

# The Relationship Between Talent Management and Organisational Performance of Hospitality Firms in Bayelsa and Delta states, Nigeria

**Hycienth Chukwunalu OLISEMENOGOR**

Petroleum Training Institute, Effurun, Delta State, Nigeria

[hysoworld@gmail.com](mailto:hysoworld@gmail.com)

DOI: 10.56201/ijssmr.vol.11no4.2025.pg450.474

## **Abstract**

*This study investigated the relationship between talent management and organisational performance in the hospitality sector in Bayelsa and Delta states Nigeria. The study used a survey research approach to look at the connection between talent management and organisational performance. The study's total population comprised of 370 employees of the selected hospitality firms in Bayelsa and Delta States, Nigeria. However, due to the size of the population, the sample size was equal to the total population. Three hundred and seventy (370) copies of questionnaire were administered to the study respondents out of which three hundred and fifty five (355) were fully retrieved and completed. Data obtained from the study respondents were analyzed by means of descriptive, correlation and simple linear regression analysis via SPSS version 23. The findings of the correlation analysis unveiled that all the dimensions of talent management (talent attraction, talent development, talent retention and performance appraisal) used in the study are all positively and significantly correlated with organisational performance. Also, the regression analysis showed that all the dimensions of talent management have a positive effect on organisational performance. Based on the findings, recommendations were made in the study.*

**Keyword:** Talent Management, Talent Attraction, Talent Development, Talent Retention, Performance Appraisal, Organizational Performance

## **INTRODUCTION**

Organisational performance is the amount of daily tasks and goals that an organisation successfully completes, as well as its overall performance. Measuring an organisation's performance requires comparing its actual outcomes or accomplishments with the anticipated outputs. It is essential in determining an organisation's capacity for long-term success. Organisational performance encompasses a wide range of factors, including financial success, productivity, innovation, customer happiness, employee involvement, and overall competitiveness in the market. The performance of a business is directly correlated with the number and caliber of its workforce. As a result, there is a lot of interest in the topic of talent management among academics and professionals.

Talent management is the strategic process of drawing in, developing, motivating and retaining best employees who can significantly advance the goals and objectives of the organisation (Igbomor, 2025). The process of identifying, imparting knowledge, managing, assessing, and developing an organisation's most important asset is known as talent management. According to Hongal and Kinange (2020), the process includes tasks like career management, succession planning, development, and selection. The core of talent management, according to

Frimpong, Emmanuel, Amoako and Kyereh (2016), is building competent employees in order to achieve sustainable organisational performance. Placing the appropriate individuals in the proper jobs is a key component of talent management. This guarantees that employees optimize their abilities for the best possible success of the organisation. The most successful businesses today have an eye on the future and anticipate the abilities, dispositions, and conduct of their talented employees. Employee's commitment to perform exceptionally is raised by the organisation's effective talent management strategies as well as provision of support to the employees (Frimpong, et, al, 2016; Igbomor & Olisemenogor, 2023a).

Numerous issues, including risk management and human resource management, have been plaguing the hospitality industry (Yuniatia, Soetjiptob, Wardoyob, Sudarmiatinb, & Nikmah, 2021). The survival and success of hospitality businesses are significantly impacted by their ability to effectively address upcoming difficulties. However, without skilled personnel, risk management and human resource management would fail. Effective management of human resource is accomplished through recruiting in, supporting, nurturing, and keeping the most talented and best employees, thus, aid in realizing the organisation's overarching goals (Aina & Atan, 2020). Talent management is one of the key factors influencing business performance, expansion, and enhanced customer service in this fiercely competitive hospitality industry. Since the human capital required to adapt is now a more important resource for businesses competing in this century than land, capital, and other tangible assets, talent management is one of the key management tools for 21st-century human resources management (Mgbemena, Enetanya, Nsofor, & Ogbogu, 2022; Igbomor, 2023).

Businesses need to be able to spot and take advantage of new opportunities before their rivals do. Consequently, talent management has emerged as a fresh issue for the upcoming generation of HR managers in the contemporary environment. Organisations must ensure that their personnel management strategies are in line with their business objectives in this fiercely competitive market. It is insufficient to just draw in high potential employees; one also needs to have a well-thought-out plan for developing their skills. Therefore, it's important to create an environment where talented employees have several chances for professional growth so they can reach their full potential. Only talented personnel can enhance an organisation's performance and productivity by adding value for consumers and generating income (Lokhande, 2023). Additionally, succession planning, career development, employee development, and performance enhancement are all methods that talent management uses to support the organisation's competence. Talent shortage is a global issue that has caused numerous businesses to compete with one another for the same talent pool. As a result, this issue is seen as a global talent rivalry in the labor market. For organisations, finding and keeping skilled employees has become a challenge for them.

The Nigerian hospitality industry has not fully embraced talent management, with many businesses ignoring the practice because they are unable to identify the activity's observable advantages. Majority of firms have disregarded the importance of talent management. This has been linked to the idea that hiring talented individuals is a time-consuming and costly process hence leads to bad performance as a result of lack of talented employees. Ineffective talent management increases up expenditure for the organisation by causing wasteful training and recurrent deployments that may be prevented with effective people management. One of the challenges that organisations have is the absence of outstanding employees. When it comes to enhancing and sustaining organisational performance, talent plays a critical role. Talent encompasses a person's unique set of skills, background, knowledge, intelligence, and capacity for

growth. Highly skilled employees can accomplish organisational goals with remarkable performance, and because they are highly motivated, they are more engaged with the organisation. This gives the organisation a significant competitive advantage and boosts profitability and productivity. (Yuniatia, et al., 2021).

The trend of global integration highlights the standardizations that firms adhere to when it comes to hiring, developing, and managing employees in order to preserve their position and competitive advantage. Organisations must therefore adjust to local labor markets and requirements in addition to adopting best practices for global personnel management (Almohtaseb, Shaheen, Alomari & Almahameed, 2020). Therefore, it becomes essential for all businesses to use succession planning and other tools to draw in and keep exceptional workers while also offering opportunities for career advancement. Attracting skilled employees to the organisation, maintaining their loyalty and satisfaction, providing opportunities for further education, and providing opportunities for professional growth are all seen as critical components for any organisation to grow and prosper (Mazil, Ali, Ibraheem, 2023; Igbomor, 2024a).

### **Statement of the Problem**

The challenge of managing talent is crucial and extremely hard. Effective talent acquisition strengthens an organisation's strategy. Although the number of job seekers in the global labour market has increased overall due to the present economic climate, there is still a noticeable talent shortage in many industries and nations, which exacerbates the issue of talent mismatch. The modern workplace demands multitaskers, hence finding talent is getting harder and harder. Consequently, it is getting harder to find the "right" individual for a given job. Given the dynamic nature of today's business environment, human resources must take a more strategic approach to fostering employee engagement, which is a valuable instrument for talent management. Poor talent management techniques are the result of low service delivery. Research indicates that improved talent management practices typically boost employees' job satisfaction and motivation, which improves individual and organisational performance.

Businesses, especially those in the hospitality industry, are concerned about the relationship between talent management and organisational performance. The two constructs under investigation have been the subject of several studies, but as far as the researcher is aware, there has not been much local empirical research done on the relationship between talent management and organisational performance in the hospitality sector in Bayelsa and Delta states, Nigeria. Therefore, the two construct under study is worthy of extra examination. Furthermore, this study seeks to combined talent attraction, talent development, talent retention and performance appraisal as dimensions of talent management to organisational performance of hospitality firms in Bayelsa and Delta states, Nigeria. Most researchers only used talent attraction, talent development and talent retention while other researchers used talent attraction, talent development and talent retention along side with other dimensions of talent management other than performance appraisal. Therefore, by providing empirical evidence depicting the relationship between talent management and organisational performance, this study seeks to bridge this knowledge gap.

### **Objectives of the Study**

The principal objective of this research was to examine the relationship between talent management and organisational performance. More specifically, the specific objectives were to:

- i Ascertain the relationship between talent attraction and organisational performance.
- ii Examine the relationship between talent development and organisational performance.

- iii Assess the relationship between talent retention and organisational performance.
- iv Investigate the relationship between performance appraisal and organisational performance

### **Statement of Hypotheses**

The following research hypotheses were formulated and tested.

1. There is no significant relationship between talent attraction and organisational performance
2. There is no significant relationship between talent development and organisational performance
3. There is no significant relationship between talent retention and organisational performance
4. There is no significant relationship between performance appraisal and organisational performance

## **LITERATURE REVIEW**

### **Concept of Talent Management**

Talent is the totality of a person's abilities, including their innate aptitudes, aptitudes, knowledge, experience, intelligence, reasoning, attitude, character, and drive. It also takes into account a person's capacity for growth and learning. Talent is the special qualities, attributes, or abilities of individuals that are used to accomplish organisational goals (Nafei, 2015; Sheehan, Grant, & Garavan, 2018). As crucial component of human resource management, talent management aims to draw in, keep, and develop qualified workers in order to promote organisational performance. To guarantee that an organisation achieves its present and future goals, it includes the strategic identification, recruitment, selection, development, and retention of best talent. In order to enable employees to contribute fully to the achievement of organisational goals, effective talent management entails coordinating individual employee goals with the organisation's overarching strategic goals. Talent management is a collection of coordinated corporate human resources practices intended to draw in, nurture, inspire, and keep motivated, productive workers (Wanjiku, 2018). Talent management is described as the conscious, purposeful method used to attract, develop, and retain individuals who have the aptitude and ability to satisfy present and future organisational needs, as stated by Mgbemena, et, al, (2022). The recruitment, selection, identification, retention, management, and development of employees deemed to have high productivity potential are all included under talent management.

As cited by Lokhande (2023), talent management entails organisational and individual development in reaction to a dynamic and complicated operational environment. It entails developing and preserving a beneficial, people-focused organisational culture. It is the strategic initiatives that deals with attracting and keeping skilled workers. In the current environment, talent management has gained strategic importance. Lokhande (2023) defined talent management as a process of bringing in top talent; developing and keeping hold of current staff, and on boarding new hires. Effective management of talent is essential for customer retention in an organisation. When employees are well-trained, motivated, and engaged, it results in the provision of outstanding customer service which ultimately lead to increased levels of satisfaction, loyalty, and customer retention (Schiemann, 2013).

## **Dimensions of Talent Management**

Talent management comprises of various dimensions that organisation should consider to effectively manage talents in the organisation so as to enhance the overall performance of the organisation. Some of the key dimensions of talent management that has been used by scholars include human resource planning, competency planning, performance appraisal (Wanjiku, 2018), talent attraction, talent development, talent identification, talent retention (Irtaimah & Al-Azzam, 2016; Mhagama, 2019), training (Mgbemena, et al., 2022), employee motivation, Career guidance and counseling, Daily employee appraisal, succession planning (Frimpong, et,al, 2016). However, this study only used talent attraction, talent development, talent retention and performance appraisal as the dimensions of talent management.

### **Talent Attraction**

Undoubtedly, in the face of intense competition and evolving work environments that impact employees' working methods, organisations begin identifying and evaluating their workforce. They then develop new strategies to take into account the new competencies and skills needed to gain a competitive advantage (Irtaimah & Al-Azzam, 2016; Lokhande, 2023). Therefore, the primary focus of the attraction strategy should be on assessing the organisation to identify the currently vacant positions, evaluate or create a new job description for these roles, list the necessary skills and competences, and establish job performance targets for recently hired employees. Subsequently, the second focus should be on the hiring process, which comprises the selection process, which forms its foundation. Employers may build a diverse and productive workforce by identifying and interacting with top talent both internally and outside with the support of effective talent acquisition tactics. Organisations can enhance their capacities, propel business growth, and accomplish their strategic goals by drawing in the appropriate personnel.

Irtaimah and Al-Azzam (2016) further asserted that while hiring outstanding individuals is essential to an organisation's success, recruiting them is the first step in finding the best candidates. Attractive job candidates may be overlooked by a poorly planned recruitment procedure. Policies and procedures that recruit and choose talented people are included in the concept of talent attraction (Mhagama, 2019). One of the most difficult problems facing human resource managers in today's businesses is talent acquisition, which is essential for any organisation to thrive and expand sustainably. In order to win this "war of talent," attracting talent is essential (Lokhande, 2023). One of the most significant aspects of talent management is drawing the top applicants to fill prominent positions within the organisation (Lokhande, 2023). This process comprises locating applicants, going over resumes, conducting interviews, and assessing people's skills and talents to ensure that they are a suitable fit for the organisation. Organisations need to use effective recruitment strategies in order to draw in top talent. To discover qualified candidates, these initiatives should involve visiting job fairs, utilizing social media sites, and collaborating with recruitment firms.

### **Talent Development**

After new employees join the organisation, talent development is essential to fostering and enhancing their abilities. Developing accurate assessments of each person's abilities, knowledge, and competences is very crucial for the success of a business (Irtaimah & Al-Azzam, 2016; Mgbemena, et al., 2022). It is challenging to determine an organisation's human capital resources and, consequently, the kinds of performance and changes it is capable of without these indications. Such information can, at minimum, assist a business in determining how its employees can

contribute to a plan, how much training is required, and what kind of hiring is required to produce the set of abilities that the organisation needs.

Talent development involves giving employees the chance to grow professionally and acquire new skills. Programs for professional growth, job rotations, coaching, mentorship, and stretch assignments are a few examples of talent development. Organisations may increase overall performance, cultivate a culture of continuous learning and improvement, and increase employee engagement by investing in talent development. Talent development initiatives not only help individual employees but also the success of the organisation by raising morale, retaining personnel, and boosting productivity. Employees are more likely to stick with the organisation, perform well, and contribute to its long-term success if they feel encouraged to advance their careers (Arubayi & Igbomor, 2024). Giving employees ongoing opportunities for training and development to help them increase their knowledge, skills, and competences is known as talent development (Mgbemena, et al., 2022). Organisations can offer mentorship programs, leadership development exercises, and on-the-job training to help individuals reach their full potential. By investing in continuous learning and development, organisations can sustain employee engagement, motivation, and preparedness for new challenges. Employees' knowledge, abilities, and skills become more distinctive and valued through talent development (Mhagama, 2019). Employee commitment to the organisation's needs increases, as they advance in their careers. This makes the employees feel good about themselves and discover new ways to use their strengths for the good of the organisation. Because they feel valued by their employer, they want to work there longer, which contributes to the organisation's continued growth (Armstrong, 2014).

### **Talent Retention**

Retaining top talent is also an essential component of talent management because the performance of an organisation can be significantly impacted by the departure of talented employees (Mgbemena, et al, 2022). The ability of an organisation to keep its employees over the long term is referred to as employee retention (Mgbemena, et al, 2022). It is regarded as the approach when it comes to the employer's efforts to retain people within the organisation. Talented employees must be retained if the organisation wants to remain competitive, reduced turnover, and guarantee that knowledge and abilities are transferred throughout the workforce. Establishing a welcoming workplace where employees feel appreciated, involved, and inspired to stick with the organisation is essential to talent retention. Offering competitive pay and benefits, giving chances for professional growth and progress, creating a positive work environment, praising and rewarding achievement, and encouraging work-life balance are a few examples of strategies to achieve employee retention (Igbomor, 2024b). The talented individuals must be the center of retention efforts once they have been recruited, selected, and developed (Irtaimah & Al-Azzam, 2016). Irtaimah and Al-Azzam, (2016) also stated that employees' decisions to stay or leave their employers are influenced by the way managers/management interact with people. When employees believe that a supervisor has mistreated them, they start looking for other jobs, but they typically stay in their current positions until they find a better-paying job. It is especially crucial for organisations to retain their high-performing and critical talent employees.

### **Performance Appraisal**

Employee performance is evaluated and assessed as part of a performance evaluation process that helps with goal-setting, career growth, and identification of strengths and areas for improvement. In order to keep track of employee development, match personal objectives with

business objectives, and assist in decision-making regarding promotions, pay increases, and other talent management programs, performance appraisals are usually carried out on a regular basis, such as annually or semi-annually (Farin, Akwari, Ededem & William, 2023). Organisations may access and manage employee performance, discover high-potential workers, offer development opportunities, reward and recognize exceptional performers with the aid of performance appraisals, which are crucial to talent management.

Organisations can make well-informed decisions on talent development, succession planning, and performance improvement plans by methodically analyzing employee performance (Kanisa & Makokha, 2017; Igbomor & Ogbuma, 2024). Performance appraisal is an organized evaluation or assessment of employees work or contributions to the organisation. Typically, this takes the shape of written submissions, online tests, and recurring interviews, among other formats (Armstrong, 2009). Organisations utilize assessments to find and recognize exceptional performance in the increasingly globalized environment. Firms use assessments, according to Wanjiku, (2018), to identify employee competence needs that call for capacity building or training in order to improve organisational performance.

### **Organisational Performance**

Every firm wants to grow and thrive in this highly competitive environment, and the primary way to do that is to perform consistently on a regular basis. Consequently, organisational performance is the most crucial factor to consider while assessing the organisations and their activities (Aguke & Igbomor, 2024). According to Puja and Shikha, (2016), an organisation's performance is measured by a combination of financial and nonfinancial indicators that indicate how well its goals and objectives are being achieved. Organisational performance is considered to be high when all of an organisation's components work together to produce outstanding results, measured in terms of the value created and provided to its customers as well as the general public. Furthermore, as noted by Short and Palmer, (2014), organisational performance is the degree to which an organisation fulfills its vision, mission, and objectives. An essential component of strategic management is evaluating the performance of the organisation. In order to determine what strategic adjustments to make, management needs to be aware of how well their businesses are operating. Organisational performance is described by Sareen and Mishra, (2016) as a collection of financial and non-financial indicators that show how well an organisation is doing in terms of achieving its goals and objectives.

Sareen and Mishra, (2016) further opined that businesses should concentrate on the value they provide to their customers. Revenues and organisational performance inevitably increase when clients/customers are satisfied. To boost productivity and optimize overall organisational performance, every organisation needs talented workers (Abdullahi, Adeiza, Abdelfattah, Fatma, & Fawehinmi, 2022; Igbomor & Olisemenogor, 2023b). Only when a business has imaginative and innovative employees can it anticipate maintaining a competitive advantage over its rivals. A comprehensive analysis of the global market reveals that organisations can get to the top in their respective markets and generate optimal business results by prioritizing the development of their personnel and offering unique products and services to their customers. Therefore, in order to do this, businesses need to recognize talent, evaluate potential, and develop skills and abilities in line with that evaluation (Sareen & Mishra, 2016).

Financial success, which includes metrics like revenue growth, profitability, return on investment, and earnings per share, is one of the most important aspects of organisational performance. Metrics of financial success are crucial for evaluating an organisation's sustainability

and general health. A business that performs well financially, for instance, is more likely to draw investors, obtain capital, and reinvest in development and innovation projects (Armstrong & Baron, 2004).

Another component of organisational performance is operational efficiency. In order to deliver goods or services in an economical and efficient manner, this entails streamlining operations, cutting waste, increasing productivity, and optimizing processes. Organisations that put operational efficiency first can save expenses, increase customer satisfaction, make customers to repeatedly prefer their particular brand, services or organisation over its rivals and become more competitive (Rane, Achari & Choudhary, 2023). Operational inefficiency leads to feeling of dissatisfaction by customer due to poor service rendering (Filip, 2013).

The productivity and engagement of employees are also important aspect of organisational performance. Motivated and engaged employees are more inclined to innovate, improve the organisation's performance, and provide outstanding customer service and customer satisfaction, all of which enhance overall business performance (Vivek, Beatty & Morgan, 2012; Kuntonbutr & Sangperm, 2019; Sadek, 2022). Organisations can improve performance and cultivate a healthy workplace culture by making investments in employee development, recognition, and well-being (Babu, Reddy, Gnanaprasuna, Madhavi & Susendiran, 2022).

Excellent customer service is yet another crucial aspect of an organisation's performance. Customers that are happy with an organisation are more likely to be devoted, come back for more, and refer others to it (Rane, et, al, 2023). Organisations can obtain a competitive advantage, improve their brand's reputation, and stimulate revenue growth by placing a high priority on customer experience and feedback. Increasing an organisation's performance and efficiency is the goal of talent management. When an organisation's operational system and human resources are in accord, organisational performance can be attained. The contribution of talent management to business success can be measured by employee productivity, financial performance, high-quality customer service, and operational efficiency (Abdullahi et al., 2022).

### **Empirical Literature**

The aim of Mhagama (2019) study was to evaluate how talent management affected public sector organisational performance. The study's specific objectives were to investigate the effects of talent attraction, retention, and development on public sector organisation performance as well as the influence of talent identification. The 96 respondents in this study were employees from every division of Tanzania Revenue Authority at Mwanza City Council. The 96 employees that made up the study's sample size were chosen at random. Data analysis was done using descriptive and inferential statistics,(correlation and multiple regression analysis). The study's conclusions showed that, at a 5% significance level, talent acquisition, talent retention, talent development, and talent identification had a positive and substantial impact on organisational performance in the public sector. The study also discovered that talent management significantly and favorably affected the performance of the firm. Because organisations must first be able to identify the right talent and create a supportive work environment in order to develop and manage talent effectively, the findings thus conclude that talent retention, talent attraction, and talent identification were important in organisational performance.

Yuniatia, Soetjptob, Wardoyob, Sudarmiatinb, and Nikmah (2021) investigated the relationship between organisational performance and talent management: The mediating role of employee engagement in Indonesia. Out of the 200 questionnaires distributed, 172 were found to be eligible for use as research data, while the remaining questionnaires were considered

ineligible. Using the Likert scale, employee engagement scale was adopted from Schaufeli & Bakker (2004) with 17 questions, talent management was adopted from Almaitaah (2019) with six question items, and organisational performance was adopted from Dahshan (2019) with eleven questions. Partial least squares structural equation modeling (PLS-SEM), was used to examine data provided by participants. The results indicated a favorable correlation between organisational performance and talent management. Additionally, a positive correlation between talent management and employee engagement was found. Thus, has an impact on customer engagement. The association between talent management and organisational performance was also mediated by employee engagement.

At Ghana Revenue Authority, Frimpong, Emmanuel, Amoako, and Kyereh (2016) examined the impact of talent management on organisational performance. The study's focus was exclusively descriptive. Using simple random selection techniques, a sample size of fifty (50) respondents was chosen for the investigation. The data analysis process made use of descriptive analysis components such as frequency tables, mean scores, percentages, and simple linear regression. The outcome of the research demonstrated a strong correlation between organisational performance and talent management. This suggests that organisational performance tends to rise along with talent management, and vice versa. According to this, talent is usually the single most important lever for enhancing business performance.

Mgbemena, Enetanya, Nsofor, and Ogbogu (2022) investigated the relationship between organisational performance and talent management in pharmaceutical enterprises located in Anambra State, Nigeria. The study examined pertinent theoretical, conceptual, and empirical literature. The theoretical basis of this research was Human Capital Theory. The research design used in the study was survey. Employee performance was the dependent variable, and talent attraction, retention, and training were the explanatory variables. The employees of the chosen manufacturing enterprises in South-South, Nigeria amounting to 1800 make up the study's populations. The study's sample size of 353 respondents was chosen using the Borg and Gall (1973) formula. A questionnaire was used as the primary tool for gathering data. Multiple regression analysis, frequency analysis, and percentage analysis were used to examine the obtained data. The research indicates that employee performance is significantly impacted by talent retention. The productivity of employees is significantly impacted by performance management systems. The productivity of employees is significantly impacted by training and development as well as talent acquisition. The study comes to the conclusion that employee performance and productivity are significantly impacted by talent management.

Wanjiku's (2018) sought to ascertain how talent management affected organisational performance in Nairobi, Kenya. The study was conducted in response to the issue that organisations have not been able to fully integrate talent management because of the high expenses involved and the lack of clear advantages. The goal of the study was to examine how performance appraisal, competency planning, and human resource planning affect organisational performance. Using a descriptive research approach, the study's intended population of 627 respondents was drawn from 200 middle managers and 427 clerical officers in the human resources department. Using the stratified percentage approach, the sample size was determined, with 10% of the population as the sample size. In order to collect data, questionnaires were used, and descriptive statistics were used for analysis. The results of the study showed that performance management, competence planning, and human resource planning all had an impact on organisational performance.

Onwuka, Ugwu, and Kekeocha (2015) studied the connection between employee performance and talent management in a few public-sector firms in Delta State, Nigeria. The statistical method developed by Taro Yamani was used to calculate the sample size. A total of 273 questionnaires were returned by the 364 that were given to responders. Using a five-point Likert scale, analysis of variance (ANOVA) was performed with SPSS-20 to examine the various population mean that existed both within and between the groups. According to the study, in the chosen public sector enterprises, the F-calculated value (73.166) was bigger than the F-tabulated value (2.53) at the 5% significant level. The null hypothesis was thus rejected. The study ultimately arrived at the conclusion that, in the selected private sector organisations, talent management and employee performance are strongly correlated. Ultimately, the following recommendations were made: the organisation should match the needs of their business with the talent management system.

A study on the relationship between organisational performance and talent management in Kenya was carried out by Wambui, (2022). The targeted demographic for the study consisted of 121 managers working for the county administration. They only consisted of the assistant directors, deputy directors, and chief officers. Primary data was gathered using a questionnaire that respondents were acquainted with, making it easier for them to provide the requested information. Content analysis was used to examine inferential statistics. A multiple regression model was employed. Testing of hypotheses was conducted, with the p-value of the corresponding beta coefficients at the 95% confidence level serving as the criterion for decision-making. When  $p < 0.05$ , the null hypothesis was rejected. The study's findings indicate that the Nairobi City County Government's organisational performance is favorably and significantly impacted by talent attraction, development, and retention. The association between talent management and organisational performance of Nairobi City County Government is considerably moderated by organisational support, whereas innovative capabilities marginally mediate the relationship between talent management and organisation performance.

Nosike, (2022) ascertained the impact of talent management on the efficacy of tertiary institutions using performance management as the independent variable, in Enugu State, Nigeria. The descriptive survey research design was used for this investigation. Using the Yaro Yamane methodology, a sample of 350 employees was selected from a population of 27,933. Through the questionnaires that were given to the respondents, data were gathered. Using SPSS version 20.0, a five-point Likert's scale was used to assess the data and simple regression analysis was used to test the hypotheses. The study's analysis showed that performance management significantly improves the effectiveness of tertiary institutions in Enugu State. The study recommended that management develop strategies to attract, hire, and retain talented people in light of the findings. This is due to the fact that in order for businesses to function well and surpass their competitors, they must have plans for hiring and acquiring the proper kind of personnel.

In Pokot Central Sub County, Kenya, Kanisa and Makokha, (2017) examined the impact of performance appraisal on organisational performance. The survey design used in the study was descriptive. With a sample size of 170 teachers, the population comprised all the 300 teachers in Pokot Central Sub County. Respondent data was gathered through the use of questionnaires. Data were gathered and entered into SPSS version 2.0, and descriptive, correlation, and regression analysis were used for analysis. Results showed that there is a relationship between organisational performance and performance appraisal.

The study conducted by Farin, Akwari, Ededem, and William, (2023) investigated the connection between organisational performance and performance appraisal: An investigation into

Niger Mills and Larfage in Cross River State, Nigeria. In this study, a survey research design was used. Primary data were obtained via a standardized questionnaire from the chosen Cross River State company. The Pearson Product Moment Correlation analysis was utilized in the study to assess the correlation between the variables under investigation. The analysis' main conclusions showed that there was a substantial correlation between organisational performance and performance appraisal.

Mazil, Ali, and Ibraheem (2023) investigated how talent management impact organisational development in the General Company for Foodstuff Trading in Iraq. Two hundred employees of the General Company for Foodstuff Trade were chosen as a sample. Data on a five-point Likert scale was used to measure three aspects of talent management: talent recruitment, talent development, and talent development and organisational growth. In the study, descriptive and simple regression analysis were employed. The study found that talent management has an effect on organisational development in the General Company for Foodstuff Trade.

## RESEARCH METHODOLOGY

The study used a survey research approach to investigate the relationship between talent management and organisational performance. The total population of this study comprised of the employees of the registered hospitality firms in Bayelsa and Delta states. However, due to the largeness of the population, 20 hospitality firms with a total number of three hundred and seventy (370) were selected. The sample of the study was the entire population of 370 because of its size.

A questionnaire was used in the collection of data from respondents. The questionnaire was divided into two sections. Section A contains some information on the socio-demographic features of the respondents. These included: gender, age, marital status, educational qualification, and level of management. Section B contains items that measured both the dependent variable (organisational performance) and independent variable (talent management). Talent management (talent attraction, talent development, talent retention and performance appraisal) was measured by a modified measurement scale developed by Mhagama, (2019) and Wanjiku, (2018). The four dimensions of talent management were measured by five items each. Responses were obtained via a five point Likert scale with (5) = strongly agree to (1) = strongly disagree. Organisational performance was also measured by a modified version of Yuniati, (2021) with 5-items via a five point Likert scale with (5) = strongly agree to (1) = strongly disagree

To ensure that the field data is of the necessary quality, correctness, and completeness, it was assembled, sorted, edited, and coded. After that, SPSS version 23.0 was used to enter the data into the computer for analysis. Descriptive (Cronbach Alpha, Mean, and Standard Deviation) and inferential (Pearson correlation coefficient and simple linear regression analysis) statistical techniques was used to analyze the data collected from research participants. Simple linear regression analysis was performed to determine the total effect of the research factors, while the Pearson correlation coefficient was utilized to determine the relationship between the study variables.

### Model Specification

$$OP = f(TA)$$

$$OP = \alpha_0 + \alpha_1 TA + E_1 \text{----- (i)}$$

$$OP = f(TD)$$

$$OP = \alpha_0 + \alpha_1 TD + E_1 \text{----- (ii)}$$

$$OP = f(TR)$$

$$OP = \alpha_0 + \alpha_1 TR + E_1 \text{----- (iii)}$$

$$OP = f(PA)$$

$$OP = \alpha_0 + \alpha_1 PA + E_1 \text{----- (iv)}$$

Where

OP = Organisational performance

TA = Talent attraction

TD = Talent development

TR = Talent retention

PA = Performance appraisal

TM = talent management

$E_1$ , = error terms

$\alpha_0$ ,  $\alpha_1$  = coefficient

## RESULTS AND DISCUSSION

### Response Rate

Out of the 370 questionnaire distributed, 15 accounting for 4% were not returned and only 355 accounting for 96% was returned and used for the analysis as shown in Table 1 below

**Table 1: Response Rate**

	Retrieved	Missing	Administered
Questionnaire	355	15	370
Rate	96%	4%	100%

**Source: Researcher's Field Work (2025)**

### Analysis of Demographic Data

The demographic data of the respondents as it has to do with their sex, age, marital status and academic qualification are analyzed in Table 2. From the result on gender, it shows that 65% of the respondents are male, while 35% are female. On age, the result shows 74% of the respondents are within the age grade of 20-30years, 17% are within the age grade of 31-40 years, 5% are within the age grade of 41-50years and 4% are within the age grade 51-60years. On marital status, 61% of the respondents are singles(unmarried), while 35% are married, and 4% are separated. More so, in respect to academic qualifications; 18% are holders of secondary school certificate (WAEC/GCE/NECO), 36% are holders of OND/NCE, 39% are HND/B.Sc holders, 6% hold MBA/M.Sc degree and 1% holds other certificates not listed here.

The result above shows that majority of the respondents are male, all are adults above 18years of age, majority are unmarried and majority are holders of tertiary academic level certificates (OND to MBA/M.Sc).

**Table 2: Demographic Data**

Variables	Parameters	Frequency (F)	Rate
Sex	Male	232	65%
	Female	123	35%
	<b>Total</b>	<b>355</b>	<b>100</b>
Age	20-30 years	264	74%
	31-40 years	59	17%
	41-50 years	18	5%
	51-60years	14	4%
	<b>Total</b>	<b>355</b>	<b>100</b>
Marital Status	Single	216	61%
	Married	125	35%
	Separated	14	4%
	Divorced	-	
	<b>Total</b>	<b>355</b>	<b>100</b>
Educational qualification	WAEC/GCE/NECO	63	18%
	OND/NCE	129	36%
	HND/B.Sc	138	39%
	MBA	21	6%
	Others	4	1%
	<b>Total</b>	<b>355</b>	<b>100</b>

**Source: Researcher's Field Work (2025)**

### Reliability of Instrument

Instrument reliability is a way of ensuring that an instrument used to measure experimental variables consistently produces the same results. The degree of stability of the research instrument or measure of variance is known as reliability. Cronbach Alpha was used to examine the responses. Hinton, Brownlow, McMurray and Cozens, (2004) argued that Cronbach's alpha value with a range of 0.5-0.7 is valid and acceptable. Nguyen, Gabbe, Kemper, Mahan, Cheavens and Moffatt-Bruce, (2019) also posited that Cronbach's alpha of 0.5 value is acceptable and reliable. The result of the Cronbach Alpha is presented in Table 3.

**Table 3: Cronbach Alpha**

Variables	Cronbach Alpha
Talent attraction	0.61
Talent development	0.70
Talent retention	0.64
Performance appraisal	0.66
Organisational performance	0.84

**Source: Researcher's Field Work (2025)**

### Analysis of Data Related to Research Questions

The descriptive statistics of mean rating was adapted to analyzed data relating to the research questions in order to give answers to the formulated questions of the study. As a rule: a benchmark of 3.0 was set and where the mean for any item is lesser than 3.0, such item is termed as less accepted by majority. But if higher than 3.0 it is judged as fully accepted by majority and judged to be the opinion of the respondents.

**Research Question One:** what is the relationship between talent attraction and organisational performance?

It is observed from Table 4 that all the measures of talent attraction (TA1-TA5) which are ways talent attraction is related to performance of an organization were fully accepted by majority of the respondents. This is based on the mean rating above 3.0 (4.13, 4.26, 4.33, 4.28, 4.13 are all greater than 3.0) in all the items respectively. This indicates that there is a relationship between talent attraction (TA) as a talent management practice and performance of the organisations.

**Table 4: Analysis of Data on Link between Talent Attraction and Organisational Performance**

Measures of Talent Attraction(TA)	SA	A	UN	D	SD	Total				
						Cou nt	Mean	Std. Dev	Min	Max
TA 1	147	147	28	26	7	355	4.13	0.97	1.00	5.00
TA 2	140	172	39	4	0	355	4.26	0.69	2.00	5.00
TA 3	176	136	32	6	5	355	4.33	0.82	1.00	5.00
TA 4	189	113	26	19	8	355	4.28	0.97	1.00	5.00
TA 5	146	152	25	21	11	355	4.13	0.99	1.00	5.00

**Source: Researcher's Field Work (2025)**

**Research Question Two:** what is the relationship between talent development and organisational performance?

Table 4 showed the result of the analyzed data obtained in relation to examining the link between talent developments is linked with organisational performance. From Table 4, all the items TD1-TD2 as measures of linkage between talent development and organisational performance were fully accepted by majority of the respondents hence mean scores of (4.10, 3.46, 4.27, 4.05, 4.24 are all greater than 3.0). This indicates that the employees affirm that a relationship exists between talent development as aspect of talent management practice and organisational performance in some ways as noted in the questionnaire.

**Table 4: Analysis of Data on ways Talent Development is linked with Organisational Performance**

Measures of Talent Development (TD)	SA	A	UN	D	SD	Total				
						Count	Mean	Std. Dev	Mini	Max
TD 1	100	213	26	8	8	355	4.10	0.80	1.00	5.00
TD 2	67	146	46	77	19	355	3.46	1.18	1.00	5.00
TD 3	144	168	38	4	1	355	4.27	0.72	1.00	5.00
TD 4	147	137	29	26	16	355	4.05	1.09	1.00	5.00
TD 5	140	173	32	6	4	355	4.24	0.77	1.00	5.00

Source: Researcher's Field Work (2025)

**Research Question Three:** what is the relationship between talent retention and organisational performance?

Items TR1-TR5 in Table 5 were put forward by the researcher in the course of assessing ways talent retention as an aspect of talent management is linked to performance of organizations in the hospitality industry. Based on the analyzed data, all the items showed a mean above 3.0 i.e. 4.13, 4.19, 4.14, 4.15, 4.14 are all greater than 3.0. This indicates full acceptance of the measures by majority of the respondents connoting that talent retention is related to organizational performance.

**Table 5: Analysis of Data on Relationship between Talent Retention and Organisational Performance**

Measures of Talent Retention (TR)	SA	A	UN	D	SD	Total				
						Count	Mean	Std. Dev	Min	Max
TR 1	149	147	21	31	7	355	4.13	1.00	1.00	5.00
TR 2	150	146	43	9	7	355	4.19	0.89	1.00	5.00
TR 3	109	200	34	11	1	355	4.14	0.73	1.00	5.00
TR 4	131	167	40	14	3	355	4.15	0.83	1.00	5.00
TR 5	169	112	37	28	9	355	4.14	1.05	1.00	5.00

Source: Researcher's Field Work (2025)

**Research Question Four:** what is the relationship between performance appraisal and organisational performance?

From Table 6, it is observed that all measures of performance appraisal (PA1 to TA5) which were put forward to investigate if performance appraisal is in any way linked to organizational performance of the organizations were accepted by majority of the respondents. This evidenced in greater mean rating score above 3.0 (4.12, 4.23, 4.11, 4.12, 4.23 are all greater than 3.0) in all the items respectively. This to a high extent indicates that a link exists between performance appraisal (PA) as a talent management practice and organizational performance.

**Table 6: Data Analysis on Relationship Between Performance Appraisal and Organisational Performance**

Measures Performance Appraisal(PA)	SA	A	UN	D	SD	Total				
						Coun t	Mea n	Std. Dev.	Min i	Max
PA 1	149	148	20	28	10	355	4.12	1.02	1.00	5.00
PA 2	162	144	28	10	11	355	4.23	0.94	1.00	5.00
PA 3	102	205	35	10	3	355	4.11	0.75	1.00	5.00
PA 4	167	120	27	27	14	355	4.12	1.09	1.00	5.00
PA 5	138	174	33	6	4	355	4.23	0.77	1.00	5.00

Source: Researcher's Field Work (2025)

Items OP1 to OP5 analyzed in Table 7 were used to examine the performance of the selected organizations. From Table 7, it is obvious that all the measures of organizational performance were affirmed by majority of the respondents as the positions of their organization. This is based on the mean rating above 3.0 (4.24, 4.43, 4.17, 4.23, 4.27 are all greater than 3.0) in all the items respectively. This indicates that the selected hospitality firms are not performing badly.

**Table 7: Measuring Organisational Performance**

Measures of Organizational Performance(OP)	SA	A	UN	D	SD	Total				
						Coun t	Mean	Std. Dev	Min i	Max
OP 1	140	170	37	6	2	355	4.24	0.75	1.00	5.00
OP 2	208	108	26	11	2	355	4.43	0.80	1.00	5.00
OP 3	115	200	31	5	4	355	4.17	0.73	1.00	5.00
OP 4	156	138	52	4	5	355	4.23	0.84	1.00	5.00
OP 5	167	135	38	13	2	355	4.27	0.84	1.00	5.00

Source: Researcher's Field Work (2025)

### Testing of Hypotheses

This aspect show the inferential statistic result of the Pearson correlation and linear regression statistics to show the level or the degree of effect the independent dependent have on the dependent variable.

**Decision rule for the linear regression analysis:** IF the Sig. (p-value) is less than 0.05 (p-value<0.05), we reject the null hypothesis, and accept the alternate hypothesis i.e there is significant effect of independent variables on the dependent variable. Also, if calculated F-value is greater than F-critical value, we reject the null hypothesis, and accept the alternate hypotheses.

From the correlation matrix in Table 7, it can be observed that all the dimensions of talent management (talent attraction, talent development, talent retention and performance appraisal) were all positively and significantly correlated with organizational performance.

**Table 4.7: Correlation Matrix**

	TA	TD	TR	PA	OP	Mean	Std.D
TA	1						
	355					4.22	.71002
TD	.707	1					
	.000						
	355	355				4.02	.5645
TR	.681	.763	1				
	.000	.000					
	355	355	355			4.14	.6246
PA	.850	.747	.702	1			
	.000	.000	.000				
	355	355	355	355		4.16	.5963
OP	.436	.592	.628	.48	1		
	.000	.000	.000	.00			
	355	355	355	355	355	4.26	.5723

SPSS V.23 Output

### Regression Analysis

**Hypothesis one: H<sub>01</sub>:** There is no significant relationship between talent attraction and organisational performance

From Table 8, a regression coefficient of **0.352** was obtained indicating a positive relationship between the dependent and independent variables (talent attraction and organisational performance). The t-value which indicates whether the relationship between the constructs under study is statistically significant is 9.11 with a p-value of **0.000** which is less than 0.05 indicates that the relationship is significant. The R-square value explains the level of variation in the dependent variable that can be explained by the independent variable is 0.190. This means that 19% variation in organizational performance is accounted for by talent attraction. This means that talent attraction has a positive effect on organizational performance. Furthermore, the Adjusted R-square value is used to determine if a test is a good model. It is the variation of the sample result from the total population. Therefore, based on the Adjusted R-square value of 0.188, the model is a good as the value of Adjusted R-square value of 0.188 is not far off from R-square value of 0.190. Based on these results, the null hypothesis that “there is no significant relationship between talent attraction and organisational performance” is rejected, and the alternate is accepted. Hence, there is a significant positive relationship between talent attraction and organisational performance in the selected organizations.

**Table 8: Linear Regression: Talent Attraction and Organisational Performance**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R-Square	Adjusted R-Square
	B	Std. Error	Beta				
1 (Constant)	2.783	0.165		16.821	0.000	0.190	0.188
TA	0.352	0.039	<b>0.436</b>	9.112	<b>0.000</b>		

a. Dependent Variable: OP

**Hypothesis Two: H<sub>02</sub>:** There is no significant relationship between talent development and organisational performance

The regression coefficient of **0.600** in Table 9 indicates a positive relationship between the independent and the dependent variable i.e. talent development and organisational performance. Also, the t-value of 13.79 with p-values of **0.000** which is less than 0.05 indicates that the relationship is statistically significant. The R-square value of 0.350 shows that talent development explains 35% variation in organizational performance. In other words, talent development has a positive effect on organizational performance. The Adjusted R-square value of 0.348 indicates a good fit for the model. Thus, the hypothesis that “a significant relationship does not exist between talent development and organisational performance is rejected, and the alternate is accepted. Hence, there a significant positive relationship between talent development and organisational performance in the selected organizations

**Table: 9 Linear Regression: Talent Development and Organisational Performance**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R-Square	Adjusted R-Square
	B	Std. Error	Beta				
1 (Constant)	1.857	0.177		10.506	0.000	0.350	0.348
TD	0.600	0.044	0.592	13.789	0.000		

a. Dependent Variable: OP

**Hypothesis Three: H<sub>03</sub>:** There is no significant relationship between talent retention and organisational performance

Table 10 showed a regression coefficient of 0.576 denoting a positive association between talent retention and organizational performance. Additionally, the t-value of 15.17 with a p-value of 0.000 as shown in the results shows that the relationship is statistically significant. Furthermore, the R-square value of 0.395 indicates that 39.5% variation in organizational performance is explained by talent retention. That is, talent retention has a positive effect on organizational performance. The Adjusted R-square value of 0.393 is an indication of a good fit for the model. This led to the rejection of the null hypothesis and accepted the reverse that “there is a significantly

positive relationship between talent retention and organisational performance of the selected organizations in this study.

**Table 10: Linear Regression: Talent Retention and Organisational Performance Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R-Square	Adjusted R-Square
	B	Std. Error	Beta				
1 (Constant)	1.882	0.159		11.815	0.000	0.395	0.393
TR	0.576	0.038	0.628	15.166	0.000		

a. Dependent Variable: OP

**Hypothesis Four: H<sub>04</sub>:** There is no significant relationship between performance appraisal and organisational performance

Table 11 showed a regression coefficient of **0.463** which indicates a positive and significant association between performance appraisal and organizational performance. The t-value of 10.35 with a p-value of  $0.000 < 0.05$  is an indication that the relationship is statistically significant. In addition, the R-square value of 0.233 shows that 23.3% variation in organizational is accounted for by performance appraisal, thus, performance appraisal has a positive effect on organizational performance while the Adjusted R-square value of 0.230 represent a good fit for the model. By this, the hypothesis that ‘no significant relationship between performance appraisal and organisational performance’ is rejected and the opposite is accepted in this study. Hence, there is a positive and significant relationship between performance appraisal and organisational performance.

**Table 11: Linear Regression: Performance Appraisal and Organisational Performance Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R-Square	Adjusted R-Square
	B	Std. Error	Beta				
1 (Constant)	2.343	0.188		12.457	0.000	0.233	0.230
PA	0.463	0.045	0.482	10.345	0.000		

a. Dependent Variable: OP

## Discussion of Findings

Having analyzed the data obtained using various statistical tools the following findings were observed in relation to the objectives, the research questions as well as the hypotheses raised in the study:

### **Relationship between Talent Attraction and Organisational Performance**

Based on the analyzed results it was observed that a significantly positive relationship exist between talent attraction and organisational performance in the selected organizations as through talent management practice, the hotels are able to attract employees with expertise and competence in all positions including recruitment team and other employees. This positive relationship suggests that the more talented personnel the organization attracts, the more the organization's performance tends to improve in all aspects. This is in accordance with the study of Mhagama (2019) who examined the effect of talent attraction as dimension of talent management on performance of public sector organisations and found that performance of the organizations were substantially influenced by talent attraction practices of the organisation. It also supports the finding by Wambui (2022) in Kenya who examined talent attraction in the study on the relationship between organisational performance and talent management and showed that talent attraction positively influence organisational performance.

### **Relationship between Talent Development and Organisational Performance**

There is a significant positive relationship between talent development as aspect of talent management practice and organisational performance in the selected organizations. This relationship is obvious as the organization through talent development practice continuously equip employees with new knowledge and skills, making employees to master new ways of doing things with modern technology. Thus, making the employees to take on challenging work and assignment for achievement of set objectives. The positive relationship means that, the more organization invest in developing talented employees, the more the employees are equipped to contribute to the improvement and achievement of the organizations' set objectives. This finding confirms the study of Mhagama (2019) which revealed that talent development practice contributes positively to performance of public sector organisations. It aligns with the study conducted by Wambui (2022) in Kenya on the relationship between organisational performance and talent management with reference to talent development reported as having a positively relationship with organisational performance.

### **Relationship between Talent Retention and Organisational Performance**

There is a significantly positive relationship between talent retention and organisational performance of the selected organizations in this study. This relationship is built as the organization adopts policy and tactics like good work-life balance supported for employees, inclusive work culture, and other strategies that encourage talented employees to remain with the organisation. Thus, the more talents in the organization are retained, the more the organization performance increases through contribution of the skillful and talented employees. This is not different from the what Mgbemena et al. (2022) in their investigation of the relationship between organisational performance and talent management in pharmaceutical enterprises in Anambra State, Nigeria with focus on retention and reported that employee performance which is pivotal to organizational performance is significantly influence by talent retention. The study on the relationship between organisational performance and talent management in Kenya by Wambui (2022) which considered talent retention as one of the variables also showed that talent retention positively impact on organisational performance of the organizations studied.

### **Relationship between Performance Appraisal and Organisational Performance**

The study revealed that a significant positive relationship exists between performance appraisal and organisational performance. This relationship springs from the motivation employees develop from the organization performance appraisal activities such as communicating performance feedback to employees which helps them identify areas for improvement and adjust for improved performance. This finding support that of Wanjiku (2018) when examined the effect of talent management on organisational performance in Nairobi, Kenya with focus on performance appraisal as a dimension and revealed performance appraisal which is an aspect of talent management have a positive impact on organisational performance. The finding by Nosike (2022) who examined the impact of talent management on the effectiveness of tertiary institutions using performance management as the independent variable and revealed that performance management (performance appraisal) significantly improves the effectiveness of tertiary institutions as organizations. It is in agreement with Kanisa and Makokha (2017) study which examined the impact of performance appraisal on organisational performance among teachers in Pokot Central Sub County, Kenya, and found that a positive relationship exist between performance appraisal and organisational performance of the educational institutions. The study conducted by Farin et al. (2023) among employees of Niger Mills and Larfage in Cross River State, Nigeria which also showed that there a substantial correlation exist between organisational performance and performance appraisal.

In a nut shell, the study revealed that talent management practices have a significant positive influence on organizational performance of the hospitality firms. This is similar to the result of Yuniatia et al. (2021) who investigated the relationship between talent management and organisational performance in Indonesia and found a positive correlation between organisational performance and talent management as well as a positive correlation between talent management and employee engagement. Also, this result support the study carried out by Frimpong et al. (2016) on the impact of talent management on organisational performance which result showed that a strong correlation exists between organisational performance and talent management at Ghana Revenue Authority. Onwuka et al. (2015) study on the relationship between talent management and organisational performance among public-sector firms in Delta State, Nigeria, revealed that in the selected public-sector organisations, talent management contributes to organizational performance through significant influence on employees' performance.

### **Conclusion and Recommendations**

Based on the outcome of the study in which scholarly literatures were reviewed to get opinions of scholars and primary data was also collected and analyzed using various statistical tools, the study without any form of regret comfortably conclude; That talent management typically in form of talent attraction, talent development, talent retention as well as performance appraisal is the nerve and vein for the improved performance of any organization especially in the area of having the right skilled personnel steadily available for the for carrying out the day-to-day business activities of organization. In fact, talent management practice is the backbone to the success of any organization and it puts any organization in a competitive advantageous position in the industry. Also, that employees in organization that pays attention to practice of proper management of talents will have nothing to lose or regret been in that organization because the organization will also strive to equip the employees with modern skills, knowledge and tools to develop their career for effective performance. Thus, these employees will have competitive

advantage over their counterparts in organizations that pay little or no attention to talent management.

Based on the influence of talent attraction on organizational performance as revealed by the study, it is recommended that organizations especially in the service sector like the hospitality industry should recruit, attract and motivate superior talents in order to enhance the performance of the organisation. Also, organizations should constantly provide opportunities for talents in the organizations to grow and acquire relevant skills needed for optimal performance. For instance, providing training and development for employees can help them to acquire adaptive capacity in order to deal with changes in the requirements of their jobs and the business environment. Thus, this will increase organisational performance in the long run.

Furthermore, management should implement competitive and attractive retention strategies in order to retain superior talents in the organisation. In other words, organisations should be able to offer an appealing benefits package, financial incentives, attractive wage package, and other motivating factors to employees in the organisation for them to provide exceptional services to customers and remain with the organisation for a longer period of time. Finally, organisations should provide feedback, resources and assistance to employees in order to monitor individuals' progress, improve employee performance, skills, and capacities by conducting regular performance assessments.

## REFERENCES

- Abdullahi, M.S., Adeiza, A., Abdelfattah, F., Fatma, M., & Fawehinmi, O. A. (2022). Talent management practices on employee performance: a mediating role of employee engagement in institution of higher learning: quantitative analysis. *Industrial and Commercial Training*, 54(4), 589–612.
- Aguke, O.B. & Igbomor, E. (2024). Perceived Organizational Support: A strategic tool for achieving high Organizational Performance. *ISRG Journal of Economics, Business & Management (ISRGJEBM)*, 2(6), 1-9. DOI: 10.5281/zenodo.14024507
- Aina, R., & Atan, T. (2020). The Impact of Implementing Talent Management Practices on Sustainable Organisational Performance. *Sustainability*, 12(20), 8372.
- Almohtaseb, A.A., Shaheen, H.A.K., Alomari, K.M & Almahameed, M.A.Y, (2020) Impact of Talent Management on Organisational Performance: The Moderating Role of an Effective Performance Management System. *International Journal of Business and Management*, 15(4), 11-24
- Armstrong, M. (2009). *Armstrong Handbook of HRM practice*. 11<sup>th</sup> Edition, Kogan Page Limited, London.
- Armstrong, M. (2014). *A handbook of Human Resource Management practices*, 12th Ed., London: Kogan Page Limited.
- Armstrong, M., & Baron, A. (2004). *Managing Performance: Performance Management in Action*. Chartered Institute of Personnel and Development.
- Arubayi, D.O. & Igbomor, E. (2024). The Relationship between Career Adaptability and Employee Retention. *Iconic Research and Engineering Journals*, 7(11), 634-644.
- Babu, M.N., Reddy, S., Gnanaprasuna, E., Madhavi, Y. & Susendiran, S., (2022) Impact Of Talent Management On Organisational Performance Mediating Role Of Talent Acquisition, Talent Retention, And Employee Engagement. *Journal of Positive School Psychology*, 6(11), 700-706
- Farin, P.M., Akwari, W. A.K., Ededem, E.E, & William, B. W. (2023) Performance Appraisal and Organisational Performance. *International Journal of Economics and Business Management*, 9(1), 100-105.
- Filip, A, (2013) Complaint management: A customer satisfaction learning process. 3rd World Conference on Learning, Teaching and Educational Leadership. *Procedia - Social and Behavioral Sciences*, 93, 271 – 275.
- Frimpong, A.A., Emmanuel, A. K., Amoako, P.E. & Kyereh, A., (2016) The Role of Talent Management on Organisational Performance Focusing on Ghana Revenue Authority, Sunyani. *European Journal of Business and Management*, 8(35), 75-84
- Hongal, P. & Kinange, U., (2020) A Study on Talent Management and its Impact on Organisational Performance- An Empirical Review. *International Journal of Engineering and Management Research*, 10(1), 64-71.
- Igbomor, E. & Ogbuma, S.M. (2024). An Empirical Evidence of the Effect of Organizational Commitment on Employee Job Performance. *International Journal of Research Publication and Reviews*, 5(1), 1941-1947. <https://ijrpr.com/uploads/V5ISSUE1/IJRPR21806.pdf>
- Igbomor, E. & Olisemenogor, H.C, (2023a). The Nexus between Employee Assistance Programs and Organizational Commitment. *International Journal of Research and Innovation in social science (IJRISS)*, 7(12), 1-13. Doi: <https://dx.doi.org/10.47772/IJRISS.2023.7012001>

- Igbomor, E. & Olisemenogor, H.C. (2023b). An Investigation of the Impact of Paternalistic Leadership on Workers Performance. *International Journal of Research Publication and Reviews*, 4(11), 1812-1817.
- Igbomor, E. (2023). The Relationship between Strategic Human Resource Management Practices and Employee Performance: The Moderating Role of Information Communication Technology (ICT) Usage. *International Journal of Management Studies and Social Science Research*, 5(5), 294- 307. . <https://doi.org/10.56293/IJMSSSR.2022.4726>
- Igbomor, E. (2024a). Exploring the Relationship between Transformational Leadership and Job Satisfaction. *Journal of Strategic Human Resource Management*, 13(2), 31-39.
- Igbomor, E. (2024b). The Moderating Role of Retention Factor on the Relationship between Career Adaptability and Organizational Commitment. *International Journal of Innovation Management and Organizational Behavior (IJIMOB)*. <https://doi.org/10.61838/>
- Igbomor, E. (2025). An Assessment of the Relevance of Talent Management in the Enhancement of Quality Customer Service in the Hospitality Industry in Delta State, Nigeria. *IIARD International Journal of Economics and Business Management*, 11(2), 1-15. DOI [10.56201/ijebm.vol.11.no2.2025.pg1.15](https://doi.org/10.56201/ijebm.vol.11.no2.2025.pg1.15)
- Irtaimah, H.J & Al-Azzam, Z.F, (2016) exploring the impact of talent management strategies and service quality on beneficiaries satisfaction in jordan healthcare sector: provider point of view. *International Journal of Management (IJM)*, 7(7), 23–38,
- Kanisa, N.O. & Makokha, E.N, (2017) Effect of Performance Appraisals on Organisational Performance in Public Secondary Schools in Pokot Central Sub County. *European Journal of Business and Management*, 9(26), 95-101.
- Kuntonbutr C., & Sangperm N. (2019) study on talent management influence on customer satisfaction. *Polish Journal Of Management Studies*, 20(2), 334-344.
- Lokhande, J. S., (2023) talent management and its impact on organisational performance: a conceptual framework. *Journal of Emerging Technologies and Innovative Research*, 10(2) 823-825
- Mazil, M. M., Ali, C. M., Ibraheem, B. M. (2023) The Impact of Talent Management on Organisational Development. *International Journal of Professional Business Review*, 8(4) , 01-15
- Mgbemena, G.C., Enetanya D. I., Nsofor, M.N. & Ogbogu, F. O., (2022) Talent Management And Organisation Performance In Pharmaceutical Companies In Anambra State, Nigeria. *International Journal of Business & Law Research*, 10(4), 1-16
- Mhagama, J.B., (2019) impact of talent management on organisation performance in public sector: a case of tanzania revenue authority in mwanza region. A Dissertation Submitted In Partial Fulfilment For The Requirements Of The Degree Of Master Of Human Resource Management Of The Open University Of Tanzania
- Nafei, W. A. (2015). Talent management and health service quality from the employee perspective: A study on teaching hospitals in Egypt. *American International Journal of Social Science*, 4(1), 91-110.
- Nosike, C. J. (2022) Talent Management and Organisational Effectiveness of Tertiary Institutions in Enugu State. *International Journal of Research Publication and Reviews*, , 3(8), 2129-2137.
- Onwuka, E. M., Ugwu K. E. & Kekeocha M.E., (2015) the relationship between talent management and employees performance in nigerian public sector a study of selected firms

- in delta state. *International Journal of Economics, Commerce and Management*, 5(3) 1581-1592
- Puja, S. & Shikha, M. (2016). A Study of Talent Management and Its Impact on Performance of Organisations. *Journal of Business and Management*, 18, 2319-7668.
- Rane, N.L., Achari, A., & Choudhary, S.P.,(2023) enhancing customer loyalty through quality of service: effective strategies to improve customer satisfaction, experience, relationship, and engagement. *International Research Journal of Modernization in Engineering Technology and Science*, 5(5), 427-452
- Sadek, H.S., (2022) The Impact of Talent Management Practices on Employees Engagement in Sharm El-Sheikh Hotels. *Journal of Association of Arab Universities for Tourism and Hospitality*, 22(2), 132-153.
- Sareen, P., & Mishra, S, (2016) A Study of Talent Management and Its Impact on Performance of Organisations. *Journal of Business and Management*, Vol. 18(12), 66-73
- Schiemann, W. A. (2013) from talent management to talent optimization. *Journal of World Business*, <http://dx.doi.org/10.1016/j.jwb.2013.11.012>
- Sheehan, M., Grant, K., & Garavan, T. (2018). Strategic talent management. *Worldwide Hospitality and Tourism Themes*, 10(1), 28-41.
- Short, J. C., & Palmer, T. B. (2014). Organisational performance referents: An empirical examination of their content and influences. *Organisational Behavior and Human Decision Processes*, 90, 209–224.
- Vivek, S.D., Beatty, S.E. & Morgan, R.M, (2012) Customer Engagement: Exploring Customer Relationships Beyond Purchase. *Journal of Marketing Theory and Practice*, 20(2), 127–145
- Wambui, W.R, (2022) talent management and organisational performance of nairobi city county government, kenya. a thesis submitted in partial fulfillment of the requirements for the award of the degree of doctor of philosophy in business administration (human resource management option) in the school of business, economics and tourism of kenyatta university.
- Wanjiku, K.R, (2018) effects of talent management on organisations performance: a case study of safaricom limited. A research project submitted to the school of management and leadership in partial fulfillment of the requirement for the award of the degree of management and leadership of the management university of africa.
- Yuniatia , E., Soetjiptob, B.E., Wardoyob, T. Sudarmiatinb & Nikmah, F., (2021) Talent management and organisational performance: The mediating role of employee engagement. *Management Science Letters*, 11,2341–234