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**TALENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN A SELECTED  
PRIVATE SCHOOLS**

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**ABSTRACT**

*Talent management has emerged as a strategic human resource function linked to organizational performance; however, empirical evidence in private basic and higher education institutions in provincial contexts remains limited. This study examined the extent of talent management practices and their relationship with employee performance in selected private schools in Buenavista, Nasipit, and Carmen (BueNasCar), Agusan del Norte. Anchored on Social Exchange Theory and the Ability–Motivation–Opportunity (AMO) framework, the study employed a quantitative descriptive-correlational design. Data were gathered from 195 teaching and non-teaching personnel selected through stratified random sampling from ten private schools during School Year 2023–2024. An adapted and pilot-tested questionnaire measured three dimensions of talent management practices*

*(recruitment and selection; training and development; rewards and compensation) and four dimensions of employee performance (quantity of output, quality of output, timeliness of output, and presence at work). Descriptive statistics (weighted mean) and Spearman rank-order correlation were utilized for analysis. Findings revealed that talent management practices were implemented to a moderate extent (overall  $M = 3.36$ ), with recruitment and selection ranked highest. Employee performance was likewise rated to a moderate extent (overall  $M = 3.44$ ), with presence at work obtaining the highest mean ( $M = 3.52$ ). Correlational analysis indicated a statistically significant positive relationship between talent management practices and employee performance ( $\rho = .458$ ,  $p = .001$ ), leading to the rejection of the null hypothesis. The results affirm that structured and consistent implementation of talent management practices contributes meaningfully to enhanced employee performance in private educational institutions. The study underscores the need for strategic investment in recruitment systems, continuous professional development, and competitive compensation structures to strengthen institutional effectiveness and long-term sustainability in the education sector.*

## **KEYWORDS**

Talent Management Practices, Recruitment and Selection, Training and Development, Rewards and Compensation, Employee Performance

## **INTRODUCTION**

### **Background**

Talent management defined as putting systems in place to recruit, identify, develop, engage, retain, and deploy personnel who are helpful to an organization (Quilliam, 2023). Based on Andreev (2023), attracting and retaining top talent, consistently inspiring them to perform better, and enhancing their abilities are all part of the ongoing talent management process. According to the statement, *What is Talent Management?* of McKinsey & Company (2023), an organization's performance as a whole and good talent management are significantly correlated; analysis showed 99% of respondents who claimed their organization's talent management was extremely successful indicated they outperformed their competition. According to the national study result of Cordero-Au Yeung and Tiongson (2022), organizations with a positive impression of talent acquisition, development, and retention are more likely to achieve positive organizational and human resource results.

Gudith (2023) states that when it comes to staffing, private schools, especially those in the K–12 sector, frequently have lesser finances than their public counterparts, and it can be challenging to draw and keep talented staff members, including teachers. Furthermore, private schools could find it hard to provide competitive pay and benefits, resulting in high employee turnover and difficulty retaining a committed and stable workforce. By taking a proactive approach to recruiting and retention, private schools can mitigate the effects of it.

Moreover, according to Dilip and Rajeshwari (2022), by that long-standing procedures that seek to place the appropriate person in the proper role can be covered by talent management. Finding qualified faculty members becomes difficult for educational institutions, and excessive employee turnover poses a serious risk to organizations, which leads to most institutions failing to provide administrative staff with the necessary training. In addition to that, Chyy (2019) stated that due to inadequate staff development and training, most private schools, especially secondary schools, have had low performance.

Therefore, based on the statement, What is Talent Management? of ADP (2023), it stated that employers find and create a staff that is as productive as possible and likely to stick around for a while using talent management. Statement of What Is Employee Performance? of Litmos (2023) states that performance is essential to organizational success, contributing to increased production, profitability, and employee morale by frequently reviewing employee performance.

According to the study of Alsakarneh et al. (2023), the talent management practices on employee performance are recruitment and selection, training and development, and rewards and compensation. Alsakarneh et al. (2023); Ekhsan et al. (2023); Baharin et al. (2023); Abdullahi et al. (2022); Atieno et al. (2022); Saarunya and Soundria (2021); and Akinremi and Adedeji (2019), concluded in their respective studies that implementing talent management practices can significantly improve and affect employee performance. In connection to the practices used, Khairina et al. (2022) and Fithri (2019) also stated that there are four dimensions of employee performance measured: quantity of output, quality of output, timeliness of output, and presence at work.

This study aimed to identify the talent management practices among employees in selected private schools around Buenavista, Nasipit, and Carmen (BueNasCar), Agusan del Norte, on employee performance for better operation and function in the organization. The study sought to identify talent management practices, such as recruitment and selection, training and development, and rewards and compensation based on employee performance. It evaluated the relationship between talent management practices and employee performance. The study showed the importance of talent management practices in improving employee performance, which benefits the organization. In addition, this study is related to the researchers' course, Bachelor of Science in Business Administration, prominent in Human Resource Management, which equips students with the knowledge and skills to implement effective talent management practices as future Human Resource Officers. It will help organizations attract, develop, retain, and engage top talent, ultimately contributing to organizational success.

### **Objectives of the Study/Statement of the problem**

This study determined the impact of talent management practices on employee performance among employees in selected private schools around Buenavista, Nasipit, and

Carmen (BueNasCar), Agusan del Norte. It sought to answer the following questions in particular:

1. What is the profile of the respondents:
  - 1.1 job position;
  - 1.2 educational attainment;
  - 1.3 salary; and
  - 1.4 length of service?
2. To what extent are the talent management practices on employee performance in terms of:
  - 2.1 recruitment and selection;
  - 2.2 training and development; and
  - 2.3 rewards and compensation?
3. To what extent are the talent management practices affects the level of employee performance in terms of:
  - 3.1 quantity of output;
  - 3.2 quality of output;
  - 3.3 timeliness of output; and
  - 3.4 presence at work?
4. Is there a significant relationship between the Talent Management Practices employed by the Human Resource Officers and the level of Employee Performance?

## **THEORETICAL FRAMEWORK**

This study is grounded on Social Exchange Theory (SET) and the Ability–Motivation–Opportunity (AMO) Theory, both of which provide complementary explanations of how talent management practices influence employee performance in educational institutions.

### ***Social Exchange Theory***

Social Exchange Theory, originally articulated by Homans (1985), conceptualizes social interaction as an exchange process in which individuals engage in action–reaction relationships governed by incentive mechanisms and expectations of mutual benefit. In organizational settings, this theory explains how employees and employers enter into reciprocal relationships that evolve over time through repeated exchanges of tangible and intangible resources. According to Benitez and Frank (2022), such exchanges are voluntary and are sustained by reciprocity and trust, eventually producing high-quality relationships between actors.

Four key components frame these exchanges: power, reciprocity, commitment, and trust.

- *Power* refers to the degree of dependence between actors and the capacity of one party to influence the actions or decisions of another. In employment relationships,

organizations exercise structural power through policies, rewards, and career opportunities, while employees possess performance-related power that affects organizational outcomes. This dynamic shapes how reciprocal relationships are negotiated and sustained.

- *Reciprocity* reflects the bidirectional exchange of efforts, resources, and benefits between employees and the organization. When schools invest in recruitment, professional development, and equitable compensation, employees are likely to reciprocate through enhanced performance, loyalty, and engagement.
- *Commitment* represents the willingness of both parties to fulfill their obligations within the exchange relationship. Employees who perceive organizational support through structured talent management practices are more inclined to demonstrate sustained dedication to institutional goals.
- *Trust* involves the expectation that the other party will act fairly and responsibly without excessive monitoring. Trust reduces uncertainty in employment relationships and strengthens cooperation and long-term engagement.

As emphasized in discussions of Social Exchange Theory in employee relations (2024), organizations that apply SET principles foster cultures characterized by cooperation, respect, and mutual accountability. In such environments, employees become motivated, satisfied, and committed, leading to improved productivity and organizational performance. Within the context of this study, talent management practices—specifically recruitment and selection, training and development, and rewards and compensation—serve as organizational investments that signal support and fairness. Employees, in turn, respond with higher levels of performance across quantity, quality, timeliness, and presence at work. Thus, SET provides a relational explanation for why strategic talent management strengthens employee performance in private schools.

### ***Ability–Motivation–Opportunity (AMO) Theory***

Complementing SET, this study is also anchored on the Ability–Motivation–Opportunity (AMO) Theory, which posits that employee performance is a function of three interrelated components: ability, motivation, and opportunity. According to the AMO framework, organizational systems that simultaneously enhance these three dimensions are most effective in achieving performance outcomes (AMO Theory: Ability, Motivation & Opportunities, 2024). Kellner et al. (2019) further argue that AMO theory offers a robust explanation of how human resource practices translate into measurable performance results.

- *Ability* refers to employees’ job-related knowledge, skills, and competencies. In this study, ability is strengthened through effective recruitment and selection processes that attract qualified personnel, as well as through training and development initiatives that enhance competencies and professional growth. By ensuring the right person is placed in the right role and continuously upskilled, schools build a capable workforce prepared to meet performance standards.

- *Motivation* encompasses the internal and external drivers that encourage employees to exert effort. Rewards and compensation systems, recognition mechanisms, empowerment, and goal-setting strategies reinforce desired behaviors and align individual aspirations with organizational objectives. When employees perceive fairness and appreciation, their intrinsic and extrinsic motivation increases, positively influencing performance outcomes.
- *Opportunity* pertains to the availability of organizational conditions that enable employees to apply their abilities and motivation effectively. This includes access to resources, supportive leadership, participation in decision-making, and an environment conducive to performance. Without sufficient opportunity structures, ability and motivation may not translate into actual performance gains.
- *AMO theory* suggests that optimal performance occurs when all three components operate synergistically. In the context of private educational institutions, recruitment and training enhance ability; compensation and recognition strengthen motivation; and institutional support structures provide opportunity. Consequently, talent management practices function as integrated mechanisms that collectively drive improvements in quantity of output, quality of output, timeliness, and presence at work.

The integration of Social Exchange Theory and AMO Theory provides a comprehensive explanation of the relationship between talent management practices and employee performance. SET explains the relational and reciprocal nature of organizational investments in talent, while AMO clarifies the performance mechanism through which these investments produce measurable outcomes. Together, these frameworks justify the study's assumption that deliberate, structured, and supportive talent management practices significantly influence employee performance in selected private schools.

## **Literature Review**

Employers face a human resources challenge in attracting and retaining skilled workers. Organizations need to have procedures in place that can be used to develop a workforce with the necessary technical knowledge and skills, personal qualities, and other productive capabilities (Nankervies et al., 2023). Because of this, attracting, nurturing, managing, and retaining people is a critical component of success for all firms. One of the elements that may have a favorable correlation with several performance metrics is the conviction that, when properly managed, it can be improved (Grayson, 2023).

Based on the findings of Atieno et al. (2023), talent management is a significant differentiator regardless of whether the organization is in the manufacturing or service sectors or the public or private sectors. Based on the findings, the research recommended focusing more on developing creative talent management techniques that may boost the attraction and acquisition of the proper personnel to ensure long-term performance. Ekhsan et al. (2023) stated that effective talent management may assist in selecting the appropriate individuals for the right jobs, providing the required training and development, and ensuring

staff have the tools and resources they need to achieve their performance. Vulpen (2023) also stated that the overarching purpose of talent management is to improve performance. This is best accomplished by developing a system that inspires and engages workers to perform to their full potential. When done correctly, organizations may gain a durable competitive edge and outperform their competitors by implementing an integrated system of personnel management methods that are difficult to replicate and duplicate. In other words, talent management is a process that uses integrated people management methods to drive performance.

Hastwell (2023) also states that talent management addresses employees' requirements throughout their careers, from recruiting to retention and final leave. Proper talent management not only assists in finding the correct talent in the first place but also ensures that talent stays for the long haul. According to Mohana et al. (2021), implementing a talent management system leads to employee performance, but a talent management output mediates the relationship between talent management and employee performance. Based on Ehksan et al. (2023), these findings suggest that excellent talent management may boost employee performance. *Talent management* is a systematic strategic effort the organization intends to attract, retain, develop, and motivate people by applying human resource management methods such as staff acquisition and assessment, learning and development, performance management, and remuneration. Also, in the study of Khairina et al. (2022), the findings indicate that using talent management has a favorable and substantial influence on employee performance. The talent management system may be used to improve the performance of individual employees and the entire organization.

According to the findings of Abdullahi et al. (2022), all talent management approaches significantly affect elements of Employee Performance and diminish negative behaviors among academic staff. Employee performance in attaining organizational goals and objectives determines an organization's success or failure. Much research claims that talent management techniques are unavoidable for better employee engagement and performance in today's corporate climate to obtain competitive advantages. According to Kaikhosroshvili (2023), performance management is a subset of talent management that focuses on assessing, monitoring, and developing employees' performance. It establishes performance output expectations and standards for determining how effectively personnel accomplish their objectives. It successfully supports the talent and facilitates their advancement inside the organization by reviewing how well an employee performs and creating personalized targets to improve their performance.

## **RESEARCH METHODS**

### **Research Design**

The researchers utilized the quantitative approach and a descriptive framework to evaluate the Talent Management Practices on Employee Performance in Selected Private Schools.

### **Research Locale**

This study was conducted among employees in 10 selected private schools in Buenavista, Nasipit, and Carmen (BueNasCar), Agusan del Norte.

Buenavista, officially the Municipality of Buenavista, is a 1st class municipality in Agusan del Norte, Philippines. This place is in Agusan Del Norte, Region 13, Philippines; its geographical coordinates are 8° 58' 37" North, 125° 24' 32" East, and its original name (with diacritics) is Buenavista. Buenavista's recorded history begins in 1877. It was stated that this year, a group of nomadic Manobo from Agusan's borderlands discovered an appropriate location for their temporal-fishing retreat and meeting. "Municipality of Buenavista" through the efforts of Assemblyman Apolonio D. Curato and Governor Jose R. Rosales, Commissioner of Mindanao and Sulu Teofisto Guingona Sr., and Secretary of the Interior Elpidio Quirino, with a set of appointed officials to serve for one year.

On the island of Mindanao, the municipal center of Nasipit is around 8° 59' North, 125° 20' East. At these coordinates, the elevation is 19.0 meters or 62.2 feet above mean sea level. The municipality covers 144.40 square kilometres (55.75 square miles), accounting for 5.53% of Agusan del Norte's total area. On August 1, 1929, Nasipit was legally detached from the municipality of Butuan. Executive Order No. 181, issued by Acting Governor General Eugene Gilmore of the United States, established it as a municipality.

Carmen's municipal center is located on the island of Mindanao at roughly 8° 60' North and 125° 16' east. At these coordinates, the elevation is 11.0 meters or 36.2 feet above mean sea level. Carmen is a municipality on the coast of the province of Agusan del Norte. It has a land area of 214.44 square kilometres or 82.80 square miles, accounting for 8.21% of the total area of Agusan del Norte. Carmen was established as a municipality in 1949, when the barrios of Carmen, Tagcatong, Cahayagan, and San Agustin were split from the municipality of Nasipit and incorporated into the newly formed town under Republic Act No. 380, which was passed on June 15, 1949. Congressman Marcos M. Calo sponsored this bill. The town was established on July 1, 1949.

### **Research Respondents**

The respondents of this study were the employees employed in 10 selected private schools in Buenavista, Nasipit, and Carmen (BueNasCar), Agusan del Norte for the school

year 2023-2024. The study used stratified random sampling due to the significant number of populations of respondents from the selected private schools.

Respondents	Population			Sample					
	Male	Female	Total	Male		Female		Total	
	F	F	F	f	%	f	%	f	%
SJHSBAI	21	34	55	10	5.13	17	8.72	27	13.85
BII	10	14	24	5	2.56	7	3.59	12	6.15
HHSCI	4	5	9	2	1.03	3	1.54	5	2.56
PH642-CIDP	1	9	10	1	0.51	5	2.56	6	3.08
GEAI	3	11	14	2	1.03	5	2.56	7	3.59
SMCC	69	113	182	34	17.44	56	28.72	90	46.15
NUCLS	0	2	2	0	0	1	0.51	1	0.51
LCS	2	15	17	1	0.51	7	3.59	8	4.10
NAC	24	36	60	12	6.16	18	9.23	30	15.39
OLCACI	9	10	19	4	2.05	5	2.56	9	4.62
TOTAL	143	249	392	71	36.42	124	63.58	195	100

## Research Instrument

Researchers adapted and revised the questionnaire from the previous studies of Abdullahi et al. (2022) entitled "Talent Management Practices on Employee Performance: A Mediating Role of Employee Engagement in Institution of Higher Learning: Quantitative Analysis", Khairina et al. (2022) "The Influence of Talent Management Practices on Employee Performance: The Mediating Role of Employee Engagement and Employee Job Satisfaction. (Case Study at PT Bank Negara Indonesia (Persero) Tbk Regional Office 02)", and Fithri et al. (2019) "Impact of Work Environment on Employee Performance in Local Government of Padang City". The researchers modified the original questionnaires to include recent study questions, which was validated through pilot testing of 20 non-respondents' employees in selected private schools and passed the reliability testing.

- Part I. This contains the respondent's profile.
- Part II. It contains 30 questions about recruitment and selection, training and development, and rewards and compensation.
- Part III. It contains 20 questions about quantity of output, quality of output, timeliness of output, and presence at work.

## Ethical Standards

The researchers followed a proper protocol that gave adequate information to the respondents and explained the researcher's virtue in confirming that the respondents' identity is protected and well-secured through the analysis method. To preserve the

confidentiality of the data provided by participants, the researchers utilized the questionnaire directly.

The study complied with ethical standards by giving the respondent a survey questionnaire with the researchers' informed consent and incorporating it. The researchers gave the questionnaire responses of the respondents a number. They need access to the total number of responses to protect their identity.

### **Data Gathering Procedures**

The researchers used these succeeding procedures in data collection.

The researchers secured and sent a letter of permission to become one of the respondents in their research and include the permission to acquire the list of the total number of employees employed in the selected private schools to the head of the private school or the human resource officer.

After this, another letter of authorization to conduct a survey was sent to all selected private schools; after the approval was granted, the researchers disseminated the survey questionnaires through printed copies for the respondents which are the employees. Before conducting a survey, the researchers oriented the respondents to what their study entails to know and understand the study's reason.

After collecting the data, the researchers thoroughly evaluated, measured, presented in tables, analyzed, and interpreted the questionnaire to reach the appropriate conclusion. The information is tallied by the problems given.

### **Statistical Treatment**

This study used measurable statistical tools to examine, analyze, and interpret the gathered data and information.

Weighted mean – This tool was used to determine the extent of talent management practices and the level of employee performance among employees.

Spearman Correlation – This tool was used to determine the relationship between the Talent Management Practices employed by the Human Resource Officers and the level of Employee Performance.

## **RESULTS AND DISCUSSION**

This part discussed how the data was presented, analyzed, and interpreted. It also covered the findings and discussions on many problems and topics relating to how talent management practices affect employee performance in selected private schools. All 195

respondents who were employed in selected private schools in BueNasCar were able to respond to the survey questionnaires.

Table 2. Summary on the Extent of the Talent Management Practices on Employee Performance

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation	Rank
Recruitment and Selection	3.49	Agree	Moderate Extent	1
Training and Development	3.46	Agree	Moderate Extent	2
Rewards and Compensation	3.11	Agree	Moderate Extent	3
<b>Average Weighted Mean</b>	<b>3.36</b>	<b>Agree</b>	<b>Moderate Extent</b>	

Table 9 shows the overall weighted mean of all the factors is 3.36. The verbal description is Agree with the verbal interpretation of Moderate Extent. Which further explains that the statement coincides with the respondent's experience where it is being practiced to private schools. Therefore, the extent of the talent management practices on employee performance moderately affects the respondents. This means that talent management practices are being practiced moderately by the school, which impacts employee performance.

It was based on the study of Alsakarneh et al. (2023); they stated that the study's findings indicated that talent management practices (recruitment and selection, training and development, and rewards and compensation) significantly and positively affect employee performance.

Table 3. Summary on the Extent of the Talent Management Practices that affects the Level of Employee Performance

Indicators	Weighted Mean	Verbal Description	Verbal Interpretation	Rank
Quantity of Output	3.38	Agree	Moderate Extent	4
Quality of Output	3.42	Agree	Moderate Extent	3
Timeliness of Output	3.43	Agree Strongly Agree	Moderate Extent	2
Presence at Work	3.52		Great Extent	1
<b>Average Weighted Mean</b>	<b>3.44</b>	<b>Agree</b>	<b>Moderate Extent</b>	

Table 14 shows an overall weighted mean of all the factors is 3.44, with a verbal description of Agree and a verbal interpretation of *Moderate Extent*, which further explains

that the statement coincides with the respondent's experience. Therefore, the extent of the practices that affect employee performance moderately affects the respondents.

According to Kaikhosroshvili (2023), performance management is a subset of talent management that focuses on assessing, monitoring, and developing employees' performance. It establishes performance output expectations and standards for determining how effectively personnel accomplish their objectives. It successfully supports the talent and facilitates their advancement inside the organization by reviewing how well an employee performs and creating personalized targets to improve their performance.

Table 4. Test On Relationship Between The Talent Management Practices Employed By Human Resource Officers And The Employee Performance

Variable 1	Variable 2	Correlation Coefficient	p-value	Decision	Interpretation
Talent Management Practices	Employee Performance	.458	.001	Reject $H_{01}$	There is a significant relationship between the talent management practices employed by Human Resource Officers: recruitment and selection, training and development, rewards and compensation and the extent of Employee Performance in terms of Quantity of Output, Quality of Output, Timeliness of Output, and Presence at Work.

Table 4 shows the spearman correlation test result in which all the correlations have a p-value lesser than the significance, which rejects the null hypothesis, it indicates that there is a significant relationship between the talent management practices employed by Human Resource Officers: recruitment and selection, training and development, rewards and compensation and the extent of Employee Performance in terms of Quantity of Output, Quality of Output, Timeliness of Output, and Presence at Work.

In the study of Mohana et al. (2021), talent management output mediates the relationship between talent management and employee performance, where implementing a talent management system leads to employee performance. Another study based on Ehksan et al. (2023), these findings suggest that excellent talent management boosts employee performance. *Talent management* is a systematic strategic effort the organization intends to attract, retain, develop, and motivate people by applying human

resource management methods such as staff acquisition and assessment, learning and development, performance management, and remuneration. Also, in the study of Khairina et al. (2022), the findings indicate that using talent management has a favorable and substantial influence on employee performance. The talent management system may be used to improve the performance of individual employees and the entire organization. Based on Knott (2016) also stated that most jobs require a certain level of employee performance, including timeliness, presence at work, quality, and quantity of output. A statistically significant relationship was found between the extent to which employee performance is impacted by talent management.

## **RECOMMENDATION**

### **Primary Recommendation**

Based on the study results, researchers recommend the following on the different issues and concerns.

The researchers recommend the improvement of the talent management practices which will result in further growth in the performance indicators such as the quantity of output, quality of output, timeliness of output, and presence at work. All private educational institutions in BueNasCar should be more deliberate in their talent management practices, particularly in recruitment and selection, training and development, and rewards and compensation. This will be achieved by enhancing hiring procedures, allowing high-potential candidates to join, creating specific training programs for upskilling employees, and modifying compensation structures to make them competitive and commensurate with industry standards. By selecting these areas, schools will know where to start in creating a more helpful workplace for employee engagement and, consequently, better overall performance.

Based on the findings of Atieno et al. (2023), talent management is a significant differentiator regardless of whether the organization is in the manufacturing or service sectors or the public or private sectors. Based on the findings, the research recommended focusing more on developing creative talent management practices that may boost the attraction and acquisition of the proper personnel to ensure long-term performance. Based on Chethana and Noronha's (2023) study, best practices for talent management are relevant to all sectors of the economy, including education. Higher education institutions need to nurture their talent. These institutions need to identify the competencies of their current workforces and address difficulties with emerging leadership talent because of the increasing competition. Another challenge is finding and retaining qualified workers, maximizing their talents, and minimizing their shortcomings. Because workers feel their abilities and skills are underappreciated, organizations lose talented and skilled employees to competitors.

### **Secondary Recommendation**

## **To the Management**

The management should spend more capital on replacing obsolete tools in recruitment and selection, training and development, and rewards and compensation programs. This could include different recruitment strategies to attract the best talent, constant training to improve employees' skills, and revising the compensation packages that should align with the employee's contributions. Also, promoting employees' participation in these activities is critical, through clear communication and even giving them input or involvement in the decision-making.

According to Gülbahar (2020), educational institutions' management plans may be established using a talent management approach, training to improve school administrators' talent management practices can be implemented, and schools can use multiple channels to attract outstanding instructors.

## **To the Human Resource Department**

The Human Resource Department should make these areas be at the top of the priority list. To initiate and implement recruitment and selection policies and procedures that identify, attract, and ensure that candidates have the proper skill set, experience, and cultural fit with the organization. Manages the formulation and execution of training and development programs that provide employees with the skills and knowledge required to perform well in their jobs and to grow within the organization. Implementing organizational rewards and compensation policies that reward and encourage high performance creates a cultural space for motivational workers.

Based on Węgrzynowicz (2022), it should be stressed that talent management is an essential aspect of human resource management for which managers are held accountable. It is necessary to thoroughly understand the employees' capabilities, objectives, and motivations before distributing new duties to them and, most importantly, making the proper decisions about talent development. Managers and HR departments have significant obstacles in acquiring and maintaining talent and long-term engagement to execute goals effectively.

## **To the Teaching and Non-teaching Personnel**

Teaching and non-teaching personnel should actively engage in ongoing professional development initiatives. CPD (continuing professional development) is becoming an essential part of the educator's role; ensuring that teachers and non-teaching staff get involved in professional development initiatives regularly will be crucial. This could be attending various workshops, seminars, or classes to increase their abilities in various role-relevant skills. It should be discussed how to give the employees with bachelor's degrees and those earning less than Php 15,000 per month the chance for professional development and career advancement. All personnel should be able to contribute feedback on processes like recruitment and selection, training, and development, as well as on the pay structures.

As stated by the statement of *the Importance of Training and Development for Employees (2021)*, employee development and training programs are crucial for improving employee performance. Employees who participate in successful training and development programs perform better.

### **To Outsource Training and Development Chains**

These schools' partner with specialized training and development chains/providers should enhance their programs. Schools can implement blended learning approaches that combine online and in-person sessions by identifying core competencies and gaps, engaging reputable providers, and developing customized training modules. Additionally, schools should require employees to complete specific training or seminars as prerequisites for promotion. Continuous feedback mechanisms will ensure ongoing improvement, and a cost-benefit analysis will optimize investment returns.

Increasing employee productivity and organization income can be achieved by outsourcing training. It may help the institution in many ways, including by providing access to experts with a variety of talents and cutting-edge technology and by reducing costs and time through procedures that increase production and efficiency and foster staff retention. With their trademark, organizations may expand and maintain a strong foundation in this fiercely competitive industry thanks to this outsourcing training procedure (Neendoor, 2023).

### **To the Future Researchers**

The researchers recommend that this study will serve as a guide or path for anyone who desires to evaluate the same topic concerning about Talent Management Practices on Employee Performance. And future researchers should take a holistic approach to studying talent management practices that consider a range of areas or other practices and choose respondents who served in the organization for more than six years. In this way, it can gain a deeper understanding of the practices that improve employee performance and invest and implement it to achieve organizational better performance.

Based on the statement of *Talent Management (2023)*, talent management is a broad approach encompassing several human resource efforts like recruiting, retention, learning management, leadership development, and succession planning. When done correctly, it will choose the appropriate individuals for the right tasks and develop employees to perform to their full potential.

## **CONCLUSION**

The study revealed that there is a significant relationship between talent management practices and employee performance in selected private schools in Buenavista, Nasipit, and Carmern (BueNasCar). Employees have a moderate engagement in recruitment and selection, training and development, and rewards and

compensation, indicating that it positively influences and impacts employee performance in terms of quantity of output, quality of output, timeliness of output, and presence at work. The majority of the respondents are teaching employees, have bachelor's degrees, have less than Php 15,000 salary a month, work in their respective private schools for 1-5 years, and are employed by their respective private schools who get to experience the school's talent management practices. This implies that the level of employee performance in terms of quantity of output, quality of output, timeliness of output, and presence at work, the employees do vary in how they rated their talent management practices implemented by the school as to recruitment and selection, training and development, and rewards and compensation.

Moreover, employees in selected private schools in Buenavista, Nasipit, and Carmern (BueNasCar), Agusan del Norte exhibit moderate extent on employee performance in terms of quantity of output, quality of output, timeliness of output, and presence at work. Talent management practices are vital to the organization, wherein they are the function of human resources and should be implemented, practiced, and enhanced to improve employee performance and achieve organizational goals and objectives.

Several related studies conclude that implementing talent management practices can significantly improve employee performance. It is aligned to the study of Alsakarneh et al. (2023), employees are expected to remain loyal to their employers in exchange for better treatment, including suitable talent management practices that give a promising career path; it explained that organization retention tactics should be emphasized before focusing on the recruiting, selection, and development processes. By implementing an efficient talent retention strategy, decision-makers may refrain from investing considerable time and money in recruiting and development. According to Damayanti's study (2023), employee performance results from an individual's actions during a specified period to complete a desired job or a person's capacity to achieve organizational goals. Employee performance is influenced by talent management practices such as recruiting and selection to boost talent attractiveness, coaching and mentoring for talent learning and development, and remuneration for talent retention. Human resource management departments should employ talent management practices to manage talented individuals. An organization must build employee talent management practices and processes to accept change by attracting, developing, and keeping exceptional workers to handle the organization's needs today and in the future. Based on the findings of Atieno et al. (2023), talent management is a significant differentiator regardless of whether the organization is in the manufacturing or service sectors or the public or private sectors. Based on the findings, the research recommended focusing more on developing creative talent management techniques that may boost the attraction and acquisition of the proper personnel to ensure long-term performance.

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