

Talent Management Practices and Employee Performance in Nigerian Public Enterprises: Moderating Role of Work-Life Balance

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Abstract

The research seeks to understand how work-life balance affects intense linkage between talent management strategies and employee performance in public enterprises in Abuja. It consists of the population, although it was 627 in number when the research was undertaken, but 239 agreed to be the respondents of the research. The stratified sampling technique was the sampling method used. The major point that data should be analyzed with was to help find out the first aim of the research. Descriptive analysis and multiple regression were employed in analyzing the research. After extracting 192 sets of questionnaires, they were analyzed, and 47 questions were left unreturned. Statistical Package for Social Science (SPSS) version 26 was used for the analysis, which included descriptive statistics, Pearson correlation, multiple linear regression, and moderated regression analysis. The result showed that all four talent management practices had a positive impact to performance. Training ($\beta = 0.414$) and reception ($\beta = 0.363$) had the highest strength. Succession planning and the performance were also positive contributors with less effect compared to the first two. This indicates that work-life balance positively moderates the relationship between training and employee performance and between succession planning and performance; however, in both cases, the moderation gets a negative sign, which clues in that poor work-life balance may cut down the effectiveness of these individual talent strategies. The moderating effects of WLB

on recruitment and performance management were found with no significant outcomes. The study endorses that for the public sector of Nigeria, well-articulated and implemented talent practices will facilitate enhanced performance among the employees, while efforts towards achieving WLB by both the employees and the organizations themselves in the form of their benefits are ascribed.

Keywords: Talent Management, Employee Performance, Work-Life Balance, Public Enterprises, Human Resource Management, Conceptual Framework

1. Introduction

The real bottleneck in public sector organizations worldwide is talent management through recruitment, promotions and placements, training, and performance systems. Improvement in all public institutions around the world as far as productivity, accountability, and citizen satisfaction is concerned has increased pressure on governments and other bodies to invest in strategic talent management. According to the OECD 2020, the core determinants of performance in the public service are the capability of the government to bind, hold, and develop the requisite competencies required by structured human resources management systems.

In Africa, many public sector institutions are affected by the problem of outdated and weak recruitment processes, succession planning and inadequate

training programs. Such ordinances indicate that public organizations under the Sub-Saharan surface lack alignment concerning talent status in societal entities independently owned while at the same time, there is enormous influence on the output of their employees. The problem is further thrust to the fore by the current recruitment based on politicking and a lack of commitment to investing in continuous professional development (Mabaso and Dlamini, 2018).

Talent mismanagement in public organizations would be a common linkage in typical Nigerian situation, particularly those in Abuja. Employees failing to perform within a properly established business are examples of such practices. Public sector recruitment and selection systems are not based on meritocracy and patronage, love, and nepotism typically divert recruitment processes (Ejumudo, 2014). This situation brings down interim reports, mainly in terms of acting differently as the institution prioritizes performance. In addition, institutionalized practices in the acquisition of staff into the public service are considered to be non-transparent and without specified criteria, leading to rampant patronage and nepotism among other negative vices. They are far away from the method of procuring disciplinary results even though the recruitment system-minded unemployed individuals are more repelled by merit appointment, yet patronage of these people is never contained. Meanwhile in Abuja Public institutions have no more serious governance successor planfueling conflicts among older and younger maturing executives since they lack successor planning. Fapohunda (2015) pointed out that the lack of succession planning in the Nigerian civil service has brought turmoil and shrinking in productivity, particularly in strategic departments of key government line ministries and agencies of the Federal Government.

A large number of training and development activities suffer from either being, or underfunded or not aligned with the institution requirements. In this context, investigations by Aminu (2021) have shown that most of the public employees in the Nigerian state have inadequate technical and managerial skills in terms of effective service delivery, while performance management systems are normally structured across-the-board without key performance indicators (KPIs), feedback mechanisms, and consistency of appraisal. In the report of SERVICOM (2023), as Nigeria's public service delivery agency, weak internal performance monitoring structures were pointed out as inconsistencies in the findings regarding the nature of service delivery.

Much research has been carried out on talent management and employee performance separately. But, there has been little effort put in to find out the extent to which contribution by public employees in terms of HRM dimensions of talent management-recruitment, succession planning, training, and performance management- relates to performance. Little has been documented in the perspective of the new entities or public firms in Nigeria, although quite a lot of research has been conducted globally in this regard. And very negligible research has been conducted on how work-life balance interventions render their influence in the relationship especially in the microcosm of the unique socio-political context of Abuja Nigeria, the federal capital of the country.

In the classes of essays, for instance, Oladapo (2014) and Nyanjom (2013) conducted general studies on broad challenges relating to talent retention and management in African universities, but the organisational impacts of these dynamics were not touched upon. Abalaka (2023) analyzed the Ministry of Education in Abuja vis-a-vis talent management, but it did not take into consideration intersections of things like work-life

balance, which became the most critical factors in the actual success that will transpire from talent practices. This is a big gap in the knowledge considering that public sector workers in Abuja usually face a work-life conflict of long working hours and poor psychological support as factors that could be potential sources of decreased success of the talent management strategies.

The focal point of the research at issue is evaluation. In fact, it has been established that a work-life balance will have a moderating effect on the relationship between talent management practices and employee performance in the public sector enterprises in Abuja. The research combined both theoretical human resources management framework with empirical data to give a comprehensive view of how the public sector performance in Nigeria could be improved by making aimed at improving human resources-supply strategies.

Employee productivity can be one of the first and foremost issues regarding public sector organizations in general across Nigeria. Relationship with Abuja, the Federal Capital Territory (FCT), and its perpetually recurring incurrences of inefficiency and under performance. No/without any doubt, some applicable but mostly refined facts in the guidelines have been set by the Executive Arm of Government. Still, the FCT government offices are a permanently everlasting convenience to pauper productivity, continued delays in the delivery of services, and in general, keeping the citizens of the FCT dissatisfied. With such practices in place, executives wonder as to what could be lacking because talent management practice requires filling up the gaps existing in recruitment, succession, training, and performance management, practices regarded as adding value through effective human resource management, transposed to the institution (e. g. corporate) goals/fortunate condition,

assuming good fortune or luck (Oladapo, 2014; Fajana & Gbajumo-Sheriff, 2011).

It is quite impossible to stress enough the urgency faced by the challenges. It is said that public institutions are the most important institutions for the implementation of national development policies and that the performance of their staff determines the quality of governance outcomes. OECD (2020) says that countries with talent management systems that are strategic and well-integrated are those that give the most efficient and equitable service to the public. But in Abuja, decisions regarding personnel are usually taken on the basis of non-meritocratic factors such as political patronage, thus reducing the objectivity of recruitment and succession planning (Ejumudo, 2014). In fact, training programs usually suffer from a very low budget, or it's irrelevant to the prevailing service delivery challenges and the performance management frameworks are largely formalistic, lacking in effective feedback loops or performance incentives. (Aminu, 2021)

A better understanding in terms of talent management practices is derived from contemporary human resource management and talent retention in literature in Nigeria. It is the recent work that has found its empirical approach blending talent management practices with employee performance among the employees of the public sector in the socio-administrative sphere of FCT. More important is the effect of work-life balance on such a relationship that is not found in the literature. The State employees in Abuja usually are overburdened with long hours; hierarchical structures limited autonomy; and lacks the family-friendly policies. This paper argues that these factors may increase or minimize the effect of talent management practices on organizational performance. (Mbah, Akintokunbo, & Nwaeke, 2022)

A considerable literature gap exists in the identification of HRM interventions that can be effective in the public service of Nigeria. In contrast, thematic studies, such as Asiedu-Appiah et al. (2021), and Nyanjom (2013) are well-studied topics concerned with talent management and performance, albeit hardly ever studies including contextual variables such as work-life balance. It might improve the explanatory power of these models in public sector settings. Moreover, contemporary empirical studies are limited in what they investigate most, the very individual dimensions within talent management and not typically the correlated and interactive effects on outcomes in performance being studied.

This study is aimed to seek answers to these questions by studying the effects of recruitment, succession planning, and training on the performance of employees in public entities in Abuja with special reference to the moderating role of work-life balance. The results will provide not only inputs for theory building in public sector HRM across contexts but also practical insight for reforms in the civil service in Nigeria.

To establish a model that will demonstrate the linkage of talent management practices and employee performance as the essence of undertaking the current study also.

2. Literature Review

2.1 Talent Management and Employee Performance

To progress in achieving business goals, recruitment and staff development is through an effective formalized human resource process termed talent management. This entails all things humans in a system that intend to develop the generality of the workforce in such a way that it helps in increasing the performance of the organization and promises sustainability in the long run. They, in most parts of the public sector globally, are not systems but operational processes (Collings, Mellahi, & Cascio,

2019). In a context like that of Nigeria, the public sector needs to give rise by manage talent as a great weapon needed to face obstacles like inefficiency of the existing structure, strong bureaucratic impediments while inconsistency still exists in terms of performance (Ogunyomi & Bruning, 2016).

As defined by Lewis and Heckman (2006), talent management presumes that there is a systematic and deliberate system-an approach to leadership roles, talent safeguarding and development, and also individual growth as per the organization aims. The study looks at talent management through three tightly interlinked dimensions that embody succession planning, recruitment, and training: all can ensure the capacity of an organization to acquire, develop, and preserve human assets.

The performance of employees is known as the extent to which they carry out the tasks of their employment, and consequently, attain the purposes of the organization towards the production of value in the organization. This is a complex concept: speed that makes something be done and finished, or about the quality of the work, but it includes how much the employees' loyalty and positive attitude relate to the organization. Saliently, one definition defines employee performance in public sectors as "consequential activities that must be done to execute policies, produce services, or engage, and secure the trust of the institution.

2.1.2 Work-Life Balance

In addition, the public enterprises have a bilateral relationship among personal time and work. This is its impact on employees' morale, attrition, and performance. Morvan et al. (2020) argue that job satisfaction, reduced absenteeism, and higher engagement levels will be noticed mostly where employees feel that their job demands are consistently commensurate with their personal life. Ultimately,

organizations are most likely to attract, recruit, and retain the best human capital when they endorse flexible work arrangements and leave policies on their payroll.

Meanwhile, the Nigerian public service has begun developing a good Work-Life Balance (WLB) policy, thereby curbing burnouts, stress, and high turnover levels among female employees who have the double work-shifts-against-the-home. Nwagbara, and Akanji (2016) are of the same view when it says that the women who join in work-related matters need better arrangements as regards when and where they would put the job into practice. Perhaps most typically, this is about the control of time. In this way, the connection in the environment in which work and life best aligns lies in fathomable real terms.

2.2.1 Training and Employee Performance

Also, it does not come as a surprise that empirical findings actually showed consistent across different organization-cultures or contexts, an unmistakable strong relationship between T&D and enhancement in employee performance. Truss and Gratton show that well-structured organizations have formal and well thought-out T&D programs, they benefit individuals and enhance results for the organization in fields like employee satisfaction, retention, and innovation.

According to a study by Mampuru, Mokoena, and Isabirye (2024), a research conducted at an electronics-oriented university in South Africa, one can say that investing in well-thought-out T&D initiatives brings the satisfaction and loyalty of an academic employee to new levels in the organization, further giving them reasons to stick around. Professional development is very important in research field after saying that their intellectual capital is their most valuable asset.

Dalima, Sugiyanto, Hidayah, and Priyanto (2023) had employed Structural Equation Modeling (SEM) in their examination

sharing research results related to training and development effects on innovativeness and performance in the study that involved analyzing 126 teachers, and they did find a significant direct relationship of training facilitation with both creativity and work efficiency, ultimately hinting that the potential process of training and development should be in developing a performance and innovation-oriented workforce.

Ahmed, Ashrafi, Ahmed, Ahmed, and Azim (2024) carried out research involving 346 employees in private banks in Bangladesh. They wanted to explore the possible effects of training and development and work-life balance on the engagement and performance impact of employees. It was shown that Partial Least Squares Structural Equation Modeling, PLSS-SEM, played a great role in this result, since T&D showed a consistent increase in employee engagement, one that could be accounted for as the means toward performance results. Indirect, but a rather strong mediating path of the impact of T&D on the performance was shown in this context.

What is more, it was elaborated by Keltu (2024) in the research in the case of Mizan Tepi University in Ethiopia. Here, they have shown performance impact of T&D with a high level of significance and a positive correlation, so far as statistics back it up. Through the structural equation model, it was established that satisfaction is a mediator of the relationship therefore it is necessary that welfare of employees be looked deep into when giving T&D practices in higher institutions.

The key findings of the research done on the banking sector of a developing economy was, as cited by Qureshi, Zafar, and Siddiqui (2025), solid empirical backing for the T&D impact on performance. Development program has been found as a result of the quantitative analysis to be the major contributing factor to improvement in the skills of employees which causes performance improvement to

happen immediately. Moreover, the research points to executive commitment and employee participation added to T&D that stretches production done by them, thus having a carefully laid out human resources framework required to be installed.

Institutions and organizations have manifoldly benefited from the presence of Aktar (2023) vis-a-vis the significance of his research, for he intensely scrutinized different training approaches such as informal learning, job rotation, and seminars, which immensely affected the satisfaction and levels of performance of the employees in commercial banks of Bangladesh. Based on surveys with 200 representatives, the finding showed that different training led to the increase and expansion of satisfaction and performance on the part of the workers, necessitating organizations to impress upon employees to possess such formal set of training and at the same time allowing informal activities.

This points greatly to the significance of training on the employee's development and thus the workforce itself: all future alternate hypotheses stated:

H1: Training has a significant effect on employee performance in public enterprises in Abuja.

2.2.2 Recruitment and Selection and Employee Performance

On other note, employee recruitment and selection processes have been based on research because of its impact on the overall performance of the workplace and the general work performance in days long. The greatest importance in policy strategic priority is also noted by empirical experts through their findings on very high rates of correlation in meaningful terms.

In their research, Dinanty and Firdaus (2023) used the study of 100 employees who work in pizza hut Sidoarjo, confirming the response to which selection practices that matched the company

objectives had a significant effect on the skills and work performance of the employee. It can be seen that recruitment that suits itself well with top organizational goals keeps the employees more performative. At par, Aldhuhoori et al. (2022) found that through their research of 150 employees in the UK public sector, hiring and selection of the workforce greatly influence employee efficiency, with selection being considered the most significant factor among the two. This draws attention to promising candidate evaluation and recruitment processes.

The condition was also identical in Indonesia. A confirmatory study through Utami et al. (2025) on PT Darium Abadi sufficiently warranted strategic recruitment-related measures and their positive impact on the productivity of workers. Such results are consistent with the work of Dessler (2020), as well as Barzillai and Purcell (2016) and Armstrong (2017), who elaborate on the fact that the best recruitment can bring the right talent to proper roles and greatly increase organizational effectiveness.

Further support comes from a practical viewpoint in Nigeria where Hur-Yagba (2021) evaluated Ordinary Least Squares (OLS) regression on the Nigeria Railway Corporation and found a very strong positive relationship with hiring practices and staff performances. This is in conjunction with the view of Armstrong (2017) that hence that structured recruitment and selection processes are productivity enablers.

Desri revealed that the direct effect of recruitment on employee performance is immediate whereas the selection process has a moderator effect, exerting a positive effect on these processes and thus strengthening the association between them. Saputra et al. (2024) conducted a study parallel to Desri et al.'s. The study investigated green recruitment and selection practices in Yogyakarta. It was concluded, after SmartPLS analysis, that an employer's green hiring strategies will

help realize sustainability in the company target goals and thus positively influence the performers.

Further substantiation of these facts was made by Dinanty and Ferdau's (2024) with the help of a regression analysis that found again good recruitment and selection make a big contribution to the forming of a qualified and high-performing human resource.

All the researches have been consistent in highlighting the issue that recruitment and selection processes matter equally in the boost of employee performance be that towards the traditional or sustainability-specific end.

The findings in these studies are key evidence for the second hypothesis-statements in the sense which the **recruitment process has a significant effect on the performance of employees in public enterprises in Abuja** but signal the need that public sector organizations would resort to a strategic staffing approach in order to achieve increased productivity and service delivery levels...

2.2.3 Succession Planning and Employee Performance

Of late, research has more and more been indicating succession planning as the most high-level human resource practice that guarantees a leadership that is perpetual as it significantly boosts the performance of employees. Different empirical research studies in different countries and organizations have seen that there is a positive relationship.

In conducting a deep study, Yin, Ye, Wang, and Su (2023) properly analyzed 3,955 succession events for CEOs, which included 2,599 publicly-traded Chinese companies, besides establishing that it is how succession is performed and what form it would take (where internal succession is facilitated) that will meaningfully link them to the performance of a company. Nevertheless, the authors contended that if internal successions are not well framed or ushered, then efficiency

would be low, even compared to external leaders that lead to the essentiality for structured and strategical succession planning for promoting the performance.

Brouwer, Kessels, and Franco-Santos utilized path analysis in their study to assess an number of factors affecting the financial performance and effectiveness of nonprofit organizations (Kessels, Brouwer, and Franco- Santos, 2024). They laid out the model for strategic planning capabilities leading to organizational performance that measures the direct and indirect effect of organizational performance on strategic capabilities and intervening condition of nonprofit managers, founders, and members.

CET, Bolton, and Dewi (2006) found in their research that even after being a promising way to prevent unwanted pregnancy, it has not been able to meet the expectations of induced abortion. Wolin and Shea conclude that its application can be more disruptive than helpful in social and religious contexts and especially when being done without complete awareness of the extent of the expected or potential loss or gain during such action.

Ali and Mehreen (2020) in their analysis of JD-R model in the banking sector of Pakistan found that succession planning improves the performance of employees by allowing them to be psychologically empowered and engaged. Hence, the intrinsic motivational value of succession planning surmounts the structural benefits, if any, it offers.

Similarly, Maseke and Muadinohamba (2023) used a mixed-method strategy in public enterprises of Namibia and predicted that the functionality of the succession plan, above and beyond formal processes, relies primarily on the provisions of the potential successors traits, especially with relation to their age, educational background, and strategic competence. These qualities have yet significant impacts on the output of such initiatives of succession planning.

Olayo (2019), gave evidence coming from Kenya that, for instance, in the long run, embedding the concept of succession planning in the policies of formal institutions becomes the source of the proposed benefits, including higher work productivity and permanent performance. This underlines the crucial significance of policy frameworks in making effective HR practices the norm.

In the same line, Amirkhani, Nazeryani, and Faraz (2016) found that after running SEM on the data collected from Tehran Water and Sewerage Company, a significant impact of succession planning exists on employee performance via enhanced commitment to the organization. Both the aspects showed mediating roles-the commitment would connect latter leadership opportunities with contemporary performance outcomes in psychological and physical behaviors.

In all of the above data samples, it was found that most of these are included under succession planning. Indeed, maintaining the leadership, motivation, enhancing organizational commitment and creating the structure viable and consistently available all contributed to high employee performance through succession planning and further encouragement. This finding provides additional backing for the second hypothesis:

H3: Succession planning has a significant effect on employee performance in public enterprises in Abuja.

2.2.4 Performance Management and Employee Performance

Employee performance has always been a researched subject in many organizations. This is validated by the findings in several studies which conclusively linked company productivity to the systems of measurement as favoring *ibid*. Aninweke and Oguegbe (2020) would, for instance, say this for effects of performance

appraisal on employee productivity among Nigerian public sector employees owing to feedback and recognition, value thereby depicting the motivational effect. The same is true of Akanpaadgi, Kuuyelleh, and Adam (2024) who found that qualitative research used on Ghana's technical universities led to the observation that good performance management led to greater employee satisfaction and much more superior individual, team and organizational performance. Such a setup was proven by Daniel and Ibrahim (2019) within the style of North South Power Company, where there was a great deal of correlation amongst the input from human resources and proper performance appraisal management, particularly if Performance by Objectives and feedback modes were correctly applied. Shinga and Mohammed (2024), in their work, employed the opinion of 346 respondents from Federal Colleges of Education in Northern Nigeria-or rather, Northeastern Nigeria-and confirmed with the help of ordinal logistic regression analysis that performance management systems had an impact to influence employee performance favorably and significantly. Another scholar, Audu and Ochonogor (2025) who surveyed 82 hotel employees in the hospitality industry of Kogi State, found out that there was an increase in the performance levels of the dimension of performance on an individual basis, with correlated character values of performance management. The collective work contributed by Mulongo and Razia (2017) in operational international research in Muheza District, Tanzania, with 339 employees, revealed that performance appraisal tools like feedback and recognition took effect on employee performance, just as Okeke (2019) claimed that HRM practices backing up each and every individual worker as well as a group are means that lead to increases in productivity. Awan et al. (2020) had a study in the banking sector that showed

how perceived accurateness and fairness of performance management systems could boost both task and contextual performance through employee engagement mediation. Almulaiki (2023) from an extensive literature review confirmed an effective performance management system could only rely in the end on its linkages with ethical and career development opportunities as well as compensations. Siyanbola et al., (2024) stated with their study, that most performance management systems in public enterprises did not make exception in terms of developing an effective and efficient control system for performance appraisal. However, Magoro and Hakweenda (2025) said that in effect, full benefits of performance management systems might not be harvested because of things like poor communication and inadequate resources. This made one conclude by surmising that despite how a positive effect takes place in performance management upon the employee's performance-action results in various contexts, the actual implementation of it is very expensive and involves pretty fair processes and effective communication channels. From the above discussion, the following hypothesis is developed:

H4: Performance Management has a significant effect on employee performance in public enterprises in Abuja.

2.2.5 Moderating role of work-life balance on the relationship between Talent Management Practices and Employee Performance.

Work-life balance (WLB) has been termed to be a vital activity in the good practice and a performance signature of an employee. The factor of WLB has not spared human resource management practices during days of pandemic era; due to the exigency of these days, this activity has to be organized for employee well-

being as well as cost optimization of the organization's output.

Weng, Shen, and Kan (2023) explained that their study focused specifically on talent management, and through this, it looked at its relationships with work engagement, perceived support by the organization and employees' desire to stay, among which 344 of them were employees' basic data. WLB establishes the only significant antecedent variable highlighted from the study. On top of this, WLB stood significantly stronger over-the-ground between work engagement and intentions to stay as well as over so perceived organization-support and intentions to stay. Employees perceive WLB well, since a typical response would show dedication and convert the organization's support into still higher performances. Furthermore, there have been explanations for the fact that WLB acts as a psychological buffer, in turn reduction of stress and enhancement of loyalty to the workplace (Kossek, Pichler, Bodner, & Hammer 2011; Haar et al., 2014).

Cole and Awan (2022) further explained the same situation in Karachi banking and made a point according to which they really believed that there was a great impact of WLB on the job satisfaction and psychological wellbeing of the employees, which are two main basic factors leading to the improved employee performance. They observed another thing that the intrinsic motivation had a moderating effect on the relation of WLB and psychological wellbeing, meaning that employees who are motivated are more likely to gain more from WLB policy, leading it into higher performance results.

In the opinion of Chang, Hsieh, Lan, and Chen (2019) they stated that there was a strong positive correlation between the human resource practices and WLB in the hospitality industry but particularly concerning employee retention at work. Working out, the WLB is the entire rationale for the improvement of the

retention, like regarding turnover, that is very high and very costly in many instances in the service industry that it makes sense that it is worrying in terms of maintaining the necessary employees.

Kasl et al. (2022) conducted a study on internal communication, in which re-evaluation might act as a mediator in the productivity of employees in competitive organizations within Ukraine. Findings have proved to be a significant predictor of employees' productivity within the context of an organization. Moreover, significantly influencing employees' personal and significant sense of well-being, re-evaluation had also shown a significant influence on employees' job satisfaction, including career commitment and career success.

Apart in the United States, many of us are familiar with the most recent terrorist attacks, including the Boston bombings, that resulted in 264 casualties and almost 20 amputations.

In a different study, Ali and Raza (2021) have been discovered that WLB is the strong moderator in connecting jobs to employee potential in the information technology sector out of all the studies conducted in Pakistan through training. Also, there was an indication that, for them to enjoy the advantages of employer-sponsored upskilling programs, a well-balanced engagement in life would make employees become efficient in the output of their assignments at higher speeds.

Otherwise, the study of Mensah and Asar (2023) in the financial services industry of Ghana again saw that the factor of work-life balance most basically opened for the modeling of the relationship between succession planning, the most interesting human capital practices, and partial retention of employees. Their contention is that the most comprehensive and best designed talent management systems in the world will ultimately have little or no meaning in terms of high retention or high performance rates if they are not supported

with appropriate work-life balance programs.

Taken together, the above descriptive data does imply such that the application of WLB policies (e.g. flexible work hours, telecommuting, employee wellness programs) in managing talent is strategically significant in talent management. Thus, coming to the next assumption:

H5: Work-life balance moderates the relationship between Talent Management Practices and Employee Performance.

3. Theoretical Framework

It is imperative for an analyst to have a multi-theoretical view on what talent management practices have an effect on, with respect to employee performance, at public companies. The theory would be built on the Resource-Based View (RBV), Social Exchange Theory (SET) and Ability-Motivation-Opportunity (AMO) model. Other theories that add value could be tested in a moderation effect as well. This is why the nature of performance in terms of internal organizational capabilities, employee perceptions, and resultant effects by contextual moderators such as work-life balance (WLB) need to be clarified.

3.1 Resource-Based View (RBV)

As claimed to the resourcebased point of view (RBV), the means persist of a company's blow the firm's sustainable competitive advantage could be the ownership of the hard and rare and hard-to imitate and substitute resources (Barney, 1991). In this context, human capital arises as a strategic resource expending demands of competitive advantage for the firm in the knowledge-oriented industry principally delivering services in relation to provision of public services. The various tools of talent management such as recruitment and selection, succession planning, and training and development

may be used to create and use human capital for boosting performance of public organizations.

In the public sector in Nigeria, there is nowhere else that this is better expressed than in cases of inefficiencies and incapacity. This makes an investment in strategic human capital through talent management a necessary step for improving service delivery, quality, and accountability (Obi-Anike & Ekwe, 2014; Ezejiofor et al., 2021). Thus, based on the RBV, companies in the public service that integrate talent management systematically are more likely to have a superior workforce that is both competent and motivated, which will lead to better organizational outcomes.

3.2 Social Exchange Theory (SET)

To encourage compliance with those organizational practices, Social Exchange Theory (SET) focuses on relations the staff complete. Organizational practices and behaviors largely serve as a foundation that allows them to execute the legitimate interest of the guidelines and regime arrangements it establishes...

For example, public office in Abuja, where perception of injustice, favoritism and political manipulation abounds between staff, this calls for it to arrange the exchange relationship management... Using talent management practices, employee increases gain corporate resources. Similarly, these offerings work to present organization as an entity that cares for the welfare of its employees and enhances the bonds in reciprocity, permitting such behaviors as that of Organizational Citizenship Behavior (OCB) to flow through.

3.3 Ability-Motivation-Opportunity (AMO) Framework

The coercion of the application of the AMO model is classified into three major dimensions, namely Ability, Motivation,

and Opportunity (A, M, and O), for instance, (Appelbaum, Bailey, Berg, & Kalleberg, 2000). Each talent management practice will have a direct influence on one of these aspects then.

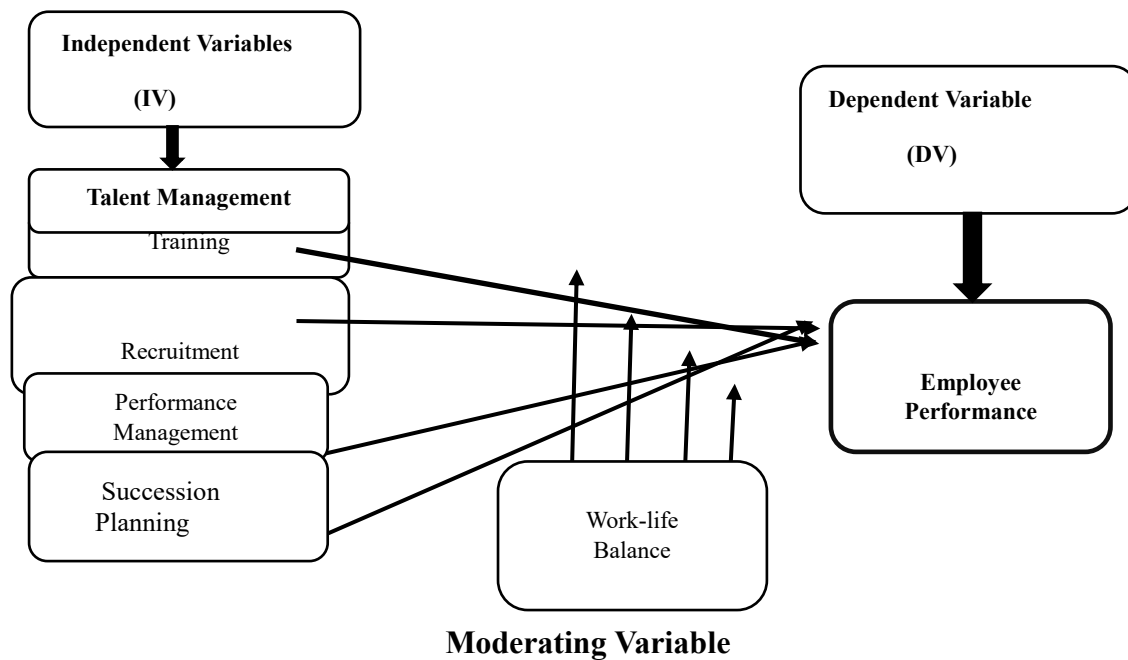
In Nigeria, the AMO model therefore has to be used in this context in order to highlight the critical importance of an overall talent managing system which does not just promote one's capacity gains but also promotes an enabling motivational climate in the organization and optimizes performance structures.

3.4 Boundary/Moderating Theory: The Role of Work-Life Balance

Boundary theory and contingency perspectives deliver explanations about the moderating role of contextual factors in the relationship between HRM practices and employee outcomes. In this research, the **Work-Life Balance (WLB)** is recognized as a boundary condition that determines the efficiency of talent management strategies. If employees regard WLB as being appropriate, then they will most probably react positively to HR initiatives and thus, the effect of talent management on performance will be increased (Bakker & Demerouti, 2007; Haar et al., 2014).

WLB playing the role of a moderator is very much applicable to the Nigerian public sector situation, where the prevalence of rigid work structures, heavy workloads, and poor family-supportive policies are the order of the day (Akinyele & Fasogbon, 2021). The absence of WLB may render all the recruitment, training, or succession planning efforts futile, as it would lead to the occurrence of burnout, disengagement, or turnover among workers. The interaction between talent management and WLB thus, yields a more realistic and context-sensitive interpretation of employee performance outcomes.

Figure 2.1: Conceptual Framework



Source: Conceptual Framework, 2025

4. Methodology

The methodology will be applied together with a quantitative survey research design where it will be the method that can most suitably support the uniform data collection from a wide population and allow for inferential statistics operations like correlation and regression to be used in hypothesis testing (Creswell & Creswell, 2018; Bryman, 2016). The research methodology for this empirical investigation was carefully designed to investigate practices in talent management in the public sector in Nigeria. Sampling started with the selection of three public enterprises with strategically responsive structures in human resources management the Bureau of Public Enterprises (BFE), the Nigeria Social Insurance Trust Fund (NSITF), and the National Bureau of Statistics (NBS). The three organizations of this nature could be said to stand for the public sector landscape in Nigeria, because they all enjoy administrative autonomy. The study took an evenly stratified

approach with a target population of 627 employees, drawn from the three organizations on which there were nominations, in order to eliminate bias and improve generalizability according to practices outlined by Saunders, Lewis, and Thornhill (2019).

Establishment was done via Raosoft sample size calculator which results in computations such as 95% confidence level with a $\pm 5\%$ error margin. As a result, a suitable sample size had been established to consist of 239 respondents. However, just 192 valid responses may be gathered which means it has a 80% response as Fincham claimed it suitable for organizational surveys (2008). Structured questionnaires were used for primary data, which included forms for recruitment, succession planning, and performance management as independent variables while directing on employees' performance as the dependent variable for the collection of previously validated human resource

management research items by Aguinis (2019) and also Armstrong (2020).

Responses were noted using a four-point scale of likert type, which varied from Strongly Disagree (1) to Strongly Agree (4), which Joshi, Kale, Chandel and Pal (2015) mentioned as a successful assessment instrument for measuring perceived and attitudinal beliefs in corporate research. The methodological rigor was maintained using the reliability co-efficient Cronbach's alpha which was well above 0.70, which is the level of internal consistency required by Nunnally and Bernstein (1994) through validity checked by HR professionals who reviewed the instrument and the pilot testing of the instrument.

It was done thoroughly making use of SPSS version 22. It began first with the Pearson correlation analysis, which is important because it involves observing and verifying the relationship strength and direction between variables, before moving to multiple regression to predict the significance of performance from the standpoint of recruitment, succession planning, and performance management. The reason why regression technique is now measured to be apt in estimating how the free variables used up variance caused in dependent variables is said by Field (2018). There is no proof available yet that how the explanatory mechanisms of this research and work-life balance together with talent management practices could affect employee job performance, as it is still a reason for further research and investigations. Among the key parts of the

research is the testing of the moderating influence of work-life balance within the relationship drawn from talent management practices toward employee performance through employing moderated regression analysis (MRA). The issue of whether an innate moderator role might likewise strengthen or depress the strength of a relationship through work-life balance was examined in the current study by creating interaction terms from the factors of the talent management policy and work-life balance then adding them to the regression model. The more thorough research caught some consequences of talent management practices on whether it has any impact on employee performance among the chosen Nigerian public businesses.

5. Result

Hence in this research, the main profit of talent schemeing is with employee outcome at the public establishments, mainly in debtor, heh, the areas of recruiting and selection; career planning; and productivity management as seen in this study.

Another crucial aspect to evaluate the sample representativeness and data quality is the response rate. Three public establishments chose 239 employees and interviewed them. A total of 163 complete questionnaires were returned thereby recording 68% response rates. This very high response rate may preempt some biases that could have come up due to non-responder bias and hence the findings are morereliable.

Table 1: Response Rate

Questionnaire	Numbers	Percentage
Valid Response	192	80
Non response	47	20
Total	239	100

6. Reliability

Cronbach's alpha, which is generally applied to judge the internal consistency of questionnaire or survey item, was used as one of the means of evaluating the reliability of the study instrument (Tavakol & Dennick, 2011). For all six items, the scale provided a Cronbach's alpha value of 0.794 as presented in Table 2 above, which is higher than the minimum acceptance level of 0.70 being the threshold value

suggested by Nunnally and Bernstein (1994). This reveals that the items exhibit a considerable degree of correlation and are thus measuring the constructs being examined consistently which, in turn, signifies that the instrument has an acceptable degree of reliability. Consequently, the survey was considered to be suitable for further statistical analysis.

Table 2: Reliability Statistics	
Cronbach's Alpha	N of Items
.794	6

6.1 Correlations

In studying the connections between talent management practices and employee performance, the researchers employed Pearson's Product Moment Correlation Coefficient, which is the most suitable statistical method for evaluating the strength and direction of linear relationships between continuous variables as confirmed by Nikolić, Murešan, Feng, and Singer (2012). The correlation analysis showed that all independent variables had positive relationships with employee performance that were statistically significant at the $p < 0.01$ level, with recruitment being the strongest link ($r = 0.600$, $p < 0.001$) which meant that recruitment in itself was considered to be the great contributor to employee performance. Close to that, training was significant with employee performance ($r = 0.581$, $p < 0.001$), and it was considered that good training was the main reason for effective performance. On the other hand,

performance management had a moderately positive correlation ($r = 0.475$, $p < 0.001$), and this meant that well-established performance management systems are good predictors of improved employee output. Whereas, succession planning had the least, yet significantly positive correlation ($r = 0.263$, $p < 0.001$), indicating that the correlation between succession planning and performance is not of great magnitude compared to other talent management practices. However, it does exist. Collectively, these results illustrate that all components of talent management practices investigated in the study positively affect employee performance, with recruitment and training showing the most significant relationships. Therefore, the conclusion is that the theoretical foundation that strategic human resource practices have a great influence on organizational performance outcomes is supported.

Table 3: Correlations						
		Emp_Perf	Training	Recruitment	Succ_Plan	PM
Emp_Perf	Pearson Correlation	1	.581**	.600**	.263**	.475**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	192	192	192	192	192
Training	Pearson Correlation	.581**	1	.276**	.135	.208**
	Sig. (2-tailed)	.000		.000	.062	.004
	N	192	192	192	192	192
Recruitment	Pearson Correlation	.600**	.276**	1	.153*	.439**
	Sig. (2-tailed)	.000	.000		.034	.000
	N	192	192	192	192	192
Succ_Plan	Pearson Correlation	.263**	.135	.153*	1	.014
	Sig. (2-tailed)	.000	.062	.034		.850
	N	192	192	192	192	192
PM	Pearson Correlation	.475**	.208**	.439**	.014	1
	Sig. (2-tailed)	.000	.004	.000	.850	
	N	192	192	192	192	192
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

6.2 Regression Analysis (Direct Relationships)

1. Model Summary

The regression model summary presented in Table 4 unveils the total predictive power of the independent variables training, recruitment, succession planning, and performance management with respect to the dependent variable employee performance.

The R Square value of 0.605 indicates that the total effect of the four talent management strategies in the model can explain approximately 60.5% of the variance in employee performance. This is quite a considerable percentage, especially in social science research, where over 50% explained variance is considered solid (Field, 2017).

Table 4: Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.778 ^a	.605	.597	1.942	1.551
a. Predictors: (Constant), PM, Succ_Plan, Training, Recruitment					
b. Dependent Variable: Emp_Perf					

2. Analysis of Variance (ANOVA)

The ANOVA results displayed in Table 5 reveal that the regression model, which considers the combined effect of training, recruitment, succession planning, and

performance management on employee performance, is statistically valid and meaningful. The analysis of the model with 4 degrees of freedom for regression and 187 degrees of freedom for residuals

returned specifically an F-statistic of 71.734, which reached the level of statistical significance at $p < 0.001$ (Sig. = .000); thus, the model of regression can be said to be a significant predictor of

employee performance outcomes when compared to a baseline model without predictors.

Table 5.: ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1081.594	4	270.399	71.734	.000 ^b
	Residual	704.885	187	3.769		
	Total	1786.479	191			
a. Dependent Variable: Emp_Perf						
b. Predictors: (Constant), PM, Succ_Plan, Training, Recruitment						

6.3. Regression Coefficients

The analysis through regression led to a conclusion that all four talent management practices in varying strengths were public enterprises in Nigeria significantly influencing employee performance. Training practice showed the greatest effect on performance of employees in the organization ($\beta = 0.414$, $p < .001$), followed by recruitment ($\beta = 0.363$, $p < .001$) which was indicative that skill development and transparent recruitment are the most impactful drivers of

performance. Performance management was also a positive influence ($\beta = 0.227$, $p < .001$) while succession planning was the weakest predictor ($\beta = 0.148$, $p = .002$) and yet still significant. These findings, therefore, highlight how important it is for organizations to have HR practices in place that are well structured and that will improve employee outcomes (Armstrong & Taylor, 2020; Oaya, Ogbu, & Remilekun, 2017; Audu & Ochonogor, 2025; Hills, 2009

Table 6: Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.759	1.623		-.468	.641		
	Training	.394	.046	.414	8.571	.000	.905	1.105
	Recruitment	.299	.043	.363	6.877	.000	.757	1.322
	Succ_Plan	.182	.057	.148	3.166	.002	.962	1.039
	PM	.190	.043	.227	4.415	.000	.795	1.257
a. Dependent Variable: Emp_Perf								

6.4. Moderated Regression Analysis with Work-Life Balance as Moderator

The introduction of Work-Life Balance (WLB) as a moderating factor considerably changes the effects of talent management strategies on employee performance. Other influences, such as succession planning and training, which were previously beneficial, now become weaker or worse. This means that,

depending on the quality of its integration, WLB plays a conditional role that either strengthens or weakens the advantages of HR practices. The result is in line with Social Exchange Theory (Blau, 1964), which posits that even the best HR initiatives might not yield the desired outcome if there is no supportive reciprocity.

Table 7: Coefficients^a – Moderated Regression Analysis

Model	Variables	Statistics						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	23.542	.228		103.476	.000	23.093	23.991
	TRANStraining	-.571	.171	-.298	-3.347	.001	-.908	-.235
	TRANSrecruitment	.052	.185	.033	.283	.777	-.313	.418
	TRANSFsucc_plan	-.482	.195	-.168	-2.468	.014	-.867	-.097
	TRNSFpm	-.378	.200	-.188	-1.886	.061	-.773	.017
a. Dependent Variable: Emp_Perf								

7. Conclusion and Future Researchers

This research assessed the moderating role of work-life balance (WLB) and the effects of talent management practices (training, recruitment, succession planning, and performance management) on employee performance in public firms in Abuja, Nigeria. The findings revealed that performance management and succession planning were important but less effective due to inconsistent implementation in the public sector, while training and recruitment had the largest positive

impacts. It is interesting to observe that work-life balance negatively moderated succession planning and training, meaning that HR programmes' benefits can be decreased by a lack of balance. The research thus, in a way, draws the conclusion that a comprehensive approach to operational management based on open procedures and supportive work-life policies is needed for a productive, motivated, and durable public workforce to be created.

In line with the findings, the research suggests that public organizations should improve employee performance by making regular training programs a priority, introducing transparent and competency-based recruitment processes, institutionalizing effective succession planning for leadership continuity, implementing goal-directed performance management systems with constructive feedback mechanisms, and introducing work-life balance policies to support employee well-being and productivity.

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