Talent Management, Organizational Culture and Employee Productivity: The Moderating Effect of Employee Involvement

Kazeem Adebayo Oladimeji, Abdulrazaq Kayode Abdulkareem, Abdulrasaq Ajadi Ishola

ABSTRACT

Aim - This study investigates the influence of talent management and organizational culture on employee productivity in the public sector, also it assessed the moderating effect of employee involvement in the relationship.

Methodology- The study employed a quantitative approach in data collection and analysis. Data was collected through a structured questionnaire disributed among 158 purposively sampled permanent senior staff in University of Ilorin, Nigeria. The analysis was conduucted using Partial Least Square Strcutural Equation Modelling.

Findings- The findings indicate several significant relationships between talent management, employee commitment, employee productivity, and employee satisfaction.

Limitations- First is the small sample size of only 158 respondents from the public service. This small sample size may not accurately represent the views and experiences of employees from other industries or sectors and may limit the generalizability of the findings. Second, the study was conducted with a specific population of public service employees which may not be applicable to other sectors or organizations. Third is that the study relied on self-reported data from a survey, which may be subject to bias. Participants may have provided responses that they believed were socially desirable, rather than accurate reflections of their true beliefs and experiences.

Practical implications- Public sector organizations should focus on implementing effective talent management practices, fostering a positive organisational culture, and involving employees in shaping the culture in order to improve employee commitment and satisfaction. Further, the findings highlight the importance of focusing on employee commitment and improving employee productivity. More so, the rate at whihc employees are involved in the organization has an impact on the relationship between the organizational culture and employees' productivity.

Originality/value- The study contributes to literature by exploring how talent managment influences employee productivity, while investiating the critical moderating role of employee involvment.

1   INTRODUCTION

Increasing academic research shows that an organization's performance depends on the quality of its staff (Alshuaibi et al., 2020; Sija, 2022). The human component of the organization coordinates all other resources for achieving organizational goals. The ideal way to find and keep effective staff has been debated. Recently, recruitment has undergone some changes as the exercise emphasized improvements. Instead of targeting skilled and willing personnel, the talent management seeks talented people who can support inventive problem-solving (Stadler, 2011). TM has become popular among practical organizational managers, especially in the commercial sector (Alziari, 2017). This development is gaining popularity in the developing world, which is obvious in the number of enterprises that are improving in Africa as TM has become vital to individual and organizational effectiveness (Jimoh & Kee, 2022).

In every industry and country, businesses are increasingly becoming competitive (Nanjundeswaraswamy, 2019). Modern organizations exploit the quality of their personnel to beat competitors while keeping their market share (Anand, 2011). This healthy competition has strengthened the drive and hunt for talent in the labour market to gain a competitive edge (Tafti et al. 2017). Talent management involves numerous components, including effective recruiting, performance management, training and development, and retention. However, most studies focus on how talents are recruited, trained, developed and retained and how they effectively contribute to the organization without understanding the cultural antecedents of such organizations.

A strong organizational culture that supports the development and growth of employees can attract and retain talented individuals. Moreover, a culture that emphasizes learning and growth, values diversity, and inclusiveness, and fosters a positive work environment can provide employees with the motivation and support they need to perform at their best. Organizations with strong cultural antecedents create a sense of belonging among employees, which can lead to higher levels of involvement, commitment, and satisfaction (Garman, 2006).

Africa and Nigeria, especially in the public sector, have a longstanding focus on recruiting without the atmosphere needed to ensure their contentment, dedication, and productivity. Employee satisfaction and productivity are positively correlated; therefore, TM becomes an important predictor. However, organizational culture and involvement become more important in this scenario, given that when talented individuals get involved, organizations can create a culture that is more dynamic and innovative. A talented workforce when involved in the visioning process of an organization, can bring new perspectives, ideas, and approaches to problem-solving, which can drive the organization forward. Additionally, when organizations invest in the development of their employees, they can create a culture of continuous learning and growth, which can help to sustain the organization's competitiveness in the long term.

Therefore, the aim of this study is:

To investigate the influence of talent management and organizational culture on employee productivity in the public sector, also assessing the moderating effect of employee involvement in the relationship using Structural Equation Modeling.

The findings of this study aims at enhancing the organizational attitude towards the improvement of organizational culture in terms of talent management and employee involvement in decision making. By identifying and analyzing the factors that contribute to a positive organizational culture and effective talent management practices, this research aims to provide insights and recommendations that can help organizations foster an environment conducive to employee engagement, empowerment, and participation in decision-making processes. Ultimately, the study aims to contribute to the enhancement of overall organizational performance.

2   THEORETICAL BACKGROUND AND CONCEPTUAL MODEL

This research used Social Exchange Theory (SET). SET was originally created for psychology and sociology study, then management (Cortez & Johnston, 2020; Cropanzano & Mitchell, 2005). Social exchange theory posits that social behaviour is an exchange process, in which individuals seek to maximize their rewards and minimize their costs. SET in the workplace posits that encouraging corporate qualities impact employee-organization relationships. Organizational employees expect specific things from their superiors to remain loyal (Lee & Cadogan, 2009).

In the context of talent management, social exchange theory suggests that employees are more likely to be engaged and productive when they perceive a fair exchange of rewards for their contributions. Talented employees contribute to the company's success. Employers must offer a workable environment for employees to achieve their goals. Employers and employees transfer value based on material or intangible costs and benefits (Cortez & Johnston, 2020; Cropanzano & Mitchell, 2005). In the workplace, this theory can be applied to employee-employer interactions, where employees seek rewards such as recognition, growth opportunities, and compensation in exchange for their work effort and loyalty.

Organizations that effectively manage their talent can create a positive cycle of employee involvement, where employees feel valued and motivated to perform at a high level. This, in turn, can enhance organizational culture and contribute to increased employee productivity (Paais & Pattiruhu, 2020). A positive organizational culture can foster a sense of belonging and commitment among employees and promote a culture of collaboration and continuous improvement. In the context of talent management, a positive organizational culture can provide employees with a sense of security and a belief that the organization is committed to their well-being, which can lead to increased employee involvement and higher levels of productivity (Saleh & Atan, 2021).

Employee involvement, which signifies the degree to which employees are involved in and invested in their work, is a critical factor in maximizing employee productivity (Sopiah et al., 2020). When employees are involved in their work, they are more likely to feel a sense of ownership and responsibility, which can lead to increased effort and improved performance. Employee involvement can also lead to increased job satisfaction, which can enhance employee motivation and commitment to the organization (Hussain et al., 2018).

Therefore, social exchange theory provides a framework for understanding the relationships between talent management, organizational culture, and employee productivity (Figure 1). By creating a positive cycle of employee involvement, organizations can enhance employee motivation, and productivity, while also contributing to the development of a positive organizational culture. Through the effective management of their talent, organizations can create a culture of continuous improvement, where employees feel valued and motivated to perform at a high level, which can drive long-term success.

Fig 1. Figure 1: Conceptual Model
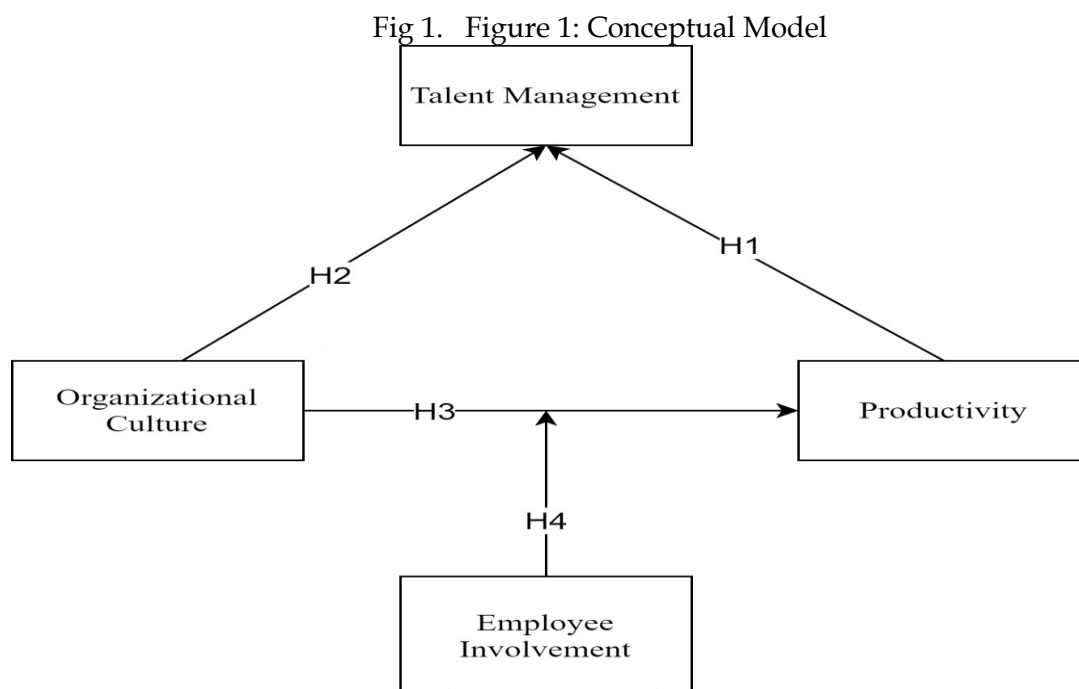
Source: own illustration

3 HYPOTHESES FORMATION

3.1 TALENT MANAGEMENT

Despite the invaluable role of talents in the development of an organisation, Jimoh and Kee (2022) furthered that creating a conducive working environment is even more important. This perception indicated that if adequate provision is not made to ensure a conducive working environment for talented employees, they may be unwilling to give their best, or at worst, be frustrated with the organisation. It is therefore necessary for human resource managers to focus on not just recruiting talents, but also ensuring that the

right environment and atmosphere necessary for talents to thrive is made available (Harsch & Festing, 2020).

The result of the above is the existence of employee satisfaction. Aside from reducing the chances of job attrition among employees, employee satisfaction is a fundamental influencer for employee productivity (Enaworu et al., 2018). Satisfied employees usually do their job happily and without much error. The overall implication of this is that waste will be reduced while organizational harmony is promoted. Through employee satisfaction, job commitment results (Aruldoss et al., 2021). Unconsciously, satisfied employees get attached to their organization. They see themselves as an extension of the business and thus strive to ensure its success which is now linked with theirs. This scenario is further confirmed by Cheese et al. (2008) who noted that for organizations to survive in the current era of business dynamism, they must earn the commitment of their employees.

Despite the benefits of talent management to the advancement of organizations, Tafti et al. (2017) noted that several impediments against it abound. Among these impediments are structural, environmental, behavioural, and managerial barriers. In scaling through these barriers, Stadler (2011) argues that the alignment of the organizational objectives with the components of talent management effectively can efficiently remove the impediment. Luna-Arocas, Danvila-Del Valle and Lara (2020) found that loyalty strategies partially mediate talent management and a good compensation system. Abazeed (2018) and Halvali and Ejlali (2015) also concluded that staff acquisition and management had a major impact on organizational commitment. Similarly, the studies of Alparslan and Saner (2020) found that talent management is a significant predictor of satisfaction and commitment. Therefore, based on the forgoing, it is hypothesized thus:

H1. Talent Management Influences employee productivity

3.2 ORGANIZATIONAL CULTURE

Organizational culture plays a significant role in talent management and employee productivity. A positive and healthy organizational culture can attract, retain, and engage top talent, while a negative culture can drive employees away and negatively impact productivity (Paais & Pattiruhu, 2020). One of the important ways in which organizational culture impacts talent management is through its impact on employee commitment and satisfaction. When employees feel that they are valued and that their contributions are recognized, they are more likely to be engaged and committed to the organization, this, in turn, leads to higher levels of employee productivity and performance (Raharjo et al., 2018).

Another way in which organizational culture impacts talent management is through its impact on employee development and career progression. Organizations with a culture that values and encourages employee development are more likely to have employees who are motivated to learn and grow and are therefore more likely to be promoted and advance within the company. This not only benefits the employee but also the organization, as it ensures a steady stream of well-trained and highly skilled employees (Nasution et al., 2018).

Furthermore, Organizational culture also plays a role in the way organizations handle employee diversity and inclusion. A culture that values and encourages diversity and inclusion is more likely to attract and retain a diverse workforce, which can bring a wide range of perspectives and ideas to the organization, leading to increased creativity and innovation. On the other hand, a negative organizational culture can have the opposite effect on talent management and employee productivity (Olafsen et al., 2021). When employees feel that they are not valued or that their contributions are not recognized, they are less likely to be engaged and committed to the organization. This can lead to lower levels of employee productivity and performance, and a higher turnover rate.

Different studies have found a relationship between organizational culture, talent management and employee productivity. For example, a study by Saleh and Atan (2021) found a positive and significant relationship between employee satisfaction and sustainable talent management practices among employees in the higher education sector in North Lebanon. Similarly, organizational culture shows a significant mediation between them. More so, the study Den Hartog et al. (2004) found that a positive organizational

culture is positively associated with employee engagement, which in turn is positively associated with employee productivity. The study suggests that organizations that prioritize creating a positive culture are more likely to have engaged employees who are motivated to perform at their best. Nohe et al. (2013) study found that a culture that values employee development is positively associated with employee career satisfaction and commitment to the organization. The study also found that employees who were satisfied with their career development opportunities were more likely to have higher levels of job performance. Based on the foregoing, it can be hypothesized thus:

H2. Organizational Culture Influences talent management

H3. Organizational Culture Influences employee productivity

3.3   THE MODERATING EFFECT OF EMPLOYEE INVOLVEMENT

Employee involvement, or the extent to which employees are included and participate in decision-making and goal-setting processes, can influence the relationship between organizational culture and productivity (Lasrado & Kassem, 2021). When employees are involved in creating and shaping the organizational culture, they are more likely to feel a sense of ownership and alignment with the company's values and goals, which can lead to higher levels of motivation and commitment. This, in turn, can lead to improved productivity, as employees are more engaged and invested in their work.

Additionally, when employees are involved in decision-making and goal-setting processes, they are more likely to feel a sense of autonomy, which can increase their motivation and engagement. This can lead to higher levels of productivity, as employees are more likely to take initiative and come up with creative solutions to problems. Involving employees in the shaping and implementation of organizational culture can lead to a positive relationship between organizational culture and productivity, as it increases their commitment and engagement (Kawiana et al., 2018).

Research has shown that when employees feel that they have a voice in the decision-making process and that their contributions are valued, they are more likely to be committed to the organization and to have positive attitudes towards their work. This can result in increased job satisfaction and motivation, which can lead to higher levels of productivity. Studies such as Qi and Wang (2018) found a positive and significant relationship between employee involvement in decision making and their performance. (Park et al., 2016) also found that participative management has a significant relationship with perceived organizational performance and organizational innovative culture. Similarly, (Tian & Zhai, 2019) found that participative decision making has a strong correlation with productivity-based profit gains. Therefore, based on the foregoing, we hypothesise that:

H4: Employee involvement moderates the relationship between organizational culture and employee productivity.

4   METHODOLOGY

This study engages the full-time employees of University of Ilorin, Nigeria for the population and sample selection. The G*Power analysis was adopted to calculate the minimum sample size appropriate for the study. The power analysis has received credit for its appropriateness in calculating an effective sample size (Abdulkareem & Ramli, 2022). Based on the parameters for estimation (0.15 effect size, 0.05 error of probability and 2 predictors), the estimated sample size was 107, however, 200 questionnaires were distributed to cater for unreturned quetionnaires and missing data. The study was conducted between 14 April 2022 and 6 June 2022. The copies of questionnaires were distributed physically to the respondents. A purposive sampling technique was adopted in selecting the samples as only staff in the senior category were selected for the questionnaire administration because the senior staff have better access to staff development awards than their counterpart in the junior category.

4.1 INSTRUMENT

The main variables in the study were measured using existing measurement indices from related studies based on 5-point Likert scale. Talent management is measured based on hierarchical construct modelling consisting of four first order constructs (Jayaraman et al., 2018). The first order constructs are: identifying critical positions (4 items), competence training (6 items), development (5 items) and reward management (4 items). The 4 measuring items for employee productivity were adapted from (Abane et al., 2022), organizational culture is measured by 5 items adapted from Sashkin and Rosenbach (1990). Employee involvement is measured by Tian and Gamble (2018) with five measuring items.

A series of pre-tests were carried out to validate the questionnaire. The draft questionnaire was initially validated by 3 experts in the field of human resource management and public administration. the experts were tasked with the responsibilities of examining the correctness, representativeness and appropriateness of the construct items. Afterwards, 15 respondents were selected for a pilot study to ascertain the reliability of the questionnaire items. Majority of the items were confirmed reliable as they had over 0.70 Cronbach Alpha and retained, while some of those below 0.7 were reworded and some discarded.

Common method bias was assessed using the full collinearity test to ensure that there are no bias in the responses from the respondents since the study made use of a single survey instrument. For the full collinearity test, all the variables were regressed against a random variable. The result showed that the Variance Inflation Factor (VIF) was less than 3.3 threshold (Table 2).

5   RESULTS

In this study, two statistical packages- SPSS, and SmartPLS were adopted. The sample characteristics and descriptive were analysed using SPSS, while the SmartPLS was adopted for the measurement model where the validity and reliability of the dataset were achieved and the structural model for testing the hypotheses.

5.1   SAMPLE CHARACTERISTICS

The initial total response gathered was 88, while 25 and 43 responses were gathered after second and third reminders within a span of 6 weeks. Therefore, the total responses gathered was 156. Nine of the responses were discarded due to incomplete responses, leaving 147 valid responses used for further analysis. Analysis of the completed survey showed that there are more male (57%) participants than female (43%). The majority of the respondents are between 30 to 40 years of age (44%), there are 39% above 40 years, while 17% are less than 30 years. More so, 55% of the participants had bachelor's degree compared to those with Masters (36%), Bachelor (23%), PhD (38%) and other professional certificates (3%) as highest educational qualification. Among the respondents 33% have benefitted from staff development training in the last three years, 55% have benefitted from it in the last 10 years and 12% haven't benefit at all. There are more respondents with 10 - 20 years of job experience (48%), 33% have more than 25 years of experience and 19% have less than 10 years of experience.

5.2   MEASUREMENT MODEL

Based on the hierarchical nature of some of the constructs, the second order reflective-formative assessment was carried out (Sarstedt et al., 2019). The first order constructs were first examined based on the reflective measurement assessment by examining the items loading, composite reliability, average variance extracted for convergent validity and Heterotrait and Monotrait criterion for the discriminant validity (Hair et al., 2019), the results are displayed in table 1. For the item's loadings, all items for all variables loaded above 0.708 threshold. Similarly, for the reliability, the Cronbach Alpha (CA) and Construct Reliability (CR) were above the 0.7 threshold as well. The convergent validity was also examined with the

Average Variance Extracted (AVE), as all the scores were above the 0.5 threshold. The discriminant validity also showed that all values were below the 0.85 threshold.

For the higher order formative constructs, this study examined the correlation among the lower constructs using the Variance Inflation Factor (VIF), also the significance and relevance of the lower order items against their respective higher order construct. The result showed that the lower order constructs have significant correlations and the VIF values were below the 3.3 threshold. Similarly, the items of the lower order constructs were significant at $p < 0.05$ against their higher order constructs.

Table 1.   Validity and Reliability Table

CONSTRUCTS/ITEMS	LOADINGS	CA	CR	AVE
Competence Training				
COT1	0.764	0.848	0.854	0.621
COT2	0.754			
COT3	0.813			
COT4	0.805			
COT5	0.804			
Identifying Critical Positions				
CRP1	0.869	0.772	0.781	0.597
CRP2	0.781			
CRP3	0.773			
CRP4	0.762			
Development				
DEV1	0.639	0.706	0.745	0.515
DEV2	0.577			
DEV3	0.800			
DEV4	0.824			
DEV5	0.772			
Employee Involvement				
INV1	0.817	0.808	0.859	0.720
INV2	0.903			
INV3	0.823			
INV4	0.821			
INV5	0.781			
Organizational Culture				
ORC1	0.780	0.758	0.762	0.595
ORC2	0.811			
ORC3	0.720			
ORC4	0.701			
ORC5	0.761			
Employee Productivity				
PRO1	0.863	0.802	0.872	0.625
PRO2	0.884			
PRO3	0.838			

Source: own research

Table 2.   Discriminant Validity (HTMT Criterion)

	CRP	DEV	INV	ORC	PRO	RM
CRP						
DEV	**0.379**					
INV	0.534	**0.376**				
ORC	0.503	0.460	**0.388**			
PRO	0.649	0.583	0.683	**0.622**		
RM	0.691	0.456	0.477	0.678	**0.701**	

Source: own research

5.3   STRUCTURAL MODEL

The findings of this study contribute valuable insights into the relationships between Talent Management, Organizational Culture, Employee Involvement, and productivity. The results indicate that all hypotheses were supported, highlighting the significance of these factors in shaping organizational outcomes. The first hypothesis of this study aimed to determine whether there is a positive influence of Talent Management (TM) on productivity (PRO), and the results confirmed this relationship (β = 0.388, T-value = 8.176, p < 0.001). This finding aligns with previous research, emphasizing the critical role of effective talent management practices in enhancing employee productivity and overall organizational success (Jackson, Schuler, & Jiang, 2014; Shen & Xu, 2019). Talent Management encompasses various activities, such as attracting, developing, and retaining skilled employees, ensuring their optimal utilization, and aligning their capabilities with organizational goals. By implementing robust talent management strategies, organizations can effectively identify and recruit talented individuals, nurture their skills and competencies, and create an environment that supports their growth and development. Several studies have highlighted the positive impact of talent management practices on productivity. For example, Jackson, Schuler, and Jiang (2014) emphasized the importance of talent acquisition, development, and deployment in achieving higher levels of productivity. Shen and Xu (2019) also conducted a meta-analysis and found a positive relationship between talent management and organizational performance, including productivity. Organizations should prioritize the implementation of talent management practices to optimize productivity outcomes. This can be achieved by developing comprehensive recruitment and selection processes to attract high-potential individuals, providing ongoing training and development opportunities to enhance their skills, and creating a supportive work environment that motivates employees to perform at their best. Additionally, strategies for talent retention, such as offering competitive compensation and benefits, providing growth opportunities, and recognizing and rewarding outstanding performance, are crucial for maintaining a talented and engaged workforce.

The second hypothesis of this study, which suggests a positive influence of Organizational Culture (OC) on Talent Management (TM), received strong support (β = 0.485, T-value = 14.112, p < 0.001). This finding is consistent with the established notion that a positive organizational culture plays a crucial role in creating an environment that facilitates talent development and engagement (H2: OC -> TM). According to Cameron and Quinn (2006), a positive organizational culture is characterized by shared values, norms, and beliefs that guide employee behaviour and decision-making processes. In such a culture, employees are more likely to feel valued, motivated, and supported in their professional growth and development. This aligns with Denison and Mishra's (1995) perspective, which emphasizes the relationship between organizational culture and talent management practices. When organizations invest in building a strong and supportive culture that values employees' growth and development, they create an environment that attracts and retains talented individuals. A positive culture promotes open communication, collaboration, and a sense of purpose, which are key drivers of talent engagement and performance. Employees are more likely to be motivated, committed, and willing to contribute their skills and expertise to organizational goals. By fostering a positive culture, organizations can enhance talent management practices

such as recruitment, selection, training, and career development. A culture that values employee growth and recognizes individual contributions encourages talent to thrive and flourish within the organization. This, in turn, leads to improved talent acquisition, retention, and overall organizational performance. To capitalize on these findings, organizations should prioritize efforts to build and sustain a positive organizational culture. This can be achieved through leadership commitment, aligning values with organizational goals, providing opportunities for employee development, fostering a supportive work environment, and recognizing and rewarding talent. By investing in a positive culture that values employees' growth and development, organizations can effectively attract, nurture, and retain top talent, thereby gaining a competitive advantage in the marketplace.

The findings of the third hypothesis provided robust evidence supporting the idea that Organizational Culture has a significant and positive influence on Performance ($\beta = 0.673$, T-value = 30.552, $p < 0.001$). These results are consistent with prior research, which has consistently emphasized the crucial role of a positive and nurturing organizational culture in driving superior productivity outcomes (H3: OC -> PRO) (Denison, 1990; Kotter & Heskett, 1992). Denison (1990) and Kotter & Heskett (1992) have extensively explored the relationship between organizational culture and performance. They proposed that a strong and positive organizational culture fosters an environment that promotes employee engagement, satisfaction, and commitment. A culture that values collaboration, open communication, and innovation can inspire employees to go above and beyond in their efforts to achieve organizational goals. A positive organizational culture has the power to enhance employee well-being and job satisfaction, ultimately resulting in higher levels of productivity and overall performance. When employees feel valued and supported within their work environment, they are more likely to be motivated, loyal, and committed to the organization's success. This, in turn, leads to increased efficiency, creativity, and a stronger sense of ownership over their work. Organizations that prioritize the development of a positive culture often observe improved employee morale and reduced turnover rates. Employees are more likely to remain with the company and invest their energy in contributing to its success when they feel connected to the organization's mission and values.

The fourth hypothesis, which explored the interaction between Employee Involvement (INV) and Organizational Culture (OC) in relation to Productivity (PRO), received support in this study ($\beta = 0.246$, T-value = 8.816, $p < 0.001$). This finding highlights the significance of combining employee involvement initiatives with a positive organizational culture to maximize productivity outcomes. The result underscores the importance of creating an organizational environment that encourages and values employee participation in decision-making processes. When employees are actively involved and have a sense of ownership, it fosters a higher level of commitment and engagement, which in turn positively impacts productivity levels. The interaction between employee involvement and a positive organizational culture is crucial in leveraging the full potential of employees and optimizing productivity outcomes. Previous research supports the findings of this study. Fernandez and Moldogaziev (2013) found that employee empowerment initiatives, including involvement in decision-making processes, have a positive influence on employee attitudes and performance. Similarly, Saeed, Almas, Anwar, and Naseem (2014) emphasized the importance of organizational culture in fostering employee commitment and retention, ultimately contributing to organizational productivity. To enhance productivity, organizations should actively encourage and support employee involvement by providing platforms for participation, soliciting employee input, and empowering employees to contribute to decision-making processes. This can be achieved by creating a positive organizational culture that values employee voices, encourages collaboration and teamwork, and recognizes the impact of employee involvement on productivity outcomes. By leveraging the synergy between employee involvement and organizational culture, organizations can create a work environment that motivates employees, promotes their sense of belonging and commitment, and ultimately enhances productivity levels.

Table 3.   Hypothesis Testing

Hypotheses	β	T-value	P-Value	5.00%	95.00%	f2	VIF	Decision
H1: TM -> PRO	0.388	8.176	0.000**	0.322	0.477	0.093	1.000	Supported
H2: OC -> TM	0.485	14.112	0.000**	0.433	0.540	0.827	1.000	Supported
H3: OC -> PRO	0.673	30.552	0.000**	0.627	0.701	0.251	2.580	Supported
H4: INV*OC -> PRO	0.246	8.816	0.000**	0.205	0.294	0.077	1.320	Supported

*Notes: **$p < 0.001$; $R2 = 0.582$*
Source: own research

Fig 1. Structural Model
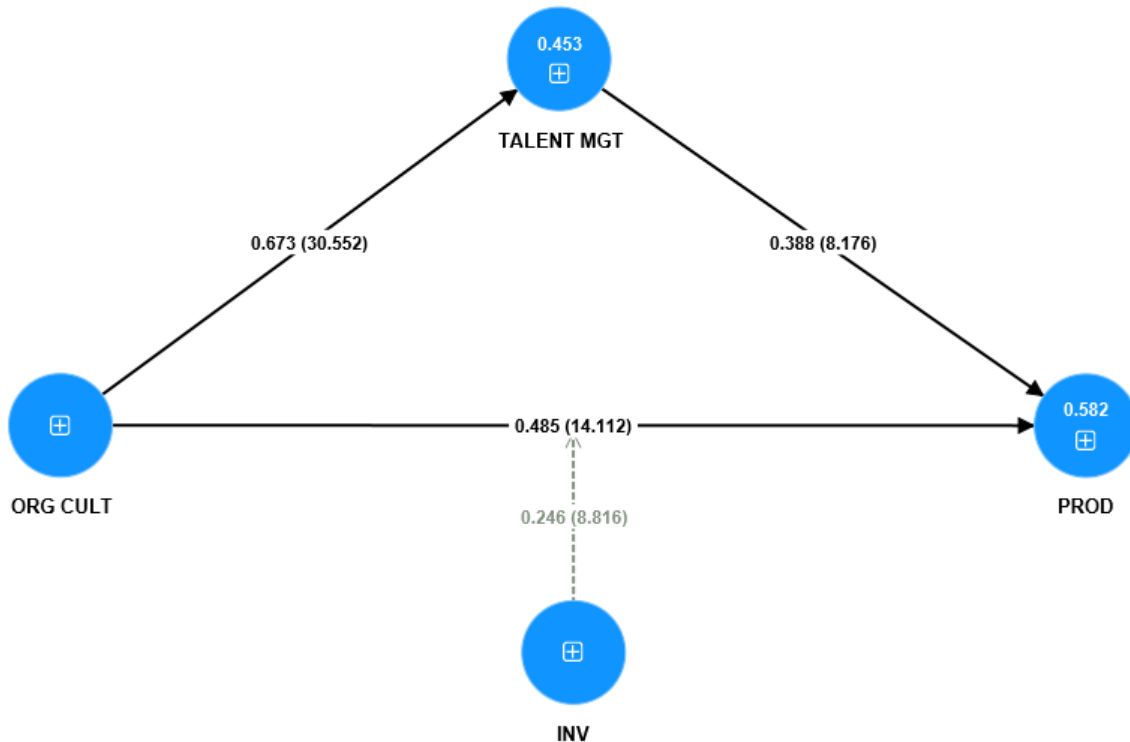
Source: own research

6   THEORETICAL AND PRACTICAL IMPLICATIONS

The results of the analysis provide several theoretical implications and contributions in the areas of talent management, employee commitment, and organisational culture. They offer valuable insights into the relationships between talent management, employee commitment, organisational culture and employee productivity and satisfaction. The findings suggest that organisations should focus on improving talent management practises, fostering a positive organisational culture and engaging employees in the culture to improve employee outcomes.

More specifically, the significant positive relationship found between talent management and employee commitment supports the idea that effective talent management practices can lead to increased employee commitment which highlights the importance of organizations investing in talent management strategies to improve employee commitment. Secondly, the significant positive relationship found between organizational culture and talent management and employee productivity adds to the literature by showing the importance of organizational culture in shaping talent management practices and employee outcomes. This is consistent with studies that have suggested that a positive organizational culture can lead to improved talent management and employee productivity. More so, the finding that employee involvement moderates the relationship between organizational culture and employee productivity highlights the importance of involving employees in the organization. This is consistent with studies that have

suggested that involving employees in shaping the vision of the organization can lead to improved productivity (Chen et al., 2017; Wang, Li, & Chen, 2016).

The results of the analysis have several practical implications and contributions for the public sector. Findings from this study suggest that public sector organizations should focus on implementing effective talent management practices, fostering a positive organizational culture, and involving employees in shaping the culture in order to improve employee commitment, productivity, and satisfaction. More specifically, the significant positive relationship found between talent management and employee commitment suggests that public sector organizations should focus on implementing effective talent management practices to increase employee commitment. This could include strategies such as providing opportunities for professional development and career advancement, creating a positive work environment, and promoting effective communication and collaboration among employees.

Additionally, the finding that employee commitment mediates the relationship between talent management and employee productivity and employee satisfaction highlights the importance of focusing on employee commitment in order to improve employee outcomes in the public sector. This suggests that public sector organizations should aim to foster a culture of commitment among employees, for example through involving employees in decision making and providing opportunities for employee voice and participation. Similarly, the significant positive relationship found between organizational culture and talent management and employee productivity implies that public sector organizations should focus on creating a positive organizational culture to improve talent management practices and employee outcomes. This could include strategies such as promoting a culture of transparency, trust, and collaboration, and encouraging employee participation in shaping the culture of the organization.

Lastly, the study has revealed that the extent to which employees are involved in the organization has an impact on the relationship between the organizational culture and employee productivity. The results indicate that when employees are more involved in the organization, they have a stronger influence on the organizational culture, and this can lead to higher levels of employee productivity. The findings suggest that organizations that have a strong culture that is aligned with the values and beliefs of their employees are more likely to experience higher levels of employee productivity. The results also imply that when employees are less involved in the organization, the relationship between the organizational culture and employee productivity becomes weaker. This suggests that organizations need to promote employee involvement in order to achieve higher levels of employee productivity and to create a positive organizational culture that supports employee productivity.

7   LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

The study on talent management, organizational culture, and employee productivity: a mediating role of employee involvement, presents several limitations and suggest potential areas for future research. One limitation of the study is the small sample size of only 158 respondents from the public service. This small sample size may not accurately represent the views and experiences of employees from other industries or sectors and may limit the generalizability of the findings. Additionally, the study was conducted with a specific population of public service employees which may not be applicable to other sectors or organizations. Another limitation is that the study relied on self-reported data from a survey, which may be subject to bias. Participants may have provided responses that they believed were socially desirable, rather than accurate reflections of their true beliefs and experiences.

A potential area for future research is to expand the sample size to include a more diverse range of industries and sectors. This would provide a more comprehensive understanding of the relationship between talent management, organizational culture, and employee productivity, and would allow for comparisons across different types of organizations.

It would also be useful to conduct a longitudinal study to explore how changes in talent management practices, organizational culture, and employee involvement impact employee productivity over time. This would provide insight into the dynamics of these relationships and would allow for an understanding of the causal relationship between the variables of the study.

Additionally, incorporating additional measures of employee productivity and engagement to gain a more comprehensive understanding of the relationship between talent management, organizational culture, and employee productivity. For example, it would be useful to gather data on the employee turnover rate, absenteeism, and job satisfaction, in addition to productivity, to gain a more complete understanding of the impact of talent management, organizational culture, and employee involvement on employee outcomes.

Furthermore, A qualitative research approach could be used as a complement to the quantitative analysis. This would provide a deeper understanding of the underlying mechanisms that drive the relationship between the variables and would provide insight into the lived experiences of employees in relation to the research topic.

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Contact address:

* Kazeem Adebayo Oladimeji, Department of Political Science and Public Administration, Al-Hikmah University, Ilorin, Kwara State, Nigeria. e-mail: oladimeji.ka@gmail.com

Abdulrazaq Kayode Abdulkareem, Department of Public Administration, University of Ilorin, Ilorin, Nigeria. e-mail: abdulkareem.ka@unilorin.edu.ng

Abdulrasaq Ajadi Ishola, Department of Public Administration, University of Ilorin, Ilorin, Nigeria. e-mail: ishola.aa@unilorin.edu.ng