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TALENT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF PUBLIC HEALTH TRAINING INSTITUTION IN RIVERS STATE

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ABSTRACT
This study examined the relationship between talent management and organizational performance of public health training institutions in Rivers State. Specifically, it investigated how talent attraction, talent development, and talent retention influence organizational growth and productivity. The study adopted a survey research design, and data were collected from ninety (90) management employees across public health training institutions in the state using a structured questionnaire. Data were analyzed using descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS). The findings revealed that talent attraction**,** talent development**,** and talent retention each have a significant positive relationship with organizational performance. Talent attraction was found to enhance both growth and productivity through effective recruitment and selection practices. Talent development contributed to performance improvement by building employee capacity through training, mentoring, and leadership programs. Similarly, talent retention had the strongest influence on performance, as retaining skilled and experienced employees promotes institutional stability and continuous improvement. The study concludes that effective talent management practices are critical for enhancing organizational performance in public health training institutions. It recommends that management should strengthen strategies for attracting, developing, and retaining talented personnel to sustain growth and productivity.
Keywords: Talent management, talent attraction, talent development, talent retention, and organizational performance.

INTRODUCTION
Performance is a general term applied to a part or to all the conducts of activities of an organization over a period of time often with reference to projected cost efficiency, management responsibility or accountability. It is not the presentation only, but the quality of results achieved that refers to the performance. Studying the effects of talent management practices on organization performance is taking a considerable part of research these days. Studies assume that talent management enhances organizational performance by attracting and retaining the talented people it requires (Armstrong & Taylor, 2014). Organizational performance is an indicator which measures how well an enterprise achieves their objectives (Ventatraman & Ramanujam, 2021). Organizational performance can as well be assessed by organization efficiency and effectiveness. They characterize the performance as future-oriented, designed to reflect particularities of each organization/individual and is based on a causal model linking components and products. They define a ″successful″ business as one that will achieve the goals set by the management coalition, not necessarily one that achieved them. Thus, performance is dependent as much of capability and future.
Talent is a set of unique abilities possessed by individuals. There are two types of talent found in an organization. They are unidimensional and multidimensional. Both types of talent have the same

objective, however, with different perspectives (Allen, 2012). Talent management includes within its fold those individuals who can make a difference to the organization's goals, either through their immediate contribution or in the long run. Talent is a composite state made up of various elements (Richard, 2020). An individual is said to be talented when he/she possesses or acquires, skills, knowledge, intelligence, experience, ability to learn and grow and judgment, attitude, character perseverance and self-motivation.

Public health institution in Nigeria faces difficult political, security and economic environment. In addition to the fact that health training Institutions is a service based, all of its activities are about people which requires an effective human resources management in order to maintain a qualified and skilled employee who can deal with such challenges so that the colleges of health can survive and maintain its competitive advantage. Health training Institutions are classified as a service industry, and its deal with many challenges and difficulties such as managing people and managing risks. However, an effective risk management cannot be applied without a productive and talented human resource, which can be gained by a systematic talent management practice that participate in achieving the overall colleges of health strategy by attracting, motivating, developing and retaining the top skilled and talented employees. Talent Management as TM represents an opportunity to reinforce the institution's effectiveness and secure its future by recruiting, nurturing and retaining talent in the health training Institutions.

Statement of the Problem

This study addresses the current challenges confronting the health training Institutions focusing particularly on health training Institutions in Rivers State and raises awareness of the strategic importance of talent management. The current health institution requires local talent to manage. Large organizations still find it difficult to achieve manpower planning and succession management. Although management recognizes that talent is crucial to the success of the organization, adequate measures to protect and nurture it are yet to be formulated. Employees' job dissatisfaction has become a key concern to the public health care system because it has led to low quality of health care (Mrayyan, 2015). These challenges have serious implication on health care institution because replacing talented and experienced health professionals consumes time and is costly for any health institution. This dilemma is most prevalent at senior management level. Consequently, the public health training institution in Rivers State is not immune to this drive for talent. Organizations are in a global competition for talent. The ability of an organization to adapt and manage quality talent to meet client needs is necessary in order to remain competitive and productive. (Khudnick, & Charles, 2023).

Aim and Objectives of the Study

The main purpose of this study is to examine the relationship between talent management and organizational performance of the health training Institutions in Rivers State. However, objectives of this research study are;

1. To determine the extent to which talent attraction influences organisational performance of public health training Institutions in Rivers State.
2. To determine the influence of talent development on the organisational performance of public health training Institutions in Rivers State.
3. To assess the relationship between talent retention and organizational performance of public health training Institutions in Rivers State.

Research Questions

1. To what extent does talent attraction influence organizational performance of public health training Institutions in Rivers State?
2. To what extent does talent development influence organizational performance of public health training Institutions in Rivers State?
3. To what extent does talent retention influence organizational performance of public health training Institutions in Rivers State?

Research Hypotheses

Ho_1: There is no significant relationship between talent attraction and organizational performance of public health training Institutions in Rivers State.

Ho_2: There is no significant relationship between talent development and organizational performance of public health training Institutions in Rivers State.

Ho_8: There is no significant relationship between talent retention and organizational performance of public health training Institutions in Rivers State?

REVIEW OF RELATED LITERATURE

Talent Management

According to Berger & Berger, (2024) talent management is of immense importance for an organization's success as it helps it to obtain and maintain competitive advantage, while, (Ntonga, 2017) argues that investing in the activity of conserving human capital talents leads to effective and consistent employee performance, which enables an organisation to be successful in the long run. Scholars such as (Berger & Berger, 2024) state that an organisation must have a proactive and systematic strategy to implement Talent Management and it must explain how to identify, select and retain the manpower essential for the success of the organisation. On the other hand, expressing a conflicting view, Creelman (2014) suggests that the whole concept of talent management is nothing but sourcing, recruiting and retention of skilled manpower. McDonnell, et al., (2020) disagrees and believes that talent management is one of the most important factors in ensuring sustainable organizational success.

Talent Attraction

Talent attraction is the process of attempting to locate and attract a pool of suitably qualified and experienced people to apply for existing or anticipated positions within an organization. Having and promoting the most appropriate employees will give organizations the ability to decrease costs while achieve an improved result. In addition, the cost of a wrong hiring procedures can reach 20% to 200% of the annual salary, beside the cost of firing the wrong candidate and hiring and training the new employee (Merlevede, 2014). Tyson, (2014) defines attraction as the procedures which produces candidates, helps to create the employer image, and through recruitment strategies has a major effect on the organizational culture.

Talent Development

Talent development is a set of integrated organizational processes designed to attract, develop, motivate, and retain productive, engaged employees. (Ntonga, 2017). The goal of talent development is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives. Talent development focuses on how to develop employee skills and competencies. Organizations provide learning opportunities and tools for employees to advance their overall careers.

Talent development is a business strategy that companies implement to retain their top talented employees.

Talent development processes require careful planning and execution in order to be effective and sustainable. When the members of the talent pool have been selected the organization has to start with their development, to become them in perfect employees for that company. Taking into account that almost all the talent pool will be managers of that company in the future, a training to make sure that the future of the business is in the best hands, is fundamental (Creelman, 2014). According to (McDonnell, 2020), the most of the desired talent matrix elements are present in talent pool members, but others will be obtained by formal or informal trained, even those talents which are inherent in the employee should be developed to increase them and achieve their maximum potential.

Talent Retention

Due to the huge differential value created by a talented employee, the recent research in human resource area tend to focus on retention of talented employees than of entire workforce. No organization can even imagine hazards of losing a top talent, especially, to its rival organization. At times, even a single employee can change the destiny of the organization. Mathis & Jackson (2021) argue that retention is important because turnover can lead to low performance in otherwise productive units. Effective retention management can affect the integrated human resources attraction, recruiting, and selection practices. Retention rules are established to ensure that people stay as committed members of the organization. The result of these rules is a talent flow that creates and retains the talent pool (Armstrong & Taylor, 2014).

Organizational Performance

Performance can be defined as the completion of a task with application of knowledge, skills and abilities. The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. (Kennerley, & Neely, 2023). In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Performance is a reflection of the organization's ability to achieve its goals, or in other words, the organization's ability to achieve long-term goals. Performance is a combination of resources, capabilities of the organization that are being used efficiently and effectively in order to achieve its objectives (James, et al, 2012). It is the level of the outputs of the organization after conducting operations on its inputs. Hence, after a thorough review of the different concepts of performance, it can be argued that performance in its simplest form is the desired results which the organization seeks to achieve efficiently and effectively. Apart from the difficulty in defining the concept organizational performance, the central question remains what parameters, with direct impact on the efficiency measure and monitor, not only the organization as a whole but also in individual processes, such as production, logistics, sales and human resources.

Growth

Organizational growth can be said to be the total increase in an organization’s workforce. As organization grows, workloads increase, as a matter of fact, strategies that were useful in the past seized to be effective. Mathis & Jackson, (2021) identified energy and resources (man and materials) as major contributory factors in organizational survival and growth. (Jones et al., 2014) argues that

every organization should see survival as the whole essence of being. Further, survival of any organization largely depends on synergy that exists between employers and employees in achieving organizational goals and objectives. Organizational growth has the potential to provide small businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for small businesses and is a fundamental concern of many practicing managers. (Jones et al, 2014).

Productivity

Productivity is generally defined as an "output of goods and services per person employed in the economy, or sometimes as the output per hour worked". It is a "measure of the effectiveness and efficiency of your organisation in generating output with the resources available". (Berger & Berger, 2024). The common inputs that companies tend to invest in are labour and capital. Labour refers to the number of hours worked, number of workers in the office and the costs of labour. Capital tends to refer to physical assets such as infrastructure and machinery, as well as the financial value of these assets. A simple way of looking at productivity in a business organization is to think of it in terms of the productivity. Essentially, productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services. This is usually expressed in ratios of inputs to outputs. That is (input) cost per (output) good/service. It is on its own a measure of how efficient the conversion process is. (Buffa, 2022).

Productivity is an average measure of the efficiency/effectiveness of production. It can be expressed as the ratio of output to inputs used in the production process, i.e. output per unit of input. When all outputs and inputs are included in the productivity measure it is called total productivity. Outputs and inputs are defined in the total productivity measure as their economic values. The value of outputs minus the value of inputs is a measure of the income generated in a production process. It is a measure of total efficiency of a production process and as such the objective to be maximized in production process. Productivity is a critical sub-indicator of improving firm's performance. (Thomas & Van Aken, 2013).

Theoretical Framework

The Resource Based Theory

The resource-based theory propounded by Wernerfelt, (1984) emphasizes the value added in people by organization Generate worthwhile return. The theory further suggests that investment in people leads to economic benefit for the individual and the organization as a whole (Khilji, & Schuler, 2017). Further, talent management and its link to the organization performance can be expounded by the resource-based theory which provides explanations on how firms can create value by managing their resources including its employees, (Lyria, 2015). The theory indicates that a resource has to be valuable that is it must enable a firm to employ a value creating strategy by being rare and inimitable, (Barney, 1991).

The resource-based theory, is a mixture of both theories and a strategic management which seek to identify the available resources that may provide organization with a sustainable competitive advantage. These resources are as follows: Talents, employment of skilled personnel, machinery etc.

In these resources we have tangible and intangible assets, example; organizational management skills, organizational processes and routines, information and knowledge. In every organization talent is very important, hence, it is valuable, rare, inimitable that is costly to imitate and, a non-substitutable and are a source of sustained competitive advantage to the extent that there are no strategically equivalent resources. (Barney, 1991). The theory has to do with the valuable resources (talent) in an organization. The available resources have to be protected, because it is closed to the outside environment to be able to stand competitively and to the good development of organization. Organizational development will improve, when the valuable resources are being cared for, protected and nurtured. It is good to know what is identifying the talents that will provide a competitive advantage, the organization is sure to fulfill its objectives, satisfy and even delight candidates. By so doing will result in the growth and development of the organization. Since the organization will also care for those talented ones and ensuring that there is no way they could be taken away. This nurture talent and protect them from competition. This nurturing will asset in improving the capabilities of the talents and even enable to exceed their development and the outcome of this will be high development and efficiency of the organization (Armstrong & Taylor, 2024).

Empirical Review

Agbaeze, et al., (2017) carried out a study on the Impact of Talent Management Strategies on Organizational Performance in Selected Deposit Money Banks (DMB) in Lagos State, Nigeria. Data were collected using the questionnaire research instrument and interview guide. The sample size of 359 was obtained from the population using Bill Godden's formula. The study found that succession planning, compensation management, human resource development are the essential strategies that enhances organizational performance. The study recommended organization's management to ensure that a suitable, effective and consistent succession management is applied by strategically determining, assessing and developing employee to ensure that they are able of filling key positions due to its importance to an organizations survivability and success in the industry.

Hanaysha, (2016), testing the effects of employee engagement, work environment, and organizational learning on organizational performance. The main goal of the study is to examine the impacts of work engagement, organizational learning, and work environment on organizational commitment in higher education institution. An online survey was used to collect data from 242 employees at public universities in northern Malaysia. The study results indicated that employee engagement has a significant positive impact on organizational performance. It was also found that job environment possesses a significant impact on organizational performance. Finally, the results of this study approved that organizational learning has a significant positive impact on organizational performance.

James, et al., (2012), studied talent management effect on organizational performance. This study aims to identify impact of Talent management on organizational performance. Study utilized the survey to collect primary data for the study. The study's sample was the top management level one survey per organization was given to largest organizations in Lagos metropolis. The study results found that there is an effect of talent management on organizational performance. In addition, study indicated that the results can be generalized to national and multinational organizations, however, the study results revealed that talent management has effect on medium and small business firms in the Nigerian business context. Study recommendations indicated to the importance of applying the talent management practices including all employee in the organizations that possess talented personnel. In

addition to the necessity of distinguishing between the practices of talent management and general human resources management.

Nobarieidishe, et al., (2014) carried out a study relationship between talent management and organizational performance of Banks in Nigeria. The purpose of this study is to investigate the relationship between talents management and organizational performance. This study is descriptive-correlation research that was conducted through the survey method. The study population consisted of all employees of selected Banks. The findings of the study show that there is a significant relationship between talent management and its sub variables as attracting the talents, talents maintenance and talents development with organizational performance and also there is a relationship between talents management and organizational performance according to demographic variables.

METHODOLOGY

In this study, the researcher adopts a survey research method. The study population comprised of ninety (90) management employees from the public health training institutions in Rivers State. The purposive sampling techniques method was adopted due to the size of the respondents. The instruments used for data collection was a structured questionnaire. Collected data was subjected to descriptive and inferential statistical analysis. The descriptive statistics in the form of frequency distribution, percentage and proportion values were used to describe the collected data structure. In testing the significant of the data collected and hypothesis in this study, the use of Statistical Package for Social Science (SPSS) became eminent

DATA PRESENTATION AND ANALYSIS

Research Question 1: To what extent does talent attraction influence organizational performance of public health training Institutions in Rivers State?

S/N	**Talent Attraction**	**SA 4**	**A 3**	**D 2**	**SD 1**	**TOTAL**
1.	My institution executive search provides the best talents	55	23	3	1	82
2.	My institution has an excellent talent acquisition strategy	48	22	9	0	82
3.	My institution ensures that the employees selection process consider job description and analysis.	51	27	4	0	82
4.	My institution has a well-defined onboarding system for employees	40	32	10	0	82

Source: Survey Data and SPSS Output, 2025.

The table presents the outcome of responses on talent attraction items. The participants were required to indicate their views by using the 4-points Likert scale. The response demonstrates their view to all the instrument items.

Descriptive Statistics of Talent Attraction

	N	Minimum	Maximum	Mean	Std. Deviation	**Decision ($\bar{x} \geq 2.5$.)**
TA1	82	1	4	3.61	.624	Accepted
TA2	82	1	4	3.40	.829	Accepted
TA3	82	2	4	3.57	.589	Accepted
TA4	82	2	4	3.37	.694	Accepted
Valid N (listwise)	82					

Source: SPSS Output, 2025.

The table presents results on talent attraction items. Each item shows a mean score of $\bar{x} \geq 2.5$. The highest mean score is 3.61, while the lowest mean score is 3.40. Associated standard deviation scores are $s < 1.00$. The result shows that most of the respondents agree to the items on talent attraction as the grand mean $\bar{x} \geq 2.5$. This indicates the dominance of talent attraction in the health training institution.

Research Question 2: To what extent does talent development influence organizational performance of public health training Institutions in Rivers State?

S/N	**Talent Development**	**SA 4**	**A 3**	**D 2**	**SD 1**	**TOTAL**
1.	My organisation carries out training and development for better employee performance	69	12	1	0	82
2.	The employees are well mentored to acquire new knowledge and skills in the organization	54	24	3	1	82
3.	My institution carries out leadership development to manage people and resources.	52	25	3	2	82
4.	My institution carries out team evaluation to boost their effectiveness	113	82	0	0	82

Source: Survey Data and SPSS Output, 2025.

The table presents the outcome of responses on talent development items. The participants were required to indicate their views by using the 4-points Likert scale. The response demonstrates their view to all the instrument items.

Descriptive Statistics of Talent Development

	N	Minimum	Maximum	Mean	Std. Deviation	**Decision ($\bar{x} \geq 2.5$.)**
TD1	82	1	4	3.82	.475	Accepted
TD2	82	1	4	3.60	.626	Accepted
TD3.	82	1	4	3.55	.688	Accepted
TD4	82	2	4	3.56	.569	Accepted
Valid N (listwise)	82					

Source: SPSS Output, 2025.

The table presents results on talent development items. Each item shows a mean score of $\bar{x} \geq 2.5$. The highest mean score is 3.82, while the lowest mean score is 3.55. Associated standard deviation scores are $s < 1.00$. The result shows that most of the respondents agree to the items on talent development, as the grand mean $\bar{x} \geq 2.5$. This indicates the existence of talent development in the health training institution.

Research Question 3: To what extent does talent retention influence organizational performance of public health training Institutions in Rivers State?

S/N	**Talent Retention**	**SA 4**	**A 3**	**D 2**	**SD 1**	**TOTAL**
1.	My organisation carries out training and development for better employee performance.	58	21	3	0	82
2.	The employees are well mentored to acquire new knowledge and skills in the organisation.	51	26	2	3	82
3.	My institution carries out team evaluation to boost their effectiveness.	49	30	0	3	82

Source: Survey Data and SPSS Output, 2025.

The table presents the outcome of responses on talent retention items. The participants were required to indicate their views by using the 4-points Likert scale. The response demonstrates their view to all the instrument items.

Descriptive Statistics of Talent Retention

	N	Minimum	Maximum	Mean	Std. Deviation	**Decision ($\bar{x} \geq 2.5$.)**
TR1	82	2	4	3.67	.546	Accepted
TR2	82	1	4	3.52	.724	Accepted
TR3	82	1	4	3.52	.689	Accepted
Valid N (listwise)	82					

Source: SPSS Output, 2025.

The table presents results on talent development items. Each item shows a mean score of $\bar{x} \geq 2.5$. The highest mean score is 3.67, while the lowest mean score is 3.52. Associated standard deviation scores are $s < 1.00$. The result shows that most of the respondents agree to the items on talent retention, as the grand mean $\bar{x} \geq 2.5$. This indicates the existence of talent retention in the health training institution.

Test of Hypothesis

H_{O1}: There is no significant relationship between talent attraction and organizational performance of public health training Institutions in Rivers State

Table 4.25: Correlations between Talent Attraction and Organisational Performance

			Talent Attraction	Growth	Productivity
Spearman's rho	Talent Attraction	Correlation Coefficient	1.000	.465**	.335**
		Sig. (2-tailed)	.	.000	.002
		N	82	82	82
	Growth	Correlation Coefficient	.465**	1.000	.572**
		Sig. (2-tailed)	.000	.	.000
		N	82	82	82
	Productivity	Correlation Coefficient	.335**	.572**	1.000
		Sig. (2-tailed)	.002	.000	.
		N	82	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2025.

The bivariate result shows a significant level lesser than 0.05. The significance value of 0.000 which is less than the 5% significance level, $p< 0.05$ (0.000< 0.05), rho = .465**. This leads to the rejection of the null hypothesis. The null hypothesis is rejected while the alternate hypothesis is accepted. This implied that, there is a moderate significant positive relationship between talent attraction and the growth of public health training Institutions in Rivers State. The result shows a significant level lesser than 0.05. The significance value of 0.002 which is less than the 5% significance level, p< 0.05 (0.002< 0.05), rho = .335**. This leads to the rejection of the null hypothesis. The null hypothesis is rejected while the alternate hypothesis is accepted. This implied that, there is a low positive significant relationship between talent attraction and the productivity of public health training Institutions in Rivers State.

Ho2: There is no significant relationship between talent development organizational performance of public health training Institutions in Rivers State

Correlations between Talent Development and Organisational Performance

			Talent Development	Growth	Productivity
Spearman's rho	Talent Development	Correlation Coefficient	1.000	.496**	.361**
		Sig. (2-tailed)	.	.000	.001
		N	82	82	82
	Growth	Correlation Coefficient	.496**	1.000	.572**
		Sig. (2-tailed)	.000	.	.000
		N	82	82	82
	Productivity	Correlation Coefficient	.361**	.572**	1.000
		Sig. (2-tailed)	.001	.000	.
		N	82	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2025.

The result of the analysis shows a significant level $p< 0.05$ (0.000< 0.05), rho = .496**. This means that there is a significant relationship between talent development and growth of public health training Institutions in Rivers State. The null hypothesis is rejected, and we restate that. There is a high significant relationship between talent development and the growth of public health training Institutions in Rivers State. The result of the analysis shows a significant level $p< 0.05$ (0.001< 0.05), rho = .361**. This means that there is a low significant relationship between talent development and the productivity of public health training Institutions in Rivers State. The null hypothesis is rejected, and hereby state that, there is low positive significant relationship between talent development and the productivity of public health training Institutions in Rivers State.

Ho3: There is no significant relationship between talent retention organizational performance of public health training Institutions in Rivers State

Correlations between Talent Retention and Organisational Performance

			Talent Retention	Growth	Productivity
Spearman's rho	Talent Retention	Correlation Coefficient	1.000	.590**	.505**
		Sig. (2-tailed)	.	.000	.000
		N	82	82	82
	Growth	Correlation Coefficient	.590**	1.000	.572**
		Sig. (2-tailed)	.000	.	.000
		N	82	82	82
	Productivity	Correlation Coefficient	.505**	.572**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	82	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2025

The result shows a significant level lesser than 0.05. The significance value of 0.000 which is less than the 5% significance level, $p< 0.05$ (0.000< 0.05), rho = .590**. This leads to the rejection of the null hypothesis. The null hypothesis is rejected while the alternate hypothesis is accepted. This implied that, there is a significant positive relationship between talent retention and the growth of public health training Institutions in Rivers State. The result shows a significant level lesser than 0.05. The significance value of 0.000 which is less than the 5% significance level, p< 0.05 (0.000< 0.05), rho = .505**. This leads to the rejection of the null hypothesis. The null hypothesis is rejected while the alternate hypothesis is accepted. This implied that, there is a high positive significant relationship between talent attraction and the productivity of public health training Institutions.

Discussion of Findings

The study examined the relationship between talent management and organizational performance of public health training institutions in Rivers State. The findings showed that talent attraction has a significant positive relationship with organizational performance, particularly in terms of growth and

productivity. This implies that when institutions adopt effective recruitment and onboarding strategies, they attract competent employees who contribute meaningfully to organizational goals. This agrees with Merlevede (2014) and Tyson (2014), who noted that proper attraction strategies enhance efficiency and organizational image. The study also revealed that talent development significantly influences organizational growth and productivity. Institutions that invest in continuous training, mentoring, and leadership development experience improved performance. This supports Ntonga (2017) and McDonnell et al. (2020), who emphasized that developing employee skills and competencies ensures sustainable organizational success. Furthermore, the findings showed a strong positive relationship between talent retention and organizational performance**.** Retaining skilled and motivated employees enhances productivity and institutional stability. This aligns with Mathis and Jackson (2021) and Armstrong and Taylor (2014), who observed that effective retention strategies reduce turnover and maintain high performance levels. Overall, the study confirms that talent management practices—specifically attraction, development, and retention—play a vital role in improving growth and productivity in public health training institutions. This supports the Resource-Based Theory, which emphasizes that people are valuable resources that provide organizations with a lasting competitive advantage.

Conclusion

The talent management in organization essential for excellent performance in the public health training Institutions. Organizations that pays attention to talent attraction and development, stand the chance of having highly motivated workforce with high sensitivity to diligent performance. This implies that well managed talent improve performance at workplace and ineffectiveness and inefficiency result in decrease performance. The study deduced that proper talent management through talent attraction, development and retention results in excellent productivity and growth and absolutely create a high performance in the organisation.

Recommendations

From the forgoing findings and conclusion, the following recommendations are proffered.

1. The management should develop good talent attraction strategies.
2. The management organize periodic talent development to motivate employees and improve workplace performance.
3. Excellent talent retention strategies should be inculcated at workplace

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