



# Talent Management and Public Sector Performance From the Perspective Of Federal Capital Territory (FCT) Abuja: An Evaluation Of The Ministry Of Education's Personnel Recruitment and Retention Strategies in Nigeria.

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**Abstract.** *The purpose of the Federal Capital Territory (FCT) of Abuja is to implement government directives in order to achieve national development goals. To accomplish this, recruitment and retention strategies in the civil service (CS) play a crucial role in providing the human resources needed. This study empirically investigates the recruitment and retention strategies applied in the FCT. The study utilized a survey method by distributing questionnaires to civil servants and conducting structured interviews to collect the necessary data to achieve the research objectives. To analyze the collected data, the study used the chi-square analytical technique. The findings reveal that the recruitment strategy in the CS is based on a combination of political and merit-based factors. Regarding employee retention, the study found that the CS has implemented relatively effective incentives to retain its workforce. However, while these incentives are sufficient for short-term retention, they are inadequate to retain skilled employees compared to the incentives offered by private companies. The recommendations from this study suggest that, in order to maintain a skilled workforce and enhance performance, the CS must implement more competitive incentives that are comparable to those offered by the private sector in order to attract and retain the best talent in the long run.*

**Keywords:** *Abuja's Federal Capital Territory (FCT), Hiring, Performance, Retention*

## 1. INTRODUCTION

In today's increasingly complex and competitive business world, talent management has become one of the most advanced strategies used by both public and private companies. Abalaka (2023) explains that organizations are now more aware of the importance of having the best workforce to survive and thrive. Given the fierce competition in the global market, organizations need employees who are not only qualified but can also quickly adapt to changes. Therefore, talent management becomes crucial for creating sustainable competitive advantage.

Talent management, as explained by Sulaiman (2023), is a systematic process of selecting qualified candidates, helping them enhance their knowledge, skills, and abilities to match available positions, and striving to retain them by offering competitive compensation. This process ensures that organizations have the right employees to achieve organizational goals and objectives. In this regard, talent management is not only limited to recruitment but also to the development and retention of existing employees.

However, the issue of talent shortage remains a major challenge faced by many organizations. According to Abalaka (2023), despite efforts by companies to manage and retain available talent, the problem of insufficient skilled labor persists. This highlights the importance of strategic planning in talent acquisition and internal skill development. Organizations need to ensure that they not only recruit competent employees but also provide opportunities for the development and promotion of employees with potential.

In addition, Sulaiman (2023) emphasizes the importance of giving special attention to internal talent development for filling key positions within the organization. This is not only to retain talent but also to ensure that organizations can manage talent shortages more efficiently. By providing opportunities for employees to grow within the organization, companies can reduce the costs associated with recruiting and training new hires.

Furthermore, Ajiteru (2023) reveals that organizational performance is closely linked to an organization's ability to manage talent. Performance, both in economic and behavioral terms, can be measured by how well the established goals are achieved. In this context, it is important for senior managers to give enough consideration to talent management to ensure that each individual is placed in the right position, allowing the organization to effectively meet its desired goals. Therefore, talent management is key to improving organizational performance and maintaining competitiveness in an increasingly tight market.

### **Problem Statement**

Without the proper manpower, public sector organizations in Lagos State are unable to provide a comprehensive spectrum of service quality (Abalaka, 2023). The advantage of assigning qualified individuals to suitable positions is handled by talent management, which assesses the pressing need for every company to have knowledgeable, devoted, and competent workers who can help achieve corporate goals and priorities. Due to insufficient employee development programs and talent management strategies, it has been noted that when retirement, death, or turnover occurs in the public sector, it takes a long time to identify qualified successors inside the organization. Sulaiman (2023). Although a number of studies on talent management and performance have been carried out, it is instructive to observe that the public sector in Lagos State, Nigeria, which is still struggling with a lack of qualified candidates for open positions, has received less attention were created inside the company. A few earlier studies lacked a solid theoretical foundation, while some concentrated on the private sector and others on developed economies.

For example, a survey by Fegley revealed that in the private sector, when the need arises, junior or mid-level employees have the skills to assume senior leadership roles when talent management strategies are in place (Fegley, 2016). This is not the case in the Lagos State public sector. Accordingly, Crons and Herholdt's study found that while talent management strategy is essential for the growth of people and the sustainability of the company, it will fail if the process is not in line with the firm's overall strategy (Ajiteru, 2023). In this case, the talent management plan is anticipated to support the organization's plan. The study by Abalaka (2023) was carried out in South Africa.

In light of this, this study use the resource-based theory lens to examine how rigorous adherence to talent management best practices might improve performance in the Nigerian public sector, with the following goals in mind:

- a. Examine the ways in which workforce planning might help the public sector find and acquire qualified individuals;
- b. Analyze how pay affects the public sector's ability to retain qualified personnel; iii. Look into how talent development affects public sector performance in the Federal Capital Territory (FCT) in Abuja.

### **Research Issues**

The following questions are attempted to be addressed in this study:

- a) Is it possible for workforce planning to help the public sector find and hire qualified talent?
- b) What part does pay play in keeping qualified individuals in the public sector?
- c) Can the Federal Capital Territory (FCT) Abuja's public sector performance be impacted by talent development?

### **Hypotheses for Research**

The purpose of this study is to test the following theories.

- **Ho1:** The appropriate identification and acquisition of qualified personnel in the public sector is not substantially correlated with workforce planning.
- **Ho2:** In the public sector, there is no discernible correlation between pay and employee retention.
- **Ho3:** In the Federal Capital Territory (FCT) in Abuja, talent development has no bearing on the performance of the public sector.

## **Framework for Concepts**

The ideas of performance and talent management are explained in this part, and doing so will provide a better comprehension of their application in this research.

## **Developing a Talent Management Concept**

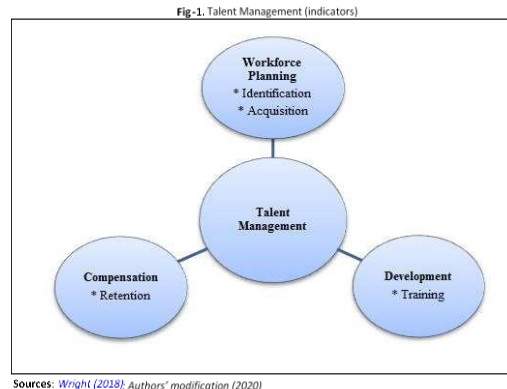
Talent is a unique combination of abilities, knowledge, or skills that a person possesses that can provide him with a competitive edge in the workplace. Ajiteru (2023). Talented workers typically perform well in their positions after receiving instruction, or in some situations, they use their innate abilities. For the sake of sustainability, it is necessary to hire, manage, and provide talented workers with the necessary skills and competencies to perform, develop on the job, and eventually fit into the organization's leadership structure. Abalaka (2023). This study uses the notion to capture and describe this process "talent control."

Following Kinsey's research, talent management gained popularity in the mid-1990s. Ajiteru (2023) further on this concept in their book "War for Talent." The expectation of necessary human capital for an organization and established plans to achieve those needs are referred to by this term. According to Sulaiman (2023), it is a science that focuses on improving organizational and business values by strategically using and planning human capital. High-performing employees must be recruited, trained, developed, compensated, and retained as part of the process. Baqutayan (2016) states that although most people still don't fully understand the phrase "talent management," it is increasingly being used to refer to the entire Human Resource (HR) strategy centered on people in the workplace.

The methodical process of selecting and employing appropriate candidates, helping them to enhance their abilities and knowledge to fit the role, and keeping them on board to meet company goals and objectives is known as talent management. As illustrated in Figure 1, planning, identification, acquisition, training, retention, and remuneration are some of the essential elements of talent management. Abalaka (2023). claims that "Talent administration is the planned attraction, identification, development, participation, retention and placement of those individuals whose are of particular value to an organization, either due to their 'high interest' for future advancement or because they are fulfilling business/operation-critical duties" . Wright (2018) defines it as "the strategic management of the flow of talent through an organization" in its broadest meaning, and it may be useful.

Depending on business priorities, a company can put round pegs into round holes at the appropriate time. According to Sulaiman (2023), talent management is a crucial component of human resource management that enhances organizational effectiveness by maximizing the

potential of individuals who are overflowing with opportunities for the value difference in the organization's current and future endeavors. It goes further to use techniques to establish a fulfilling work-life balance that complements employees' abilities and competencies to divert their attention from looking for work elsewhere, particularly in the current competitive corporate climate when skilled workers are hard to come by. Ajiteru (2023). A high performance ratio and the capacity of businesses to endure in the face of fierce competition are the benefits of keeping a competent workforce.



**In order to accomplish the goals and objectives stated with strategic planning,** workforce planning involves assessing the needs of the business in terms of the size, composition, experience, and expertise of its personnel.

**Hiring competent workers** whose credentials match the organization's labor needs is known as talent acquisition.

**Compensation** is any kind of payment or benefit that an employee receives for doing a good job at work. "Any monetary returns and material services and benefits that employees receive as part of an employment relationship constitute compensation," according to Ajiteru (2023).

**An organization's methodical** attempt to guarantee that top performers are inclined to stay with the company is known as employee retention. A key component of long-term organizational performance and health is retention. Abalaka (2023).

**Development** is the culmination of all initiatives that support education and the growth of staff members' abilities. It is employed to ensure that the company has the leadership it needs and to keep top people necessary for both current and future achievements.

### The Performance Concept

The term "performance" was first used to describe the outcomes of athletic competitions in the middle of the 19th century. But since then, the idea has changed and taken on many

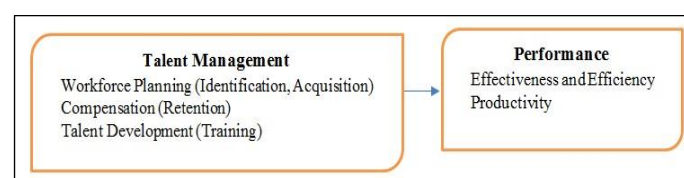
different meanings. According to Didier (2017), "performance is achieving the goals that were given to you in a convergence of enterprise orientations" In this case, the result must be comparable to the predetermined goals rather of just being an outcome (Sulaiman, 2023). According to Ajiteru (2023), performance should take into account measuring the efficacy and efficiency of actions, and this measurement may be conveyed both qualitatively and quantitatively.

Irefin and Mechanic's definition states that performance is intimately tied to effectiveness and efficiency. The latter measures the result with resources invested, whereas the former shows the ratio of a result produced as compared to the projected result. These resources might include energy, time, and so forth. According to Abalaka (2023), performance is the result of the work done by the person who was given a particular assignment over time under a predetermined set of circumstances. Effectiveness, efficiency, and the organization's ability to sustain itself in order to continue achieving its previously mentioned short- and long-term objectives are the basis for performance as utilized in this study.

### **The Intersection of Talent Management and Employee Performance**

Performance has been defined as the results that are guided by the person who has been given a particular task over an extended period of time under a certain set of circumstances (Venkateswara, 2016). By recognizing, evaluating, sharing, encouraging, and rewarding the best behaviors and commitment to service, employees' performance can be controlled in accordance with the organization's overarching business plan. Because frequent awards and open communication are powerful motivators, effective performance management can significantly accelerate people' achievement of their full potential. When it comes to performance management, skills must be safeguarded for both current and future applications. This can be viewed in two ways: on the one hand, workers believe they are treated fairly in the company when they observe how content their superiors are at work and want to stick with them to get to the same level or position. However, as illustrated in **fig. 2**, the company prepares the junior and mid-level staff members to fill future vacancies left by past superiors.

**Fig-2. Relationship between talent management and organizational performance**



Sources: Ogbari et al. (2018) and Authors' modification (2020)

Figure 2 illustrates how talent management and performance management are intertwined. To support this, it's also critical to realize that, although talent management and performance management are closely related, the latter also encourages employees' effectiveness and efficiency. A key element of business strategy that facilitates the quick selection of the best training for the right person is talent management. When workers receive the appropriate instruction, and they develop more quickly and perform better at work when top supervisors prioritize their talents (Ajiteru, 2023). Improving the hiring, retention, and development of employees in accordance with organizational goals and workforce requirements is essential to effectively managing talents inside a company (Sulaiman, 2023).

Talent management is a worldwide issue that impacts both public and private sector enterprises. However, the effects of inadequate talent management practices in Nigerian public sector firms are severe and require immediate attention. The primary cause of this failure is a failure to plan for and deliberately acquire, develop, and maintain the skills necessary for competitive advantage and organizational sustainability. Abalaka (2023). It is expected of Nigerian public entities to continuously seek out qualified talent to assist in gaining a competitive edge while closely adhering to company goals, as is the case in public sector firms. Top managers should concentrate on this. To put it another way, talent management and employee performance are linked in that successful workforce planning and talent acquisition result in efficiency and effectiveness (performance). Furthermore, as shown in effective performance management will lead to high output.

### **Conceptual Structure**

The resource-based theory (RBT) serves as the foundation for this investigation. The work of Edith Penrose, who released *The Theory of Growth of the Firm* in 1959, has impacted modern RBT. Barney's work from the 1930s, which was impacted by Wernerfelt's argument that "the idea of resource position barrier is fairly comparable to the positioning school admission restrictions Abalaka (2023). According to Lewis and Kipley (2017), the creation of superior resources, skills, and competencies creates space for long-term competitive advantage. RBT has changed in recent years to more accurately describe how companies that possess strategic resources and capabilities experience sustained high performance. According to this hypothesis, an organization is most likely to succeed in the long run if it has resources that are unique, precious, non-replaceable, and challenging to copy (Sulaiman, 2023).

According to this notion, when an organization gives the development of capabilities enough attention, greater performance can be observed. These skills enable the firm to add

value by effectively utilizing resources to differentiate oneself from rivals. This theory describes how implementing the required changes in the current human resources system might improve firm-specific competences for a sustained competitive advantage. Since it gauges the human capital needed for expected performance inside the workplace, the advantages of improving individuals' abilities cannot be overstated (Ajiteru, 2023). The selection of RBT for this study is based on the theory's capacity to identify a particular degree of competence that can propel an organization's aims and objectives. It also makes it evident that non-replaceable resources are the most effective way to position a business for long-term success and lay the foundation for improved organizational performance (Sulaiman, 2023).

### **Methods of Research The size of the sample**

A sample size of 120 respondents served as the basis for the investigation. The method of systematic random sampling was used. This method's rationale stems from the fact that it gives each participant in the sampling frame an equal chance to be chosen impartially and methodically (Ogbeide, 1997). A list of 153 employees in the Federal Capital Territory (FCT) and Office of the Civil Service Commission in Abuja served as the basis for the sampling frame.

### **Information Gathering**

The questionnaire used in this study uses a five-point Likert-style rating scale to collect data from participants. Researchers can use a five-point Likert-style rating scale questionnaire design to ask respondents how strongly they agree or disagree with a statement or set of statements, e.g. 5 – Strongly Agree, 4 - Agree, 3 – Undecided, 2 - Disagree, 1 – Strongly Disagree.

Additionally, information regarding PR & RSs of the state CS was gathered by means of structured interviews with FCT workers. Twenty FCT Civil Service Commission workers were interviewed about the topic of Abalaka (2023). The interview's findings served as a foundation for this investigation. The interview guide consisted of four structured questions. The questions posed to the respondents are: What personnel recruitment tactics does your firm employ? What impact do these hiring practices have on the employees in your company? What tactics does your company have in place for staff retention? What impact do these tactics have on your company's ability to retain employees? Additionally, the research Selected secondary data for the literature review and organizational performance part from pertinent books, journals, newspapers, and the internet (Sulaiman, 2023).



### **Questionnaire Return Rate**

105 of the 120 questionnaires that were distributed to respondents in the FCT were received, accounting for 87.5 percent of the total number of questionnaires sent. However, five, or 4.76 percent, of the 105 returned questionnaires were not examined because they were not completed correctly. As a result, 100, or 85.83.33 percent, of the total questionnaires distributed served as the basis for the data analysis for this study (Sulaiman, 2023).

### **Presentation of Data**

According to Table 1, 42% of respondents were women and 58% of respondents were men. However, 42% of the respondents held a WASC, OND, or NCE degree, 48% held an HND or B.Sc. degree, and 8% held a master's degree and two percent were certified professionals. Additionally, the data shows that 46% of respondents made between \$500,000 and less annually, while 44% made between \$500,000 and more annually. 13.46% of those surveyed made between \$500,000 and less annually. Additionally, 38% of respondents served between 11 and 20 years, 17% served between 21 and more years, and 45% served between 0 and 10 years. Furthermore, according to the table, 32% of respondents are junior staff and 68% of respondents are senior staff (Sulaiman, 2023).

### **A tool for analyzing data**

Chi-square ( $\chi^2$ ) analytical technique is used to test for significant relationship between variables. Chi-square ( $\chi^2$ ) formula:

$$\chi^2 = \frac{(f_o - f_e)^2}{f_e}$$

Where  $f_o$  = observed frequencies

$f_e$  = expected frequencies

### **Strategies for Hiring Employees**

Merit and political concerns are combined in the strategies used for hiring staff in the Federal Capital Territory (FCT) (Abalaka, 2023). Given that FCT, like the other federation states, is a public entity embedded in the political framework of governance, this development makes sense.

Because of its special function as a provider of social services to the public and a means of addressing the issue of unemployment, recruitment into the state CS is a continuous activity. Therefore, everyone who wants to work for the state CS must go to the State Civil Service Commission (SCSC), where they must have a job application form made specifically for that

purpose. After the form is completed and returned, when a post becomes available, the SCSC invites those who have expressed interest for an interview; if they are deemed qualified, they are hired. Merit is given precedence in this process when hiring new employees (Interview, 2006).

Political considerations in favor of political allies are a significant factor in FCT personnel recruitment, in addition to merit. People who join the CS for political reasons have been found to be more loyal to their political "godfather," through whom they were hired, than to the CS itself (Sulaiman, 2021). The employment quota is typically filled by those who have a close political relationship with the chief executive (Interview, 2019).

One noteworthy aspect of the FCT, nevertheless, is that candidates are chosen for the service based on their qualifications and political views rather than their tribe, place of origin, or religious affiliation. Sulaiman (2023). In addition to making it easier for the service to draw in employees from a wide pool of probable candidates to fulfill its mission of providing social services to the public, this distinctive feature has enabled the recruitment of individuals from all across the nation (Interview, 2019).

### **Strategies for Retaining Employees**

FCT implemented a number of tactics, including incentives, to keep its employees motivated. These incentives include of free staff transportation, job growth, training, and food distribution through subsidised canteen facilities; subsidised staff quarters; working tools; and staff welfare services, which include job security and medical care for employees, their spouses, and their four children (Abalaka, 2023).

Additionally, one of the tactics used by FCT to retain and inspire employees for excellence is the regular advancement of government servants. For example, the state promoted 5,000 government personnel from one grade level to another in 2005. To further reflect their increased position, 1,400 officers were deployed (Ajiteru, 2023).

In 2005, the government spent ₦1.4 billion per month on public servant salaries and benefits in an effort to further retain and encourage employees to perform (LSORD, 2006). The pay range for civil servants in FCT Sulaiman (2021) is displayed.

The wage range for Lagos State's civil officers is displayed in Table 2. The lowest paid employees on grade level 01 make a maximum pay of ₦= 10,228.60, according to a detailed examination. The maximum compensation for the highest paid employee on grade level 17 is ₦= 89,369.47 per month. Comparing the monthly salaries of employees at private companies in Lagos, such as Nigerian Breweries Plc (N = 20,833.33 for the lowest paid employee and N

= 833,333.33 for the highest paid employee), Nestle Nig. Plc (N = 33,333.00 for the lowest paid employee and N = 416,666.75 for the highest paid employee), Zenith Bank Plc (N = 35,000.00 for the lowest paid employee and N = 600,000.00 for the highest paid employee), and FCT (N = 10,228.60 for the lowest paid employee and =N = 89,369.47 for the highest paid employee), It is evident that private firms pay their employees larger monthly salaries than the state sector (NBFRA, 2005; NARA, 2005; ZBAR, 2005; Interview, 2006; LSWSC, 2006). Workers in Nigeria's private sector may take their jobs more seriously than those in the governmental sector, which may be explained by this development.

Public sector employees rarely leave their positions with the CS, despite the fact that pay in the FCT are comparatively low as compared to those offered by private companies. One of the reasons is that people believe their jobs with the CS are "permanent," which has given them confidence in their daily tasks. The CS employees' determination to stay with FCT for as long as possible has been greatly influenced by their sense of job security (Interview, 2019). He stated the following in a personnel retention interview with a SCSC personnel officer:

As civil servants, we are aware that the government's monthly compensation for employees is far less than what is available in private companies. The subpar performance of Nigerian public sector employees may have been exacerbated by this development. However, because there is very little fear of termination, employees rarely leave their positions with the CS; as a result, one of the primary things that keeps us in the CS employment, Abalaka's (2023).

It is clear from the aforementioned statement that employees' desire to stay with their company is influenced by their sense of job security. Accordingly, companies can ensure employee retention for performance by combining personnel policies and practices that give employees a sense of work security with the provision of suitable incentives (Sulaiman, 2023).

### **Performance of the Organization**

This study takes into account FCT performance in the domains of housing, healthcare, and education:

#### **a.Learning**

Students in public secondary schools participated in the Unified Internal Examination program, which was implemented by the FCT Education Ministry. The goal is to enhance instructors' instructional abilities through consistent training and According to LSORD (2019) and LSPR (2022), the cost of providing instructional materials was =N = 180.5 million between 1999 and 2003 and =N = 31.5 million in 2004/2005.

At a cost of ₦ = 193.4 million in 2003–2004 and ₦ = 244 million in 2004–2005, the ministry also carried out the program for the payment of West African Examination Council (WAEC) fees for 74,315 senior secondary students. The government's approach of charging a fee for junior secondary school exams, which cost ₦ = 1.04 billion, also helped 500,000 pupils between 1999 and 2005 (LSPR, 2005).

### **Medical Services**

In addition to providing free polio vaccinations to 100,000 pregnant women, the Lagos State Health Ministry also vaccinated children under the age of five without charge from 1999 until 2005. Similarly, the free malaria treatment program helped 300,000 people. Additionally, 20,000 eye patients received free screenings; 1,022 of these underwent surgery for cataracts, glaucoma, and other eye conditions, and 8,875 received free medical glasses to help them see better. Abalaka (2023).

A program of free healthcare services for children under the age of twelve and individuals 60 and older, as well as free prenatal care for women at a cost of ₦=140 million, was put into place by the Lagos State Health Ministry in an effort to enhance healthcare. Additionally, ₦= 137.44 million was spent to fund patients who were unable to receive care locally for treatment abroad. The ministry additionally treated 23,000 emergency patients, set up 18 ambulance stations throughout Lagos to make it easier for accident victims to be transported, and acquired 35 mobile intensive care unit ambulance vehicles equipped with cutting-edge technology to support the state's healthcare system (LSORD, 2006 and LSPR, 2005).

### **Accommodation**

The Lagos State Housing Ministry finished the Amuwo Odofin Housing Estate, which included 56 8-in-1, three-bedroom apartments; the Gbagada Housing Scheme, which included 32 8-in-1, three-bedroom apartments and 20 town houses; the Ibeshe Housing Scheme, which included 150 2-in-1, two-bedroom bungalows; the Ojokoro Housing Scheme, which had 540 low-income houses; the Lekki Scheme II, which had 38 detached houses; 26 twin duplexes; and 24 terrace buildings (LSORD, 2006; LSPR, 2005).

Other homes the ministry finished between 1999 and 2005 include the new Dairy Farm Estate in Agege, which has 84 three-bedroom units and 54 two-bedroom units, and 126 luxury apartments constructed by the Lagos State Development and Property Corporation at the Femi Okunu III Scheme in Lekki (LSORD, 2006; LSPR, 2005).

### **Remarks Regarding Performance**

When taken at face value, the data on the Federal Capital Territory's (FCT) Abuja operations demonstrates improved infrastructure development and social service delivery performance. However, given Lagos State's sizable population and the \$226 billion in revenue that the state government received from the federal account between 1999 and 2005 (Sobowale, 2019, August 6), it won't be it is far from accurate to say that the CS's current performance appears insufficient to satisfy the needs of the populace. However, considering that the CS is responsible for putting government policies and programs into practice, it is reasonable to conclude that the caliber of the CS's staff is responsible for the state's documented level of social service delivery and infrastructure development (Ajiteru, 2023).

The state's standard of living has not increased despite the enormous amount of money received from the federation account and the services offered by the state government. Social indices have only slightly improved, according to data from the African Development Bank/Organization of Economic Corporation and Development (ADB/OECD) (2019). Nigeria came in at number 158 in 2005 of the 177 nations included in the Human Development Index (HDI) of the United Nations Development Programme (UNDP). Nigeria's HDI, at 0.453, is slightly higher than the average for the Economic Community of West African States (0.434) and lower than the average for Sub-Saharan African nations (0.515) (ADB/OECD, 2019).

Similarly, according to ADB/OECD (2006) figures, Nigeria's public health spending only made up 1.2% of GDP. Nigeria's per capita health spending in 2004 was estimated to be \$50, compared to \$700 in South Africa, \$400 in Botswana, and \$110 in Cote'Ivoire. Nigeria has 27 doctors per 100,000 population, compared to 212 in Egypt, 70 in Tunisia, and 69 in South Africa. In 2005, life expectancy fell to 43.3 years The illiteracy rate was 29.2 percent, the GDP per capita was \$2,200, and the infant mortality rate decreased from 140 to 98 per 1,000 live births (ADB/OECD, 2006).

### **Testing Hypotheses**

To accomplish the study's goals, two hypotheses that were previously mentioned in the work are put to the test. The study's goals are to ascertain how respondents' opinions of FCT's personnel recruitment and retention tactics relate to one another.

#### **First hypothesis**

**Ho:** Respondents' opinions on personnel recruitment tactics and FCT performance do not significantly correlate. Respondents' responses to the question posed are displayed in Table 3.

**Question:** Do you agree that hiring practices that prioritize criteria other than merit have an impact on employee performance and the FCT in a negative way?

### **Research Decision**

Calculated  $\chi^2 = 2.73$

Critical or table  $\chi^2 = 7.78$

Degree of freedom (d/f) = 4

Alpha ( $\alpha$ ) = 0.05 percent

### **Findings from the Research**

At the alpha ( $\alpha$ ) level of 0.05 percent, the calculated  $\chi^2$  of 2.73 is less than the critical or table  $\chi^2$  of 7.78. This indicates that there is no statistical significance in the data. As a result, the null hypothesis ( $H_0$ ) which holds that there is no meaningful correlation between respondents' opinions regarding personnel recruiting tactics and performance in FCT Sulaiman (2021) and their yearly income category is accepted and the research hypothesis ( $H_r$ ) is rejected.

Interpretation: According to the research findings, there is no proof that respondents' opinions regarding staff recruiting tactics and performance at FCT are influenced by their yearly income category. But Ninety-one percent of the 100 respondents who were sampled for this study concur that hiring practices that prioritized variables other than merit had a detrimental impact on FCT performance.

### **Second hypothesis**

$H_0$  The opinions of respondents on employee retention tactics and improved organizational performance do not significantly correlate. Respondents' responses to the question posed are displayed in Table 3.

**Question:** Retaining competent employees for organizational performance is facilitated by appropriate personnel retention measures, such as career growth, promotion, regular and increased monthly salary, and a sense of job security.

### Research Decision

Calculated  $x^2 = 1.13$

Critical or table  $x^2 = 7.78$

Degree of freedom (d/f) = 4

Alpha ( $\alpha$ ) = 0.05 percent

- **Research Finding:** At the alpha ( $\alpha$ ) level of 0.05 percent, the calculated  $x^2$  of 1.13 is less than the critical or table  $x^2$  of 7.78. This indicates that there is no statistical significance in the data. The outcome is the rejection of the research hypothesis ( $H_r$ ) and the acceptance of the null hypothesis ( $H_o$ ), according to which respondents' opinions on personnel retention tactics and organizational performance are not significantly correlated with their work status (Ajiteru, 2023).
- **Interpretation:** The study's findings indicate that there is little evidence to support the claim that respondents' employment status influences their opinions regarding employee retention tactics and improved organizational performance. Nonetheless, 91 or 91 percent of the 100 respondents who were recruited for this study concur that proper human retention tactics retain qualified staff to improve an organization's performance.

### RESULTS, SYNOPSIS, AND CONCLUSION

The chi-square ( $x^2$ ) analytical method was used in this work to formulate and test two hypotheses. Additionally, formal interviews were conducted with FCT staff members. The first test's findings indicate that respondents' opinions regarding FCT effectiveness and people recruitment tactics do not significantly correlate with their annual income category. The results of the second test also demonstrate that respondents' opinions regarding employee retention tactics and improved performance inside a business do not significantly correlate with their job status.

Ninety-one, or ninety-one percent, of the respondents sampled in this survey concur that personnel recruitment tactics have an impact on performance its FCT based on a combination of political and merit-based factors hindered the CS's ability to hire qualified workers who were necessary to meet its objectives of improved performance in its role of infrastructure development and social service delivery. Similarly, 91 percent of the respondents in this study's sample agree that firms' ineffective people retention tactics have a detrimental impact on their ability to retain qualified employees for improved performance.

The Federal Capital Territory (FCT) of Abuja's personnel recruiting and retention tactics are experimentally investigated in this study. The study discovered that the state CS's PR & RSs made it challenging for the service to draw in and keep qualified employees with the necessary training, education, and experience need to fulfill its objectives of providing social services and developing infrastructure to raise people's standards of living.

In light of the study's conclusions, the following personnel recruiting and retention tactics are suggested in order to help Nigerian public organizations draw in and keep qualified employees for improved performance: These include hiring people based on their qualifications, experience, and skills; implementing personnel policies and practices that promote job security; implementing personnel retention strategies that prioritize good and improved monthly salaries, career development, and promotion; and providing the best possible conditions of service within police organizations.

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