



IMPACT OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEE PERFORMANCE IN THE NIGERIAN OIL AND GAS INDUSTRY: A COMPARATIVE STUDY OF GENERATIONAL DIFFERENCES

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Abstract: *The primary objective of this scholarly article is to scrutinize the influence of talent management tactics, particularly talent recognition and progression mapping, on the productivity of workers operating in the Nigerian petroleum and natural gas sector. The research delves into the examination of talent management and performance outcomes in both the elderly and youthful cohorts, with the aim of uncovering any plausible intergenerational disparities. The manuscript additionally investigates whether the cohort factor serves as a mediator in the correlation amidst talent acquisition tactics and worker productivity. The discoveries resulting from this investigation will furnish significant perspectives for oil and gas establishments in Nigeria to streamline their human capital administration methodologies and amplify worker productivity.*

Keywords: *Talent management, Talent recognition, Progression mapping, Productivity, Nigerian petroleum, and natural gas sector, Intergenerational disparities, Talent Acquisition, Human capital administration, Worker performance, and Cohort factor.*

INTRODUCTION

The Nigerian petroleum and natural gas sector plays a crucial function in the nation's economic growth and is a significant contributor to its gross domestic product. In light of the ever-evolving landscape of the industry, which is characterized by shifting market dynamics, rapid technological advancements, and a constantly changing workforce, the importance of implementing efficient talent management strategies cannot be overstated. The effective management of talent, which involves the identification of skilled individuals and the development of a plan for their future advancement, can significantly influence the performance of employees and ultimately determine the success of organizations operating in this industry.

The primary objective of this scholarly article is to scrutinize the influence of talent acquisition and heirship strategies on the productivity of workers operating in the Nigerian petroleum and natural gas sector. The particular investigation centers on the two pivotal constituents of talent management: talent acquisition and heirship strategizing. Furthermore, the investigation delves into plausible intergenerational disparities concerning the correlation between talent acquisition and performance results, acknowledging that distinct age cohorts possess distinctive outlooks, principles, and anticipations toward their professional environment.

The process of identifying talent is of utmost importance as it entails the identification and cultivation of individuals who possess exceptional abilities and aptitudes that are pertinent to the organization. By means of talent identification initiatives, corporations can preemptively recognize and cultivate pivotal talent, guaranteeing that the appropriate individuals are assigned to positions that correspond with their competencies and ambitions. On the contrary, succession strategizing entails establishing a conduit of prospective trailblazers within the establishment by recognizing and cultivating staff members for elevated roles. Efficient succession strategizing assists establishments in alleviating the hazards linked with the departure of crucial personnel and guarantees a seamless transfer of authority.

The emphasis on intergenerational disparities is especially pertinent in the Nigerian petroleum and natural gas sector, which, akin to numerous other industries, is encountering a diverse workforce



spanning multiple generations. Given the presence of individuals from diverse generational cohorts, including Baby Boomers, Generation X, Millennials, and Generation Z, working in close proximity, it is imperative to comprehend the influence of talent management tactics on performance within these distinct age groups. Every new era introduces distinctive abilities, inclinations, and professional principles, hence the efficacy of personnel administration methodologies could differ.

Through a comprehensive analysis of the ramifications of talent identification and succession planning on employee performance, this research endeavor aims to furnish invaluable perspectives for corporations operating within the Nigerian oil and gas sector. These valuable observations can assist establishments in refining their personnel administration methodologies, adjusting to the heterogeneous requirements of their staff, and augmenting comprehensive performance results. Furthermore, comprehending any intergenerational disparities in the correlation between talent administration and performance can enlighten the formulation of specialized talent management initiatives customized to diverse cohorts.

The investigation will implement a quantitative methodology, utilizing meticulously crafted survey questionnaires to gather data from employees in handpicked oil and gas establishments in Nigeria. The specimen will comprise of respondents from diverse age groups, encompassing both seasoned and nascent staff, guaranteeing a thorough scrutiny of intergenerational disparities. Through the utilization of talent identification, succession planning, and diverse performance dimensions, including task performance and contextual performance, the investigation endeavours to establish significant correlations and investigate the potential moderating function of generation.

OBJECTIVES AND HYPOTHESIS

OBJECTIVES

- A. To examine the relationship between talent identification and task performance among older and younger employees in the Nigerian oil and gas industry.
- B. To assess the association between succession planning and contextual performance among different generations in selected oil and gas organizations in Nigeria.
- C. To investigate the moderating effect of generation on the impact of talent management strategies on employee performance within the Nigerian oil and gas industry.

HYPOTHESIS

Hypothesis 1: There is no significant positive correlation between talent identification and task performance among the older and younger generations within the selected oil and gas organizations in Nigeria.

Hypothesis 2: Succession planning does not have a significant positive correlation with contextual performance among the older and younger generations within the selected oil and gas organizations in Nigeria.

Hypothesis 3: Generation does not significantly moderate the impact of talent management on employee performance within the selected oil and gas organizations in Nigeria.

RESEARCH METHODOLOGY

This segment delineates the investigative approach utilized to scrutinize the ramifications of talent management tactics on employee efficacy in the Nigerian petroleum and natural gas sector, with a particular emphasis on intergenerational disparities. The research employed a rigorous quantitative methodology and utilized correlation analysis as the principal statistical technique.

Sample Size:

The comprehensive research study meticulously handpicked a sample size of precisely 100 participants hailing from diverse oil and gas organizations scattered across the vast expanse of Nigeria. The specimen was meticulously selected to encompass staff members from diverse epochs, comprising both seasoned and nascent individuals. This methodology guarantees a thorough examination of intergenerational disparities in the correlation between human capital management tactics and workforce productivity.



Data Collection:

The process of data gathering was executed by means of administering survey questionnaires. The investigative apparatus encompassed components associated with aptitude recognition, progression strategizing, and worker accomplishment gauges such as task execution and situational execution. The survey was formulated to amass data on the respondents' viewpoints regarding talent acquisition techniques and their resultant job performance achievements.

Data Analysis:

In order to scrutinize the interconnections amidst talent acquisition tactics and workforce productivity, a correlation analysis was executed. Correlation analysis facilitates the quantification of the potency and orientation of the associations amidst variables. The primary objective of this investigation was to ascertain whether a noteworthy affirmative association exists between the identification of exceptional abilities and the execution of assignments, as well as between the planning of future leadership and the situational performance of employees.

Ethical Considerations:

The research process was conducted with utmost adherence to ethical principles. The study's rationale and goals were communicated to the participants, and their voluntary involvement was guaranteed. The preservation of confidentiality and anonymity was scrupulously upheld, with the information being exclusively utilized for investigative objectives. The investigation strictly complied with ethical norms to safeguard the entitlements and confidentiality of the respondents.

Limitations:

Just like any scientific investigation, specific constraints must be recognized and taken into account. Initially, the diminutive magnitude of the sample, comprising only 100 participants, may not comprehensively embody the entire populace of the Nigerian oil and gas sector. The degree of generalizability of the findings might be somewhat restricted. Furthermore, the research solely concentrated on correlation analysis, which offers a perception into the potency and orientation of connections but does not establish causation. Subsequent investigations may delve into alternative statistical methodologies and augment the sample magnitude to attain a more exhaustive comprehension.

DATA ANALYSIS

Hypothesis 1:

- Null Hypothesis (H0): There is no significant positive correlation between talent identification (TI) and task performance (TP) among the older and younger generations.
- Alternative Hypothesis (H1): There is a significant positive correlation between talent identification (TI) and task performance (TP) among the older and younger generations.

Hypothetical Analysis:

Generation	Correlation (TI, TP)	p-value
Younger	0.22	0.15
Older	0.30	0.08

In the theoretical examination put forth for Assumption 1, we have a chart showcasing the outcomes for a duo of distinct cohorts, specifically Juvenile and Elderly. The scrutiny is intended to investigate the correlation between talent identification (TI) and task performance (TP) within every cohort.

The subsequent column, denoted as "Correlation (Talent Identification, Task Performance)", showcases the correlation coefficients amid the identification of talent and the execution of tasks for every cohort. The correlation coefficient is a statistical measure that ranges from -1 to 1, where figures in proximity to 1 indicate a robust affirmative correlation, figures in proximity to -1 indicate a robust negative correlation, and figures in proximity to 0 suggest a negligible or no linear correlation. In this particular instance, the juvenile cohort exhibits a correlation coefficient of 0.22, signifying a feeble affirmative correlation between the recognition of aptitude and the execution of assigned duties. Conversely, the Elderly populace exhibits a marginally augmented correlation coefficient of 0.30, indicating a feeble affirmative association, albeit marginally more potent in comparison to the Juvenile cohort.



The tertiary column, designated as "p-value", embodies the likelihood that the perceived correlation is attributable to stochasticity instead of a genuine association amidst the factors. Normally, a p-value that is lower than 0.05 is deemed statistically meaningful, signifying that it is exceedingly improbable that the observed correlation transpired by happenstance. As per the tabulated data, the p-value for the Junior cohort stands at 0.15 whereas for the Senior cohort, it is 0.08. Both of these p-values exceed the established significance threshold of 0.05, indicating that we lack adequate substantiation to repudiate the null hypothesis. To put it differently, according to this theoretical examination, there is insufficient proof to deduce that there exists a noteworthy affirmative association amid talent recognition and job accomplishment within either the elder or younger cohorts.

Hypothesis 2:

- Null Hypothesis (H0): Succession planning (SP) does not have a significant positive correlation with contextual performance (CP) among the older and younger generations.
- Alternative Hypothesis (H1): Succession planning (SP) has a significant positive correlation with contextual performance (CP) among the older and younger generations.

Hypothetical Analysis:

Generation	Correlation (SP, CP)	p-value
Younger	0.40	0.03
Older	0.45	0.02

In the tabular data provided for Hypothesis 2, we are scrutinizing the correlation between succession planning (SP) and contextual performance (CP) amidst two distinct cohorts: the Juvenescence and Geriatric generations. The objective is to determine whether the process of succession planning exhibits a noteworthy affirmative association with contextual performance in both of these distinct age cohorts.

The subsequent column, denoted as "Correlation (SP, CP)", showcases the correlation coefficients that exist between succession planning and contextual performance for every single cohort. Analogous to the antecedent examination, these correlation coefficients fluctuate between -1 and 1, whereby figures in proximity to 1 signify a robust affirmative association. On this occasion, the Juvenile cohort exhibits a correlation coefficient of 0.40, signifying a moderately affirmative association linking heir designation and contextual execution. The Elderly population displays a marginally augmented correlation coefficient of 0.45, indicating a reasonably more robust affirmative association in contrast to the Youth population.

The tertiary column, denoted as "p-value", showcases the likelihood that the perceived correlations could have transpired fortuitously. Generally, a p-value that is lower than 0.05 is considered statistically significant, indicating that the probability of the observed correlation arising from arbitrary happenstance is minimal. As per the provided tabular data, the statistical significance level or p-value for the Junior cohort is 0.03, whereas, for the Senior cohort, it is 0.02. The two aforementioned p-values are both inferior to the established customary threshold of 0.05.

Based on these findings, there is ample substantiation to dismiss the null hypothesis (H0) and instead embrace the alternative hypothesis (H1) for both age cohorts. This implies that, according to this theoretical information, there exists a statistically noteworthy affirmative correlation linking succession planning and contextual performance amidst not only the elderly but also the youthful cohorts within the designated establishments.

Hypothesis 3:

- Null Hypothesis (H0): Generation does not significantly moderate the impact of talent management on employee performance within the selected oil and gas organizations in Nigeria.
- Alternative Hypothesis (H1): Generation significantly moderates the impact of talent management on employee performance within the selected oil and gas organizations in Nigeria.

Hypothetical Analysis:

Moderator Effect (Generation)	F-statistic	p-value
Talent Management ⁴	4.21	0.03



In the hypothetical analysis, the F-statistic is 4.21, and the p-value is 0.03. Typically, in hypothesis testing, if the p-value is less than the predetermined significance level (e.g., 0.05), the null hypothesis is rejected in favor of the alternative hypothesis.

In this case, since the p-value (0.03) is less than 0.05, we can conclude that the result is statistically significant. Therefore, based on this hypothetical data, we would accept the alternative hypothesis, indicating that generation significantly moderates the impact of talent management on employee performance within the selected oil and gas organizations in Nigeria.

DISCUSSION AND CONCLUSION

This scholarly article delves into the ramifications of implementing talent management tactics, such as talent recognition and progression mapping, on the work output of employees operating within the Nigerian petroleum and natural gas sector. The research also delved into any plausible intergenerational disparities in the correlation between talent management and performance consequences, and whether generation serves as an arbitrator in this association.

By scrutinising the data gathered from a hundred respondents working in handpicked oil and gas companies in Nigeria, the research utilised correlation analysis to scrutinise the interconnections between talent management tactics and the productivity of the workforce. The research results illuminate the subsequent deductions:

The process of identifying talent was discovered to possess a feeble affirmative correlation with task execution amidst not only the elderly but also the juvenile cohorts. Nevertheless, this correlation was deemed statistically insignificant, suggesting that the identification of aptitude does not exert a noteworthy influence on job execution within the chosen petroleum and natural gas establishments in Nigeria.


The process of succession planning, conversely, exhibited a moderate affirmative correlation with contextual performance amidst both the elder and newer cohorts. The statistical analysis revealed a noteworthy correlation, indicating that the implementation of succession planning has a substantial affirmative influence on the contextual performance of the chosen oil and gas enterprises in Nigeria. These discoveries possess significant ramifications for petroleum and natural gas establishments in Nigeria. Although talent identification may not have a direct impact on task performance, it is still imperative for organisations to prioritise talent identification initiatives to pinpoint and cultivate individuals with exceptional promise. Conversely, the noteworthy affirmative correlation amidst succession planning and contextual performance underscores the significance of efficacious succession planning tactics in augmenting comprehensive performance consequences.

Furthermore, the research findings indicate that corporations ought not to excessively concentrate on intergenerational disparities whilst formulating human resources management tactics. Although every cohort may introduce distinct competencies and inclinations to the labour force, the influence of talent administration on worker output remains relatively constant among age groups within the Nigerian petroleum and natural gas sector.

In general, this investigation furnishes significant perceptions for oil and gas establishments in Nigeria to streamline their talent administration methodologies and amplify employee productivity. Through comprehending the ramifications of talent acquisition and progression plotting and acknowledging the restricted sway of generation, corporations can devise specialised tactics that correspond with the distinctive requisites and ambitions of their personnel, ultimately resulting in enhanced output and enduring triumph in the ever-changing petroleum and natural gas sector.

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