

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT ON TALENT MANAGEMENT AND JOB PERFORMANCE

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Abstract: The purpose of this present study stems from the fact that weak talent management in Nigerian private universities has contributed tremendously to the poor performance of the academic employees of the institutions, which is severely affecting the country's university education system and causing them to decline. The study employed a descriptive research survey to analysis the demography respondents of the study while partial least square structural equation model (PLS-SEM) was used to test the formulated hypotheses of the study. The population was 1,249 academic employees of the selected private universities in Nigeria, while 355 self administered questionnaires were administered, fully completed and returned. According to the findings, talent management has a significant impact on job performance, and POS mediates the relationship between talent management and job performance. Based on previous research, this study contributes to the field of study both practically and theoretically by adding to the body of knowledge by providing insight into the mediating position of POS on talent management and job performance in the Nigerian private university system. It also helps to identify the need for talent management in the Nigerian university system, likewise, providing empirical solutions to the performance challenges experienced by private universities in Nigeria.

Keywords: job performance, pos, talent attraction, talent management, talent retention

Abstrak: Tujuan kajian ini berpunca daripada fakta bahawa pengurusan bakat yang lemah di universiti swasta Nigeria telah menyumbang dengan sangat besar kepada prestasi buruk kakitangan akademik institusi tersebut, yang menjejaskan teruk sistem pendidikan universiti negara dan menyebabkan mereka merosot. Kajian ini menggunakan tinjauan kajian deskriptif untuk menganalisis responden demografi kajian manakala model persamaan struktur kuasa dua terkecil separa (PLS-SEM) digunakan untuk menguji hipotesis kajian yang dirumuskan. Populasinya ialah 1,249 kakitangan akademik universiti swasta terpilih di Nigeria, manakala 355 soal selidik yang ditadbir sendiri telah ditadbir, dilengkapkan sepenuhnya dan dikembalikan. Menurut penemuan, pengurusan bakat mempunyai kesan yang signifikan terhadap prestasi kerja, dan POS menjadi pengantara hubungan antara pengurusan bakat dan prestasi kerja. Berdasarkan kajian lepas, kajian ini menyumbang kepada bidang pengajian secara praktikal dan teori dengan menambah badan pengetahuan dengan memberikan pandangan tentang kedudukan pengantara POS mengenai pengurusan bakat dan prestasi kerja dalam sistem universiti swasta Nigeria. Ia juga membantu mengenal pasti keperluan untuk pengurusan bakat dalam sistem universiti Nigeria, begitu juga, menyediakan penyelesaian empirikal kepada cabaran prestasi yang dialami oleh universiti swasta di Nigeria.

Kata kunci: pengurusan bakat, pengendalian bakat, prestasi kerja, pos, tarikan bakat

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INTRODUCTION

Since 2005 to 2015, no less than one thousand candidates pursuing admissions via the Joint Admissions and Matriculation Board (JAMB) struggle to obtain positions in tertiary institutions in Nigeria, as the available space can not accommodate more than 600,000 students in any given year (Iruonagbe and Egharevba, 2015). However, as part of efforts to ensure quality higher education in Nigeria and improve university student enrolment. The Nigeria University Commission (NUC) issued more licenses to private universities to complement the public universities in the country. However, emphasis was placed on the quality of the academic employees to be employed and the acceptance of the students, respectively. There is no doubt that the quality of higher education and the academic personnel decide the quality of a country's human capital. One of universities' key priorities is to build an educated, skilled, and internationally qualified workforce for the labour market, which is a crucial factor in national growth and development (Diana and Ibanga, 2016).

Nonetheless, educational institutions are the foundation upon which prosperous countries depend. When citizens are provided with better knowledge and skills, they will be better and able to contribute positively to the institutions and society as a whole. Private universities need employees to polish and significantly influence knowledge, since students are the pillars of a nation, therefore, their importance can not be overemphasized in any country. It was noted, however, that Nigerian private universities performed below expectations, contrary to the intention for which they were established, as a result of their poor contribution to the growth of the workforce and the standard of the graduates they produced over the years. Weak talent attraction and retention strategies also gave private universities space for the mobility of their highly skilled employees that are critical to the success of the university. The reality is that some of these academic employees hardly remain in these universities for a long time before moving to other organizations, which not only causes a brain drain that affects the country's university education system but also causes them to decline (Iruonagbe and Egharevba, 2015). Evaluating the effect of universities' talented academic employees on job performance becomes imperative since the development of human capital is considered to be the most potent resource for

any organizational setting to grow. Talent management is a collection of critical control that organizations use to make sure they recruit, retain, inspire, and grow the talented workers they need now and in the future (Armstrong, 2017).

This consists of talent preparation and growth, and is essentially a fundamental area of human resource management, stemming from the term 'war for talent,' which emerged in 1990s to address the difficulties faced by organizations in recruiting and retaining skilled employees (Claus, 2019). Talent management researchers such as Lukman, et al. (2020); Pahos and Galanaki (2019); Mkamburi and Kamaara (2017) and Mensah and Bawole (2016) have claimed that creating a talent pool by finding and recruiting qualified people to fill critical positions would ensure acceptable behaviors necessary for the organization's triumphant success. Therefore, this study sought to add to the archival literature and bridge the gap by determining the influence of perceived organizational support on talent management and job performance and the effect of talent management on job performance.

METHODS

The study used a descriptive research survey because a more extensive selection of testing methods are used to examine one or more variables (Sekaran and Bougie 2016). The research population comprised all private universities in southwest Nigeria. and the reason for their selection is because 67% of the institutions were situated in southwest Nigeria. The total number of academic staff is 1,249. Furthermore, one private university was selected from the six states in the southwest of Nigeria. The reason behind the selection of these universities is that they are top-rated private universities in Nigeria, have been in operation for a long time, are among the first generation of private universities in Nigeria and, finally, are involved in talent management practices. This study used a convenient sampling technique due to the nature and behavioral pattern of the study population's profession. The G-power analysis tool was often used as a statistical technique for calculating the minimum sample size (Hair, Black, Babin, and Anderson, 2010). When used for this research, the minimum sample size measured using G-power was 68 with a medium effect size of 0.15 from a sampling frame. To conduct thorough research, a sample of 354

questionnaires were administered to the selected private universities from southwest Nigeria. To obtain information from the respondents, the study used a self-administered questionnaire where 59 questionnaire was evenly distributed to each of the 6 selected universities. Furthermore, this study measures talent management by adapting 7 items from the study (Loganathan, 2019). A Likert scale of 5 points ranged from 1 ('strongly disagree') to 5 ('strongly agree'). The reported alpha-value was 0.92. Job performance was measured by adapting 6 items from the study (Williams and Anderson, 1991). A 5 point Likert scale ranged from (1 = strongly disagree through 5 = strongly agree). The Alpha value reported was 0.91. POS was measured by adapting 5 items from the study by Eisenberger et al. (1986). A 7 point Likert scale ranged from (1 = strongly disagree through 7 = strongly agree). The Alpha value reported was 0.90. This study used the Statistical Package for Social Science (SPSS) to analyze the descriptive variables while structural equation modelling; partial least squares (PLS) 3.3.3 was used for the inferential statistics. The model evaluates the importance of the constructs' hypothesized relationships (Chin, 2010), which includes predictive strength (R²), effect size (f²), bootstrapping process, and predictive relevance (Q²).

Talent Management and Perceived Organizational Support

A talented employee is one who possesses outstanding talents, abilities, and experience and works in a productive environment (Lussier and Hendon, 2019). Only by handling them efficiently and providing them with the necessary resources to succeed can organizations tap into the full potential of employees. Therefore, management has to understand the relevance of the performance of the employees, and sincere efforts have to be put in that direction. University management will be in a position to develop and motivate the people to take appropriate steps in that direction. Some workers may believe that university services must be repaid with their well-being through university funding and other programs to ensure their priorities are achieved. Employers would also need to try social interaction in order to succeed, be happy with their work and devote themselves to the university where they work. Reciprocity would create a perceived exchange balance and, in turn, intensify relationships that produce high performance (Shukla and Singh, 2015). Employees' belief that their

employer recognizes their efforts and is concerned about their well-being is referred to as POS (Neves and Eisenberger, 2014). For employees, their psychological well-being, positive organizational orientation, and behavioral demonstration are helpful for the organization (Hayton, Carnabuci, and Eisenberger 2012). Hence, hypotheses related to talent management and perceived organizational support, as listed below, were proposed to be examined in this study:

H1: Talent Management and POS.

Perceived Organizational Support and Job Performance
For an organization, POS is a valuable asset. This is due to the fact that when employees perceive the job to be fully supported, it helps to boost the performance of positive behaviors and attitudes of employees (Najeemdeen and colleagues, 2018 and Shukla and Singh, 2015). Employees inside the organization who feel valued will reciprocate favorably by contributing positive attitudinal and behavioral improvements to their work (Najeemdeen et al. 2018). Thus, when the ideals of the employees are considered to adhere to organizational expectations, employees believe they have a strong confidence in them and are motivated and determined to do their best at all costs (Biswas & Bhatnagar, 2013). Thus, POS positively affects both organizational performance and individual performance levels (Abed and Elewa, 2016; Yongxing et al. 2017). POS and job performance are linked positively. According to Najeemdeen et al. (2018), management must enhance the perception of employees of organization commitment by valuing their contributions, which is very necessary for the organization's overall success. Biswas and Bhatnagar (2013) argued that employees will always be at their best when they perceive positive organizational support, which can cause them to make a more significant effort. Hence, hypotheses related to POS and job performance, as listed below, were proposed to be examined in this study:

H2: POS has a positive effect on job performance.

Talent Management and Job Performance

Exceptional, talented employees drive job performance (Lukman and Kee 2020 and Yusuf and Raimi, 2019). Alruwaili (2018); Hayat, Sadiq, and Shahid (2018) found that talent management and job performance significantly and positively related. Employees classified as talented display a greater commitment to work, which results in higher

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Perceived Organizational Support as a mediator between Talent Management and Job Performance

As applied to the employer-employee partnership, the concept of social exchange dictates that the recipient is morally obliged to repay the donor, which will facilitate the aspirations and commitment of the part in achieving the organizational objectives (Wang and Huang, 2009). The organization's sense of fair treatment of employees helps them develop awareness and a sense of duty that can go beyond their prescribed role requirements (Fasolo, 1995). Siddique, Aggarwal, Aggarwal, Kadri, and Bennacer (2011) found that when workers obtain physical, psychological, and social support from the organization, it helps them better achieve their work goals and reduces their job requirements. According to Hur, Moon, and Jun (2013), when employees perceive their organization's support, it results in a higher level of dedication to the organizational work. In Mensah and Bawole (2016), Mkamburi and Kamaara (2017) propose the consideration of POS as a mediator between talent management and job performance in a future study. To clarify the essence of the relationship between talent management and job performance, POS was introduced as a mediator.

The literature related to the moderating role of POS on talent management and job performance are very few particularly in Africa (Gallardo-Gallardo and Thunnissen, 2016). According to the findings of this study, POS will favorably mediate the association between talent and work performance. It contends that POS is an important aspect in improving job performance. The researcher argues that employees who perceive that their organization cares about them and is genuinely interested in their well-being will likely exhibit better job performance. As a result, this study assumes, based on the social exchange theory, that POS will strengthen the strong association between talent management and job performance. Therefore, the hypothesis related to POS as a mediator between talent management and job performance, as listed below, was proposed to be examined in this study:

H4: POS as a mediator between Talent Management and Job Performance.

RESULTS

Measurement Model

Table 1 shows the AVE values that are more than the suggested value of 0.5, as determined by Fornell and Larcker's (1981) convergent validity. All of the constructs met the minimum value of 0.70, according to the composite reliability values (Hair et al. 2010). Cronbach alpha scores for all constructs exceeded the minimum threshold of 0.60, implying construct acceptance and loading in the range of 0.65 to 0.89 on the measured constructs. Despite the fact that no items loaded higher on constructions were intended to be measured (Golicic et al. 2012). These results confirmed the convergent construct validity.

Table 2, the developed associations with the square root of the AVE are compared in the table in diagonal order. The AVE's square root values were discovered to be greater than those of the inter-correlations (Fornell and Larcker, 1981). Therefore, it can be concluded that all constructs exhibit acceptable discriminatory validity.

The study conducted bootstrapping, which involved 5000 samples, while our actual minimum sample stood at 68 and administered 355 questionnaires. The results as displayed in the Table 2 show that the R2 value is 0.19, implying that 19% of the variance in perceived organizational support is explained by talent management. Talent management, in turn, contributes to 22% of the variance in job performance based on the R2 value of 0.19. However, all coefficients of the beta path were positive, in the predicted direction, but were statistically significant ($\beta = .27, p < 0.01$). To explain further, the significant effects of talent management ($\beta = .44, p < 0.01$) were found on job performance. Thus, HA2 and HA3 are supported. Also, perceived organizational support shows a significant relationship with job performance ($\beta = .61, p < 0.01$). This means HA1 is confirmed.

We used Preacher and Hayes (2004, 2008) to check out the indirect influence of the bootstrapping method. We test talent management on job performance. The bootstrapping analysis revealed that the indirect effect ($\beta = 0.246, t = 6.394, p < 0.01$) was significant (Table 3). Based on the above findings, we conclude that there is a mediating effect of perceived organizational support on talent management and job performance. Therefore, H4 is supported.

Table 1. Analysis of measurement model

Constructs	Items	Loading	CA	CR	AVE	VIF
Perceived Organizational Support	OS1	0.739	0.83	0.877	0.587	1
	OS2	0.754				
	OS3	0.737				
	OS4	0.753				
	OS5	0.843				
Job Performance	JP2	0.832	0.878	0.911	0.671	
	JP3	0.845				
	JP4	0.87				
	JP5	0.772				
	JP6	0.773				
Talent Management	TM1	0.649	0.855	0.858	0.502	1
	TM3	0.685				
	TM4	0.727				
	TM5	0.756				
	TM6	0.705				
	TM7	0.724				

Note: JP1 and TM2 were deleted due to low loading; VIF: Lateral Collinearity Assessment, CR: Cronbach alpha, CR: composite reliability, AVE: average variance extracted

Table 2. Direct effects

Path Analysis	Beta	SE	T-value	P-value	F2	LCI 5%	UCI 95%	R2	Q2	Decision
Direct Effect										
Perceived Organizational Support → Organizational Performance	0.607	0.05	12.045**	0.00	0.584	0.484	0.688	0.192	0.094	Accept
Talent Management → Perceived Organizational Support	0.438	0.053	8.242**	0.00	0.237	0.325	0.512	0.377	0.225	Accept
Talent Management → Job Performance	0.266	0.04	6.594**	0.00		0.173	0.327			Accept

Note: * P<0.05; ** P<0.01. LCI = Lower confidence interval, UCI = Upper confidence interval

Table 3. Indirect effects

Indirect Effect	Beta	Std Error	T-value	P-value	Decision
Talent Management → Perceived Organizational Support → Job Performance	0.266	0.042	6.394**	0.00	Mediation

Note: * P<0.05; ** P<0.01

The first three hypotheses were developed to investigate the variables' specific relation. The fourth hypothesis, on the other hand, was developed to evaluate the mediating influence of POS on talent management and job performance. According to the findings of the first hypothesis, talent management has a considerable impact on POS at Nigerian private universities. However, the findings is in line with (Kadiri et al. 2017; Hafez et al. 2017; Elahinejad and Gholami, 2015).

The second hypothesis as well proves that there is a significant effect of POS and job performance which is also in accordance with the findings of (Sungu, et al. 2019; Kadiri and Lukman, 2017 and Kim, et al. 2017). The third hypothesis, as initially found by Lukman, et al. (2020); Pahos and Galanaki (2019); Vikas (2019); and Mahlahla (2018); demonstrate that talent management has a major impact on job performance.

Therefore, to ensure survival and improved job performance in the Nigerian private Universities system, the institutions need to focus on attracting, developing, and managing talented employees. This aligns with the Nigerian Universities system strategy to attract talented bank employees. Additionally, the underlying theories used, that is human capital and social exchange theories support the finding of the study in the sense that effective investment in attracting and training of employees will enhance the job performance of the institutions. Also, social exchange theory believe that when employee perceived that organization care about their welfare they tend to put more effort which in turn improve their job performance. Therefore, the finding of this study showed that Nigerian Universities system practice of talent management is in line with both social exchange and human capital theories.

The last hypothesis, considered the mediating effect of POS on talent management and job performance. The results, as presented in Table 5 demonstrate that POS mediates the relationship involving work performance and talent management which is in line with the findings by (Lukman, et al. 2020; Kadiri, et al. 2017; Kadiri and Lukman, 2017 and Kim,et al. 2017). Therefore, POS helps to strengthen the relationship between talent management and job performance. The universities should consider their employee's welfare and contribution as a major determinant of their level of performance.

Also, despite the argument by Zampetakis et al. (2009) that a high degree of POS among employees would result in increased employee engagement to organizations and hence improved job performance, it was found that POS does mediate the nexus between talent management and employee job performance of in the private Universities system in Nigeria. The implication of this finding on the Nigerian private institutions, as argued by Motowidlo et al. (1997), is that employees with a lower level of POS can increase their level of absenteeism to reduce their organizational participation. Employees who fall into this group are more likely to look for jobs elsewhere or leave the organization earlier than expected.

Theoretical Significance

This study contributes to the field of talent management and job performance by integrating POS as a mediating variable between talent management and work

performance. Furthermore, the study addressed the research gaps identified by Mkamburi and Kamaara (2017) and Mensah and Bawole (2016), who proposed that future studies investigate other characteristics like as engagement, motivation, and POS as mediating variables. Human capital and social exchange theories aided in explaining the relationship between talent management and work performance, which improved theoretical understanding of the consequences of talent management and job performance in the selected private universities. The use of these theories to explain the link between the variables under consideration provides a more comprehensive theoretical basis and allows for the exploration of the best appropriate theory for the topic. Furthermore, via the lens of social exchange and human capital theory, this study provides a better understanding of talent management and job performance.

Also, the present study adds to the existing body of knowledge because it serves as a valuable resource for future researchers in the field of talent management and gives them insight into how and where to focus their research. Future researchers can as well use the results and recommendations of the study as a benchmark to determine the variables of their study. The best theories to use for their study and whether the mediating variables of POS best mediates the relationship between talent management and job performance.

Practical Significance

This study enables university management to gain an insight into why they must retain their best hands within the system and why it is essential to keep their top talent to build leaders for the future of the university. With that, it will invariably help to enhance the performance of employees and increase competitive advantage for private universities in Nigeria (Muhammad and Mairafi, 2019). However, if universities refuse to motivate, attract, develop and train their employees, they tend to leave their job positions within the first one to two years in search of a better one, and this can cause a severe setback for the university system. The study also extends the research on talent management to private universities in Nigeria as it lacks empirical studies (Mary et al. 2015). This study also helped the human resource units of the institutions to develop policies that promote the management of talent within the system by empirically explaining the concept of each variable and applying the necessary strategies

for their application. The study also enriched the staff who are the employees of the institutions on how they can strategically bargain for their welfare because the finding revealed that POS mediates the relationship between talent management and job performance in the Nigerian private Universities system. Finally, the study enable government to formulate policy to promote further issuance of licence to more private universities in the country and the individual parent will be informed as to the kind of employee employed in the institutions.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the challenges of poor performance experienced by Nigerian private universities over the years, This present study examined the position of POS on talent management and task performance in Nigerian private universities. And to achieve this, four relevant hypotheses were raised in line with the problem of the study. Namely, talent management has an effect on POS, Job performance is improved by POS, and job performance is improved by talent management. POS mediates the relationship between talent management and job performance. This study has provided empirical evidence of the position of POS on talent management and task performance in Nigerian private universities. Furthermore, it has been indicated that POS strengthens the relationship between talent management and job performance. Indeed, these results reveal that the relative influence of the POS encouraged or provided in an organization is essential in understanding the nature and degree of the relationship between talent management and job performance.

Recommendations

The major limitation of this study is the geographical location on which it focused, using only one of the six geopolitical zones in Nigeria. The limited sample size is another drawback to the analysis. Hence, future researchers should consider expanding their study to two or more geopolitical zones. They can also use the results of this study as a benchmark to determine other variables like reward strategy and or work engagement to mediate the connection between managing talent and performing jobs.

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