

# Competency and talent management: is there a formidable strategy for workplace meritocracy

by

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# Introduction

- **The human resource managers' capacity to manage workforce potentials, to attain the desired goals as industrial innovations evolves through efficient systematic competency initiatives matter for firms co-existence and survival.**
- **Thus, employees' competency strategies must support staff members abilities to attain competitive advantage to withstand the changes in economic and business dynamics (Sengupta, Venkatesh & Sinha, 2013; Mohammad, & Mojtaba, 2012).**

# Introduction cont...

- **Competency strategies must promote essential knowledge, attitude, abilities, skills and behavioural potentials, to achieve results, drive the vision of the firm and develop the needed capacities to lead growth in accordance with the industry's developmental trends (Allen, & Scott, 2022; Sengupta, Venkatesh & Sinha, 2013).**
- **Subsequently, competency is the useful combination of basic behavioural tacit and explicit knowledge, and skills, which gives employees' the needed potential for effective workplace performance (Paton, 2016; Mohammad & Mojtaba, 2012; Draganidis & Mentzas, 200:53).**
- **Therefore, competencies are the common links among the majority of human resource subsystems and its is the fundamental factor for achieving organisational strategies (Mohammad & Mojtaba, 2012).**

# Introduction cont...

**The purpose of this study is to:**

- **Deconstruct the competencies of incumbent civil service staff members through their idea of talent management by their work experiences.**
- **To understand their competency profile, in order to identify the relevant talent gaps.**
- **Propose competency strategies to promote human resource development talent management practice in the civil service institutions.**
- **Highlight human resource development practices that matters for effective employee competency development, which will promote effective talent management engagement in the workplace.**

# Introduction cont...

- To attain this fits, we determine civil service staff members competencies, identify their underlying skill sets, abilities, knowledge and weaknesses.
- These were collected as shared experiences, in processes that support government bureaucratic system to provide its unique services for effective resource collaboration, to ascertain equity and growth in the state's economy.

# Introduction cont...

## Research Questions

- **Is the levels of competencies on the job fostered by employees' idea of talent management through work experience?**
- **How does the identities of employees competency profiles significantly influence their talent management gaps?**
- **Are competency strategies influencing existing talent management practices?**
- **Is the effectiveness of employees competency development influencing the efficiency of talent management engagement in the workplace?**

# Introduction cont...

## **Research Prepositions (P):**

- **P1: Employees competencies levels on the job is influenced by their ideas of talent management in line with their work experiences.**
- **P2: Employees competency profiles identities significantly influenced their talent management gaps.**
- **P3: Competency strategies are influenced by existing talent management practices.**
- **P4: The effectiveness of employees competency development initiatives are influenced by the efficiency of talent management engagement in the workplace.**

# Literature review

**Theoretically, core competencies focus on staff members' ability to coordinate sequences of observed measurable knowledge, skills, abilities and personal attributes that supports employees' consistent growth over their functional life-time (Ljungquist, 2008; Srivastava, 2005).**

**Practically, It promotes an employees' self-assessment tool to assess their competencies, in order to attain better professional profiles (Allen, & Scott, 2022; Paton, 2016).**



## Literature review cont...

**Strategically, It upholds the essentials of workplace safety development and it involves strategic development, stakeholders' management, knowledge management, learning and unlearning planning, financial management, diversity, decision making/implementation analysis and inclusion strategies (Rahman, Arifin, Mahfudz, Cyio, 2022; IOSH, 2020; Purohit & Shah, 2018; Mohammad, & Mojtaba, 2012).**

## Literature review cont...

**Scholars accept the fact that human resource experts schematically devise competency criteria, but presently authors in other fields of study have succeeded in holistically demystifying the competency debate, giving a thoroughly straightforward and practical guide, which is welcomed by professionals who need to know more about the crucial role competencies play in contemporary workplace management (IOSH, 2022; Allen, & Scott, 2022; Durisic-Bojanovic 2013).**

# Literature review cont...

- **These scholars guide the audience through all the stages of developing a core competency framework (IOSH, 2022; Durisic-Bojanovic 2013; Paton, 2016; Ljungquist, 2008; Srivastava, 2005).**
- **They outline the principles and quality standards necessary to ensure the framework is effective and support cognitive flexibility across the whole business and it is easy to use, well defined, relevant and fair (Durisic-Bojanovic 2013; Whiddett, & Holyforde, 2012).**

# Literature review cont...

- **On the other hand, scholars hold the view that behavioural competency is the combination of measurable and observable knowledge, skills, abilities and personal attributes, these are employees daily operations functional segment defaults that are intrinsic cross functional competencies, which are mapped gain insights on how to enhance employee talent efficiencies (Sunitha, 2021; Kallinikos, 2004; Holland, Gaston, & Gomes, 2000).**
- **Professionally, it involves the evaluation of the levels of knowledge, skills and abilities that employees' contributes for the successful completion of a task on the job. It holds the view that all employees use multiple forms of competencies to perform their jobs (Purohit & Shah, 2018; Chou & Chou, 2007).**

## Literature review cont...

**To examine human resource talent management strategy development on employees' competencies and workplace meritocracy in the civil service, it is necessary to consider the ability of the civil commission director to effectively communicate, think and systematically transmit personal and social institutional values through talent management initiatives.**

**Fundamentally, the entire process must be driven by employees' need for psychological support and productivity growth. This process should be guided by the quest to improve competency and attain meritocracy that matter for workforce efficiency and workplace productivity.**

# Research Method

**This study organises data sets from sets of focus group discussion sessions, to obtain valuable insights in order to understand the main factors that lead talent management strategy efficiency in the civil service, in a time where employees' are striving to keep up with economic uncertainties; with extreme proportions of physical and psychological distresses.**

**The observations from the focus group discussion produced a questionnaire, which is designed to indicate the role of recruitment, compensation, training, talent identification strategies, and talent management schemes efficiencies. This is in order to identify employees' perception of the effectiveness of talent management strategic practices in their establishments.**

# Research Method cont...

The sample size was obtained from staff members at all levels by proportional estimate within the departments of the Delta State civil service ministries. In the light of a confidence interval level of 95 percent, with a standardised sample error  $\pm 5$  percent. The following illustrates the calculation of the proportional sample size:

Sample size by proportion:  $n = N * X / (X + N - 1)$ , where  $X = Z_{\alpha/2}^2 * p * (1-p) / MOE^2$  and  $Z_{\alpha/2}$  is the critical value of the Normal distribution at  $\alpha/2$ .

Note: with a confidence level of 95%,  $\alpha = 0.05$ ; *critical value* = 1.96

Where: MOE = margin of error, P = sample proportion, N = population size

Standard error:  $\sigma^{\wedge} p = \sqrt{p(1-p)} / N$   $\sigma p^{\wedge} = p(1-p) / N$ . Thus, with 73 participants, our standard error was 0.054.

## Research Method cont...

**The basic sample size for the survey was calculated to be approximately 246 considering a population proportion of 20 percent employee in every department as the population proportion of those interviewed in every establishment.**

**We noticed that this was over-ambitious due to the difficulties in collecting the completed questionnaire and the elimination of those ones that were not properly filled.**



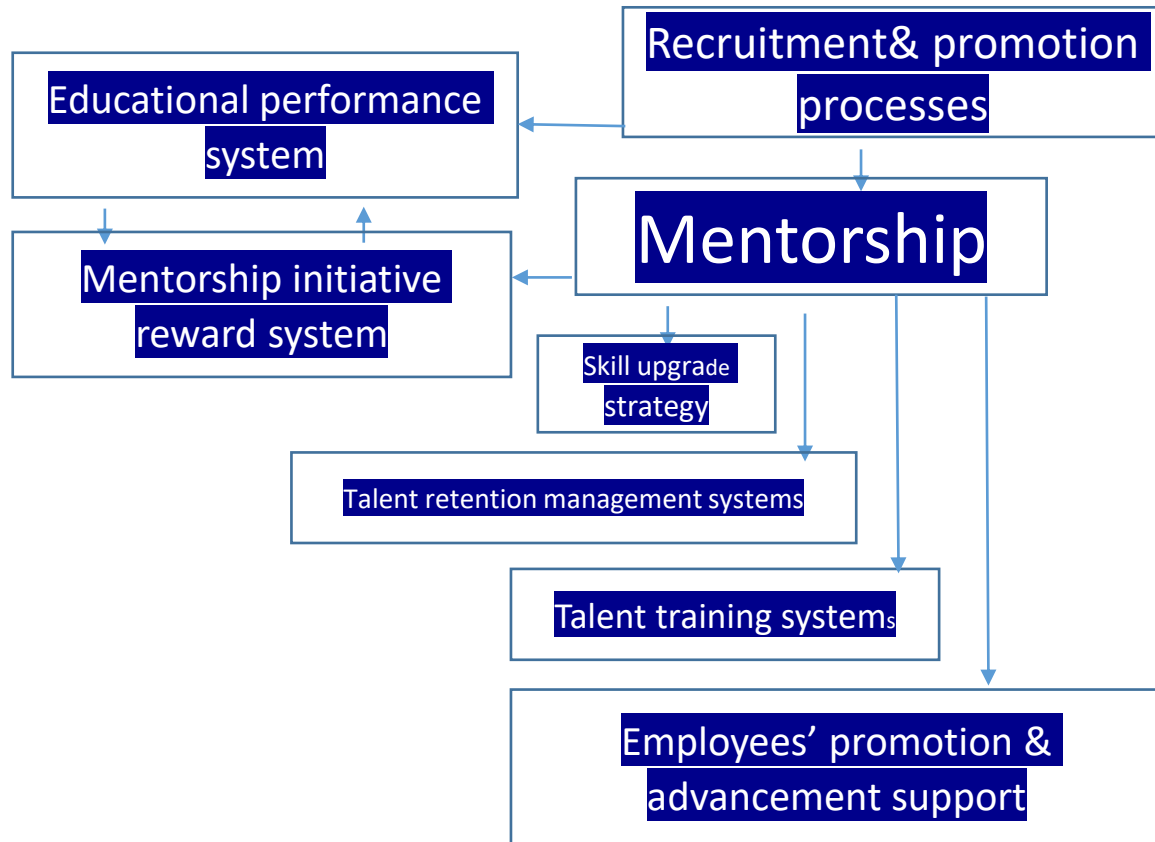
# Research Method cont...

**Thus we averaged these figures across board and obtain a population proportion of 5 and we arrived at the fact that a total of at most 73 properly filled questionnaires will be good for the study. To avoid educational guesses and compute accurate statistics, we calibrate these facts, using an online calculator, ([calculator.net/sample size calculator/population proportion](http://calculator.net/sample-size-calculator/population-proportion)).**

**The confidence interval level was set at 95 percent, which is the standard for social science research. The margin of error was 5 percent, and the population proportion was also set at 5, due to the estimate obtained after taking a critical look at the number of employees at the mid-rank grade levels.**

# Analysis of results

**Figure 1: Civil service competency and talent management interview framework**



The focus group interview sessions results indicates that the talent management system that promote competencies in the civil service is built around mentorship.

We noticed that skill upgrade strategy, talent retention management systems, talent training and employees' promotion and advancement supports where strongly grounded on the systematic informal 'mentorship initiative'.

Source: Authors' conception using data from interview

# Analysis of results cont...

- **The knowledge obtained were used to develop behavioural and core competency questionnaire items that are essential for recruitment, selection and placement systems; compensation, benefits and reward systems; training, learning and development systems; talent, identification and retention systems; talent management and succession plan; and staff members knowledge of talent management strategies.**
- **Subsequently, the questionnaire that was developed from the interview results used the rating scale technique.**

# Analysis of results cont...

**The questionnaire used to obtain data for the study was conceived from gaps in the debate in literature on competency and talent management in the workplace.**

**The thoughts obtained from these arguments were made seventy one (71) questionnaire items and they were successfully categorise into six (6) dimension for effective use in the civil service.**

# Analysis of results cont...

**These six dimensions, include recruitment, selection and placement systems (RSPS) which have 6 items, compensation, benefits and reward systems (CBRS) dimension has 13 questionnaire items, the training, learning and development systems (TLDS) dimension has 14 questionnaire items.**

**Fourthly, the talent, identification and retention systems (TIRS) dimension has 21 questionnaire items. The fifth dimension is talent management and succession plan (TMSP) it has 3 questionnaire items, while the sixth dimension is staff members knowledge of talent management strategy (SMKTMS) it has 14 questionnaire items (see Appendix A).**

## Analysis of results cont...

**A multi-rating scale that ranged from 1 to 7, it identified the participating employees' intensity levels of each item on the questionnaire, in accordance with their knowledge of the different dimensions of competencies and talent management schemes in their ministries.**

**The following is a analysis of the outcome of the questionnaires administered for this study.**

# Analysis of results cont...

They were a total of 86, but after eliminating the odd entries, we were left with 70 properly filled and valid questionnaires across the observation, without any missing data.

The mean age of staff that participated in this study is 39 years old and the standard deviation of age across the entire observation is 9.814, which was slightly negatively skewed (-.045) with a kurtosis of approximately -1.06.

It is necessary to note that the standard deviation, variance, skewness, standard error of skewness, kurtosis and standard error of kurtosis of the factors representing the genders all similar (.4984; .248; .295; .287, -1.970, .566 respectively)

# Analysis of results cont...

- **Reliability and validity**

The questionnaire items of the first dimension in the questionnaire has six items that probes recruitment, selection and placement issues in the civil service. Its reliability and validity statistics measured by the Kaiser-Meyer-Olkin measure of sampling adequacy of .856 and a Bartlett's test of Sphericity Chi-Square of 145.478 that are statistically significant at 1 percent, shows that the specified items that makeups of the first dimension are reliable and valid (see Appendix B1).

The others dimensions of the questionnaire have reasonable levels of reliabilities and validities of good statistical fitness (see Appendix B2-B6).



# Analysis of results cont...

- Principle component analysis (VARIMAX)

The first dimension of the questionnaire stated question items related to recruitment, selection and placement systems (RSPS). It has one construct, which was termed 'recruitment process meritocracy'. It captures recruitment, selection and placement systems (RSPS), as observed from a close look at the highest four factor scores of the questionnaire items, these are item 2, 3, 4, and 5 respectively. This dimension's six items have high factor scores.

The first item, my establishment prioritises time to interview potential candidate when a vacancy arise has a factor score of .671, the second item has a factor score of .819, this item states 'my organisation possess a good overall knowledge of human resource management process.

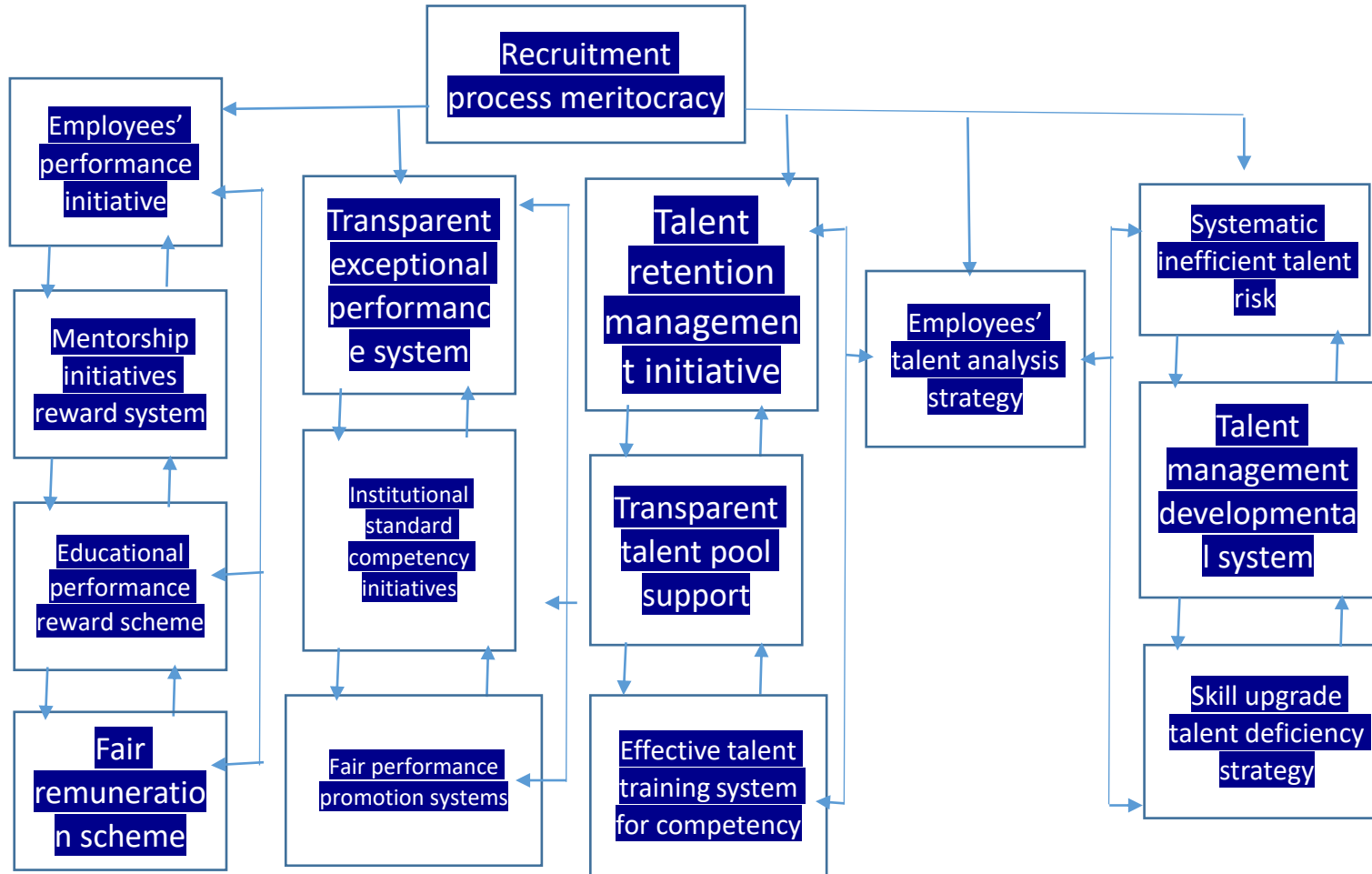
# Analysis of results cont...

The third item has a factor score of .839, its states, 'my firm consistently appoint high caliber employees, while .797 is the fourth factor score, the question it reflects is 'our human resource office devote time to attend to fill open vacancy. .785 is the fifth factor score, its question is 'my official system put in the needed energy to obtain the best candidate for the job'. There correlations were positive (see Appendix D1-D6).

Relatively, .467 is the sixth factor score and its question is 'my establishment ensure that vacancies do not remain open for a long period'. The data reduction techniques of the other dimensions of the question were good and valid (see appendix C1-C6).

# Analysis of results cont.

**Figure 2: Competency and talent management empirical framework for the civil service**

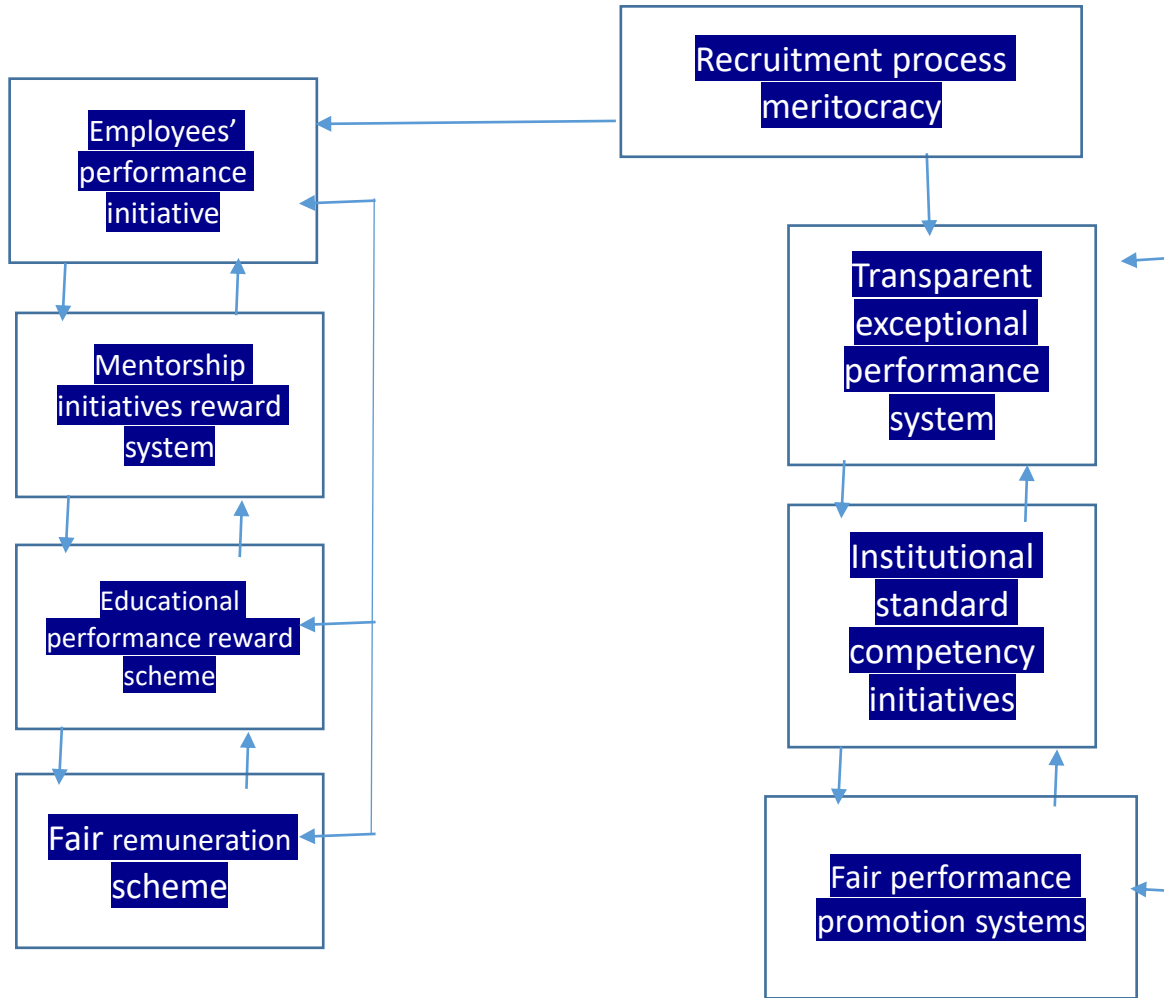


- The parametric framework for the civil service as driven by meritocracy has two phases:

- (i) The employees' performance initiative phase and the transparent exceptional performance system phase.
- (ii) The talent retention and talent risk inefficiency phase.

# Analysis of results cont...

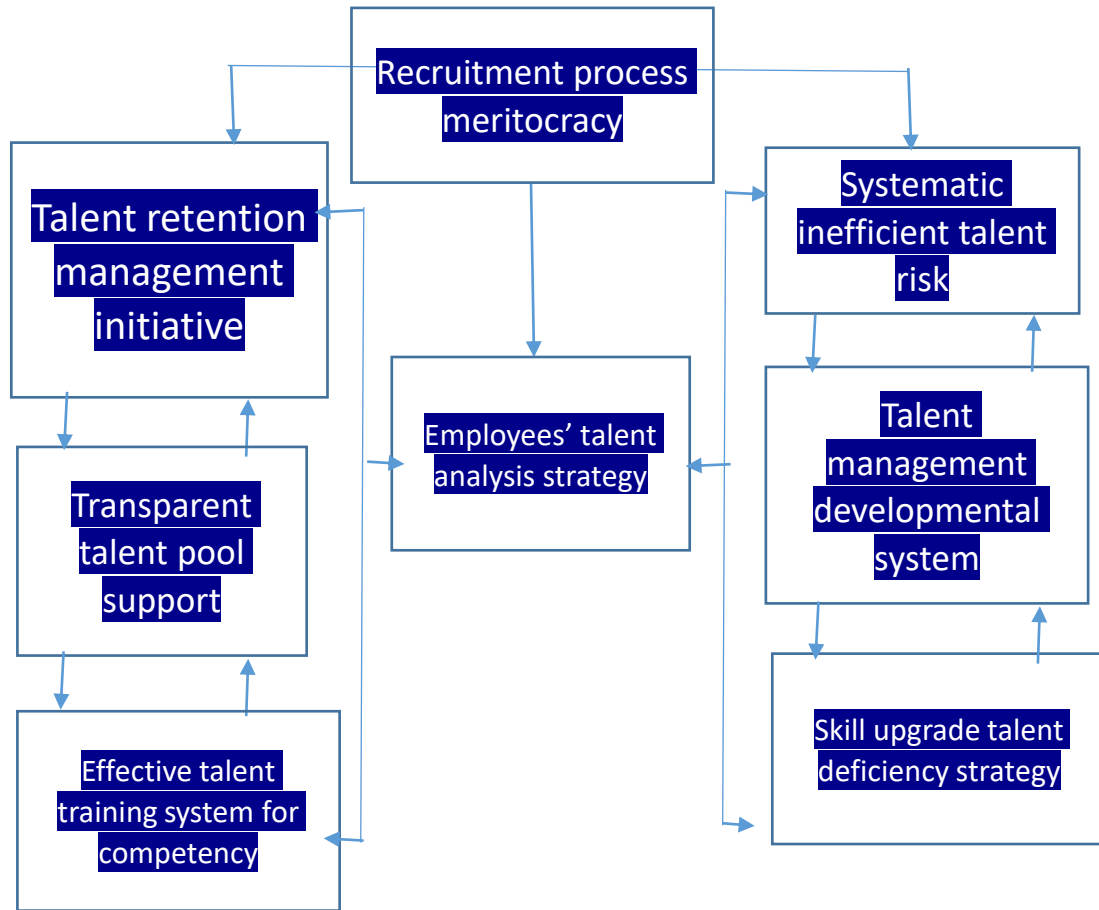
**Figure 3: Competency and talent management empirical framework for the civil service-Phase 1**



- **This first phase combines strategies that promotes employees' performance initiatives with a dynamic mentorship program**
- **Linked to a transparent exceptional performance system that relates with institutional competency standards.**

# Result analysis cont...

**Figure 3: Competency and talent management empirical framework for the civil service-Phase 2**



- The second phase uphold talent retention management strategies that is strongly driven by employees' talent analysis strategic report.
- Also, this strategic report guides employees' systematic talent inefficient risk. These will promote talent development systems and skill upgrade deficiency strategies.

# Implication of the study

**These competency goals developed above drives the talent training system to develop transparent talent management retention initiatives, guided by updated bureaucratic instructions, obtained from employees' talent analysis strategies, which is an outcome of skill upgrade deficiencies identification technique for talent strategy efficiency.**

**These facts will describe the fundamentals of knowledge and skills employees will obtain upon completion of each unit of study across and within their grade levels. Overall, it should support their self-help creativity and drive meritocracy efficiently within the civil service.**

# Implication of the study cont...

**These systems cognitively interweave a contingency management scheme, for responds to competency irregularities and break the perceived knowledge gaps downs to basic workforce routines.**

**Fundamentally, talent management basics, technical, intermediate and advanced, online courses should spontaneously be made available for all employees, besides the physical training programs. This should be done through a system that matches staff talents to their competency training goals uni-directionally, bi-directionally and multi-directionally.**

# Implication of the study cont...

**There will be inbuilt online simulation profiling systems that will ensure transparent exceptional performance systems that are institutional standard competency initiatives geared towards effective staff members training, learning and development programs.**

**The outcomes of these self-participatory talent management strategies will play central roles in training, learning, selection, identification, placement, retention, talent pool management and civil service employees' knowledge development systems from the staff members' intrinsic and extrinsic use of their potentials to meet their goals and objectives on the job beyond management capacity orientation initiatives.**

**Thus, a 'competence map' is essential for every employee on the job.**



# conclusion

**In this study we focused on probing the staff members of public sector establishments to obtain insights from the perceived framework used by the different sectors in the public service to manage employees' talents, foster competencies and ensure meritocracy.**

**The views obtain from these insights challenged our notions of the depth of talent management idiosyncratic ideology that drives the levels of competency, efficient planning in the workplace and merit oriented work environment in the system. These were statistically tested for reliability and validity.**

## Conclusion cont...

**Other parametric results lead us to new insights, through which we developed a unique empirical framework that promotes meritocracy through systematic staff training to minimise inefficiencies.**

**It advocates support for employee performance, support the introduction of talent development systems, and recommend special skill upgrade programs to eradicate talent deficiencies through effective talent training programs that ensures staff members' competencies, while proportionally instilling institutional standards for talent retention through merit.**

# Area of further studies

**From our findings other areas of immediate concerns are:**

**(i) Empirically prove the link between the strategies that drives, employees' performance initiatives, mentorship, education performance, remuneration scheme and meritocracy.**

**(ii) Calibrate the impact of employees' exceptional performance, institutional competency initiative, promotion systems and meritocracy.**

## Area of further studies cont...

**(iii) Generate insight from the mediating role of employees' talent analysis strategy as it relates to retention initiative, talent pool support and competency talent training systems on the one hand and talent inefficient risk management strategies.**

**Therefore, it will be of great gain to consider the moderating roles of employees' talent analysis strategy in both case from this phase of the empirical framework.**

*Thank you*