

Talent Management Practices and Employee Performance in Selected Nigerian Public Enterprises: An Empirical Study

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ABSTRACT

The aim of this study was to examine the effect of talent management practices (recruitment, succession planning, and performance management) on employee performance in selected Nigerian public enterprises. The theoretical underpinnings were drawn from the Human Capital Theory, Resource-Based View, and Social Exchange Theory. On the basis of the theoretical foundations, the study emphasized the corporate advantage of efficient human resource management. A structured questionnaire was used to gather data from 163 employees of three public firms as part of a quantitative survey design. The reliability was validated by a Cronbach's alpha of 0.703. Multiple regression analysis, Pearson correlations, and descriptive statistics were used to examine the data. The results showed that all the three talent management strategies jointly explained the dependent variable (employee performance) by 59.7 percent; in the same vein the three predictor variables had a significant impact on employee performance, with recruitment having the most impact, followed by succession planning, and performance management. These findings demonstrate the necessity for Nigerian public firms to develop performance management systems, institutionalize succession planning frameworks, and give transparent recruitment top priority. By placing talent management in public institutions in underdeveloped economies, the study advances theory and offers helpful suggestions for enhancing service delivery through efficient HR practices.

Keywords: Talent Management, Employee Performance, Public Enterprises, Recruitment, Succession Planning, Performance Management

1. Introduction

Employee performance challenges are complex and have attracted global scholarly attention due to their significant impact on organizational success. Factors such as inflation, government policies, the COVID-19 pandemic, economic recessions, workplace culture, power struggles, and inadequate motivation adversely affect employee productivity (Collings & Mellahi, 2022). These issues are especially critical in public enterprises, where efficiency and accountability are paramount (Obadan & Ohiorhenuan, 2020).

Global emergencies like the pandemic and economic instability have increased employee stress and disengagement, impacting morale and productivity (Bilderback, 2025). For example, in Greece, inflexible bureaucratic structures impede creativity and delay decision-making, which has a detrimental effect on worker performance and job satisfaction. Reforms aimed at improving management techniques, funding staff training, and encouraging creative cultures in public institutions.

In Africa, South Africa's post-apartheid public sector reforms emphasize results-based management to improve employee motivation and retention (Nel et al., 2008). However, political dynamics, organizational politics, and socio-cultural issues continue to complicate employee performance management (Obiekwe & Anthony, 2022). The adoption of New Public Management principles seeks to improve efficiency by integrating market-oriented reforms and recognizing the political-administrative interplay affecting public service delivery (Sebola & Manyaka, 2018).

Similarly, Nigerian public sector organizations face unique challenges, including bureaucratic inefficiencies, limited resources, and high staff turnover, which hinder productivity (Obadan & Ohiorhenuan, 2020). Leadership issues such as power struggles, insubordination, and tribalism further exacerbate performance problems. The ambiguity surrounding leadership roles often leads to blame-shifting between management and employees when organizational goals are unmet (Adamolekun, 2021).

In response to these challenges, there has been growing global and regional recognition of the need for strategic human resource management (SHRM), which focuses on aligning human resource functions with organizational strategies to foster innovation, productivity, and competitiveness (Boxall & Purcell, 2016). Key components of strategic human resource management, collectively

referred to as talent management includes recruitment and selection, training and development, succession planning, and performance management. These practices are now considered crucial for developing a high-performance workforce capable of achieving organizational objectives (Cappelli & Keller, 2017).

More specifically, talent management allows public enterprises to systematically identify and nurture high-potential individuals while promoting continuous learning and performance monitoring. Yet, the implementation of such practices in Nigeria's public sector remains inconsistent, with many organizations lacking a cohesive talent strategy (Ezejiofor, Adigwe, & Ezenwoke, 2021).

Despite extensive empirical research linking talent management practices namely, recruitment, succession planning, and performance management to employee performance, several gaps persist in the literature, including geographic and contextual limitations with most studies focused on developed and emerging economies rather than on Nigerian public enterprises (Hur-Yagba, 2021; Siyanbola et al., 2024), a fragmented approach that often isolates talent management dimensions without exploring their integrated impact (Desri et al., 2024; Abdullahi et al., 2022), a predominance of cross-sectional designs that limit causal inference (Utami et al., 2025; Dinanty & Firdaus, 2024), inadequate exploration of mediating and moderating factors such as organizational culture and leadership (Ali & Mehreen, 2020), minimal use of mixed-methods approaches that could enrich data interpretation (Akanpaadgi et al., 2024; Shinga & Mohammed, 2024), a lack of research into green HR practices in African contexts despite growing global relevance (Saputra et al., 2024), and insufficient investigation into implementation challenges specific to the public sector, including bureaucratic and political constraints (Magoro & Hakweenda, 2025).

2. Literature Reviews

2.1 Talent Management and Employee Performance

Talent management (TM) refers to the strategic process of attracting, developing, retaining, and utilizing individuals with the potential to drive organizational success (Collings, Mellahi, & Cascio, 2019). In the context of public enterprises, TM is particularly vital due to institutional inefficiencies and limited career incentives that can hinder the development of human capital (Akinwale & George, 2020). This paper identifies three core components of TM for conceptual analysis: recruitment, succession planning, and performance management. Recruitment refers to the process of attracting and choosing individuals with the necessary qualifications and potential. Effective recruitment ensures the right job fit, thereby influencing job satisfaction and employee output (Dinanty & Firdaus, 2024). In many public institutions, however, recruitment is often plagued by nepotism and lack of meritocracy (Ezejiofor et al., 2021). Succession planning focuses on identifying and developing future leaders to fill key roles within the organization. A lack of structured succession plans in public enterprises has led to skill gaps and reduced continuity in service delivery (Ogunyomi & Bruning, 2016). While, performance management includes goal setting, continuous feedback, and appraisals aimed at improving individual and organizational effectiveness. It is crucial for accountability and productivity in public enterprises (Daniel & Ibrahim, 2019; Akanpaadgi et al., 2024).

On the other hand, employee performance encompasses both task performance (core job duties) and contextual performance (extra-role behaviors such as teamwork and adaptability) (Campbell & Wiernik, 2015). In public sector settings, performance is influenced by multiple organizational and personal factors, including motivation, skills, institutional support, and perceived fairness in management systems (Okoye & Ezejiofor, 2013).

2.1.1 Recruitment and Employee Performance

Recruitment remains a foundational pillar in strategic human resource management, particularly in its influence on employee performance. Multiple empirical studies across different organizational contexts have demonstrated the critical role this process plays in enhancing workforce efficiency and aligning talent with institutional goals.

Aldhuhoori, Almazrouei, Sakhrieh, Al Hazza, and Alnahhal (2022) investigated the effects of recruitment, selection, and training strategies on employee performance in the UAE public sector, including the construction industry. Adopting a quantitative approach with 151 respondents and statistical analysis via SPSS, the study found a significant positive relationship between recruitment procedures, effective selection, and employee performance. Among the examined variables, effective selection emerged as the strongest determinant of performance, while training had the least influence.

Similarly, Utami, Galuh, Rauf, Atikah, and Gunawan (2025) conducted a study within the Indonesian private sector specifically PT Darium Abadi using a quantitative design with structured questionnaires administered to 94 employees. The analysis, executed through SPSS 25, revealed that recruitment significantly impacts employee performance. These findings underscore Dessler's (2020) assertion that recruitment, when strategically aligned, builds a talent pipeline that drives long-term organizational productivity. Furthermore, selection also exhibited a significant positive effect, supporting Boxall and Purcell's (2016) emphasis on meticulous candidate evaluation and Armstrong's (2017) view that a good fit between employee competencies and job requirements enhances overall job effectiveness.

In the Nigerian context, Hur-Yagba (2021) explored the recruitment-performance nexus within the Nigeria Railway Corporation. The study utilized a sample of 248 respondents, with data gathered through surveys and interviews. Employing Ordinary Least Squares (OLS) regression, the research confirmed that both recruitment and selection significantly influence employee performance. These results validate the strategic value of recruitment and selection processes, as proposed by Armstrong (2017), who maintains that well-structured staffing functions are integral to productivity and talent retention.

Adding to this evidence, Desri, Sirait, Wibowo, Kusuma, and Ahmadun (2024) assessed recruitment's effect on employee performance while testing selection as a moderating variable. Using a quantitative explanatory design and a Likert-scaled questionnaire distributed to 200 employees and 100 HR professionals, the study found a statistically significant relationship ($p = 0.031$) between recruitment and performance, further reinforcing the importance of recruitment strategies in human capital development.

Expanding on the scope of traditional recruitment, Saputra, Apriyan, and Subarjo (2024) examined green HR practices; green recruitment and selection, training, and intellectual capital in Yogyakarta, Indonesia. Utilizing a mixed-method approach and Partial Least Squares (PLS) analysis in SmartPLS, their findings indicated that green recruitment and selection positively affect employee performance, pointing to the growing relevance of sustainable HR strategies in contemporary management.

Complementing these insights, Dinanty and Firdaus (2024) studied recruitment and selection practices at Pizza Hut Sidoarjo using a quantitative associative approach with a sample of 100 employees. The study's multiple regression analysis confirmed the significant role of these practices in enhancing employee performance, stressing their value in cultivating a high-performing and competent workforce.

Collectively, these studies highlight that both conventional and green recruitment and selection strategies significantly influence employee performance across various sectors and geographic contexts. This recurring pattern across empirical literature supports the proposition that recruitment and selection are central to building an effective workforce.

H1: Recruitment processes have a significant effect on employee performance in public enterprises in Abuja.

2.1.2 Succession Planning and Employee Performance

Succession planning is increasingly recognized as a strategic human resource practice critical to sustaining employee performance and ensuring leadership continuity. Numerous empirical studies have highlighted the importance of effective succession planning in promoting workforce readiness, motivation, and organizational stability.

Abdullahi, Raman, and Solarin (2022) conducted a study within Malaysian private universities to examine the effect of succession planning practices (SPP) on employee engagement (EE) and employee performance (EP). Using a stratified and simple random sampling method, data were collected from 314 academic staff through structured questionnaires. The researchers employed Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis. The findings revealed a significant positive relationship between succession planning and employee performance, with employee engagement partially mediating this effect. This underscores the role of succession planning not only in talent development but also in fostering deeper employee involvement and productivity.

Expanding on this theme, Nandini and Archana (2024) examined how succession planning contributes to organizational performance through leadership continuity, employee retention, and talent development. Using structured questionnaires, their study emphasized that structured succession processes reduce leadership vacuums, improve job satisfaction, and boost employee motivation and loyalty. These outcomes suggest that succession planning serves not only as a contingency strategy but also as a proactive mechanism for enhancing employee performance and organizational resilience. This aligns with the views of Rothwell (2016) and Kim (2020), who argue that strategic HR practices like succession planning positively influence organizational outcomes.

Ali and Mehreen (2020) further explored the integration of succession planning within the Job Demands–Resources (JD–R) model to assess its direct and indirect effects on employee engagement and performance. Drawing data from 239 employees in commercial banks in Pakistan, the study utilized structural equation modeling to test its hypotheses. Results indicated that succession planning positively affects both engagement and performance, affirming the dual role of succession planning in enhancing work motivation and output through psychological empowerment frameworks.

In the Namibian public sector context, Maseke and Muadinohamba (2023) investigated how employee traits influence succession planning and organizational performance in commercial public enterprises. Adopting a mixed-methods approach involving 47 participants from 22 organizations, their study identified critical successor attributes such as age, education, experience, and strategic competencies. These findings reveal that effective succession planning goes beyond procedural design, requiring attention to the personal and professional attributes of potential leaders, which in turn affect employee and organizational performance.

Yin, Ye, Wang, and Su (2023) offered a large-scale empirical analysis of CEO succession planning within 2,599 listed Chinese firms, covering 3,955 CEO succession events from 2001 to 2015. Employing Probit and two-stage least squares regression, the study found that the nature of succession particularly internal appointments such as director-to-CEO transitions has significant implications for corporate performance. Interestingly, the study noted that internal succession without adequate planning could result in poorer outcomes compared to external hiring, suggesting that formal and strategic succession planning is essential for long-term performance enhancement.

A broader review by Olayo (2019) synthesized existing empirical findings on succession planning and workforce productivity in Kenya. The review highlighted succession planning as a strategic HR tool that enhances productivity through talent continuity and leadership development. It recommended formal integration of succession planning into organizational policy as a driver of sustainable performance.

Supporting these insights, Amirkhani, Nazeryani, and Faraz (2016) conducted a study within the Water and Sewage Company of Southeast Tehran using the Balanced Scorecard (BSC) framework. Involving 217 employees, the study employed SEM analysis through SPSS and LISREL. The findings confirmed that succession planning has a significant and direct positive impact on employee performance, mediated by organizational commitment. This highlights the importance of aligning succession strategies with employee engagement and organizational values to achieve optimal performance outcomes.

Collectively, these empirical studies affirm that succession planning plays a pivotal role in enhancing employee performance by fostering continuity, commitment, and readiness for leadership. Effective succession planning not only safeguards institutional knowledge but also motivates employees by signalling career advancement opportunities.

H2: Succession planning has a significant effect on employee performance in public enterprises in Abuja.

2.1.3 Performance Management and Employee Performance

Performance management (PM) has emerged as a strategic human resource tool that significantly influences employee performance across various organizational contexts. A growing body of empirical literature supports the argument that well-structured performance management systems enhance individual productivity, foster job satisfaction, and align employee efforts with organizational objectives.

Akanpaadgi, Kuuyelleh, and Adam (2024), through qualitative interviews with senior academic staff at Bolgatanga Technical University in Ghana, found that effective PM practices contribute positively to job satisfaction and institutional performance. Similarly, Yasa (2024), using interviews and participatory observation, emphasized that fairness, consistency, and sustainability in PM frameworks are essential in boosting employee productivity and supporting long-term organizational goals.

In the Nigerian context, Shinga and Mohammed (2024) employed a quantitative approach to assess the impact of performance management systems in Federal Colleges of Education. Their findings indicated a statistically significant positive relationship between PM systems and employee performance. Complementing this, Soressa and Zewdie (2021) reported that elements such as training, feedback, planning, appraisal, and rewards significantly contribute to employee performance in Ethiopian public institutions, with training and feedback showing the strongest effects.

Further insights were offered by Awan, Habib, Akhtar, & Naveed (2020), who investigated PM systems in Pakistan's banking sector. The study highlighted that perceived fairness and accuracy within PM frameworks enhance both task and contextual performance, with employee engagement mediating the relationship. Similarly, Almulaiki (2023), through a comprehensive literature review, affirmed that PMS effectiveness hinges on its integration with compensation, promotion opportunities, and ethical practices. Notably, performance appraisal stood out as the most impactful component influencing employee performance.

In a Nigerian public enterprise setting, Siyanbola, Shiyanbade, and Olubodun (2024) found that performance appraisal methods significantly impact both employee and organizational productivity. Meanwhile, Magoro and Hakweenda (2025), examining South Africa's Social Security Agency, underscored that despite the presence of PM frameworks, implementation gaps such as weak communication and lack of resources hinder the system's full potential.

Collectively, these studies underscore the centrality of effective performance management systems in promoting employee engagement, enhancing productivity, and achieving organizational alignment. When properly implemented, performance management not only measures but also drives performance by fostering transparency, motivation, and strategic focus.

H3: Performance management has a significant effect on employee performance in public enterprises in Abuja.

3. Theoretical Framework

Theories related to talent management and its practices provide a foundation for understanding how organizations can effectively utilize and enhance employee capabilities. This review discusses relevant theories that underpin the components of talent management: recruitment, succession planning and performance management. Each of these theories provides a unique lens for understanding how various talent management practices such as recruitment, succession planning and performance management contribute to employee performance.

3.1 Resource-Based View (RBV)

In relation to the Resource-Based View (RBV), human capital is one of the most important resources for an organization's success. These resources must be rare, valuable, unique, and non-replaceable (Barney, 1991). These special resources are developed and retained through talent management techniques like performance management, succession planning, and structured hiring. They

boost overall organizational performance, maintain competitive advantage, and develop personnel capacities when properly implemented (Wright, Dunford, & Snell, 2001; Priem & Butler, 2001).

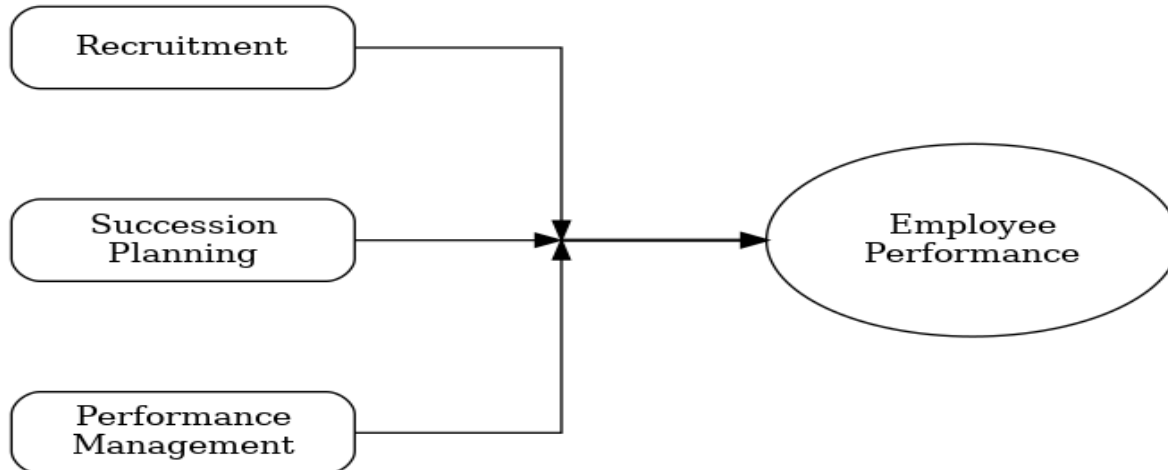
3.2 Social Exchange Theory (SET)

According to Social Exchange Theory (SET), workers feel obligated to return the favour by showing increased dedication, loyalty, and improved performance when they believe they are being treated fairly and that the company is investing in procedures like training, open hiring, and recognition (Blau, 1964). The employee-organization relationship is strengthened and trust is increased as a result of this reciprocity. Research confirms that reciprocal obligations are fostered by efficient personnel management, which leads to increased productivity and decreased inclinations to leave (Cropanzano & Mitchell, 2005; Eisenberger, Malone, & Presson 2020).

3.3 Human Capital Theory

According to Becker's (1993) Human Capital Theory, employees' knowledge and abilities are strategic assets that promote growth and productivity. It emphasizes that hiring, training, and developing employees results in quantifiable performance gains. The idea is pertinent to our study because it clarifies how talent management procedures, including as hiring, succession planning, and performance management, improve worker performance by making sure competent people are used efficiently. Organizations that prioritize human capital as a fundamental resource produce better results and maintain their competitiveness, according to recent studies (Kucharčíková & Mičiak, 2018).

Figure 1: Conceptual Model



Source: Conceptual Framework, 2025

4. Methodology

This study utilized a quantitative survey research design, considered suitable as it facilitates the collection of standardized data from a substantial population and endorses the application of inferential statistics, including correlation and regression, for hypothesis testing (Creswell & Creswell, 2018; Bryman, 2016). The study focused on 627 employees from three chosen public firms in Nigeria. To ensure representativeness, the population was evenly stratified among the organizations, thus reducing sample bias and improving generalizability (Saunders, Lewis, & Thornhill, 2019). As indicated by the Raosoft sample size calculator, the ideal sample size was 239 respondents with a 95% confidence level and a 5% margin of error. However, the study only got 163 valid responses, which is 68.2% of the total, which is appropriate for organizational surveys (Fincham, 2008). The data was gathered using a structured questionnaire that asked about recruiting, succession planning, and performance management as independent variables and employee performance as a dependent variable. Items from previously published research on human resource management was used (Aguinis, 2019; Armstrong, 2020). Responses were documented on a four-point Likert scale, from Strongly Disagree (1) to Strongly Agree (4), a format acknowledged as helpful for assessing perceptions and attitudes in organizational research (Joshi, Kale, Chandel, & Pal 2015). Cronbach's alpha coefficients above 0.70, which indicate adequate internal consistency, were used to establish reliability, and HR professionals reviewed and pilot-tested the instrument to guarantee validity (Nunnally & Bernstein, 1994). Using SPSS version 22, the data were analyzed. First, demographic characteristics were summarized using descriptive statistics like frequencies, and percentages. Next, the strength and direction of the relationships between the variables were examined using Pearson correlation analysis. Lastly, since regression techniques are generally accepted as appropriate for evaluating how independent variables explain variance in a dependent variable, multiple regression analysis was used to ascertain the predictive influence of hiring, succession planning, and performance management on employee performance (Field, 2018).

5. Results

The findings of the study reveal that talent management significantly affects employee performance in public enterprises through three critical dimensions: recruitment, succession planning, and performance management. The standardized beta coefficients

suggest that all three independent variables significantly contribute to predicting employee performance. These findings reinforce the strategic importance of robust talent management practices in enhancing workforce effectiveness in the public sector.

One important metric for assessing the representativeness of the sample and the quality of the data is the response rate. 239 employees of three carefully chosen public companies in Abuja, Nigeria, were given questionnaires as part of this study. 163 completed questionnaire sets were received, representing about 68% response rate. Because of the high response rate, there is less chance of non-response bias and the findings are more credible.

Table 1: Response Rate

Questionnaire	Numbers	Percentage
Valid Response	163	68.2
Non response	76	31.8
Total	239	100.0

5.1 Reliability of Instrument

In this study, reliability was assessed using Cronbach's alpha, which is frequently used to evaluate the internal consistency of survey items (Tavakol & Dennick, 2011). The scale yielded a Cronbach's alpha coefficient of 0.703 for all three items, as seen in Table 2, above the minimal acceptable level of 0.70 suggested by Nunnally and Bernstein (1994). This suggests that the items are sufficiently correlated and consistently assess the constructs being studied, indicating that the instrument has satisfactory reliability. As a result, the survey was judged appropriate for additional statistical examination.

Table 2.: Reliability Statistics

Variable	Cronbach's Alpha	Number of Items
Recruitment	.776	6
Succession Planning	.798	6
Performance Management	.805	5

5.2 Correlation Matrix

Table 3 which relates to the correlation results indicate that employee performance is strongly positively correlated with recruitment ($r = .637$, $p < 0.01$) and succession planning ($r = .599$, $p < 0.01$), whereas performance management ($r = .300$, $p < 0.01$) has a weaker but still significant relationship. The three talent management strategies all have a considerable impact on employee performance, with recruiting having the biggest impact, according to the independent variables' positive correlations with one another (Field, 2018; Pallant, 2020).

Table 3: Correlations

		EP	REC	SP	PM
EP	Pearson Correlation	1	.637**	.599**	.300**
	Sig. (1-tailed)		.000	.000	.000
	N	163	163	163	163
REC	Pearson Correlation	.637**	1	.323**	.165*
	Sig. (1-tailed)	.000		.000	.017
	N	163	163	163	163
SP	Pearson Correlation	.599**	.323**	1	.195**
	Sig. (1-tailed)	.000	.000		.006
	N	163	163	163	163
PM	Pearson Correlation	.300**	.165*	.195**	1
	Sig. (1-tailed)	.000	.017	.006	
	N	163	163	163	163

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

5.3 Regression Analysis

The predictive impact of recruitment, succession planning, and performance management on employee performance was investigated using multiple regression analysis. A strong model fit was indicated by the model summary (Table 4), which demonstrates that the variables collectively explained 59.7% of the variance in employee performance ($R^2 = 0.597$) (Field, 2018). Autocorrelation was not a problem in the dataset, as indicated by the Durbin-Watson statistic of 1.812, which is within the permissible range of 1.5 to 2.5 (Pallant, 2020).

Table 4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.772 ^a	.597	.589	1.958	1.812

a. Predictors: (Constant), PM, REC, SP

b. Dependent Variable: EP

The ANOVA results as presented in Table 5, further supported the statistical significance of the whole model ($F(3,159) = 78.37$, $p < .001$), showing that performance management, succession planning, and hiring all work together to explain differences in employee performance. This is in line with suggestions that when the significant value is less than the 0.05 cutoff, ANOVA shows the model's explanatory capacity (Hair et al., 2019).

Table 5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	901.425	3	300.475	78.371	.000 ^b
Residual	609.606	159	3.834		
Total	1511.031	162			

a. Dependent Variable: EP

b. Predictors: (Constant), PM, REC, SP

According to the regression coefficients as shown in Table 6, the best predictors of employee performance was recruitment ($\beta = .480$, $t = 8.954$, $p < .001$) and succession planning ($\beta = .416$, $t = 7.732$, $p < .001$) emerged as the strongest predictors of employee performance respectively, while performance management ($\beta = .139$, $t = 2.697$, $p = .008$) also made a statistically significant though smaller contribution. There were no issues about multicollinearity, according to collinearity data, which showed tolerance values above 0.80 and variance inflation factors (VIF) below 2. Employee performance in public firms is greatly enhanced by focused investments in recruitment, succession planning, and fair performance management systems, as these findings support (Aguinis, 2019; Armstrong, 2020).

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.245	1.636		.761	.448		
	REC	.461	.051	.480	8.954	.000	.885	1.130
	SP	.327	.042	.416	7.732	.000	.875	1.143
	PM	.165	.061	.139	2.697	.008	.950	1.052

a. Dependent Variable: EP

6. Discussion

The regression analysis showed that recruitment, succession planning, and performance management jointly explained a significant proportion of variance in employee performance in Nigerian public enterprises. This indicates that talent management practices are not only relevant but also critical determinants of organizational effectiveness.

This study concluded that recruitment was the strongest predictor of employee performance ($\beta = .480$, $p < .001$). This finding supports Human Capital Theory (Becker, 1993), which holds that organizations that invest in hiring skilled and competent individuals experience superior productivity outcomes; it also supports empirical evidence by Aldhuhoori, Almazrouei, Sakhrieh, Al Hazza, and Alnahhal (2022) who found a significant positive relationship between recruitment procedures, effective selection, and employee performance.

Additionally, succession planning significantly improved employee performance ($\beta = .416$, $p < .001$). This implies that organized succession plans maintain corporate knowledge, improve employee motivation, and close leadership shortages. The Resource-Based View (RBV), which highlights the strategic significance of internal talent as a distinct and inimitable asset, is in line with the findings (Barney, 1991). It is also in line with research by Abdullahi, Raman, and Solarin (2022), whose findings showed a significant and positive relationship between succession planning and employee performance.

Although it was less significant than recruitment and succession planning, performance management was nevertheless substantially associated with employee performance ($\beta = .139$, $p = .008$). This illustrates how employees are more likely to successfully contribute to corporate goals when they are provided with opportunities for growth, constructive criticism, and clear performance standards. The outcome is in line with Social Exchange Theory (SET), which postulates that workers will be more dedicated and perform

better if they receive fair treatment and acknowledgment in return (Cropanzano & Mitchell, 2005). It also backs up Aguinis (2019), who pointed out that efficient performance management systems improve employee accountability and decision-making.

7. Conclusion and Recommendations

From the results of this study, the three independent variable such as recruitment, succession planning, and performance management, were all significant in explaining employee performance in Nigerian public firms, with recruitment having the greatest outcome. Additionally, with respect to theoretical leaning, the findings support important theories including the Resource-Based View, Social Exchange Theory, and Human Capital Theory, which hold that successful human capital practices are essential to organizational success. In order to boost morale, close leadership gaps, and boost inclusive service delivery, the study virtually highlights the need for public firms to execute transparent recruitment, formalize succession planning, and increase performance management.

The limitations of the study should serve as the basis for the recommendation for further research. It is necessary to find additional latent predictor factors that might account for the variance in employee performance, as the coefficient of determination R^2 was only able to account for 59.7% of the total variance. Put differently, the remaining 40.3% of the difference in employee performance may be explained by other factors like training and job rotation, among others. Therefore, future studies should examine the factors listed above that may enhance Abuja employees' performance.

Since the study used a cross-sectional strategy, which gathers data at a particular point in time, future research should consider a longitudinal research methodology, which gathers data across time.

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