

Talent Management and Innovative Behaviour of Human Resources Staff of Universities in Oyo State, Nigeria

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Abstract

This study investigated the influence of talent management and innovative behaviour of human resources staff of universities in Oyo State, Nigeria. A descriptive survey method was adopted for the study. The population was 100 human resources staff of public and private universities in Oyo State. The total enumeration was used. Data were collected through a validated questionnaire and it was subjected to a Cronbach's alpha reliability test that produced a value of 0.76. The obtained data were analysed using a combination of descriptive and inferential statistics. The result [$R^2 = 0.282$; Adj. $R^2 = 0.274$; $B = 0.548$, $t = 5.818$, $p = 0.001$] indicates that talent management contributes 54.8% to a significant positive change in innovative behaviour of human resource staff of all universities in Oyo State, Nigeria. The findings showed that talent management practices play a crucial role in fostering a culture of innovation within universities in Oyo State. It was concluded that effective talent management practices, including planning, acquiring, sustaining and transitioning, are essential for enhancing the innovative capacity of human resource staff. It was, therefore, recommended that management of the universities in Oyo State should invest in robust talent management practices and develop a more robust culture that would actively encourage innovation among their human resource staff.

Keywords: Human Resources Management, Innovative Behaviour, Knowledge Management, Talent Management Practices

Introduction

The success of every organisation depends on developing human capabilities for the workforce through employment, resulting in positive individual and organisational outcomes to a large extent. Each employee is an asset for the organisation and the returns by each employee delivers must be significant which goes a long way to show how valuable an employee is to the organisation. Developing these human capabilities can be calculated based on the economic climate, technological advances, shifts in demographics, and workforce changes that affect the work setting (Kim, 2019). In a competitive environment, every organisational needs to

continuously adapt to complexities arising from forces impacting the workforce which require employees to continuously change to new environments with greater demands. This goes a long way in enhancing organisational productivity and therefore certain that organisations delivering the same products and services in the same way will not survive for a long time at the mature phase of its life cycle, so innovation is often presented as imperative for long-term organisational success and survival (Singh et. al., 2022).

Innovation is an important phenomenon to ensure a firm's survival and growth (Yi et. al., 2021). There is widespread consensus that innovation is power and success (Rakšnys et. al., 2020). However, firms need innovation to initiate organisational creativity. Innovation is considered as most valuable asset for every organisation in national and multinational organisations which goes a long way to help organisations gain competitive advantages for organisational creativity, survival, and long-term success as well as promoting retention of talent and improvement in organisational performance and stakeholders' value (Kim, 2019). Not surprisingly, innovation is recognized as a critical competency for 21st century organisations, to lead or adapt to change. Thus, innovation refers to the implementation of creative ideas in an organisational context.

Innovative behavior can be defined as the intentional generation, promotion, and realization of new ideas within a work role, work group, or organization in order to benefit role performance, a group, or an organization (Cingöz A, Akdoğan AA 2011). Innovative behaviour has been used and applied from different perspectives. These differing perspectives give rise to differing measurement parameters. These measures have been a mixture of both co-creational and functionalistic approaches on how an employee can be proactive and innovative cognitively based on the fraction of goal or objectives achieved by the employee. It encompasses several stages, from idea generation to idea implementation, and involves both individual and organisational factors. This finds its basis in the meaning of innovative behaviour as the production of concepts that are both new and useful, suitable to achieving a goal. The measures for this variable include idea generation, idea promotion and idea implementation (Valaei et. al., 2022). Idea generation is the generation of ideas that are novel and useful in different circumstances which could be entirely new or adopted to regarding a phenomenon. This includes technical know-how, skills, intelligence and talent that will help an organisation achieve a goal. Idea promotion is the cognitive and personality traits of mobilizing support for new ideas

that are applicable to independent thinking. The attitude a person takes to methodical work styles is also what will provide the new concept the support it needs. The ability of a person to transform a developed idea into a useful application in a job function or organisation is known as idea implementation.

In a globalized world, there is rapid change in technology as well as the culture. Hence, an innovative employee should be able to adapt to all the changes before time and be creative. This form of innovativeness can occur at individual level, work team, organisation, or at more than one of these levels combined, which will invariably result in identifiable benefits at one or more of these levels of analysis. Innovative employee can be most commonly referred to as an individual who has new ideas for his work, working style, and must be flexible in order to work in team rather than individually completing a project. Innovative behavioural level has become an important standard in achieving the organisational goals and objectives. Prevailing issues that lead to the problem and gaps in the literature. What exactly is the problem of innovative behaviour in generally and that of staff in universities Oyo State

Innovative behaviour is an important aspect in assessing employees' proactive personality in work role and the overall contribution to the organisation (Avila, 2022). Therefore, when employees of the university do not engage in proactive disposition which always arise as a result of not been able to initiate meaningful change, cognitively and emotionally, they will withdraw from their work emotionally and mentally. Consequently, this will result to poor service delivery, low productivity and job burnout. They will also lag behind in introduction of new methods and thinking to channel solutions to developmental issues to create a positive, fulfilling, work-related state of mind that is characterized innovative construction. This implies that innovative behaviour does not happen inside people's heads but in the interaction between a person's thoughts and a socio-cultural context. This thereby creating a relationship between employees' personal ability, personal well-being and talents taking into account. Talent or intelligence is considered as one of the most desirable personal abilities in today's society. Talent is more of a result of an individual's opportunities to learn skills. Therefore, talent management concept has become a very important indicator of a person's knowledge, skills and abilities in workplace.

Some prevailing issues that contribute to the problem of innovative behaviour, particularly among staff in universities in Oyo State, include resistance to change, lack of adequate training, and

insufficient support for creativity within institutional structures (Diala, I., & Ude, S. O. 2015). While innovation is crucial in adapting to technological advancements and cultural shifts, many employees, particularly in academic settings, struggle with adopting new technologies or work methods due to entrenched routines and outdated practices. Literature on innovation often highlights these barriers, yet there is a gap in understanding the specific challenges faced by university staff in Oyo State, where the pace of change in education and technology may not align with the staff's readiness or resources to innovate. Inadequate incentives for innovation, coupled with limited opportunities for professional development, exacerbate the situation, preventing staff from fully engaging in innovative behaviour. This gap underscores the need for tailored strategies and policies that promote creativity and adaptability among staff in these universities.

Defining the concept of talent management differs among organizations, where it may mean concentrating on the sustainability in one organization while, according to another organization, it might mean concentrating on identifying employees with high potential. Talent management can mean on-boarding, identifying, evaluating, and/or developing the organization's internal talent. (Devi, Salomi 2017). In this study, talent management is focusing on employees with their potential. It is an act of having the right set of people employed for the right jobs at the right time, to do the right things and in the right place. It will consider measures such as planning, acquiring, sustaining and transitioning. These measures are adapted from the talent management lifecycle (Al Aina & Atan, 2020). Talent planning is a critical first step in the talent management process, focusing on forecasting future workforce needs and developing strategies to meet those needs. Talent acquisition focuses on attracting and hiring individuals who have the skills and potential to contribute to the organisation's success. A strong employer brand is essential in this phase, as it communicates the organisation's culture, values, and benefits to potential candidates, making it an attractive place to work. Sustaining talent involves retaining and engaging employees by creating a supportive and motivating work environment. Employee engagement strategies are critical, focusing on keeping employees motivated and committed through regular feedback, recognition programs, and fostering a sense of belonging. Continuous learning and development opportunities are essential, providing training programs, workshops, and on-the-job learning to upskill employees and prepare them for future roles. Offering clear career development paths and advancement opportunities keeps employees motivated and aligned with their career goals.

Transitioning talent involves managing the exit of employees and ensuring a smooth transition for both departing employees and the organisation. Exit management is also critical, with exit interviews providing valuable feedback on the reasons for departure and insights for improving organisational practices (Al Aina & Atan.T 2020). Knowledge transfer processes are necessary to ensure that critical knowledge and expertise are passed on from departing employees to their successors, maintaining continuity and minimizing the loss of institutional knowledge. Maintaining positive relationships with former employees through alumni networks and engagement programs can also create opportunities for rehiring and leveraging their networks for talent acquisition.

Organisation is enabled by talent management to hire the best and superior individuals, place the right people in the right positions, create high engagement, improve employee productivity, retain top performers, build career paths and promote employees (Al Aina, R., & Atan, T. 2020). It is a process that assures every employee is suitable for his/her job, by observing the talents and skills of the employees and making sure to develop and measure their performance and productivity among them (Kapur, 2022). Consequently, both management and employees in any talent management processes aim to achieve human resource goals with the mindsets to make or respond to challenging issues in a more positive and informed manner. Talent management is necessary to better understanding of the service proposition and more especially how it reflects in the response of employees to management and vice-versa which would then guide in identifying or developing organisational culture. By effectively planning, acquiring, sustaining, and transitioning talent, organisations can build a resilient workforce that drives sustainable growth and competitive advantage. In an organisation, employees need a good atmosphere to do their jobs and play the much-needed statutory role(s) (Aliyev, 2021). Most organisations require purposeful work situations in an anticipatory style to achieve the necessary degree of performance. Employees' capacity to maintain a positive attitude about their jobs throughout a system is dependent on the conditions of their well-being. The environment is man's immediate surroundings, which he manipulates in order to survive of which negative manipulation introduces risks that endanger the environment and restrict human survival.

Given the rapid pace of change in the higher education sector, particularly in the context of administrative processes and technological advancements, it has become crucial for universities

to ensure that their human resource staff remain innovative and adaptable. However, recent observations suggest that administrative staff in universities across Oyo State are facing significant challenges in maintaining high levels of innovativeness, which is essential for - organisational success and service delivery. Preliminary investigation has revealed that human resource staff in various universities in Oyo State are encountering negative downturn in administrative innovativeness. Their performance is below the acceptable level in terms of originality, task quality, and productivity, and they struggle to adjust to the numerous changes and advances that have been happening quickly. Additionally, universities are reliant on the knowledge, creativity, and innovative engagement of their human resource staff in the delivery of services that can result in more convenient, more effective, and less-expensive work processes. This is needful for today's time-stressed and increasingly empowered educational outcome, and these superior services can primarily be provided if the right talents are employed. Therefore, innovative behaviour of human resource staff in universities is of utmost significance for the development of staff, successful operation, competitiveness and success.

The performance of universities is premised on the quality and capacity of work output. However, within institutional rankings of tertiary institutions, particularly universities in Oyo State still battles with issues of unleashing the innovative behaviour in how employees especially human resource staff completes task focusing on efficiency, skills, initiatives, and utilizing talent potentials. Based on several findings, empirical studies have been carried out on talent management and innovative behaviour independently but not jointly which then suggested a gap worthy of investigation. In view of the above discussions, this study seeks to investigate the influence of talent management on innovative behaviour of human resource staff of both private and public (federal and state) universities in Oyo State, Nigeria.

Aim and Objectives of the Study

The aim of this study was to investigate the influence of talent management on innovative behaviour of human resource staff in universities in Oyo State, Nigeria and the specific objectives were to:

- i. identify the level of innovative behaviour of human resource staff in universities in Oyo State, Nigeria.

- ii. identify the level of talent management among human resource staff in universities in Oyo State, Nigeria.
- iii. determine the influence of talent management (talent planning, talent acquiring, talent sustaining and talent transitioning) on innovative behaviour of human resource staff of universities in Oyo State, Nigeria.

Research Questions

This study was guided by the following research questions:

1. What is the level of innovative behaviour of human resource staff in universities in Oyo State, Nigeria?
2. What is the level of talent management of human resource staff in universities in Oyo State, Nigeria?
3. What is the influence of talent management on innovative behaviour of human resource staff of universities in Oyo State, Nigeria?

Hypothesis

The below null hypothesis was tested at the significance level of 0.05:

H₀₁: There will be no significant influence of talent management on innovative behaviour of human resource staff of universities in Oyo State, Nigeria.

Literature Review

Innovative Behaviour

Innovation is an utmost significant human trait that has allowed humans to evolve from an archaic presence to a cultured free market life style. The inherent quality of all innovative efforts is the hope that humans can create better life for all persons on universe. Innovation is the development of ideas about practices, procedures, products, and/or services that are novel and potentially useful to an organisation. Innovative employees deliver better outcome with a positive attitude towards the organisation and its values are more likely to display initiatives to change procedures in conducting jobs and organisational environment which is important for its growth and development. Thus, the degree to which an employee has freedom, independence, and discretion in carrying out the tasks of the job plays a key role in a strong corporate culture which have been

considered vital for the management of every organisation. Innovative employees are more likely to solve organisational problems creatively and effectively, ultimately creating a superior experience (Keiningham et. al., 2020). Thus, by providing employees with the freedom and autonomy to make decisions and solve problems, -organisations can foster an environment that encourages innovative behaviour, ultimately leading to enhanced creativity, improved -organisational performance, and a stronger competitive position in the industry.

Innovative behaviour is a vast and developing area of research that has been extensively researched as it becomes fundamental in organisational context, being directly connected to organisational performance. It is one of the drivers of businesses and organisations, and is often seen as crucial for the organisation's success and competitiveness (Anwar, & Humayun, 2023). There are two common characteristics that are noteworthy for defining innovative behaviour. First, it indicates a creative connection characterized by originality or novelty or other attributes that differentiate them from ordinary options (Avila, 2022). Second, it relates to the intellectual element such as human skill that is matchless in an increasingly automated world. In this study, innovative behaviour is described as a relatively state of mind referring to the simultaneous transformation and manipulation of existing knowledge by an individual's physical, cognitive, and emotional energies in the performance of job.

Innovative behaviour at work are the process, outcomes, and products of attempts to develop and introduce new and improved ways of doing things. The innovative stage of this process refers to idea generation and innovation to the subsequent stage of implementing the ideas toward better procedures, practices, or products. An innovative employee is one who has the ability to be aware of the organisation needs and must be sensitive so that he/she can tackle the problem, he/she must have sharp mind to be able to remember task for long time, and must be adaptive (Leone & Reiter-Palmon, 2022).

Talent Management

Talent management is advantageous and critical for businesses whose clients have highly complex needs and make few mistakes while also aiming to maximize potential share value for shareholders (Al Aina & Atan, 2020). The acquisition of a competitive advantage is the foundation for the organisation's capacity to meet its objectives (Stewart & Brown, 2019). This

is because, talent management is strongly linked to organisational success (Kuimet, 2019). Organisational effectiveness is now a continuous and sustained process with an increasing performance level because of how quickly the world is changing (Baldassarre et. al., 2020). The concept of talent management has gained a lot of attention in recent years, and organisations are being driven to seek for candidates with exceptional potential or skill sets (talented individuals). Thus, the goal of talent management is to locate, hire, retain, and grow such talented individuals. It is the cornerstone of achieving organisational objectives. The scope of talent management has categorized into various elements. However, each of the elements plays an important role in a talent management framework (Sikawa, 2020). This implies that in order to achieve innovative behaviour of employees, all elements of talent management should be implemented systematically. These elements are: 1) talent planning; 2) talent acquiring; 3) talent sustaining 4) talent transitioning. Talent acquiring is that part of the process of management that is concerned with obtaining, utilizing and maintaining a satisfactory and satisfied workforce. It is thus, the process of maintaining and growing the workforce needed to occupy different roles within the organisation. It is also the process of identifying, screening, shortlisting and hiring of the potential human resources for the purpose of filling up the positions within the organisations. It is the central function of human resource management.

Theoretical Review

Theory of Innovative Work Behaviour (IWB)

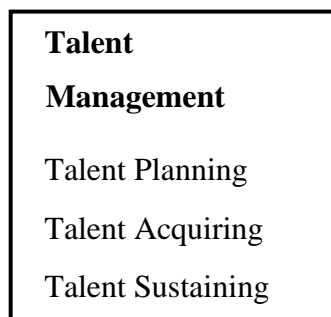
The Theory of Innovative Work Behaviour (IWB), proposed by Onne Janssen in 2000, emphasizes the pivotal role of employees in driving innovation through idea generation, promotion, and implementation (Knezović & Drkić, 2021). Idea generation, the cornerstone of innovation, involves creating original and valuable concepts, underpinned by creativity. The next step, idea promotion, requires employees to advocate for their ideas by building alliances, engaging stakeholders, and leveraging networks within and outside the -organisation (Kor et. al., 2021). Championing ideas involves persuading colleagues, supervisors, and management of an idea's potential value. Finally, idea implementation entails transforming abstract concepts into tangible outcomes through meticulous planning and prototyping. This theory underscores the critical role of individual employees in fostering innovation, aligning with the practices HR staff can adopt to enhance -organisational outcomes.

Talent Management Lifecycle Model

The Talent Management Lifecycle (TML) encompasses four key phases: Planning, Acquiring, Sustaining, and Transitioning talent, which together define the employee-employer relationship (Fashho et. al., 2021). Talent planning focuses on forecasting workforce needs, conducting workforce analyses, and developing strategies to address skills gaps through development plans and talent mapping (Yildiz & Esmer, 2023). The acquisition phase emphasizes attracting and recruiting talent aligned with the -organisation's culture and values through strong employer branding and effective recruitment strategies. Sustaining talent involves employee retention and engagement through regular feedback, recognition, continuous development opportunities, and work-life balance initiatives, all contributing to job satisfaction and commitment (Hossan et al., 2022). Transitioning talent includes succession planning and knowledge transfer to ensure seamless operations and retention of institutional knowledge (Yildiz & Esmer, 2023). By integrating these phases into a cohesive strategy, organisations can foster innovation, adaptability, and sustained growth, aligning directly with this study's focus on talent management strategies and their influence on innovative behaviour.

Conceptual Model

Independent Variables



H₀₁

Dependent Variable

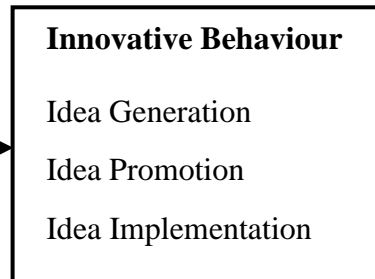


Figure 2.2: Conceptual Model of Talent Management and Innovative Behaviour

Source: Researcher's Compilation, 2024

The selection of the model is based on the belief that there is a relationship and interaction between the components of talent management (*talent planning, talent acquiring, talent sustaining, and talent transitioning*) and innovative behaviour (*idea generation, idea promotion*

and idea implementation) of human resource staff in universities in Oyo State. The model is anchored on Theory of Innovative Work Behaviour and Talent Management Lifecycle Model.

Methodology

A descriptive survey method was adopted for the study. The population was 100 human resources staff of public and private universities in Oyo State. The total enumeration was used. Data were collected through a validated questionnaire and it was subjected to a Cronbach's alpha reliability test that produced a value of 0.76. Out of the expected 100 responses, the researcher successfully obtained 88 responses. The obtained data were, therefore, analysed using a combination of descriptive and inferential statistics (testing the null hypothesis using Multiple Regression analysis at 0.05 level of significance).

Table 1: Demographic Characteristics of Respondents

Variables	Category	Frequency	%
Gender	Male	52	59.1
	Female	36	40.9
Age	20-25 years	6	6.8
	26-30 years	15	17.0
	31-35 years	33	37.5
	40-36 years	10	11.4
	41-45 years	17	19.3
	46 and above	7	8.0
Educational Level	HND	11	12.5
	Bachelor's degree	37	42.0
	Master's degree	25	28.4
	Ph.D.	15	17
Years of experience	5 – 10 years	33	37.5
	11 – 15 years	12	13.6
	16 – 20 years	12	13.6
	21 – 25 years	10	11.4
	26 – 30 years	7	8.0
	31 and above	14	15.9
Institutions	University of Ibadan, Ibadan	21	23.9
	Ladoke Akintola University of Technology, Ogbomosho	14	15.9
	First Technical University Ibadan	14	15.9
	Emmanuel Alayande University of Education, Oyo	10	11.4
	Ajayi Crowder University, Oyo	5	5.7
	Lead City University, Ibadan	7	8.0
	Dominican University, Ibadan	3	3.4
	Precious Cornerstone University, Ibadan	3	3.4
	Dominion University, Ibadan	4	4.5
	Atiba University, Oyo	3	3.4
	Koladaisi University, Ibadan	4	4.5

Source: Field Survey Data, 2024

Table 1 shows the demographic characteristics of respondents, with 59.1% and 40.9% being male and female respectively. Most of the respondents representing 37.5% were between the ages of 31 and 35 respectively. The least were those respondents between 20 and 25 age group representing 6.8%. The education level showed that 42% of the respondents were bachelor's degree holders, while 28.4% of them were Master's degree holders. The years of their experience showed that 37.5% of them have between 5 and 10 years, while 15.9% have more than 31 years. The representatives in each of the institutions showed that the University of Ibadan has the biggest representation representing 23.9%, while Dominican University, Precious Cornerstone University, and Atiba University had lower proportions representing 3.4% each. This broad distribution reflects a balanced demographic mix appropriate for the investigation.

Presentation of Response to the Research Questions

Research Question One: What is the level of innovative behaviour of human resource staff in universities in Oyo State, Nigeria?

Table 2: Descriptive Analysis on the Level of Innovative Behaviour of Human Resource Staff in Universities in Oyo State, Nigeria

Idea Generation	Mean	StDev.
The team encourages creative thinking and brainstorming.	1.99	0.66
There is a systematic process for capturing and documenting new ideas.	1.86	0.57
Regular action of forming sessions is conducted to generate new concepts and solutions.	1.81	0.62
The team values employees for suggesting new and innovative ideas.	1.51	0.42
Average Mean and Standard Deviation	1.79	0.57
Idea Promotion		
There is effective communication about new ideas within the team.	1.84	0.69
The university provides resources to develop and refine promising ideas.	2.58	0.65
The university has a formal process for prioritizing ideas for further development.	2.16	0.53
The university has a clear strategy for promoting innovative solutions to stakeholders.	2.07	0.34
Average Mean and Standard Deviation	2.16	0.55
Idea Implementation		
The university has a culture that supports risk-taking in the implementation of new ideas.	2.44	0.51
There is a clear timeline for the implementation of innovative projects.	1.70	0.43
The university provides training and support for employees involved in implementing new ideas.	1.31	0.62

	Average Mean and Standard Deviation	1.82	0.52
Idea Generation			
Regular reviews and evaluations are conducted to assess the progress of implemented ideas.		1.92	0.57
	Grand Mean and Standard Deviation	1.92	0.55

Source: Field Survey Data, 2024

Decision rule: 1.00-1.74 = Very Low, 1.75-2.49 = Low, 2.50-3.24 = High, 3.25-4.00 = Very High

Table 2 shows the output of the level of innovative behaviour of human resources staff in Oyo State Nigeria. The idea generation result (Mean = 1.79, StDev. = 0.57) revealed a low level; though, the creative thinking and brainstorming are somewhat encouraged. The engagement level for idea promotion was marginally higher judging by the result (Mean = 2.16, StDev. = 0.55) and that suggest an improved prioritising and resource allocation procedures. On the other hand, idea implementation, received a poor rating (Mean = 1.82, StDev. = 0.52) and that showed little encouragement for training and taking risks. The grand mean and standard deviation values were 1.92 and 0.86 respectively indicate that staff members usually exhibit a low degree of inventive behaviour and thus, necessitate strategic adjustments.

Research Question Two: What is the level of talent management of human resource staff in universities in Oyo State, Nigeria?

Table 3: Descriptive Analysis on the Level of Talent Management of Human Resource Staff in Universities in Oyo State, Nigeria

Talent Planning	Mean	StDev.
In my university, Talent Management is considered essential for our institution's strategy.	2.51	0.68
Talent Management initiatives are aligned with university's culture and values.	1.81	0.64
Top management in my university believes in the return and benefits of the implemented Talent Management initiatives.	1.61	0.52
Average Mean and Standard Deviation	1.98	0.61
Talent Acquiring		
In my experience, identifying and acquiring talented people outside the university is a challenge.	1.76	0.46
In my opinion, our recruiting process creates an adequate talent pipeline.	2.17	0.57
High performing or demanding projects are outsourced to consultant companies.	2.75	0.48
Average Mean and Standard Deviation	2.23	0.50

Talent Sustaining

My university has policies that encourage fair and transparent career growth and development opportunities 1.27 0.39

Average Mean and Standard Deviation 1.27 0.39

Talent Planning

Employees are provided with adequate and sufficient training that allow them to do better at their jobs. 1.99 0.59

In my university, we actively foster an engaging work environment by boosting social interactions and promoting the sense of community and belonging. 2.38 0.78

Average Mean and Standard Deviation 2.19 0.69

Talent Transitioning

In HR, we have adequate digital and analytical tools. 2.49 0.89

In my opinion, some talent management initiatives are hindered by factors outside HR. 2.14 0.74

In my university, we focus not only on individual's performance but also on their potentials. 1.92 0.52

Average Mean and Standard Deviation 2.18 0.72

Grand Mean and Standard Deviation 1.97 0.58

Source: Field Survey Data, 2024

Decision Rule: 1.00-1.74 = Very Low, 1.75-2.49 = Low, 2.50-3.24 = High, 3.25-4.00 = Very High.

Table 3 revealed the output of the level of the talent management proficiency of human resources staff of the universities in Oyo State. The grand mean and standard deviation results were 1.97 and 0.58 respectively and that indicate low levels across the assessed parameters. The talent planning assessment showed low average mean and standard deviation scores of 1.98 and 0.61 respectively; it implies that efforts to manage talent are not fully in line with the culture and values of the university. The somewhat higher mean of 2.23 with standard deviation score of 0.50 for talent acquiring was indicative of difficulties in hiring and the need to use outside experts for difficult tasks. The least transparent career advancement plans were evident in Talent Sustaining, which had the lowest mean of 1.27 and standard deviation of 0.39. The result (mean 2.18; StDev. = 0.72) of talent transitioning demonstrated some emphasis on digital technologies and employee potential, but was still limited by outside constraints. In all, the general findings suggest a need for strategic improvements in talent management practices.

Table 4: Summary of Regression Analysis on the Influence of Talent Management on Innovative Behaviour of Human Resource Staff of Universities in Oyo State.

H₀1: There will be no Significant Influence of Talent Management on Innovative Behaviour of Human Resource Staff of Universities in Oyo State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 ^a	.282	.274	.852

a. Predictors: (Constant), Talent Management

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.569	1	24.569	33.850	.000 ^b
	Residual	62.420	86	.726		
	Total	86.989	87			

a. Dependent Variable: Innovative Behaviour

b. Predictors: (Constant), Talent Management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.998	.193		5.171	.001
	Talent Management	.548	.094	.531	5.818	.001

a. Dependent Variable: Innovative Behaviour

Source: Field Survey Data, 2024

Table 4 provides a regression study of talent management's considerable beneficial effect on the creative behavior of human resource professionals in Oyo State colleges. The model has a moderate correlation ($R = .531$) and explains 28.2% of the variation in inventive behavior ($R^2 = .282$). The ANOVA findings show that the model is statistically significant ($F(1, 86) = 33.850$, $p = .000$). The unstandardized coefficient for talent management ($B = .548$, $p = .001$) shows that every unit increase in talent management procedures promotes innovative behavior by 0.548 units. These data indicate that improving talent management may considerably enhance creative behavior among university HR professionals in Oyo State, Nigeria.

Discussion of Findings

The result of RQ1 (grand mean and standard deviation of 1.92 and 0.55 respectively) on the level of innovative behaviour among human resource staff in Oyo State's universities, Nigeria,

revealed a nuanced landscape, indicating a generally low level of innovative behaviour. While there are strengths in certain areas, the environment does not fully support or nurture innovation. These findings are aligned with the view of Ren et al (2023) that sustainability and strategic human resource practices can enhance the innovation potential within institutions while still being constrained by resource availability. Also, Tarique (2022) asserted that effective talent management and organisational support play critical roles in enabling innovation and boosting staff productivity

The result of RQ2 (grand mean and standard deviation of 1.97 and 0.58 respectively) on the level of talent management among human resource staff in Oyo State's universities, Nigeria, indicated that the assessment of talent management among human resource staff reveals moderate effectiveness but with significant room for improvement. The belief that talent management is essential to the institution's strategy shows only moderate alignment with strategic priorities, reflecting a divide in perceptions across staff. This is accordance to the finding of Liu (2021) that emphasize the challenges in gaining full organisational alignment on strategic HR practices in educational institutions. In addition, the alignment of talent management initiatives with university culture scored lower, suggesting that while some consensus exists, integration with institutional values remains incomplete (Ren et. al., 2023).

Challenges in talent acquisition are evident, with significant difficulties highlighted in securing external talent. These challenges were found to be organisational barriers which can impact effective recruitment and necessitate a more robust strategy (Jimad & Mardiana, 2024). This includes reconsidering the role of outsourcing in talent acquisition, as well as addressing the adequacy of the recruiting process. Low scores in career growth policies and training adequacy underscore the need for more effective programs to support staff development, aligning it with the importance of structured career progression within HR frameworks (Chen & Chen, 2023).

The regression analysis results [$R^2 = 0.282$; Adj. $R^2 = 0.274$; $B = 0.548$, $t = 5.818$, $p = 0.001$] revealed a significant relationship between talent management and innovative behaviour, with talent management explaining a notable portion of the variance in innovative behaviour among human resource staff. According to Yi, Amenuvor, and Boateng, (2021), talent management initiatives are aligned with university culture and values are more likely to promote innovative behaviour which highlights the influence of organisational alignment on competitive advantage.

In conclusion, while certain strengths exist, significant challenges remain in creating an environment conducive to innovation and well-being among HR staff. A more robust approach to managing job demands, supporting interpersonal relationships, and enhancing development opportunities is necessary to ensure a thriving workforce. Overall, the results of hypothesis one rejects the null hypothesis, indicating that talent management practices significantly influence the innovative behaviour of human resource staff in universities in Oyo State. The positive findings underscore the importance of strategic talent management in fostering an environment conducive to innovation within the university settings.

Conclusion

The findings of this study underscored the critical role of talent management in fostering innovative behaviour among human resource staff in universities. The essence of promoting innovation is significant for the success of academic institutions, and this can be achieved by effective planning, acquiring, sustaining, and transitioning among employees, as well as improving on job demands and resources available for the employees. The study concluded that effective talent management practices, including planning, acquiring, sustaining and transitioning, are essential for enhancing the innovative capacity of human resource staff. Conclusively, investing in comprehensive talent management strategies is vital for universities aiming to achieve high levels of innovation. These initiatives not only attract and retain top talent but also create an environment where employees feel valued, supported, and motivated to contribute creatively to the institution's goals.

Recommendations

Based on the findings of this study, it was recommended that the management of the universities:

1. develop a more robust culture that actively encourages innovation among human resource staff, providing them with the necessary resources and recognition for innovative ideas and practices.
2. invest in robust talent management practices that include talent planning, talent acquiring, talent sustaining and talent transitioning that motivates staff especially human resource staff to innovate.

3. regularly trained HR staff on creative thinking, problem-solving, and innovation techniques. This would help enhance their capacity to innovate in their work and contribute to the overall advancement of the university.
4. align talent management practices with the university's overall objectives to ensure that HR staff have the tools to manage talent effectively.
5. focus on improving their talent acquisition processes and retention strategies, ensuring they attract and keep the most qualified and innovative HR professionals.
6. ensure that HR staff's job demands are balanced with adequate resources and support, such as sufficient staffing, technology, and time for creative problem-solving. This balance is crucial for fostering innovation

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