of employing. Kaewnakaew, Siripipathanakul, Phayaprom and Limma (2022) opined that TM lays emphases on attraction of talents, integration of talents, development of talents, acquisition of talents, training, reward, and participation. Having a skilled workforce implies that companies must know how to manage, develop, retain and get a viable workforce, and strategically implement talent towards ensuring that are enough talent channels are available to support the goals of companies; thus, TM focuses on taming and retaining qualified talents.

Regardless of the fact that TM increases the chances of companies having talented workforce; however, it is not enough to enhance the performance of employees, as true success emanates from the hearts and thoughts of individuals in the organization (Zulacha, Aruzhan, Sarfraz, Botagoz, Edwin & Guillermo, 2021). Supporting the above viewpoints, Obisanma, Amah and Belemenanya (202) ; Arubayi, Eromafuru, & Egbuli 2020), and Kaleem (2019) asserted that TM helps employees to engage both their hearts and thoughts in order for them to become dedicated to their work with absolute enthusiasm, since feeling/emotion drives individual behavior. Thus, TM enables companies to make the workforce feel comfortable and fit for the job role. As a result, TM plays a positive role for the growth of companies.
Prior studies (Mangusho, Murei & Nelima, 2015; Mary & Mary, 2017; Shailly & Arrawatia, 2018; Masri & El-Suliman, 2019; Manthena, 2022) had shown that TM enables companies to operate effectively and efficiently in their operations. With reference to these prior studies inter-alia, TM have a great impact on acquiring, training, and maintaining talented workforce, thus making management to use the talented workforce for their wellbeing in a competitive environment. Whilst we acknowledged the avalanche of empirical studies on the association between TM and organizational performance, there are few studies that had focused on how TM(particularly talent acquisition and development) affect employees’ performance. Contrary to that, this research investigated the link between TM (talent acquisition and development) and the performance of employees.

Employees’ performance is apparent in improvement in production, easy in using novel technologies. Tzafrir (2015) showed that employees’ performance can be measured against the performance standard set by the company. When employees perform up to set standards and meet organizational expectations they are believed to be good performers. Thus, good performance means how well employees perform assigned tasks. In this study, we assessed the influence of talent management on the performance of employees among three (3) leading telecommunication companies in Warri, Delta State of Nigeria. The survey is limited to telecommunication companies because it is one of the fastest growing sectors which seek to retain talented workforce.

Statement of the Problem
Practically, for organizations to function effectively in a competitive environment, they need to have a talented workforce. Several studies had shown that talent management plays a vital role in improving the performance of employees and that of organizations (see Mishra, 2022; Rhodrick, 2022; Semih, Ibrahim & Bora, 2020; and Mohim, Elham & Maryam, 2016). These studies inter-alia showed that there is a positive and significant relationship between TM and the performance of organizations. Remarkably, studies have not shown whether TM strategies (such as talent acquisition and development) influence the performance of employees in the context of Nigeria

Furthermore, studies on TM and the performance of employees is typified by scanty empirical studies, particularly as it concerns telecommunication companies in Delta State, Nigeria. It is imperative to investigate the relationship between talent management (using TM dimensions of acquisition and development) and the performance of employees of telecommunication companies in Delta State. Thus, this study was carried out with the view to assessing the effect of TM on the employee performance in Nigeria by offering experimental data and also endeavouring to fill the literature gap on the research theme.

Research Questions
To further guide the study, the following research questions were raised:
1. To what extent is there a relationship between talent acquisition and the performance of employees’ of telecommunication companies in Delta State, Nigeria?
2. To what extent is there a relationship between talent development and the performance of employees’ of telecommunication companies in Delta State, Nigeria.

Objectives of the Study
The broad objective of this study is to investigate the impact of talent management on the performance of employees of telecommunication companies in Warri, Delta State of Nigeria. The specific objectives are to:
1. ascertain the relationship between talent acquisition and employees’ performance of telecommunication companies in Delta State, Nigeria.
2. To assess the relationship between talent development and employees’ performance of telecommunication companies in Delta State, Nigeria.

Hypotheses of the Study
The following research hypotheses were formulated and tested at 0.05% level of significance:

Hypothesis I
H₀: There is no significant relationship between talent acquisition and the performance of employees

Hypothesis II
H₀: There is no significant relationship between talent development and the performance of employees

2. REVIEW OF RELATED LITERATURE
Talent Management (TM)
The term TM refers to the strategic human capital practice aimed at improving the value of companies and induces them to achieve their goals and objectives. TM according to Syed, Anjum and Shahid (2020) is the companies’ capability to retain, recruit, organize, deploy and reward high-potentially talented employees for future leadership position. The literature suggests that employee retention, acquisition, and development are the foremost hub of TM practices (Twesigye, Mamerito, Shamusi & Fadhiila, 2022; Nassazi, 2017; Tiemo, & Arubayi, 2012 and Tzafrir, 2015). Nevertheless, the premeditated goal of TM is to develop and sustain the workforce for the success of organization.
TM entails identifying and developing all talents, mainly highly-potential talents for future roles or positions. The approach to TM consists of talent recruitment, planning for workforce, performance management, retention strategies and succession planning (Twesigye, Mamerito, Shamusi & Fadhila, 2022). TM is important for any company, as it assists in the development of the company and its employees. Notably, companies that engage in talent acquisition and development can produce better or improved results (Ahmed, 2016).

According to Kajwang (2022), the most vital policy of companies include but not limited to addressing issues relating to change in TM, knowledge preservation, leadership development, creativity, management of human capital, performance management, and succession planning. In the world over, most companies, particularly telecommunication companies have TM as the apex priority. In this study, two(2) TM measures were identified and investigated, namely, talent acquisition and development; these measures are briefly discussed as follows:

**Talent Acquisition and Development as Dimensions of TM**

Talent acquisition (TAQ) refers to the process of acquiring estimating and recruiting the best sets of employees for certain roles to achieve organizational goals. The TAQ process as noted by Kajwang (2022), have direct effects on the performance of employees in their job roles. For improved employees’ performance, the right set of employees for the job is demanded, which can be done by implementing effective and efficient TAQ strategies.

According to Mgbemena, Enetanya, Nsofor and Ogbogu (2022), TAQ is one of the vital human capital processes which includes talent recruiting, assessment, selection, on-boarding. Training is a premeditated learning process of a set of activity or activities required to upgrade the workforce’s skills, knowledge and behaviour in order to realize the best performance for both the employees and the organization (Nana, Okpara & Abubakar, 2013; and Malaulu & Ogubuobor, 2019). Development is the learning-process of experiences used to enhance the skills, knowledge and behaviour of the workforce via results of his/her learning experience (Ezeani, 2013; Arubayi & Aruoren 2015 and Adeleye, Adegbite & Ademoremi, 2018).

The economic effects of TAQ are further captured by the opportunities for cost-reduction and improved performance by talent development (TAD) strategies. Consequently, TAD refers to all activities and initiatives supporting employees’ learning and growth. Lawal, Okafor, Okoye, Anyanwu, Anyanwu, Okwubanugo, Chike and Oyinkansola (2022) observed that successful TAD entails processes and programmes that are tailored to match organizational needs together with team members’ goals and interests and it is connected with TAQ.

**Employees’ Performance**

Practically, the procedure to determine the performance of employees is refer to the working capability of the workforce (i.e. what the employees or workforce can do or cannot do). Owing to this view, performance of employees is usually determined via task or job roles assigned to them. Task performance may include but not limited to presence at work, work quality, output quantity, timeliness of output, behavioral trait and cooperativeness of the workforce (Kaleem, 2019). Notably, the performance of employees has been a concern for firms and researchers alike. For decades, researchers have been looking for diverse ways to enhance performance of the workforce (Adeleye, Adegbite & Ademoremi, 2018; Arubayi & Ejeta, 2022 and Lindsay, Belkhodja & Zhao, 2018).

As noted by Nassazi(2017), employees’ performance is one of the most factors that affect the organization. The success of any organization depends on its employee’s behaviour and their decision, although there are many other factors contributing to the success of the organization. The importance of employees’ performance can be in form of several areas such as helping to consider the cost of the capitals used (Oyiinlola & Adam, 2013), a measure of the quantity and quality of work done (Malaulu & Ogubuobor 2019), helping to survive and excel between firms (Ezeani, 2013), helping to assess and attain established performance goals, and to increase the efficiency of the employee (Wright, 2014) so as to make them take the right decisions.

Employees’ performance is seen as the outcome or contribution of employees to make them attain goals while performance may be used to define what an organization has accomplished with respect to the process, results and success (Brown, 2013; and Oyiinlola & Adam, 2013). Employees’ performance manifests in improvement in production, easiness in using new technology and highly motivated workers. Tzafrir (2015) opined that employees’ performance is measured against the performance standard set by the organization. There are several methods of measuring and evaluating employees’ performance.

As observed by Nana, Okpara and Abubakar (2013), they include employee attributes which confirm characteristics or qualities important to the firm; employee behaviours which are widely used for evaluating or defining employee behaviours necessary to complete a job successfully; and employee achievements which show the extent to which specific objectives or aims have been met, exceeded, or not met. Thus, good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. When they perform up to the set standards and meet organizational expectations they are believed good performers.

**Theoretical Framework**

This study is anchored on the human capital theory, which was advocated by Becker (1964). The theory advocates that human capital (composition of employees’ skills, knowledge, and capabilities) is a central driver of the performance of companies and employees as well. The human capital theory has been widely acknowledged and employed by several researchers in human

The relevance of the human capital theory to this current study is that if companies pursue goal-congruence and focus more on acquiring, developing and retaining top-performers, huge resources committed or invested in top-performers pays-off with long-term benefits to the company. Thus, when talented workforce are acquired and developed, then the company will house innovative and creative workforce readily useful to them and be able to effectively and efficiently carry out assigned tasks. Hence, goal achievements become tangible and glaring for both the workforce and the company.

**Empirical Studies**

Quite a number of studies had examined the relationship between talent management and the performance of employees; however, most of these studies were done in developed nations, hence leaving a gap in the management literature on what is known about this research theme in developing country like Nigeria, particularly as talent management measures of acquisition and development affect the performance of employees of telecommunication companies in Warri, Delta State of Nigeria.

Consequent upon the above, this section captures some recent empirical studies (from 2015-2022) on the link between talent management and employees’/organizations’ performance. For instance, Mangusho, Murei and Nelima (2015) evaluated the effect of talent retention on employees’ performance among beverage companies in Kenya using a descriptive design of 83 employees. The descriptive statistics showed that employees’ performance has increased significantly and positively due to talent retention, attraction, learning and development and career management. Mohim, Elham and Maryam (2016) investigated the relationship between talent management and employees’ job satisfaction among oil companies in Iran. A descriptive survey design involving 83 employees was used and data obtained were analyzed using both descriptive and inferential statistics. The Pearson correlation results showed significant relationship between talent management factors such as attraction, alignment, maintenance, and development and employees’ job satisfaction.

Mary and Mary (2017) evaluated the effect of talent management on employees’ performance in Kenya using a descriptive survey design. Questionnaire was the major instrument of data collection and descriptive (frequencies, percentages and mean) and inferential (correlation, and regression) statistical tools were employed. The regression result indicated that a positive and significant relationship between talent management (acquisition, deployment, training and development) and employees’ performance; thus, talent management contributes positively and significantly to employees’ performance.

Shaifly and Arrawatia (2018) studied how talent management practices could result to improved employees’ satisfaction among Indian banks. Primary data (questionnaire) was the major instrument of data collection and confirmatory factor analysis was employed in the analysis of data. Findings indicated that talent management practices result to increased employees’ satisfaction.

Masri and El-Suliman (2019) explored the link between talent management and employees’ performance (work skills, duties, quality of work and enthusiasm) in Qatar. Questionnaire was the major instrument of data collection which was administered on 180 employees. The multiple regression results uncovered that talent management significantly affects the level of the performance of employees. Thus, the study concludes that talent management plays a major role in influencing the performance of employees.

Zulaecha, Aruzhan, Sarfraz, Botagoz, Edwin and Guillermo (2021) studied the moderating role of career management on the relationship between talent management and the performance of organizations in Malaysia. Quantitative method (structural equation modeling:SEM) was used for data involving 100 respondents. The independent variables are talent management and retention, the moderating variable is career management while performance is the dependent variable. The SEM result indicated that the higher the talent management practices, the higher the retention rates are and the higher the performance will be.

Lawal, Okafor, Okoye, Anyanwu, Anyanwu, Okwubanugo, Chike and Oyinkansola (2022) looked at the effect of talent management (training and development, and career growth) on performance management system (PMS) in Kaduna State, Nigeria. 262 employees of Kaduna Barau Dikko Teaching Hospital were sampled and regression model was employed in the analysis of data. Findings indicated that a weak relationship between talent management (training and development and career growth) and employees’ performance.

Kajwang (2022) assessed the role COVID19 pandemic plays in affecting talent management in the insurance sector in Kenya using a descriptive survey design. Findings of the study showed that the revenue reductions and budget shortfalls caused by COVID19 pandemic have resulted in significant talent management challenges among insurance firms in Kenya. More so, that these difficulties have made most insurance companies opt to reduce and sometimes abandoning performance and talent reviews and evaluations.

Obisanma, Amah and Belemenanya (2022) examined the nexus between talent management strategies and the success of organizations in Rivers State, Nigeria. The descriptive research design was used and primary data was the major instrument of data collection. The descriptive results indicated that talent management (particularly career management, attraction, and retention) is vital for every organization's performance. Impliedly, organizations that pay much attention to talent management would improve -term organizational success.
Adewoye and Adeyemi (2022) evaluated the link between talent management and the performance of small and medium scale enterprises (SMEs) in Lagos State, Nigeria. The study used 185 questionnaires which were administered on employees of SMEs in Lagos State. The regression results revealed that all the talent management variables (attraction, retention and development) positively and significantly affect SMEs performance. Impliedly, SMEs that attracts, retains and develops viable and good workforce would result in improved performance.

Rhodrick (2022) examined talent management practices in selected South African higher institutions using 153 academic staff. Primary data (questionnaire) was the major instrument of data collection and descriptive statistics was employed in the analysis of data. Findings showed that talent management practices result to improved workforce planning, succession planning and performance management. Impliedly, improved talent management practices significantly lead to sustainable competitive advantage in South African higher institutions.

Mishra (2022) assessed the relationship between talent management and the performance of organizations in India using 385 employees in the construction industry. Questionnaire was the main instrument of data collection and the descriptive statistics showed that performance of construction companies increased as a result of effective and efficient talent management.

Similarly, Manthena (2022) used chi-square statistical tool in analyzing the impact of talent management on the performance of organizations in India. Questionnaire was the major instrument of data collection, which was administered on 100 employees of some selected IT companies. The descriptive statistics showed insignificant impact of talent acquisition on the performance of organizations.

In Nigeria, Mgbemena, Enetanya, Nsofor, and Ogbogu (2022) examined if talent management affects the performance of pharmaceutical firms in Anambra State, Nigeria using the survey research design. The explanatory variables were talent retention, training and attraction while the dependent variable is employee performance. A sample of 353 respondents was selected and data obtained were analyzed using multiple regression. Findings indicated that talent retention and training and development significantly affect employees’ performance. Thus, talent management play a major role in increasing the performance of pharmaceutical firms in Nigeria.

In the same vein, Babarinde (2022) assessed the effects of talent management strategies on the performance of selected private universities using 258 employees in Nigeria. The SEM results showed that talent management strategies significantly affect competitive advantage as well as the performance of private universities. Jibril and Yesilta (2022) studied the relationships between employee satisfaction, talent management practices and sustainable competitive advantage among northern Cyprus hotel companies using 368 employees. The SEM results revealed that talent management practices had insignificant effects on employees’ satisfaction and competitive advantage among the northern Cyprus hotel companies.

Kaewnaknaew, Sirippatthanakul, Phayaprom and Limna (2022) investigated whether talent management affects the performance of construction firms in Thailand using 394 managers and employees. Data obtained were analysed using SEM and findings showed that talent management (such as attraction, development and retention) predicts the performance of construction firms. Thus, when construction firms engage in effective and efficient talent management, it improves organisational performance.

In Uganda, Twesigye, Mamerito, Shamusi and Fadhiila (2022) studied the impact of talent management on the performance of employees using descriptive survey design. The proxies for talent management were talent attraction, development and job enrichment. Questionnaire was the major instrument of data collection and the correlation statistical tool was used in the analysis of data. Findings showed positive link between talent attraction and development and employees’ performance while an insignificant link was found between job enrichment and employees’ performance.

In Pakistan, Syed, Anjum and Shahid (2022) evaluated the link between talent management and the performance of employees using six talent management proxies (planning, workplace culture, recruitment and retention, development, professional advancement and reward). Sample of 297 respondents were used and SEM technique was employed in the analysis of data. Findings indicated that organizational engagement facilitates employees’ performance. Also, the study showed that organizational engagement moderates on the relationship between talent management and the performance of employees.

Igweh and Kifordu (2022) examined if talent management serves as a panacea for stemming youth exodus in federal medical centre, Asaba, Delta State of Nigeria. Sample size of 124 respondent’s was used and the independent sample t-test results showed a statistically significant link talent management and the mass exodus of youths leaving that sector. Thus, the study suggests that high recognition for talent management results to increased employees commitment.

Whilst we acknowledged the robust empirical literature on talent management and the performance of employees in developing countries, there is dearth of empirical studies that had focused on whether talent acquisition and development contributes significantly to the performance of telecommunication employees in Warri, Delta State of Nigeria. Again, the lack of studies on the relationship between talent management and the performance of employees of telecommunication companies in Delta State of Nigeria has created a gap in the human resource management literature, which this study attempts to satisfy.
3. RESEARCH METHOD

This study used the descriptive survey research design, which according to Blaxter, Hughes and Tight (2010); and Braun and Clarke (2013) is linked with describing, recording, analyzing and interpreting conditions that do not exist. The techniques further enabled the researcher to describe the role talent management plays in enhancing the performance of employees’ of telecommunication companies in Warri, Delta State. In addition, the study also described common attributes among the sample population of the research. The study population consists of all the telecommunication companies’ (MTN, Glo and Airtel with service centre branch) workforce in Warri, Delta State. Specifically, there are about seventy-five (75) number of workforce in the selected telecommunication companies with branches in Warri, Delta State. In this study, primary data was used, which were primarily sourced from questionnaire. This method was employed in order to collect data from the study’s respondents. The questionnaire items were adopted from the work of Kaleem (2019) and designed to address issues on talent management (acquisition and development) and employees’ performance. The questionnaire was divided into two sections and designed on a 5-point scale of strongly agree (SA), agree (A), impartial (IM), disagree (D) and strongly disagree (SD). Section A items drew on the demographic information of the study respondents while section B addressed the research themes in areas of talent management (talent acquisition and development) and employees’ performance. Besides, the questionnaire was administered on a face-to-face basis in order to ensure that a significant amount of the questionnaire are fully completed and retrieved. The study used descriptive statistics (such as frequency counts, simple percentages, mean and standard deviation, skewness and kurtosis, Pearson Correlation, and variance inflation factor tests) were used in analyzing the data obtained from the field survey, specifically in the area of socio-demographic characteristics of the respondents and analysis of research questions. However, in order to validate the research hypotheses of the study, inferential statistical tool (simple regression) was used and the hypotheses were tested at 0.05% level of significance.

4. DATA PRESENTATION AND ANALYSIS

Analysis of Respondents’ Bio-Data

Table 2: Respondents’ Bio-Data of on Talent Management and Employees’ Performance

<table>
<thead>
<tr>
<th>Ranks</th>
<th>Variables</th>
<th>Respondents</th>
<th>Frequency N=75</th>
<th>Percent(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gender</td>
<td>Male</td>
<td>46</td>
<td>61.33%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>29</td>
<td>38.67%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>75</td>
<td>100.0%</td>
</tr>
<tr>
<td>2</td>
<td>Marital Status</td>
<td>Single</td>
<td>26</td>
<td>34.67%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Married</td>
<td>49</td>
<td>65.33%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Separated</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Widowed</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>75</td>
<td>100.0%</td>
</tr>
<tr>
<td>3</td>
<td>Educational</td>
<td>OND/HND</td>
<td>9</td>
<td>12.00%</td>
</tr>
<tr>
<td></td>
<td>Status</td>
<td>B.Sc./BA</td>
<td>44</td>
<td>58.67%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>M.Sc./MBA</td>
<td>6</td>
<td>8.00%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Certification Course</td>
<td>16</td>
<td>21.33%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>75</td>
<td>100.0%</td>
</tr>
<tr>
<td>4</td>
<td>IT Firm</td>
<td>MTN Nigeria</td>
<td>34</td>
<td>45.33%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Glo Nigeria</td>
<td>22</td>
<td>29.33%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Airtel Nigeria</td>
<td>19</td>
<td>25.34%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>75</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2023
The respondents’ bio-data presented in Table 2 revealed that 46(61.33%) are males while 29(38.67%) are females. Also, it was found that 26(34.67%) and 49(65.33%) are single and married respectively while none of the respondents were either separated or widowed. More so, it was found that 9(12%) and 44(57.3%) are holders of OND/HND and B.Sc./BA degrees respectively while 6(8%) and 16(21.33%) are postgraduate degree holders and professional certification holders in information technology-related courses.

Furthermore, the spread of the questionnaire administration on employees of the selected telecommunication companies (MTN, Glo and Airtel with service centre branch) showed that while 34(45.33%) were sampled from MTN while the remaining 22(29.33%) and 19(25.34%) were sampled from Glo and Airtel respectively. The above results were further captured in graphs for purpose of ease of understanding.

From figure 2, it was found that majority of the sampled respondents had obtained both first degree and certification in information telecommunication (IT) courses, which give them a clear understanding on the research theme and being able to provide adequate answers to the questionnaire items on talent management (acquisition and development) and the performance of employees.

Data Analysis
Research Question 1: To what extent is there a relationship between talent acquisition and the performance of employees’ of telecommunication companies in Delta State, Nigeria?
Table 3: Descriptive Statistics Summary on Talent Acquisition and the Performance of Employees of Telecommunication Companies in Delta State

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Kurtosis</th>
<th>Skewness</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my organization, talent acquisition policy and processes is fair and transparent</td>
<td>3.0493</td>
<td>0.5470</td>
<td>2.5136</td>
<td>1.244</td>
</tr>
<tr>
<td>In my organization talent acquisition cycle is carried out on a timely basis</td>
<td>3.2790</td>
<td>0.7112</td>
<td>2.2626</td>
<td>1.323</td>
</tr>
<tr>
<td>Talent acquisition processes are shared with employees in my organization</td>
<td>3.3103</td>
<td>0.8410</td>
<td>2.2427</td>
<td>0.636</td>
</tr>
</tbody>
</table>
The independent variable is **tacq**

**rtosis values are closer to 3.**

indicating

**3.1420**

MTN, Glo and Airtel

indicating that the studied telecommunication companies in Warri, Delta State

**3.2914**

im (particularly with acquisition, and development) and the performance of employees. Notably, t**

The Pearson correlation

Source: Field Survey, 202

| Research Question 2: To what extent is there a relationship between talent development and the performance of employees’ of telecommunication companies in Delta State, Nigeria. |
| Table 4: Descriptive Statistics Summary on Talent Development and the Performance of Employees of Telecommunication Companies in Delta State |
| | Mean | Std. Dev. | Kurtosis | Skewness |
| | In my company, we facilitate the workforce to learn job-related competencies | 3.1420 | 0.5401 | 3.001 | 0.9994 |
| | In my company we offer systematic training to the workforce | 3.9142 | 0.8344 | 3.0432 | 1.4938 |
| | In my company, we improve talent | 3.1077 | 0.5235 | 2.9000 | 0.8463 |
| | In my company, we implement and encourage employee developmental activities | 3.2914 | 0.6503 | 2.8951 | 1.0763 |
| Grand Mean | 3.3638 |

Source: Field Survey, 202

The summary descriptive statistics in Table 4 showed the results on talent acquisition and the performance of employees of the selected telecommunication companies (MTN, Glo and Airtel with service centre branch) in Warri, Delta State of Nigeria. The result revealed that all the items on talent acquisition (**Taqq**) and the performance of employees scored above the mean benchmark of 2.50 (Item1 = 3.0493; Item2 = 3.2790; Item3 = 3.3103; & Item4 = 3.9521); an indication that the talent acquisition policy, cycle, processes of on-boarding the workforce is fair, transparent, easy and friendly.

Furthermore, **Taqq** had a grand mean of 3.3977, indicating that the studied telecommunication companies in Warri, Delta State engage in talent acquisition of their workforce. The **Taqq** kurtosis for the items (Item1=2.5136), (item2=2.2626), (Item3=2.2427) and (Item4=2.5145) are clear indications that all the variables are normally distributed since the kurtosis values are closer to 3. In addition, the skewness values revealed that all the questionnaire items on **Taqq** and employees’ performance are positively skewed, since none of them are carrying negative signs. Thus, we assert from the summary of descriptive statistics in response to the research question 1 that to an extent, talent acquisition relates with the performance of employees’ of telecommunication companies in Delta State, Nigeria.

Research Question 2: To what extent is there a relationship between talent development and the performance of employees’ of telecommunication companies in Delta State, Nigeria.

Table 4: Descriptive Statistics Summary on Talent Development and the Performance of Employees of Telecommunication Companies in Delta State.

| Employee Performance (Emperf) | Tacq | Tadev |
| 1.0000 | 0.0702 | 0.0560 |
| Talent Acquisition (Taqc) | 1.0000 | 1.0000 |
| Talent Development (Tadev) | 0.0217 | 1.0000 |

Source: Field Survey, 202

The Pearson correlation result showed that the talent management dimensions(Taqc & Tadev) with employees’ performance are positively correlated. The implication of the above result is that there is a positive relationship between talent management (particularly with acquisition, and development) and the performance of employees. Notably, the independent variable is imperfectly correlated, since none of the Pearson correlation coefficient did not exceeded 0.80 as suggested by Gujarati (2003).
Table 6: Result of Variance Inflation Factor (VIF)

<table>
<thead>
<tr>
<th>Variable</th>
<th>VIF</th>
<th>1/VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Acquisition (Tacq)</td>
<td>1.430</td>
<td>0.6993</td>
</tr>
<tr>
<td>Talent Development (Tadev)</td>
<td>1.080</td>
<td>0.9259</td>
</tr>
<tr>
<td>Mean</td>
<td>1.255</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Survey, 2023

Table 6 showed the result of VIF for the independent variables of the study to determine the absence/existence of multicollinearity problem in the empirical model of talent management and the performance of employees. The Mean VIF =1.2550, and is not greater than the accepted mean VIF threshold of 10.0, indicating the nonexistence of multicollinearity problem in the models of talent management and the performance of employees of the studied telecommunication companies in Warri, Delta State of Nigeria.

Test of Research Hypotheses

The research hypotheses developed were tested at 0.05% significance level and presented as follows:

Hypothesis I
H_0: There is no significant relationship between talent acquisition and the performance of employees

Table 7: Regression Result of Talent Acquisition and the Performance of Employees

| Number of Obs. | 75 | F (1, 74) = 34.810 | R-Squared = 0.8900 | Adj. R-Squared = 0.8900 | T | P>|t| | 95% Conf. Interval |
|----------------|----|-------------------|--------------------|--------------------------|---|-------|---------------------|
| Empperf        |    |                   |                    |                          |   |       |                     |
| Tacq           | 0.3484 | 12.494 | 9.65 | 0.0000 | -52994 | 5.7867 |
| _cons          | 0.3131 | 9.393  | 10.06 | 0.0000 | -26.621 | 28.382 |

Source: Field Survey, 2023

Presented in Table 7 is the regression result of talent acquisition (Tacq) and the performance of employees (Emperf) of the selected telecommunication companies in Warri, Delta State of Nigeria. The R^2 adjusted is 0.89, indicating that the independent variable (Tacq) explained about 89% of the systematic variation in the dependent variable (Emperf); thus, the model provides a good fit to the data. Also, the result showed that talent acquisition significantly affects the performance of employees as indicated by the F-value (9.65; Prob. 0.0000) and t-value (9.65; Prob. 0.0000). This led to the rejection of the null hypothesis and acceptance of the alternative hypothesis that there is significant relationship between talent acquisition and the performance of employees among the selected telecommunication companies in Warri, Delta State of Nigeria.

Hypothesis II
H_0: There is no significant relationship between talent development and the performance of employees

Table 8: Regression Result of Talent Development and the Performance of Employees

| Number of Obs. | 75 | F (1, 74) = 64.920 | R-Squared = 0.8700 | Adj. R-Squared = 0.8500 | T | P>|t| | 95% Conf. Interval |
|----------------|----|-------------------|--------------------|--------------------------|---|-------|---------------------|
| Empperf        |    |                   |                    |                          |   |       |                     |
| Tadev          | 0.3393 | 6.322  | 7.48  | 0.0000 | -0.5507 | 6.01411 |
| _cons          | 0.2183 | 3.494  | 6.39  | 0.0000 | -27.667 | 29.4974 |

Source: Field Survey, 2023

Presented in Table 8 is the regression result of talent development (Tadev) the performance of employees (Emperf) of the selected telecommunication companies in Warri, Delta State of Nigeria. The R^2 adjusted is 0.85, indicating that the independent variable (Tadev) explained about 85% of the systematic variation in the dependent variable (Emperf); thus, the model provides a good fit to the data. Also, the study showed that talent development significantly affects the performance of employees as indicated by the F-value (64.920; Prob. 0.0000) and t-value (7.48; Prob. 0.0000). This led to the rejection of the null hypothesis and acceptance of the alternative hypothesis that there is significant relationship between talent development and the performance of employees among the selected telecommunication companies in Warri, Delta State of Nigeria.

5. DISCUSSION OF FINDINGS

Organizations like telecommunication companies and other service providers recognize the vital role talent management plays in ensuring that talented employees are adequately acquired, developed, and retained in order to maximize or further enhance their performance (Semih, Ibrahim & Bora, 2020; and Kaleem, 2019). Given this underlying philosophy, this study was carried out with the view to assessing the impact of talent management on the performance of employees of some selected telecommunication companies (MTN, Glo and Airtel with service centre branch) in Warri, Delta State of Nigeria.

The emphasis in this study was on two (2) talent management dimensions, namely acquisition and development and how they impact on the performance of employees. In specific, the study showed that there is significant relationship between talent management dimensions (acquisition and development) and the performance of employees. The findings of the study are similar in part to the results of Kaleem (2019); Lindsay, Belkhodja Zhao (2018); Masri and El-Suliman (2019); Kajwang (2022); and Adewoye and Adeyemi (2022) who found that talent management influences employees’ performance.
6. CONCLUSION AND RECOMMENDATIONS

In light of empirical data presented, analyzed and discussed culminating in the findings stated above, it can be said that telecommunication companies have a high degree of awareness and improved policies on talent management; this awareness reflects in the data obtained in aspect of the analysis of the research questions (see Tables 3 & 4) and in comparison with empirical literature. The practices of talent management have some advantages; some of which have been identified as improving employees performance in quality of service, ability of the IT firms to remain competitive and occupying significant market share in the telecommunication industry.

The practices and implementation of talent management of telecommunication companies has improved the performance of employees. Overall, the study concluded that talent management (particularly talent acquisition and development) significantly and positively impact on the performance of employees among the selected telecommunication companies in Warri, Delta State of Nigeria. Based on the findings of the study, some recommendations were proffered:

1. Efforts by telecommunication companies in Nigeria should be poised towards enhancing the performance of employees; this can be realized by ensuring that talented employees are adequately acquired in order to realize the goals and objectives of the company.
2. Management of telecommunication companies in Nigeria should design a good talent development framework aimed at enhancing the performance of employees. This can be done by ensuring that talented employees are adequately and constantly trained in order to meet with the current trends in the telecommunication industry in Nigeria, the world over.

This study established empirically that talent management (particularly talent acquisition and development) serve as a means of enhancing the performance of employees among companies in the telecommunication industry in Nigeria. More so, this study contributes to knowledge by filling the literature gap on what is known about the relationship between talent management (talent acquisition and development) and the performance of employees.

REFERENCES