

## Original Research Article

### **The impact of talent management on the performance of employees at Barau Dikko Teaching Hospital (BDTH), Kaduna**

#### **ABSTRACT**

**Purpose:** The study's goal is to determine how talent management affects workers' productivity at Kaduna's Barau Dikko Teaching Hospital (BDTH). The study specifically looks at the impact of hiring talent, researches the impact of training and development, analyzes the impact of career growth, and investigates the impact of the performance management system. Despite the money poured into them, some organizations continue to perform poorly. The reality is most corporations just lack the qualified personnel needed to realize their desired goal. Poor hiring practices, the difficulty to recruit and retain suitable employees, and the absence of performance management tools have all harmed personnel management in various ways. 757 employees of the Kaduna Barau Dikko Teaching Hospital make up the study's population. 262 employees make up the study's sample.

**Methodology:** The study used a descriptive research design. The instrument for gathering data was a questionnaire. To analyze the data for the study, SPSS version 20 was used. The study's key findings showed that performance management (61%), training and development (62%), talent acquisition (71%), and employee performance all had positive and substantial relationships with each other.

**Findings:** The study did, however, find a tenuous link between career progression (11%) and worker performance. According to the report, organizations should integrate talent management systems into all facets of human resource management and connect their talent management systems with their business needs. The study suggested conducting additional research to learn more about the topic. As a result, the statistics and effects for generalization will have greater reliability.

**Conclusion:** A majority of the respondents said that improved employee performance resulted from identifying and training candidates to replace important people who leave a firm. The majority of respondents thought that having clearly defined succession plans that allow staff members to take on leadership responsibilities improved employee performance at BDTH. To improve employees' performance, systematic training is necessary. An appropriate work environment that fosters creativity in employees, according to the majority of respondents, is crucial for improving employees' performance.

**Keywords:** employee performance, talent management, and BDTH

## 1. INTRODUCTION

The necessity for firms to maximize performance through people is a top concern in today's cutthroat labor market. Thus, talent management is quickly rising to the top of the priority list for enterprises all over the world. An organization needs to have a strong and good employer brand in order to draw in and keep top talent from anywhere in the world. Talented people propel businesses forward with their exceptional expertise and abilities.

A worldwide survey that included 32,000 employees from 26 countries that were done revealed that a talent gap in organizations reduces performance. Like any other business, hospitals require talented personnel. Africa has a reflexive, complex paradox in that managers lament that they are short on talent despite being eager to hire at any moment. On the one hand, it has high unemployment rates. The problem with Africa is that it has experienced a brain drain over time as smart workers leave the continent in search of better opportunities in Europe and America. According to {2}, inadequate remuneration from employers and the existence of a non-competitive work environment have made talent management in Africa a significant concern. These factors have a negative impact on employee performance and motivation to stay with the organization.

Talent management has emerged as a significant management and performance concern in the healthcare industry. Finding talented employees is, according to business leaders, the top managerial concern in the recent past, according to a number of studies {3,1}. Given that talent management is a standard human resource responsibility and activity, HR gives it the same consideration and emphasis regardless of how the talent was discovered or categorized. This is accomplished through internal talent development, career planning, and succession planning for those employees who do exceptionally well in their assigned jobs.

According to studies, there will be a rise in the demand for skilled workers in the upcoming years {4}. There is no denying that technology and globalization have altered our way of life by boosting talent rivalry. Therefore, the ability of organizations to make sure that the appropriate people with the right abilities are in the right location at the right time and focused on the right activities determines the potential growth of businesses around the world. Due to these factors, talent management has risen to the top of the list of strategic HRM concerns and has been given the highest importance within all businesses. Talent is increasingly being viewed by institutions as a special asset that can deliver a long-lasting competitive advantage and improved performance {5}. Any organization's greatest asset is the appropriate talent. Making sure that personnel with the necessary capabilities remain with the organization for a sufficient amount of time is one of human resources' most crucial responsibilities<sup>4</sup>

Therefore, talent management is crucial for improving employee performance. The best method for unlocking employees' potential and improving performance is talent management. All employees should be aware of the organization's mission, their progress toward reaching its objectives, and the skills needed to enhance performance and support the realization of the organization's vision in order to have an effective talent management system. Talent management raises productivity within a business and enhances employee performance.

Globalization-related pressure on human capital has made managing talent a burden for many firms worldwide {6}. Because so many organizations compete for a small pool of talent, talent is scarce everywhere. As a result, personnel development and recruitment are seen as providing firms with a competitive edge, forcing them to embrace best worldwide practices in talent management {6}. Organizations that are effective typically build local talent management strategies while also offering methods to entice international talent and best practices transfer {7}. The Barau Dikko Teaching Hospital in Kaduna is specifically mentioned in the study as a way to investigate the effect of talent management on performance.

By studying the effect of talent management on employee performance, this study aims to close the gap.

Assessing the effect of talent management on employee performance is the main goal of this study. The study specifically seeks to:

- i. To research how BDTH's talent acquisition practices affect employee performance.
- ii. To look into how the performance at BDTH is affected by the training and development of talented employees.
- iii. To ascertain how BDTH performance is impacted by career progression.
- iv. To investigate how BDTH's performance management system affects employee performance.

## 2. LITERATURE REVIEW

### Conceptual Framework

A conceptual review is a versatile and contextual analytical tool. It is employed to classify concepts and arrange ideas. Talent acquisition, training and development, career development, performance management, and employee performance are the study's key concepts.

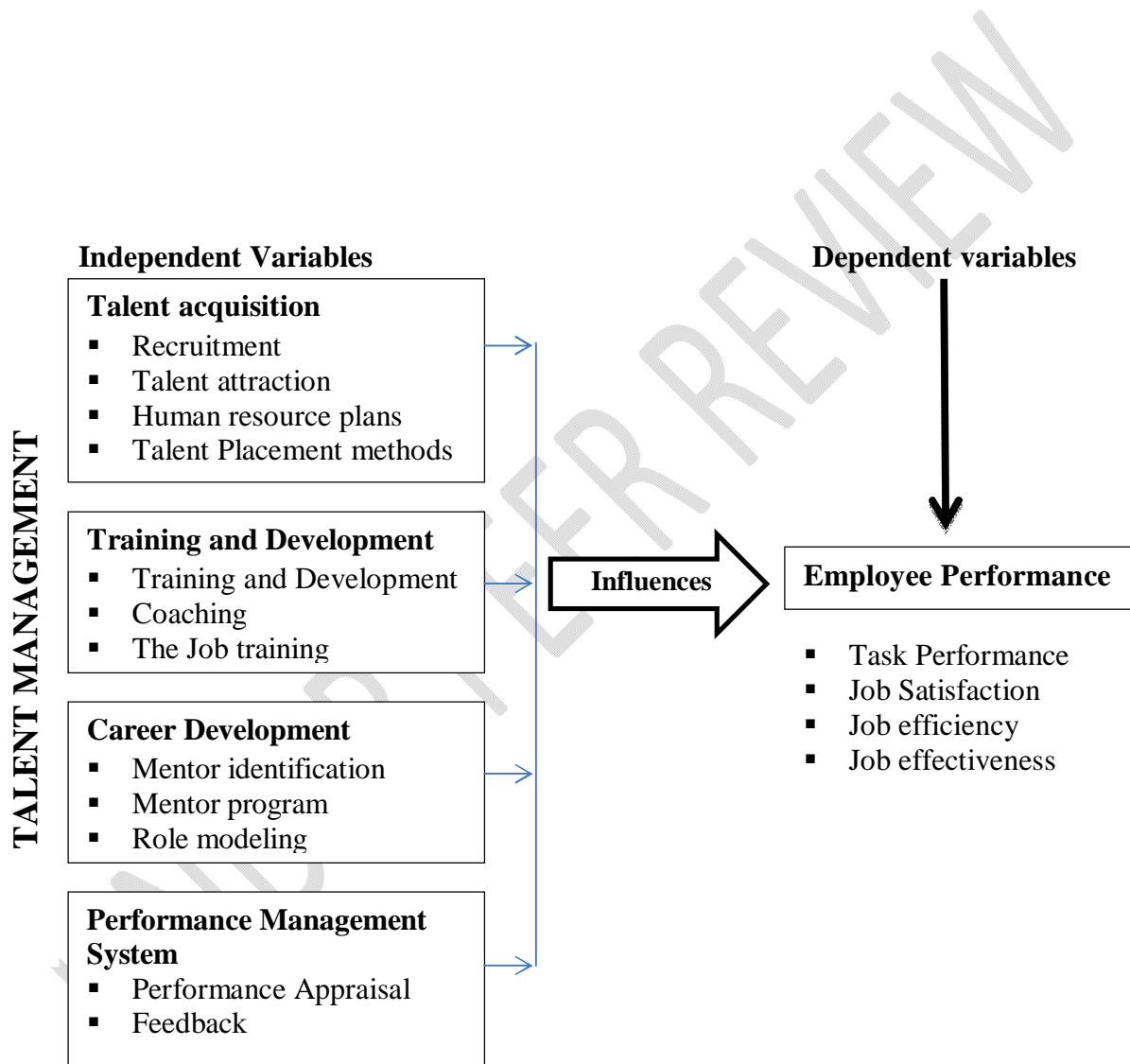


Figure 1: Conceptual Framework

{8} Every organization has a different notion of talent. {9} In organizations, people with highly competent skills and expertise are referred to as having talent. {10} Each firm must establish a standard for what constitutes talent. These abilities and expertise apply to several areas of the organization in addition to the actual task itself. According to {12,11} talent refers to specific people who possess the abilities, expertise, and characteristics required to complete duties admirably. {13} argues that many literary definitions of talent exist.

Talent is typically understood to be an aptitude, a natural endowment, a mental capacity, or a special gift (13). Others define talent as a person's remarkable skills, abilities, experience, competencies, and knowledge. Some authors define talent as persons with distinctive features. underlines the gap between the skill's possessor and the talent itself {8}.

### Employee Performance

{14} claims that numerous articles on employee performance in various disciplines have been written. Employee performance is described in paragraph {15,16} as the process by which people come to a consensus among themselves about what must be accomplished for the organization to be successful. Agrees that performance has to do with how resourceful people operate and contribute with actions and behaviors that are in line with the goals of the organization. The capacity of an employee to accomplish organizational standards, meet deadlines, meet expectations, and realize personal goals at work is generally referred to as performance {14}. {17} Highlights the relationship between performance and an employee's beneficial impact on the organization's success as a whole. {18} The idea of performance is predicated on the presumption that increased organizational performance will come as a direct outcome of higher individual performance levels.

### Performance Management and Employee Talent

Talent management is often the most effective strategy to get a competitive advantage. The foundation of a lasting competitive advantage is a company's valuable human capital (also known as "capital"), which cannot be replicated or replaced by rivals. {16} Despite its increasing acceptance, it is unclear how talent management relates to employee performance. According to {19}, it is still unclear how the concept of talent management relates to the various facets of employee performance, despite the abundance of literature on the subject for more than a decade. The conceptual framework of the mechanisms via which talent management results in employee performance appears to be lacking in the current state of the practice. Therefore, it is necessary to look into the connection between talent management and employee performance.

### Talent Acquisition's Effects on Employee Performance

The process of locating and enlisting the people a business needs is known as talent acquisition. The phase of the hiring process known as selection determines which applicants or candidates should be hired for positions. The term talent acquisition has been used to broaden the definition of sourcing and recruiting. This vast expanse has grown incredibly intricate and linked. Organizations must evaluate their most pressing personnel requirements, establish performance profiles, find and evaluate prospects, and then hire and onboard new employees {20}.

### Training and Development's Effects on Employee Performance

In an effort to make a distinction between training, education, and development, {21} claims that whereas education is limited to classroom-based theoretical learning, training is the act of imparting specialized skills. He goes on to describe development as opportunities for learning that are intended to advance workers. With the overarching goal of implementing its strategy and guaranteeing the success of the business, staff development and training activities are created to assist an organization in meeting its skill needs to assist its people in realizing their full potential.

A career can be characterized as a succession of jobs held by a person over the course of a lifetime {22, 23}. {24} A career is the ongoing development of a person's knowledge, experience, and skills in a particular line of employment. Even while the definition of a career in the general sense is the sum of all the occupations a person holds over their whole life, the term has deeper and broader connotations. A person's career is more than just the positions they hold; it's also the training they receive to fulfill the expectations, goals, emotions, and aspirations associated to their job role and, as a result, advance in that profession with the necessary knowledge, skills, qualities, and motivation.

As said before, career development is a sequence of actions or a continuous, lifelong process of advancing one's profession. The term typically relates to controlling one's career in an intra- or inter-organizational setting. It entails learning new skills, taking on more responsibility in one's current position, changing careers within the same company, or switching to a different company. Career development is a continuous process of structured effort by an organization that focuses on developing and enhancing the human capital of the company in light of both the demands of the employee and the organization {21 & 25}. {26} Employee development is the cornerstone on which each member of staff builds their competence and self-assurance, according to the National Strategy for the Development of the Social Service Workforce.

Programs for career development allow all employees to advance within the company right away. It aids in choosing professional routes and removing any barriers to a worker's advancement. Additionally, it expedites workflow inside the business by enhancing worker mobility and offering training for staff that experience career stability.

Performance is described in Section {27} as the output that a person directs in regard to a specific role during a specific time period under the specific circumstances in effect at that particular time. Employee performance is identified, measured, communicated, developed, and rewarded through the process of performance management {28}. The activity of performance management must be in line with the overall

business strategy of the organization. The goal of this assessment is to develop the employee's talent so they can perform to their greatest capacity at work. The outcome of this assessment is then used to strengthen a worker's areas of weakness by determining the proper training the worker requires.

### Theory of Organizational Behavior

This organizational behavior theory aims to define, comprehend, and forecast human behavior in settings with formal organizations. A social system is made up of people who cooperate and have a mutual relationship while existing in the same physical environment or trying to accomplish the same set of objectives. Social process theory has applications in the dynamic interaction of individuals with diverse personalities within an organizational framework (such as the educational system). Each person must define his or her own role, and this definition is in part influenced by the personality and attributes that person brings to the role.

### Relevance of the theory to the Study

People's efforts, initiatives, and abilities have a significant and immediate impact on productivity in any society. BDTH must consequently offer a program for the acquisition of useful, productive skills. This can be accomplished by offering employees the chance to develop and use their creative skills, making the usage of the proper training and skill-acquisition programs imperative. By providing variables and metrics that can be utilized to assess a program's success or failure, Suchman's evaluation theory helps us better understand how effectively a training program is performing. It also acts as a guide for any responsible authority to determine whether a certain training program is necessary and how to measure its effectiveness.

### Research Gaps

According to the findings of the literature research, there have only been a few local talent management studies. There is a need to fill the existing research gap in talent management by carrying out a local study to ascertain the impact of talent management on organization performance because the majority of the talent management studies we reviewed did not directly link talent management with the organization's performance.

## **2. METHODOLOGY**

The study's research design was described, as well as the study's population and sample, sample size, sampling process, data collection tool, validity and reliability of the tool, and method of data analysis.

## 2.2 The study's design

A naturally occurring phenomenon is obtained and documented by the study using descriptive survey research. This suggests that questionnaires were distributed to the study's population and sample in order to collect information. The motivation for selecting the afore mentioned strategy was to extrapolate findings from a representative sample to the entire population {8,29}. Information was gathered by using the questionnaire.

The key sources are where the study got its data. A questionnaire is employed as the instrument for data collection in the survey technique of data collection. Structured questions on the study variables, including productivity level, talent acquisition, training and development, career development, and performance management, were included in the questionnaire. Through the use of a correlation matrix and multiple regressions, the data will be analyzed to determine the link and impact of the study's variables.

The question framed is given to critical examination, first by the researcher, to ensure that good, straightforward, and straight questions are formulated. This helps the instruments achieve what is supposed to be achieved. Additionally, the thesis supervisor and two experts in the field of study will get questions so they can review the questionnaire and check for validity.

The Statistical Package for Social Science was used to do a statistical analysis of the pilot study's data (SPSS). The instrument's fit for the study and reliability were assessed using the reliability coefficient. The process also made it possible to determine the instrument's internal consistency.

A research assistant assisted the researcher in administering the instrument to the subjects and helped the respondents by carefully clarifying the instructions to them (subjects). The respondents quickly retrieved the questionnaire after it had been finished.

## 2.3 Study Participants

Typically, the study's participants should be drawn from the target group it is intended to study. {30} Population is described as the collection of all "units" of study in one's particular issue space. The complete group whose characteristics need to be approximated is referred to as the population, often known as the universe, in number {31}. He described a sample as a small group of elements chosen from a population that is typical of that population. According to the hospital's staff list, the study's population consisted of all 757 employees of the Bara'u Dikko Teaching Hospital in Kaduna.

Table 1: Study participants

**Table 1: Population of the study**

S/n	Units	Population
1	Medical Doctors	50
2	Pharmacists	30
3	Nurses	280
4	Ward Attendant	190
5	Admin/Security/Drivers	90
6	Account and Records	37
7	Radiologists	14
8	Physiotherapists	8
9	Dentists	6
10	Nutritionists	6
11	Laboratory	42
	<b>Total</b>	<b>757</b>

**Source: HR Department, BDTH.**

Sample Size: 2.4

{32} Declared that a sample is a subset of a population chosen for research using a certain selection technique. A sample is a portion of the population; it consists of some figures chosen at random. The sample was chosen based on the fact that the population is sizable enough for the researcher to study because the sample must be representative of the population. The sample size was determined using Yaro Yamane's formula, which resulted in a total of 262 participants

## 2.5 Sampling Procedure

The study used a straightforward random sample procedure to choose participants and distribute a questionnaire to them. Because every person of the population has an equal chance of being chosen, the straightforward random sampling method was thought to be impartial.

The sample size was calculated using the formula below:

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

Where n = sample size

N = Population

E = Limit of error = 0.05

I = Constant

Applying the formula above to a population of 757 employees we have:

N = 757

e = 0.05

I = Constant

$$n = \frac{757}{1 + 757 (0.05)^2}$$

$$n = \frac{757}{1 + 757 (0.0025)}$$

$$n = \frac{757}{1 + 1.8925}$$

$$n = \frac{757}{2.8925}$$

n = 261.71

Therefore, the sample size is 262 staff

**Table 2.: Distribution of Sample Size**

S/N	Units	Population	Sample Size
1	Medical Doctors	50	17
2	Pharmacists	30	10
3	Nurses	280	97
4	Ward Attendant	190	66
5	Admin/Security/Drivers	90	32
6	Account and Records	37	13
7	Radiologists	14	5
8	Physiotherapists	8	3
9	Dentists	6	2
10	Nutritionists	6	2
11	Laboratory	42	15

	<b>Total</b>	<b>757</b>	<b>262</b>
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## 2.7 Method of data analysis

To analyze the data for the study, SPSS version 20 will be used. First, the multi-collinearity issue was solved using Pearson correlation. To determine the link between the dependent variable and independent factors, the acquired data were examined using both descriptive and inferential statistics.

## RESULTS 3.0

Two hundred and sixty-two (262) respondents in total were chosen at random and given questionnaires to complete. Only 241 respondents, or 92% of the intended sample size, responded

**Table 3.1: Talent Acquisition**

S/N	Talent Acquisition	Strongly agreed	Agreed	Neutral	Disagreed	Strongly disagree	X
1.	BDTH recruitment process enhances employee performance	98	89	19	26	9	4.0
2.	BDTH work orientation enhances employee performance	106	79	21	22	13	4.0
3.	BDTH's rightful deployment of staff enhances employee performance	87	121	11	13	9	4.1
4.	BDTH selection process enhances employee performance	66	123	22	16	14	3.9

5.	BDTH placement and promotion are basically to retain talented employees	111	78	17	19	16	4.0
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Table 3.1 The purpose of the study described above was to ascertain respondents' perceptions on the relationship between talent acquisition and employee performance. The findings reveal that 98 respondents strongly agreed, 89 agreed, 19 were neutral, 26 disagreed, and just 9 strongly disagreed that the BDTH recruitment process improves employee performance. 106 respondents strongly agreed, 79 agreed, 21 remained neutral, 22 disagreed, and 13 respondents strongly agreed when asked if BDTH work orientation improves employee performance.

Additionally, respondents were asked if they thought that BDTH's proper staffing practices improved employee performance. 121 agreed, 11 remained neutral, 87 strongly agreed, 121 agreed, 13 disagreed, and 9 strongly disagreed. 66 strongly agreed, 123 agreed, 22 remained neutral, 16, disagreed, and another 14 strongly disagreed when asked if the BDTH selection process improves employee performance. Last but not least, when asked if the primary goal of BDTH placement and promotion is to keep talented individuals on staff, 111 respondents strongly agreed, 78 agreed, 17 remained neutral, 19 disagreed, and 16 strongly disagreed. Conclusion: The results show that employee performance is significantly influenced by talent acquisition, an independent variable.

**Table 3.2: Training and Development**

S/N	Variables	Strongly agreed	Agreed	Neutral	Disagreed	Strongly Disagreed	X
1.	BDTH facilitates employees to learning of job-related competencies in order to improve performance.	106	89	18	11	17	4.1
2.	Employees learn autonomously to improve their performance.	79	106	22	20	14	3.9

3.	BDTH offers systematic training to employees	121	66	25	21	8	4.1
4.	BDTH improves employees' talents and aligns their talents with the business	63	113	29	21	15	3.8
5.	BDTH keeps an effective and dynamic workforce resulting from career training.	77	97	19	26	22	3.8
6.	BDTH fosters professional growth and development	88	99	21	16	17	3.9
7	BDTH is learning-orientated and geared towards personal development.	73	121	13	20	14	3.9
8	BDTH implements staff development provisions.	59	116	23	26	17	3.7
9	BDTH creates conditions that enhance employee creativity.	62	107	21	25	26	3.6

Table 3.2 In order to better understand how training and development of talented employees affect BDTH performance, the study is asking respondents for their opinions. The findings show that 106 respondents strongly agreed, 89 agreed, 18 were neutral, 11 disagreed, and only 17 strongly disagreed that BDTH helps employees learn job-related competencies in order to improve performance. 79 respondents strongly agreed, 106 agreed, 22 remained neutral, 20 disagreed, and 14 strongly disagreed when asked if employees learn on their own to improve their performance.

Additionally, respondents were asked if they thought that BDTH provided employees with organized training. 25 people remained neutral, 121 strongly agreed, 66 agreed, 21 disagreed, and 8 strongly disagreed. if they thought BDTH helped employees develop their skills and match them with the needs of

the company. 113 agreed, 29 remained neutral, 63 strongly agreed, 113 agreed, 21 disagreed, and 15 strongly disagreed. 77 highly agreed, 97 agreed, 19 remained neutral, 26 disagreed, and another 22 strongly disagreed when asked if BDTH maintains an efficient and dynamic workforce as a result of professional training.

In a similar vein, we asked participants if they agreed that BDTH promotes professional development. 99 agreed, 88 agreed strongly, 99 agreed, 21 remained neutral, 16 disagreed, and 17 disagreed violently. When asked whether BDTH is learning-orientated and focused towards personal development, 73 strongly agreed, 121 agreed, 13 remained neutral, 20 disagreed and another 14 strongly disagreed. When respondents were asked if BDTH implements staff development provisions, 111 respondents highly agreed, 78 agreed, 17 remained neutral, 19 disagreed and 16 strongly disagreed.

When asked if BDTH fosters an environment that fosters employee creativity, respondents responded in the following order: 62 strongly agreed, 107 agreed, 21 remained neutral, 25 disagreed, and 26 strongly disagreed. In conclusion, it can be concluded that training and development, an independent variable, positively affect employee performance at BDTH.

**Table 3.3: Career Development**

S/N	Variables	Strongly agreed	Agreed	Neutral	Disagreed	Strongly disagree	X
1.	Career advancement in my organization is	113	65	25	23	15	4.0

	based on the competencies of staff						
2.	BDTH supports career development through the provision of scholarships to its staff	88	98	21	20	14	3.9
3.	BDTH has a well-structured career progression plan based on equity and merit	112	69	22	21	17	4.0
4.	BDTH has career progression guidelines that stipulate conditions for the promotion	54	119	29	21	18	3.7
5.	BDTH has a performance appraisal system that determines the attainment of set goals	71	101	21	26	22	3.7
6.	BDTH conducts Training Needs Analysis to identify skill gaps in academic staff	93	99	16	16	17	4.0

Table 3.3 The goal of the study was to ascertain how employee performance at BDTH was impacted by employee performance, career development, and the independent variable. The findings suggest that 113 respondents highly agreed, 65 agreed, 25 were neutral, 23 disagreed, and only 15 strongly disagreed that BDTH facilitates employees' learning of job-related competences in order to increase performance. 88 respondents strongly agreed, 98 agreed, 21 remained neutral, 20 disagreed, and 14 respondents strongly agreed when asked if BDTH encourages career development by offering scholarships to its employees.

Additionally, respondents were asked if they thought that BDTH had a well-organized career progression plan built on equity and merit. 17 strongly disagreed, 21 disagreed, 69 agreed, 22 remained neutral, and 112 strongly disagreed. 54 highly agreed, 119 agreed, 29 remained neutral, 21, and another 18 strongly disagreed when asked if BDTH has a performance appraisal system that determines the attainment of stated goals.

If they agreed that BDTH had a system in place to evaluate employees' performance and determine whether or not goals have been met. 21 people remained neutral, 71 strongly agreed, 101 agreed, 26 disagreed, and 22 strongly disagreed. In response to the question of whether BDTH undertakes training needs analyses to identify skill gaps in academic staff, 93 respondents highly agreed, 99 agreed, 16

remained neutral, 16 disagreed, and 17 severely disagreed. Finally, it can be concluded that career development at BDTH affects worker performance.

**Table 3.4: Performance Management**

S/N	Variables	Strongly agreed	Agreed	Neutral	Disagreed	Strongly Disagree	X
1.	BDTH has performance management strategies in place.	89	108	18	11	15	4.0
2.	BDTH has a clear process of evaluating and communicating to an employee how they are performing their job and establishing a plan of improvement.	79	106	22	20	14	3.9
3.	Employees are involved in the process of performance appraisals.	121	66	25	21	8	4.1
4.	Performance management has a positive impact on employee performance in my organization.	113	65	29	20	14	4.0
5.	BDTH revisits as well as redesigns the performance appraisal system regularly aligned with the organization's mission and vision.	97	81	21	17	25	3.9
6.	Management provides employees with feedback that enables the latter to learn, develop, and improve their performance.	88	99	21	16	17	3.9
7.	Feedback helps the employee assess their performance and identify the areas for improvement.	112	68	24	22	15	4.0
8.	Employees' constructive feedback does more to improve their performance.	77	116	22	26	19	4.1

9	Employees receive regular feedback from management registering both successes and failures.	109	88	18	11	15	4.3
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Table 3.4 The goal of the study was to determine how the performance management system at BDTH affected employee performance. The findings suggest that 89 respondents highly agreed, 108 agreed, 18 were indifferent, 11 disagreed, and only 15 strongly disagreed that BDTH has performance management techniques in place. 79 respondents strongly agreed, 106 agreed, 22 remained neutral, 20 disagreed, and 14 respondents strongly agreed when asked if BDTH has a clear method for reviewing and communicating to an employee how they are performing their job and creating a plan of progress. Additionally, respondents were asked if they thought that employees participated in the performance evaluation process. 29 people remained neutral, 113 strongly agreed, 65 agreed, 20 disagreed, and 14 strongly disagreed. 97 respondents highly agreed, 81 agreed, 21 remained neutral, 17 disagreed, and another 25 strongly disagreed that BDTH frequently reviews and redesigns the performance rating system in accordance with the organization's mission and vision.

Whether or not they thought that management gave staff members feedback so that they might grow, develop, and enhance their performance. 99 agreed, 88 agreed strongly, 99 agreed, 21 remained neutral, 16 disagreed, and 17 disagreed violently. 77 respondents strongly agreed, 116 agreed, 22 remained neutral, 26 disagreed, and another 19 strongly disagreed when asked if feedback aids the employee in evaluating their performance and identifying areas for improvement. Last but not least, when respondents were asked if they believed that management regularly provided feedback to employees that included both successes and failures, 109 strongly agreed, 88 agreed, 18 remained neutral, 11 disagreed, and 15 strongly disagreed. The study came to the conclusion that employee performance at BDTH is influenced by the independent variable, performance management.

**Table 3.5: Performance Level**

S/N	Variables	Strongly	Agreed	Neutral	Disagreed	Strongly	X
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		Agreed				disagreed	
1.	Training enhances employee performance	109	76	18	22	16	4.0
2.	Career development enhances employee performance	81	105	21	20	14	3.9
3.	Employee motivation enhances employee performance	112	66	21	21	21	3.9
4.	Performance management enhances employee performance	113	76	5	27	20	4.0
5.	Feedback mechanisms from supervisors enhance employee performance	100	81	19	17	24	3.9

Table 3.5 asks respondents' thoughts on how professional advancement affects performance at BDTH. The findings suggest that 113 respondents highly agreed, 65 agreed, 25 were neutral, 23 disagreed, and only 15 strongly disagreed that BDTH facilitates employees' learning of job-related competences in order to increase performance. 88 respondents strongly agreed, 98 agreed, 21 remained neutral, 20 disagreed, and 14 respondents strongly agreed when asked if BDTH encourages career development by offering scholarships to its employees. Additionally, respondents were asked if they thought that BDTH had a well-organized career development plan built on equity and merit. 17 strongly disagreed, 21 disagreed, 69 agreed, 22 remained neutral, and 112 severely disagreed. 54 highly agreed, 119 agreed, 29 remained neutral, 21, and another 18 strongly disagreed when asked if BDTH has a performance appraisal system that determines the attainment of stated goals.

If they agreed that BDTH had a mechanism in place to evaluate employees' performance and decide whether or not goals have been met. 21 people remained neutral, 71 strongly agreed, 101 agreed, 26 disagreed, and 22 strongly disagreed. When asked if BDTH undertakes training needs analyses to detect skill gaps in academic staff, 93 respondents highly agreed, 99 agreed, 16 remained neutral, 16 disagreed, and 17 severely disagreed.

**Table 3.6: Correlation Matrix**

VARIABLES	EMP	TalA	T&D	CarDev	PerMgt
Employee Performance	1				
Talent Acquisition	0.711	1			
Training and Development	0.617	0.110	1		
Career Development	0.611	0.636	0.171	1	
Performance Management	0.541	0.332	0.141	0.352	1

With a coefficient value of 0.711, this study found a significant and positive association between employee performance and talent acquisition. Employee performance and training and development have a strong and positive association, with a coefficient value of 0.617; however, career development and training and development have a weak and positive link, with a coefficient value of 0.110. With coefficient values of 0.611 and 0.636, respectively, performance management has a high and positive link with employee performance and career growth, but training and development have a weak and positive relationship with career development (coefficient value of 0.171).

**Table 3.7: Regression Summary**

<b>VARIABLES</b>	<b>CO-EFFICIENT</b>	<b>T-STATISTICS</b>	<b>P-VALUES</b>
<b>CONSTANT</b>	0.241	2.433	0.015
Talent Acquisition	0.430	12.847	0.000
Training and Development	0.318	13.431	0.000
Career Development	0.166	5.177	0.000
Performance Management	0.534	11.637	0.000
R <sup>2</sup>	0.772		
ADJ. R <sup>2</sup>	0.756		
<b>F-STATISTICS</b>		243.479	
<b>F-SIGNIFICANCE</b>			0.000
<b>DURBIN WATSON</b>	2.055		

R<sup>2</sup> and Adjusted R<sup>2</sup> have coefficient values of 0.713 and 0.710, respectively, when taken together. This demonstrates that 77% of the dependent variable (employee performance) can be explained by the independent variables (talent acquisition, training and development, career development, and performance management); the remaining 23% cannot be explained by the study. Having an F-statistics value of 243.479, which is over the F critical threshold, and an F-significance of 0.000, the regression result demonstrates the model's fitness. This finding implies that the explanatory variables' combined effect on the dependent variable is significant at a 1% level with a 99% level of confidence. Finally, the study finds that during the study period, talent management significantly influenced employee performance at BDTH.

#### **4. DISCUSSION**

The study determined that there is a statistically significant link between employee performance and training and development. {33} Observed that firms that supported effective learning programs for employees performed better than those that did not. {34} Talent development calls for not only conventional classroom instruction but also alternative strategies like mentoring and self-directed learning. {35} In addition, he suggested that while most firms utilize training and development to create a psychological bond between the business and the employee, the real objective is to improve worker performance.

The argument is that training and development improve current or future employee performance by improving an employee's ability to perform through learning, typically by changing attitudes or increasing skills and knowledge. {21} The majority of respondents believed that systematic training is essential for enhancing employees' performance. The organization, he continued, must provide a wide range of development opportunities for staff members in order for them to grow the knowledge, abilities, and experience essential to contribute to the achievement of individual, team, and organizational objectives and expectations. Therefore, it might be stated that employee training offers the chance to broaden knowledge and abilities that increase more effective cooperation at work, thereby achieving personal growth and enhancing work performance.

Many of the respondents claimed that an ideal workplace that fosters creativity in workers is crucial for workers' performance. In this regard, training and development not only give workers the capacity to sharpen their thinking and creativity but also the ability to be able to make better judgments at the right time and in a more productive manner leading to higher performance. Additionally, it gives staff members the ability to effectively interact with customers and promptly address their problems {36}. According to a survey, many respondents believed that employee performance is improved when a business implements systems for training and development. {37} Employee development results in improved performance-related advantages for the employer and the employee. This is partially because training enhances knowledge, behavior, abilities, skills, and competences, which in turn improves employee performance. Due to its role as an intervention in the development of employees' meticulous skills and abilities, training closes the performance gap in the implementation of tasks. Therefore, training improves employee capabilities, enabling them to carry out work-related duties effectively and helping the attainment of the company's goals. Additionally, if only personnel are trained, occurrences of unhappiness, turnover, and absenteeism will be decreased. All of these savings will transfer into better job performance for employees, which will ultimately increase organizational performance overall.

The results of the study indicate that talent retention techniques and employee performance are significantly correlated. {38} Noted that through talent management, talent strategies allow a business to pursue high performance and better results. argued that talent strategies allowed businesses to concentrate on issues that affected employee retention, resulting in business expansion and success as employees' performance was improved through internal talent programs.

According to a study, many respondents thought that improved employee performance resulted from a company's identification and training of potential replacements for important staff members who leave the company. {39} argued along the same lines when he said that it is crucial to keep critical, talented individuals on board, regardless of whether the organization's overall staff grows or shrinks. He added that having the appropriate quantity and type of management people available at the appropriate times and in the appropriate positions is crucial and improves employee performance. Therefore, it's crucial to have workers who have already been trained and are qualified to fill the position left by the departing employee when an unexpected vacancy arises in the company. One could claim that when an organization loses a talented individual, employee performance may drastically shift. Therefore, it is crucial for firms to plan how to fill the position of a departing and outstanding person.

The vast majority of survey participants believed that continuing procedures for advancing employees' careers influence employee performance. According to Guthridge's reasoning {3}, which was supported

by three, the main purpose of talent planning is to facilitate the quick identification of future skills that will be required at all organizational levels. The goal of the talent planning process is to achieve an optimal talent positioning level, which refers to having the right talent in the right place and at the right time. When a company makes sure that procedures are in place for both performance monitoring and the identification of talent that will be essential for sustained employee success in the future.

Many of the respondents concurred that having a well-articulated succession plan in place at a business, which enables employees to take on leadership responsibilities, improves employee performance. {40} A study revealed a connection between employee performance and succession planning practices in Kenya's major media organizations. The results of the study showed that there is, in fact, a positive relationship between different methods of succession planning and worker performance. The findings suggested that practices geared toward succession planning enhanced employee satisfaction which in turn enabled them to stay motivated to perform better at the current firm hence shunning the possibility of leaving. These findings can be generalized to the real estate sector since respondents to this study had comparable opinions. Employees can gain knowledge and experience that improve their abilities and skills when an organization offers pathways for them to go up the organizational structure. When an employee can take on managerial responsibilities, succession within an organization can easily take off without experiencing significant disruptions to both the performance of the employees and the organizational performance.

{25} The association between performance management systems and employee performance is statistically significant. Since performance management systems encourage employees to work persistently and innovatively toward accomplishing organizational goals, they are closely related to both an organization's and employee's performance. {1} Had suggested that the main functions of performance management systems are two very important ones. First and foremost, they assist in making well-informed decisions regarding administrative matters, such as considering bonuses, merit raises, and performance evaluations for staff. The establishment of the organization's goals for growth, which cover things like the creation of their feedback, depends greatly on the performance management systems. It is simple for managers to assist staff in creating activities that help realize organizational goals after targets for improving employees' performance have been established through an appraisal system.

The majority of respondents thought that having effective staff communication, assessment, and evaluation systems results in improved performance. {41} Suggested that companies who make an effort to implement several performance management methods, such as goal setting and placement, staff selection, and performance reviews, do improve employee performance. This means that managers can establish the broad objectives that a worker can strive for and, as a result, seek to fill in and correct performance gaps.

The majority of respondents concurred that complete employee participation in the appraisal process improves employee performance. While more than 50% of respondents said that improving employees' performance requires constructive criticism, {42} examined the perceived impact of performance evaluation criteria on the level of employee engagement and job satisfaction at Kenya Airways. It also demonstrated that, despite their limitations, a number of factors affected job satisfaction. Particularly, various components of performance reviews have a moderately beneficial impact on worker productivity and job satisfaction. Included in this was the extent of employee participation in the procedure. An employee is more willing to participate in the process when they are aware that they helped choose the

standards that were used to judge them. As a result, employees are better equipped to perform when they believe the assessment and performance management system to be fair since they are greatly driven by the perceived fairness of their firm.

{43,44} Similarly, a study that looked at the effect of performance reviews on employees' performance was conducted, and the study's moderator of choice was motivation. The existence of performance reviews and individual employee performance were found to be positively correlated in research results. We can therefore conclude that a performance management system's structure, formation, participation, and employee engagement are crucial for enhancing employee performance.

#### 4.1 Findings Synthesis

According to the study, it is evident that there is a statistically significant correlation between employee performance and talent acquisition. Many of the respondents said that improved employee performance resulted from identifying and training prospective replacements for key staff members who leave a firm. The majority of respondents also said that having clearly defined succession plans for leadership positions within an organization improved employee performance at BDTH. A statistically significant link exists between employee performance and training and development. The vast majority of respondents said that systematic training was necessary to improve workers' performance. A proper work environment that fosters innovation among employees is crucial for employees' performance, according to the majority of respondents. More than half of respondents agreed that improved employee performance results from an organization's implementation of systems for training and development. According to several respondents, when an organization has effective employee communication, evaluation, and appraisal processes, performance is improved. Additionally, more than 50 percent of respondents stated that complete employee participation in the appraisal process improves employee performance. The majority of respondents also agreed that giving staff constructive criticism is crucial for improving their performance at BDTH.

#### 4.2 Talent Development and Worker Performance

It demonstrated how hiring talent affects workers' productivity. According to the study, there is a statistically significant link between hiring new talent and improving employee performance. Many of the respondents said that improved employee performance resulted from identifying and training prospective replacements for key staff members who leave a firm. The majority of respondents also said that having clearly defined succession plans for leadership positions within an organization improved employee performance at BDTH. It also jives with the reviewed literature.

#### 4.3 Education, Training, and Employee Performance

Training and development have been shown to have an impact on employee performance. According to the study, there is a statistically significant link between employee performance and training and

development. The study found that improving employees' performance requires systematic training. A proper work environment that fosters innovation among employees is crucial for employees' performance, according to the majority of respondents. More than half of respondents agreed that improved employee performance results from an organization's implementation of systems for training and development.

## 5. CONCLUSIONS

The study's findings support the notion that talent acquisition is crucial for businesses looking to advance employee performance.

According to the findings of this study, training and development are crucial parts of talent management techniques used by firms to improve employee performance. While development is important for long-term employee competencies, training improves the skills and information that employees need to accomplish their jobs. Overall employee performance also benefits from development. This study has shown that organizations that spend on training and development see an improvement in employee performance. Employee performance as a whole depends on critical training elements such as a training program, management support, and employee dedication to the training and development. Employee performance and training and development are significantly correlated. Organizations can improve employee performance by implementing talent retention measures such as succession planning, career development, and employee motivation. Organizations use talent mechanisms to ensure employees' future success as well as to improve their current performance. The study's further conclusion is that there is a statistically significant correlation between talent retention tactics and employee performance. Each employee should receive a tailored application of talent tactics. Due to various career needs, talent practices that are effective for employees in one department may not be effective for employees in another department. Similar to this, each employee—even those who work in the same departments—should be targeted with distinct sets of techniques that are appropriate and complement their personality, work, motivation, and level of responsibility within the firm. To maintain a long-lasting competitive advantage for BDTH personnel, the implemented talent initiatives should be reviewed on a regular basis against industry standards. It is crucial that the company concentrates on creating programs that are both necessary and improve employees' competitiveness if it wants to improve employee performance at BDTH. Both superiors and defers should design programs. It is important to remember that employees play a significant role in whether training programs are successful or unsuccessful in a firm.

Consent

As per international standard or university standard, Participants' written consent has been collected and preserved by the author(s).

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