

# Perception and Practice of HR Managers Toward Talent Philosophies and its Effect on the Recruitment Process in Both Private and Public Sectors in Two Major Cities in Nigeria

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## Abstract

*The purpose of this study is to determine the perception and practice of HR managers toward talent philosophies and its effect on the recruitment process in both private and public sectors in Ibadan and Abuja in Nigeria. The study adopted a descriptive design in the form of a survey. The study utilizes a questionnaire as the research instrument and tested five hypotheses using the SPSS. The findings show there is no significant relationship between perception and implementation of talent philosophy during the staff recruitment process, but there is a significant positive relationship between perception towards inherent talent during the recruitment process between private and public sectors. Findings make it clear that HR managers in both private and public establishments believe in talent management philosophy, and they consider it an essential and a good approach that could facilitate getting competent staff, but talent management philosophy is not largely considered during the recruitment process. Although HR managers in private firms seem to implement talent philosophy better than the public sectors, recruitments in most government sectors are influenced mostly by referral and quota systems. Also, most government-owned organizations have no clear HR section in every department; therefore, their talent management philosophy is more of an appendix to other management procedures and not a complete stand-alone policy. Furthermore, HR managers in various cities in Nigeria have the same positive perception toward a preference for inherent talent during the recruitment process; however, in each city the number of inherent talented individuals recruited by HR managers is low.*

**Keywords:** HR Managers, Perception, Practice, Private and Public Sectors, Recruitment Process Talent Philosophy.

## Introduction

### Background of Study

Private and public sectors operate in a dynamic and fast-evolving environment occasioned by intense competition. Organizations that will flourish in a competitive environment will have to go beyond just employing any applicant but ensure the prospective employee has the required qualifications, skills and/or talent [1]; [2].

Employees are valuable assets to any firm, and their abilities, skills, and talents contribute to the driving force that encourages

productivity. An HR manager is supposed to prioritize talent during the recruitment and hiring process. It is often held that talented individuals are uncommon and in high demand. A study by [3] confirmed that highly skilled individuals have more opportunities, and firms value talented employees. Organizations recognize the value of talented individuals and understand that if they are dissatisfied with their current position, they can migrate to another organization [4].

Recruitment is the response process of a talent strategy that focuses on attracting the best

people for open positions inside an organization. HR managers must strengthen long-term talent plans and ensure more successful recruitment efforts as the firm grows. An effective recruitment process guarantees that the business finds the right talent and has the proper amount of people on its team. It ensures that the firm does not waste time and resources on unproductive recruitment processes by providing access to talented individuals who can alter the organization through increased productivity [5]. Recruitment should be managed with caution to achieve organizational goals effectively and efficiently. Thus, recruitment is a significant critical activity that lies at the core.

Inequity, favoritism, and nepotism are widely viewed as threats to the recruitment process in Nigeria's corporate and public sectors, making it difficult, if not impossible, to attract the best-qualified applicants for open jobs. This is the result of poor performance in various Nigerian organizations. [6]; [7], in separate reports, attributed Nigeria's recruitment problems to factors such as inadequate standards for evaluating candidates, the independence of recruiting authorities, a low level of transparency, insufficient administrative machinery for determining good qualifications, and poor administrative pursuit of talented and qualified individuals.

Every firm needs a talent philosophy strategy since it is useful in the process of employee recruitment and retention. Talent philosophy facilitates strategic workforce planning by assisting firms in anticipating their requirements and goals and attempting to acquire a workforce that meets those demands. Talent acquisition, finances, and personnel requirements are all part of the talent management plan.

Organizations may find it difficult to achieve their goals if they are not able to fill the talent needs of their workforce. This is mostly common in public establishments, where other parameters such as the number of years in

service are major determinants of succession plans. [8] reported that Nigeria's public sector is pivotal to the promotion of socio-economic development of the country, but low efficiency, decreased profitability and poor accounting are attributes of the Nigerian public service. The Nigerian Civil Service cut across federal, state, and local government, and the body remains the mainstay for all government employees.

A study by [9] discovered that numerous public employees lack defined job mandates and specific skills or qualities that qualify them for the job, which he attributes to political influence on job recruitment in the Nigerian Civil Service. Furthermore, Osemeké stated that guaranteed jobs combined with unclear mandates have resulted in a large and ever-increasing number of civil servants. Similarly, [10] argue that low performance in the public sector is due to an excessively large workforce size.

According to [11] ascribed improved employee happiness, top talent retention, financial goal achievement, productivity, and creativity within a firm to a solid people management approach. A well-planned personnel management strategy can boost both individual employees and corporate success. An ideal high-performing employee possesses organizationally specialized attributes. These may include skills, talents, and expertise of a product or service provided within the organization.

Unlike the public sectors, the private sectors in Nigeria have lesser employees and they are profit-driven. Their quest for profit is huge, and this causes most of the private sectors to operate with stringent rules and harsh policies instead of devoting time and resources to managing talented employees.

According to [12];[13], finding talented people has become one of the primary concerns of organizations, particularly in the private sector; as a result, both professionals and academic researchers have increased their interest in the field of talent management.

Talent management is the process of attracting, developing, and retaining talented workers to achieve organizational objectives. [14] defined talent management as "the systematic identification, attraction, deployment, development, engagement, and retention of individuals who are of special value to an organization, either because of their 'high potential' for the future or because they are fulfilling business/operation-critical roles."

Talent management of talented workers is becoming increasingly important for firms operating on a worldwide scale. The demand for key position talented individuals is high since they are the people who will direct the organization and be accountable for taking it to the pinnacle of success. Talent management is the primary driver of organizational productivity in both the private and public sectors [15], [16], [17].

The competition for talented individuals is the top priority for public services worldwide [18], [19]. However, there are few empirical studies in Nigeria on talent management and its implementation during staff recruitment in both the private and public sectors.

There is a major gap in knowledge in talent management philosophy in Nigeria, as there are scanty articles on talent management perception and practice in relationship to recruitment process comparatively among private and public sectors; therefore, the main aim of this study is to determine the perception and practice of HR managers toward talent philosophies and its effect on recruitment process in both private and public sectors in Ibadan and Abuja in Nigeria.

### **Statement of the Problem**

In Nigeria, the concept of person-job-fit, which is primarily concerned with recruiting applicants who have the skills and abilities required for the position has been largely ignored in most establishments, leading to staff redundancy, lack of job satisfaction, and poor organizational performance.

One of the major factors that have affected organizational performance in Nigeria today is an ineffective workforce that resulted from a recruitment process that is full of bias and nepotism. The degree to which a person's knowledge, skills, abilities, and talent match the job demands is the least consideration in most employment processes and this is causing huge setbacks in achieving organizational objectives for both public and private sectors. Therefore, a profitable recruitment process is determined by how well HR managers implement job fit procedures using the principle of talent philosophy.

### **Specific Objectives of Study**

The specific objectives of this study are as follows:

1. Determine the perception of HR managers toward a preference for inherent talent during the recruitment process.
2. Evaluate the number of inherently talented individuals recruited by HR managers.
3. Compare the perception of HR managers toward a preference for inherent talent during the recruitment process between private and public sectors.
4. Determine whether there exists a variation between the number of inherently talented individuals recruited by HR managers between private and public sectors.
5. Determine whether there exists a variation between perception toward a preference for inherent talent during the recruitment process among HR managers in Ibadan and Abuja city.
6. Determine whether there exists a variation between the number of inherently talented individuals recruited by HR managers in Ibadan and Abuja city.

### **Hypotheses of Study**

To achieve the objectives of the study, hypotheses are developed as follows,

H1: There is no significant relationship between perception and implementation of

talent philosophy during the staff recruitment process.

H2: There is no significant relationship between perception toward inherent talent during the recruitment process between private and public sectors.

H3: There is no significant relationship between the number of inherently talented individuals recruited by HR managers between private and public sectors.

H4: There is no significant relationship between perception toward preference for inherent talent during the recruitment process among HR managers in Ibadan and Abuja city.

H5: There is no significant relationship between the number of inherently talented individuals recruited by HR managers in Ibadan and Abuja city.

## Scope of Study

The scope of this study covers only corporate private and public that have HR managers from two major cities (Ibadan and Abuja), in Nigeria.

## Literature Review

### Conceptual Framework

Figure 1 illustrates the conceptual model of the study, which was self-constructed by the researcher. The framework consists of two independent and one dependent variable. The independent variables are perception and practice, while the dependent variable is the recruitment of talented individuals. The framework assumes that positive perception will influence the number of talented individuals recruited by HR managers in both the public and private sectors in Nigeria.

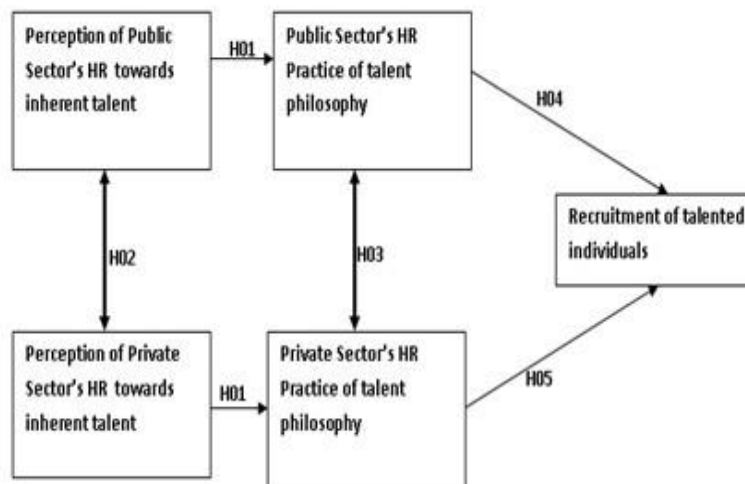


Figure 1. Conceptual Model for the Study

## Theoretical Review

The theoretical framework gives insight to core concepts on words used within theory. This article is grounded on the Person-Job Fit Theory (PJFT).

### Person-Job Fit Theory

The person-job-fit paradigm has long served as the foundation for personnel selection. The major goal of recruiting has been to discover candidates with the necessary skills and competencies for the post. Traditionally, P-J

adjustment is examined by defining the job requirements through a job analysis, which defines the primary work tasks performed by an incumbent as well as the skills, knowledge, and skills required to fulfill the work duties. When hiring personnel, firms look for at least two forms of fit. Person-organization fit is the degree to which a person's personality, values, goals, and other qualities align with those of the company. Person-job fit refers to how well a person's knowledge, skills, abilities, and other attributes match.

Recruitment is a key function of human resource management. The Personality-Job Fit theory [20], identifies six personality types (Realistic, Investigative, Artistic, Social, Enterprising, and Conventional) [21] and proposes that the fit between personality type and occupational environment determines job satisfaction and turnover, best summarizes the traditional effort to measure the fit between employees and job positions.

Person-job fit refers to the degree to which an individual and their job are aligned. Previous research found that person-job fit has a negative link with employee turnover [22], but a positive relationship with contextual performance [23] and work engagement [24]. Most individuals feel that having a good person-job match is advantageous in the workplace. According to [25], a person's knowledge and skills in a specific topic are critical to their creative performance and action in that field. This statement discusses the relationship between person-job fit and employee innovation behavior. A study by [26] on Person-Job Fit, innovative behavior, and their roles in job involvement. The study used a sample of 474 employees from 30 IT companies in China's Pearl River Delta region to test assumptions. The findings show that person-job fit promotes innovative behavior by increasing job involvement. Furthermore, professional commitment enhances the favorable impact of person-job fit on both job participation and innovative behavior.

### **Empirical Review**

Talent management refers to general operations concerned with the attraction, selection, development, and retention of the best workers in strategic jobs [27]. Talent management recognizes individuals who excel in specific activities and performances. According to [28], organizations should have the ability and aptitude to detect people and capabilities that can provide value and provide a competitive edge. Furthermore, talent

management attempts to develop and deploy the right individuals for the right jobs at the right time.

According to [29] defined intrinsic talent as a rare and uncommon sort of talent. The notion that skill is worth striving for is predicated on the concept that pure talent cannot be developed and is thus uncommon. Rare resources, such as talent, are inherently unequally allocated among members of a population. In other words, some people in the minority possess skill, whilst others (the majority) lack it. Also, [30] stated that "if the types and degrees of capabilities are not evenly dispersed, some organizations can obtain the talent they require, and others cannot. Similarly, the resource-based perspective of corporations says that organizations can gain a competitive edge by acquiring resources that are precious, unique, inimitable, and non-substitutable [31], and all these qualities apply to natural talent.

In most circumstances, recruiting refers to the process of locating talent. Recruiting requires identifying and employing talented external job applicants, whereas identification entails recognizing talent among potential job candidates. When talent is thought to be intrinsic, both recruitment and identification are based on the notion that some signs of talent must be observable and so measurable as early as childhood [32]. As a result, they are easily identifiable and noticeable when a person joins the employment market.

Talent management should plan for a thorough and elaborate talent recruitment and identification procedure that is based on a theoretical model of talent [33] and employs valid diagnostic instruments with high methodological standards, such as the Wechsler Adult Intelligence Scale-IV to measure intelligence. Social prejudices should be properly addressed by talent management. Not adhering to incorrect social stereotypes is especially critical in light of an increasing shortage of skilled workers, as it necessitates considering job applications from widely

diverse labor pools in terms of gender, color, and nationality.

A study conducted by [34] conducted a study on the talent management scenario in both the commercial and public banking industries. The study investigates the focus and initiatives for talent management in selected commercial and public sector banks. Key findings indicate that private sector banks have more established talent management programs than public sector banks in terms of rewards, salary, and selection procedures. Public sector banks provide job stability through lifelong employment and post-work pensions.

Another study by [35] sought to create a talent management framework for the private sector. The study looked in-depth at talent management methods at significant and leading organizations in South Africa that are already in the advanced phases of implementing talent management. According to the study's findings, the dimensions of talent management in private include attraction, deployment and transitioning, sourcing and recruitment, growth and development, talent evaluations, performance management, rewarding and recognizing, engagement, and retention.

In most cases, role descriptions for talent management tasks and accountability remain unclear. The study identified essential aspects that private-sector businesses should consider when implementing an integrated, holistic, and comprehensive talent management system.

Some organizations rarely base recruiting, appointment, and promotion decisions on merit. Recruiting inept employees generally leads to bad performance. This condition is inherent in the public sector. According to [36], the Nigerian federal character concept prioritizes fair representation based on merit, political considerations, and government discretion across the country. Given the challenges employees encounter in the labor market, this may seem like fiction. According to [37], there is a shift away from meritocracy

and towards issues including nepotism, political patronage, and ethnicity.

The Nigerian public sector includes the civil service, as well as the armed forces, judiciary, police, government institutions, government-owned businesses, and statutory agencies. Public service cannot be discussed without mentioning the civil service. The recruitment process in the Nigerian public sector is influenced by three primary elements. According to [38], the first aspect is the availability of vacancies notified by ministries and extra-ministerial departments and transmitted to the commission via the federation's head of civil service office. Such openings are announced through advertisements and announcements. The second consideration is the qualifications of potential applicants. The precise qualifications and skills required for each category are stated.

Adequate talent management policy is required to improve performance in public sector organizations as it will help in maintaining core competencies, commitment, and employee retention, increase productivity, as well as lower recruitment costs [39].

## **Methodology**

This study adopted a descriptive design in the form of a survey to study the relationship between talent management perception and practice during the recruitment process. The above research design was adopted because the variables were not under our control. The analysis unit was on the recruitment process in both private and public services. The target population of the study consists of 22 organizations both drawn from private and public sectors from two major cities (Abuja and Ibadan) in Nigeria. However, since the study is at the organizational level with 22 firms as the population, HR managers were targeted as respondents. The sample sampling technique was used to select organizations for the study and the inclusion criteria used for this study is organizations that have carried out recruitment

processes in the past two years following a standard job advert process using the Human Resource Unit.

A total of 80 HR managers were selected using convenience sampling to answer the questionnaire items. The research instrument consists of questions with point scales ranging from 1 to 5 indicating strongly agree, agree, undecided, disagree, and strongly disagree respectively. The predictor variable is talent management philosophy with dimensions of inherent talent and the criterion variable is recruitment process measured with number of inherent talents recruited in sampled organization. This study uses face and content validity to make sure the instrument measured what it intended to measure while the reliability

of the instrument was done through Cronbach Alpha and the result reveals 0.786. Questionnaires were distributed using both physical means and Google form. The collected data was analyzed using the spearman's rank order correlation coefficient statistical in analyzing the stated hypotheses with the aid of SPSS, Windows version 25 within a significance level of 0.05.

### Data Analysis and Result

The 0.05 significance level was used as the criterion for either accepting the alternative hypotheses at PV (probability value) less than 0.05 or rejecting the null hypotheses at PV greater than 0.05 as well as using linear regression analysis.

**Table 1.** Correlation Matrix on the Strength of Association Between Perception and Implementation of Talent Philosophy During the Staff Recruitment Process

| Correlations   |                                     |                         |                                 |                                     |
|----------------|-------------------------------------|-------------------------|---------------------------------|-------------------------------------|
|                |                                     |                         | Perception of Talent Philosophy | Implementation of Talent Philosophy |
| Spearman's rho | Perception of Talent Philosophy     | Correlation Coefficient | 1.000                           | -.061                               |
|                |                                     | Sig.(2-tailed)          | .                               | .591                                |
|                |                                     | N                       | 80                              | 80                                  |
|                | Implementation of Talent Philosophy | Correlation Coefficient | -.061                           | 1.000                               |
|                |                                     | Sig. (2-tailed)         | .591                            | .                                   |
|                |                                     | N                       | 80                              | 80                                  |

Source: SPSS Result, Version 25.0

Table 1 above shows that there is a negative significant relationship between perception and implementation of talent philosophy during the staff recruitment process, (rho =-0.61) p-value at 0.591 which is above 0.05. This means that

there is no significant relationship between talent philosophy perception and implementation of the same during the recruitment process in the organization under consideration.

**Table 2.** Correlation Matrix on the Strength of Association Between Perception Towards Inherent Talent During the Recruitment Process Between Private and Public Sectors

| Correlations   |                                 |                         |                                 |  |
|----------------|---------------------------------|-------------------------|---------------------------------|--|
|                |                                 |                         | Perception of Talent Philosophy | Type of Organization (Private or Public) |
| Spearman's rho | Perception of Talent Philosophy | Correlation Coefficient | 1.000                           | .469**                                   |

|  |   |                         |        |       |
|--|---|-------------------------|--------|-------|
|  |   | Sig. (2-tailed)         | .      | .000  |
|  |   | N                       | 80     | 80    |
|  | Type of Organization<br>(Private or Public) | Correlation Coefficient | .469** | 1.000 |
|  |   | Sig. (2-tailed)         | .000   | .     |
|  |   | N                       | 80     | 80    |
| **Correlation is significant at the 0.05 level (2-tailed). |   |                         |        |       |

Source: SPSS Result, Version 25.0

Table 2 above the relationship between perception towards inherent talent during the recruitment process between private and public sectors. From the table, rho (correlation coefficient) = 0.469 and a P-value (probability value) at 0.000 less than 0.05. This means that there is a strong positive relationship perception

towards inherent talent during the recruitment process between the private and public sectors. Here, the null hypothesis is rejected, i.e., there is a significant relationship between perception towards inherent talent during the recruitment process between private and public sectors.

**Table 3.** Correlation Matrix on the Strength of Association Between the Number of Inherent Talented Individuals Recruited by HR Managers Between Private and Public Sectors

| Correlations   |   |                         |   |   |
|--|---|-------------------------|---|---|
|  |   |                         | Type of Organization<br>(Private or Public) | Number of inherent talented individuals recruited by HR |
| Spearman's rho   | Type of Organization<br>(Private or Public)             | Correlation Coefficient | 1.000                                       | -.664**   |
|  |   | Sig. (2-tailed)         | .   | .000  |
|  |   | N                       | 80  | 80  |
|  | Number of inherent talented individuals recruited by HR | Correlation Coefficient | -.664**                                     | 1.000   |
|  |   | Sig. (2-tailed)         | .000  | .   |
|  |   | N                       | 80  | 80  |
| **Correlation is significant at the 0.05 level (2-tailed). |   |                         |   |   |

Source: SPSS Result, Version 25.0

Table 3 above shows the relationship between the number of inherently talented individuals recruited by HR managers between private and public sectors. From the table of values, rho (correlation coefficient) is -0.664, this indicates that there is a strong negative

correlation between the two variables since the P-value at 0.000 is less than 0.05. This means that inherent talent will influence the number of people recruited by HR managers in the private and public sectors.



**Table 4.** Correlation Matrix on the Strength of Association Between Perception Towards Preference for Inherent Talent During Recruitment Process Among HR Managers in Ibadan and Abuja

| Correlations  |  |                         |  |                                 |
|---|--|-------------------------|--|---------------------------------|
|   |  |                         | Location of Organization (Abuja or Ibadan) | Perception of Talent Philosophy |
| Spearman's rho  | Location of Organization (Abuja or Ibadan) | Correlation Coefficient | 1.000                                      | .265*                           |
|   |  | Sig. (2-tailed)         | .  | .018                            |
|   |  | N                       | 80   | 80                              |
|   | Perception of Talent Philosophy            | Correlation Coefficient | .265*                                      | 1.000                           |
|   |  | Sig. (2-tailed)         | .018                                       | .                               |
|   |  | N                       | 80   | 80                              |
| *Correlation is significant at the 0.05 level (2-tailed). |  |                         |  |                                 |

Source: SPSS Result, Version 25.0

Table 4 shows a very strong and positive relationship between perception toward a preference for inherent talent during the recruitment process among HR managers in

Ibadan and Abuja. The correlation coefficient between the two variables is 0.265 and a P-value of 0.018 is less than 0.05.

**Table 5.** Correlation Matrix on the Strength of Association Between the Number of Inherent Talented Individuals Recruited by HR Managers in Ibadan and Abuja City

| Correlations   |   |                         |  |   |
|--|---|-------------------------|--|---|
|  |   |                         | Location of Organization (Abuja or Ibadan) | Number of inherent talented individuals recruited by HR |
| Spearman's rho   | Location of Organization (Abuja or Ibadan)              | Correlation Coefficient | 1.000                                      | -.367**   |
|  |   | Sig. (2-tailed)         | .  | .001  |
|  |   | N                       | 80   | 80  |
|  | Number of inherent talented individuals recruited by HR | Correlation Coefficient | -.367**                                    | 1.000   |
|  |   | Sig. (2-tailed)         | .001                                       | .   |
|  |   | N                       | 80   | 80  |
| **Correlation is significant at the 0.01 level (2-tailed). |   |                         |  |   |

Source: SPSS Result, Version 25.0

Table 5 above shows the relationship that exists between inherently talented individuals recruited by HR managers in Ibadan and Abuja City. The correlation coefficient (rho) of -0.367

shows a negative significant relationship between the two variables as the P-value of 0.001 is less than 0.05.

**Table 6.** Model Summary of Variable (Implementation of Talent philosophy)

| Model Summary |                   |          |                   |                            |                   |          |     |     |               |
|---------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|               |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1             | .100 <sup>a</sup> | .010     | -.003             | 1.63413                    | .010              | .786     | 1   | 78  | .378          |

<sup>a</sup>Predictors: (Constant), Implementation of Talent philosophy

Source: SPSS Result, Version 25.0

**Table 7.** Standardized Coefficients of Variables (Implementation of Talent philosophy)

| Coefficients |                                      |                             |            |                           |        |      |                                 |             |
|--------------|--------------------------------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|
| Model        |                                      | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | 95.0% Confidence Interval for B |             |
|              |                                      | B                           | Std. Error | Beta                      |        |      | Lower Bound                     | Upper Bound |
| 1            | (Constant)                           | 12.797                      | 1.272      |                           | 10.063 | .000 | 10.265                          | 15.329      |
|              | Implement ation of Talent philosophy | .061                        | .069       | .100                      | .886   | .378 | -.076                           | .197        |

<sup>a</sup>Dependent Variable: Perception of Talent philosophy

Source: SPSS Result, Version 25.0

Table 6 and 7: Regression Analysis that implementation during staff recruitment further shows the strength of the relationship process. between perception of talent philosophy and

**Table 8.** Model Summary of Organizational Type (Private or Public)

| Model Summary |                   |          |                   |                            |                   |          |     |     |               |
|---------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|               |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1             | .501 <sup>a</sup> | .251     | .241              | 1.42133                    | .251              | 26.142   | 1   | 78  | .000          |

<sup>a</sup>Predictors: (Constant), Type of Organization (Private or Public)

Source: SPSS Result, version 25.0

**Table 9 -** Standardized Coefficients of Organization (Private or Public)

| Coefficients |            |                             |            |                           |        |      |                                 |             |
|--------------|------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|
| Model        |            | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. | 95.0% Confidence Interval for B |             |
|              |            | B                           | Std. Error | Beta                      |        |      | Lower Bound                     | Upper Bound |
| 1            | (Constant) | 11.475                      | .503       |                           | 22.835 | .000 | 10.475                          | 12.475      |

|  |       |      |      |       |      |      |       |
|--|-------|------|------|-------|------|------|-------|
| Type of Organization (Private or Public)                         | 1.625 | .318 | .501 | 5.113 | .000 | .992 | 2.258 |
| <sup>a</sup> Dependent Variable: Perception of Talent philosophy |       |      |      |       |      |      |       |

Source: SPSS Result, version 25.0

Table 8 and 9 are regression analysis tables that further show the relationship between perception of talent philosophy during recruitment process between private and public sectors.

P-value of 0.000 less than 0.05 shows that there is strong relationship between the two variables.

## Testing of Hypotheses

### Hypothesis 1

There is no significant relationship between perception and implementation of talent philosophy during staff recruitment process.

Table 1 shows that there is negative significant relationship between perception and implementation of talent philosophy during staff recruitment process, Correlation coefficient (rho = -0.61) p-value at 0.591 which is above 0.05. This means that there is no significant relationship between talent philosophy perception and implementation of same during recruitment process in the organization under consideration. Tables 6 and 7 further show the relationship between the two variables, beta value = 0.061 P-value of 0.378 > 0.05. Here the null hypothesis is accepted, i.e., there is no significant relationship between perception and implementation of talent philosophy during staff recruitment process.

### Hypothesis 2

There is no significant relationship between perception toward inherent talent during the recruitment process between private and public sectors.

Table 2 the relationship between perception towards inherent talent during the recruitment process between private and public sectors. From the table, correlation coefficient (rho) =

0.469 and a P-value (probability value) at 0.000 less than 0.05. This means that there is a strong positive relationship perception towards inherent talent during the recruitment process between private and public sectors. Table 9 shows beta value to be 1.625 and p-value of 0.000 less than 0.05.

Here, the null hypothesis is rejected, that is; there is significant relationship between perception towards inherent talent during recruitment process between private and public sectors.

### Hypothesis 3

There is no significant relationship between the number of inherently talented individuals recruited by HR managers between private and public sectors.

Table 3 shows the relationship between the number of inherently talented individuals recruited by HR managers between private and public sectors. From the table of values, correlation coefficient (rho) is -0.664, this indicates that there is a strong negative correlation between the two variables under consideration since the P-value at 0.000 less than 0.05. This means that inherent talent will influence the number of people recruited by HR managers in private and public sectors. Here, the null hypothesis is rejected, and the alternative hypothesis is accepted.

### Hypothesis 4

There is no significant relationship between perception toward preference for inherent talent during recruitment process among HR managers in Ibadan and Abuja city.

Table 4 shows a very strong and positive relationship between perception towards preference for inherent talent during

recruitment process among HR managers in Ibadan and Abuja. Correlation coefficient between the two variables is 0.265 and a P-value of 0.018 less than 0.05.

Here the null hypothesis is rejected, and the alternative hypothesis is accepted, that is, there is significant relationship between perception toward preference for inherent talent during recruitment process among HR managers in Ibadan and Abuja city.

### **Hypothesis 5**

There is no significant relationship between the number of inherently talented individuals recruited by HR managers in Ibadan and Abuja city.

Table 5 shows the relationship that exists between inherent talented individuals recruited by HR managers in Ibadan and Abuja City. The correlation coefficient ( $\rho$ ) of -0.367 shows a negative significant relationship between the two variables as P-value of 0.001 is less than 0.05.

Here the null hypothesis is rejected, and the alternative hypothesis is accepted that is; there is significant relationship between number of inherent talented individual recruitment by HR managers in Ibadan and Abuja city.

### **Discussion of Findings**

The result of the analysis revealed that perception of HR managers on implementation of talent philosophy does not impact of the during staff recruitment process. Hence, HR managers have a positive perception towards the principle of talent philosophy, but they rarely implement these principles during most of their recruitment process. This may because of some other influences such as favoritism or quota system that preference recruitment process in most organizations in Nigeria, federal character practices in recruitment decreases staffs' competency in public service [40].

An HR who recruits staff using their inherent talent as determinant for their position will

always have an employee with a high level of competency. According to a study by [41] which found that using quota or federal character principles in public service predisposes an organization to unethical behavior and delineate merit in manpower. Thus, implementation of talent philosophy within an organization must be managed with the appropriate tools to facilitate the recruitment process that is effectual and benefits the organization.

Inherent talent influences the number of people recruited by HR managers in private sectors compared to the public sectors. This is possible because most government sectors have no clear HR section in every department; therefore, their talent management philosophy is more of an appendix to other management procedures and not a complete stand-alone policy. HR managers in both private and public sectors perceived inherent talent as a useful consideration during recruitment process, this finding corroborate Sternberg [33] that talent management should arrange for a profound and elaborate talent recruitment and identification procedure that is grounded in a theoretical model of talent. Similarly, the finding of this study agrees with the study by Hitu [34] on talent management scenario in the private and public sector banking industry that concluded that talent management initiatives are well developed in private sector banks compared to public sector banks. Also, another study in South Africa by Van Zyl, Mathafena and Ras [35], equally corroborate the finding of this study that high dimension of talent management framework for the private sector leads to attraction, sourcing and recruitment of competent staffs.

### **Conclusion**

From the findings of this study, it is obvious that HR managers in both private and public establishment believe in talent management philosophy, and they considered it an essential and a good approach that could facilitate getting

competent staff into an organization, but talent management philosophy is not largely considered during recruitment process. Although HR managers in private firms seem to implement talent philosophy better than the public sectors because recruitments in most government sectors are influenced mostly by referral and quota system. Also, most government owned organizations have no clear HR section in every department; therefore, their talent management philosophy is more of an appendix to other management procedures and not a complete stand-alone policy. Furthermore, HR managers in various cities in Nigeria have the same positive perception toward preference for inherent talent during recruitment process; however, in each city the number of inherent talented individual recruitment by HR managers is low.

## Recommendations

The following are the recommendations from the findings of this study.

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1. I recommend that public sectors should endeavor to have a standalone HR section and ensure proper implementation and monitoring of policies such as talent management policy.
2. HR managers should give priority to implementation of talent philosophy during recruitment process than using referral or nepotism.

## Conflicts of Interest

I declare that this study has no conflicts of interest

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