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Talent Management and Innovativeness of Employees in Polytechnics, Akwa Ibom State Nigeria

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ABSTRACT:

This study investigates the relationships between talent attraction, learning, and employee innovativeness in Polytechnics in Akwa-Ibom State, Nigeria. Three objectives, research questions and hypotheses were raised to guide the study. The data analysis revealed a strong and significant positive correlation between talent attraction and idea generation among employees, demonstrating that attracting skilled talent greatly enhances creativity within the institutions. Learning was also found to have a high positive relationship with idea generation, concept analysis, and idea promotion. Employees who engage more in learning activities exhibit improved capabilities in generating, analyzing, and promoting innovative ideas. Additionally, a moderate but significant correlation between learning and concept analysis highlights learning's role in refining employees' critical thinking and problem-solving skills. Based on these findings, recommendations emphasize the need for Polytechnic management to develop systems for attracting and retaining talent, along with providing ample learning opportunities. By doing so, these institutions can foster an environment conducive to sustained creativity and innovation. This study contributes to understanding how effective talent management and learning initiatives improve employee innovation and drive institutional success in the Nigerian higher education context.

Keywords: Talent Attraction, Employee Innovativeness, Idea Generation, Concept Analysis, Idea Promotion, Learning, Polytechnic Employees, Creativity, Innovation Management

INTRODUCTION

The contemporary business environment's competitiveness and uncertainty, combined with societal knowledge demands, evolving information technologies, and labor force structural changes, impose new management challenges on organizations. The pivotal factors for organizational success and competitiveness are the quality of human capital and effective human resource development implementation (Plzen, 2013). Organizations cannot compete effectively without skilled workers and continuous investment in human capital (Verma & Sheokand, 2015). Aligning the right people in the right roles and at the right time is essential for gaining competitive advantage. This study conceptualizes talent management as an organization's strategic commitment to attracting, recruiting, hiring, retaining, and developing talented employees. Effective talent management entails deliberate approaches to sourcing, attracting, selecting, training, developing, retaining, promoting, and moving employees internally. However, many organizations excessively focus on attracting talent while neglecting retention and development efforts (Elsalanty, 2011). The study addresses talent management through three dimensions: talent attraction, learning, and talent retention.

Organizations now operate under economic conditions marked by talent shortages and challenging work environments, making the strategic attraction of qualified human resources vital. Talent attraction, the first dimension, encompasses all strategies, recognition, and compensation techniques used by Polytechnics in Akwa-Ibom State, Nigeria, to draw skilled potential employees capable of resolving institutional challenges. Tools such as compensation, recognition, promotion, bonuses, and incentives are critical. Institutions that implement these strategies effectively tend to attract quality human resources and enhance goal attainment. Tansley et al. (2007) emphasize that organizational survival hinges on workforce quality, supporting the view that Polytechnics with skilled workforces can outperform competitors by boosting operational efficiency and service quality.

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The second dimension is learning, encompassing knowledge acquisition, information distribution, interpretation, and memory, all contributing to positive organizational development. Learning fosters participatory organizational behavior and helps determine the organization's ability to learn (Huang, 2010). In the context of Akwa-Ibom Polytechnics, learning is reflected through employees' attention and memory, which contribute to organizational development.

Talent retention, the third dimension, involves organizational practices aimed at retaining highly skilled employees for as long as possible, increasing productivity and ensuring strategic objectives are met. Talented employees excel naturally without excessive effort, and organizations must leverage these talents to address challenges effectively (Govaerts, 2015). Ensuring career paths and financial security for Polytechnics' employees is essential for fostering commitment and retention.

Innovation within employees is crucial for organizational success and competitiveness. Innovative employees offer solutions with fewer errors, cost efficiency, adherence to standards, and resource optimization—key factors influencing competitive advantage. Employee innovativeness, per Kante and Wilson (2018), refers to a complex behavior involving idea generation, promotion, and realization aimed at enhancing task accomplishment and achieving goals in new ways. Innovation distinguishes employees, increases their performance prospects, and boosts organizational outcomes. The study measures innovativeness through idea generation, concept analysis, and idea promotion.

Problem Statement

Organizations' competitive strength depends fundamentally on managing internal talent. Hence, talent attraction, learning, and retention are vital tools for managing employee talent in Akwa-Ibom Polytechnics. Yet, employees in these institutions apparently lack the innovative capabilities required for organizational success. Poor idea generation, inadequate analysis, and ineffective promotion of ideas hinder innovation. Additionally, management often neglects employee-generated ideas, leading to diminished innovation morale—a detrimental situation for institutions in highly competitive environments. Organizations with demotivated workforces' risk global market failure (Wolfe, 2014; Ramamoorthy et al., 2015; Taggar, 2016).

Another reason for this study is the observed scarcity of empirical work on talent management and employee innovativeness specifically in Akwa-Ibom State Polytechnics. While several studies have explored talent management in relation to organizational or employee performance, workplace harmony, or operational efficiency—such as Verma and Sheokand (2015) on construction firms in India, Mohim et al. (2016) at Oil Jam Petrochemical Complex, Mary (2017) at the United Nations, and others—none have explicitly considered the relationship between talent management and employee innovativeness in this Nigerian context.

Conceptual Framework

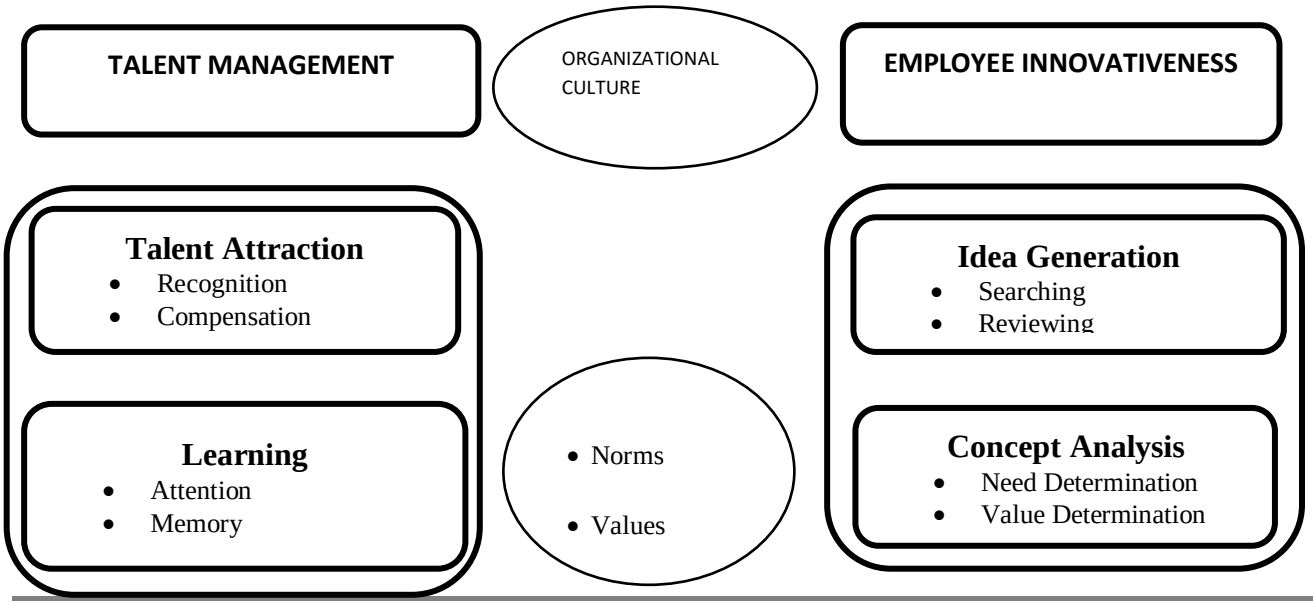

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Fig. 1.1: Conceptual Framework of Talent Management and Employee Innovativeness

Source: (Kante &Wilson, 2018; Govaerts, 2015; Elsalanty, 2011 and Verma & Sheokand, 2015).

Aim and Objectives of the study

The study aimed to examine the relationship between talent management and employee innovativeness within Polytechnics in Akwa-Ibom State, Nigeria. The primary objectives were:

. To examine the relationship between talent attraction and idea generation for employees of Polytechnics in Akwa-Ibom State, Nigeria.
. To investigate the relationship between learning and idea generation for employee of Polytechnics in Akwa-Ibom State, Nigeria.
. To evaluate the relationship between learning and concept analysis for employees of Polytechnics in Akwa-Ibom State, Nigeria.

Research Questions

The study is guided by the following research questions:

. What is the relationship between talent attraction and idea generation for employees of Polytechnics in Akwa-Ibom State, Nigeria?
. What is the relationship between learning and idea generation for employees of Polytechnics in Akwa-Ibom State, Nigeria?
. What is the relationship between learning and concept analysis for employees of Polytechnics in Akwa-Ibom State, Nigeria?

Hypotheses

To provide tentative answers to the research questions, the following hypotheses were formulated to guide the study:

$Ho_{1:}$ There is no significant relationship between talent attraction and idea generation for employees of Polytechnics in Akwa-Ibom State, Nigeria.

$Ho_{2:}$ There is no significant relationship between learning and idea generation for employees of Polytechnics in Akwa-Ibom State, Nigeria.

$H_{O3:}$ There is no significant relationship between learning and concept analysis for employees of Polytechnics in Akwa-Ibom State, Nigeria.

Significance of study

The significance of this study lies in its potential to benefit tertiary institutions by evaluating the impact of talent management on employee innovativeness, which ultimately affects quality productivity, competitiveness, and investment. Polytechnic administrations can apply its findings to enhance talent management strategies, focusing on attraction, learning, and retention to improve organizational performance cost-effectively. The study also offers insights for policy making regarding recruitment, development, and retention of talented employees, while serving as a valuable reference for academicians and further research.

The scope of the study

The scope of the study is discussed under content scope, geographical scope, and unit of analysis.

Content Scope: Focused on talent management and employee innovativeness. Talent management is confined to talent attraction (recognition and compensation), learning (attention and memory), and talent retention (career

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path and financial security). Innovativeness is measured through idea generation (searching and reviewing), concept analysis (need and value determination), and idea promotion (convincing and proposing).

Geographical Scope: Limited to nine Polytechnics in Akwa-Ibom State, Nigeria, including Federal Polytechnic Ukana, Akwa-Ibom State Polytechnic Ikot-Osurua, Uyo City Polytechnic, Akwa-Ibom College of Art and Science Nnug Ukim, Trinity Polytechnic Uyo, Sure Foundation Polytechnic Ikot Akai Ukanafun, Heritage Polytechnic Ikot Udota, Foundation College of Technology (Innovation Polytechnic), and Southern Atlantic Polytechnic Uyo.

Unit of Analysis: The micro-level focus on employees, specifically administrative staff, rather than the organization as a whole.

By analyzing these dimensions within the unique context of Nigerian Polytechnics, the study addresses a critical gap in empirical literature concerning how talent management practices influence employee innovativeness. This framework and study design enable a detailed exploration of how recognition, compensation, learning opportunities, career development, and financial security work together to foster innovation among employees in academic institutions.

Thus, this study strives to provide actionable knowledge on optimizing talent management to promote creativity and innovative behavior among employees, thereby bolstering institutional success and competitiveness in a demanding educational environment (Kante & Wilson, 2018; Govaerts, 2015; Elsalanty, 2011; Verma & Sheokand, 2015).

This study structures talent management along three dimensions:

1. Talent attraction (recognition and compensation)
2. Learning (attention and memory)
3. Talent retention (career path and financial security)

It also assesses employee innovativeness through:

1. Idea generation (searching and reviewing)
2. Concept analysis (need determination and value determination)
3. Idea promotion (convincing and proposing)

Moreover, the study integrates organizational culture, particularly norms and values, as a moderating factor to examine its influence on the relationship between these dimensions and innovativeness.

Talent Management and Organizational Success

Research highlights how talent management directly correlates with organizational success. For instance, studies on manufacturing firms in Akwa-Ibom State reveal that competency mapping and training & development positively influence organizational success (web Leadership further plays a crucial role in fostering creativity and innovation by supporting employees with resources, feedback, and coaching (web Effective talent management not only attracts but also retains top talent, thus creating a workforce capable of driving innovation. Similarly, in Nigerian universities, talent management involving performance management, employee empowerment, and compensation impacts organizational culture and employee retention.

Learning and Innovation Capacity

Learning within organizations is essential for growth and adaptability. It enables knowledge acquisition and interpretation, fostering a culture of continuous improvement (Huang, 2010). Innovation capacity is closely linked to talent management, where skilled individuals capable of innovation are identified and developed. Research confirms that innovation ability combined with talent management and good leadership enhances

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organizational performance (). Innovation involves complex behaviors including idea generation, promotion, and realization, which are critical for meeting organizational goals in novel ways (Kante and Wilson, 2018).

Talent Retention and Employee Commitment

Retention practices such as clear career paths and financial security encourage talented employees to remain committed. This stability enhances productivity and goal fulfillment (Govaerts, 2015). Studies in Nigerian educational contexts confirm the importance of proactive performance management and a dynamic institutional culture in retaining talented employees (). Without effective retention, institutions risk losing skilled talent to competitors, undermining their competitive positioning.

Employee Innovativeness and Competitive Advantage

Innovative employees contribute significantly to organizational success by generating fresh ideas and enhancing task accomplishment. Innovation at the workplace promotes employee growth and distinguishes high performers (Kante and Wilson, 2018). The study identifies employee innovativeness as a key factor influencing competitiveness for Polytechnics in Akwa-Ibom State.

Theoretical Framework

This study is grounded theoretically by four key theories: Diffusion of Innovation Theory, Expectancy Theory, Contingency Theory of Management, and Population Ecology Theory (with the latter less elaborated in the text).

The Diffusion of Innovation Theory, proposed by Rogers in 1962, assumes a social system where individuals adopt innovations at varying times and levels. Early adopters (innovators) who embrace new ideas like idea generation, concept analysis, and idea promotion tend to outperform late adopters. This theory implies that in organizations, innovative employees engage more effectively with optimal operations, while less innovative ones struggle with inefficiency, creating disparities in goal achievement.

Expectancy Theory, formulated by Vroom in 1964, explains motivation through cognitive processes linking effort, performance, and rewards. It assumes that motivation is a product of expectancy (belief that effort leads to performance), instrumentality (performance leads to reward), and valence (value of the reward to the individual). Employees are motivated when they believe their efforts will be rewarded appropriately, which fosters commitment toward organizational goals. This theory justifies the study's focus on employee innovativeness by emphasizing that perceived rewards enhance motivation for innovative behavior.

Contingency Theory of Management by Fred Fiedler (1964) posits that effective management must align with an organization's environment and internal conditions. It rejects "one best way" management, suggesting different situations require distinct approaches. Management must diagnose and apply appropriate policies per situation, emphasizing adaptability to environmental changes. This is relevant to the study as talent management strategies—such as compensation, recognition, career support, and financial security—must fit organizational context to enhance employee innovativeness.

Empirical Review

Verma and Sheokand (2015) studied talent management's effect on organizational performance in Indian construction companies using a descriptive survey of 135 employees from eight companies. Their findings highlighted the recent emergence of talent management as a field but noted a lack of sufficient empirical research in India. They concluded that talent management needs to strengthen its theoretical foundation by integrating HRM and organizational theories.

Mohim et al. (2016) examined the relationship between talent management and job satisfaction at Nigeria's Oil Jam Petrochemical Complex. Using a stratified sample of 83 employees and a questionnaire, their descriptive study found significant positive effects of talent attraction, alignment, maintenance, and development on job satisfaction.

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The Korea Distribution Science Association (2020) investigated talent management's impact on nurses' performance and the moderating role of work engagement in Indonesia. Surveying 376 nurses, the study confirmed that talent management positively influences work engagement and performance, with work engagement playing a critical moderating role between these variables.

Together, these studies affirm the importance of talent management in enhancing employee outcomes and organizational performance but point to gaps in understanding its effect on innovativeness, especially in educational institutions like Nigerian Polytechnics [Verma and Sheokand, 2015; Mohim et al., 2016; Korea Distribution Science Association, 2020].

Research Gap and Contribution

The literature reveals a research gap in examining the relationship between talent management and employee innovativeness, in Nigerian Polytechnics particularly in Akwa-Ibom State. Unlike prior studies focused on organizational performance or job satisfaction, this study specifically explores talent attraction (recognition and compensation), learning (attention and memory), and talent retention (career path and financial security) in relation to innovative behaviors measured by idea generation, concept analysis, and idea promotion. It also incorporates organizational culture as a moderating variable, providing a unique contextual contribution to talent management research.

Research design and Population Sample

This study adopted a cross-sectional explanatory survey design, suitable because data were collected simultaneously from various polytechnics in Akwa-Ibom State and because hypotheses testing was involved. The population consisted of 870 administrative staff across nine polytechnics, with institution-specific staff numbers ranging from 20 to 291.

Sample size

The sample size of 269 respondents was determined using the Krejcie and Morgan sample size table and allocated proportionately to each polytechnic based on their staff population using Bowley's Population Proportionate Allocation Formula.

$$nh = \frac{nNh}{N}$$

Where

nh= number of units allocated to each tertiary institution

n = total sample size

Nh = number of staff in each institution

N = population size

This implies that given the calculated sample size for the study, only two hundred and sixty-nine (269) questionnaire copies were distributed.

Table 1.0: Research Sample Based on Polytechnic

S/N	Names of Polytechnics in Akwa-Ibom State	Population	Sample
1.	Federal Polytechnic Ukana	82	25

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2.	Akwa-Ibom State Polytechnic Ikot-Osurua Ikot Ekpene	291	90
3.	Uyo City Polytechnic	106	33
4.	Akwa-Ibom College of Art and Science Nnug Ukim	202	62
5.	Trinity Polytechnic Uyo	20	6
6.	Sure Foundation Polytechnic Ikot Akai Ukanafun	26	8
7.	Heritage Polytechnic Ikot Udota	70	22
8.	Foundation College of Technology (Innovation Polytechnic)	50	16
9.	Southern Atlantic Polytechnic Uyo	23	7
	Total	**870**	**269**

Source: Researchers' Computation, 2021.

This approach enabled a representative sampling across the institutions, facilitating analysis of talent management and employee innovativeness among employees at a single point in time, providing a snapshot of the current dynamics in Akwa-Ibom Polytechnics. The design allows examination of relationships between variables efficiently and is ideal for this explanatory survey purpose.

Data source

This study used both primary and secondary data sources. Primary data were collected through a structured questionnaire administered to administrative staff across nine polytechnics in Akwa-Ibom State, Nigeria

Instrumentation and Measurement

The questionnaire, titled "Talent Management and Employee Innovativeness Index (TMEII)," used a four-point Likert scale ranging from Very High Extent to Low Extent. It was designed specifically for this study and included a cover letter explaining the purpose. To ensure validity, the questionnaire was reviewed and validated by the project supervisor and two management experts. Reliability was assessed using Cronbach's alpha via SPSS, following Nunnally's (1978) benchmark of 0.70 for acceptability. Secondary data were gathered from relevant journals, published studies, theses, articles, textbooks, and online sources. The combined use of these data sources aimed to provide a comprehensive understanding of talent management and innovativeness in the polytechnic context.

Table 1.1: Cronbach Alpha Reliability Test Results

Variables	Dimensions/Measures	Items	Alpha
Talent Management	Talent Attraction	4	.897
	Learning	4	.791
	Talent Retention	4	.782
Employee Innovativeness	Idea Generation	4	.749

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	Concept Analysis	4	.822
	Idea Generation	4	.775
Contextual Factor	Organizational Culture	4	.872

Source: SPSS Output, 2025.

Administration of Instrument

In line with the sample size, a total of two hundred and sixty-nine (269) copies of the questionnaire were administered through the help of two research assistants. The researchers were able to retrieve two hundred and fifty-five (255) copies of the completed questionnaires.

Method of Data Analysis

The presentation and analysis of data/results was done using Statistical Package for Social Science (SPSS) Version 22.0. The analysis of data was done in two sections: descriptive analysis (univariate analysis) and the test of hypotheses (bivariate analysis). The univariate analysis was done using mean and standard deviation, while the bivariate analysis was done using Spearman Rank Order Correlation. The Partial Correlation Technique was used to test the moderating role of organisational culture. Thus, Spearman rank order correlation coefficient will be computed with the formula below:

$$R = \frac{6\sum d^2}{n(n^2 - 1)}$$

Where;

n = number of pairs of data

d = difference between the ranking in each set of data.

$\sum$ = Summation

If our statistical analysis shows that the significance level is below the cut-off value we have set (which is 0.05), we reject the null hypothesis and accept the alternate hypothesis. Alternatively, if the significance level is above the cut-off value, the null hypothesis is accepted.

The study tests hypotheses 1 through 3 using statistical significance testing with SPSS.

Decision rules: If a coefficient (r) is marked with significance indicators (*) or (**), the null hypothesis is rejected and the corresponding alternate hypothesis is accepted. If a coefficient (r) shows no significance indicator, the null hypothesis is accepted (i.e., no relationship is concluded).
Significance level: A 0.05 level of significance is used to determine statistical significance for the study.

Interpretation scale for coefficient values (r):

a. No Relationship = 0
b. Low/Weak Relationship = 0.1–0.2
c. Moderate or Relatively Strong Relationship = 0.3–0.5
d. High/Strong Relationship = 0.6–0.7
e. Very High/Very Strong Relationship = 0.8–0.9
f. Perfect Relationship = 1

Both significance values and the magnitude of rare used to interpret results.

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Meaning, reject nulls where significance is indicated; accept nulls where significance is not indicated, applying the predefined interpretive categories for the strength of relationships.

DATA PRESENTATION, ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

Data Presentation

Table 1.2: Distribution and Retrieval of Questionnaire Items

S/N	Names of Institutions	Copies of Questionnaire Administered	Retrieved Copies	Copies. Not Retrieved	Percentage Retrieved
1.	Federal Polytechnic Ukana	25	25	0	9%
2.	Akwa-Ibom State Polytechnic	90	85	5	32%
3.	Uyo City Polytechnic	33	31	2	12%
4.	Akwa-Ibom College of Art and Science	62	59	3	22%
5.	Trinity Polytechnic Uyo	6	6	0	2%
6.	Sure Foundation Polytechnic	8	8	0	3%
7.	Heritage Polytechnic	22	20	2	7.%
8.	Foundation College of Technology (Innov7ation Polytechnic)	16	14	2	5%
9.	Southern Atlantic Polytechnic	7	7	0	3%
	Total	**269**	**255**	**14**	**95%**

Researcher's Computation, 2025.

Table 1.2 above shows that a total of two hundred and sixty-nine (269) copies of the questionnaire were distributed to nine (9) Polytechnics in Akwa-Ibom State, based on their individual sample sizes obtained using Bowley's (1960) Proportionate Sampling. However, the researcher was able to retrieve two hundred and fifty-five (255) copies representing 95% of the total number of questionnaires distributed. Thus, fourteen (14) copies representing 5% were not retrieved. Due to insufficient time, the researcher could not continue waiting for the respondents who were not available to return their questionnaire at the appointed dates.

Bivariate Analysis

Talent Attraction and Idea Generation with Employees

Ho_1: There is no significant relationship between talent attraction and idea generation with employees of Polytechnics in Akwa-Ibom State, Nigeria.

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Table 1.3: Correlations between Talent Attraction and Employee Idea Generation

			Talent Attraction	Idea Generation	Concept Analysis	Idea Promotion
Spearman's rho	Talent Attraction	Correlation Coefficient	1.000	**.785****	**.574****	**.531****
		Sig. (2-tailed)	.000	.000	.000	.000
		N	255	255	255	255
	Idea Generation	Correlation Coefficient	**.785****	1.000	.640**	.710**
		Sig. (2-tailed)	.000	.	.000	.000
		N	255	255	255	255
****. Correlation is Significant at the 0.01 level (2-tailed).**						

Source: SPSS Output

Table 1.3 on Correlations Between Talent Attraction and Employee Innovativeness:

This table shows Spearman's rho correlation coefficients, which measure the strength and direction of the relationship between different variables—here, talent attraction and various aspects of employee innovativeness at Polytechnics in Akwa-Ibom State.

1. The first row and cnolumn show the correlations of Talent Attraction with itself (which is always 1, meaning perfect correlation).

2. Talent Attraction has a strong positive correlation with Idea Generation, with a coefficient of 0.785. This means that higher talent attraction is closely associated with more idea generation among employees.

3. Talent Attraction also shows a moderate positive correlation with Concept Analysis (0.574) and Idea Promotion (0.531). So, as talent attraction increases, employees tend to better analyze concepts and promote ideas, but the relationships are slightly weaker than with idea generation.

4. All these correlations are statistically significant at the 0.01 level or better (p-values are all 0.000), meaning these relationships are very unlikely to be due to random chance and are confidently reliable.

5. Idea Generation is also positively correlated with Concept Analysis (0.640) and Idea Promotion (0.710), indicating that these aspects of innovativeness tend to increase together.

Learning and Idea Generation with Employees

$Ho_{2:}$ There is no significant relationship between learning and idea generation with employees of Polytechnics in Akwa-Ibom State, Nigeria.

Table 1.5: Correlations between Learning and Employee Idea Generation

			Learning	Idea Generation	Concept Analysis	Idea Promotion
Spearman's rho	Learning	Correlation Coefficient	1.000	**.668****	**.551****	**.590****
		Sig. (2-tailed)	.000	.000	.000	.000
		N	255	255	255	255

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	Idea Generation	Correlation Coefficient	**.668****	1.000	.640**	.710**
		Sig. (2-tailed)	.000	.	.000	.000
		N	255	255	255	255
****. Correlation is Significant at the 0.01 level (2-tailed).**						

Source: SPSS Output

Table 1.5 on Correlations between Learning and Employee Idea Generation:

This table presents Spearman's rho correlation coefficients, which measure the strength and direction of relationships between learning and various aspects of employee innovativeness.

1. The correlation between Learning and Idea Generation is 0.668, which indicates a strong positive relationship. This means that higher levels of learning among employees are strongly associated with increased generation of ideas.

2. Learning also shows moderate positive correlations with Concept Analysis (0.551) and Idea Promotion (0.590). So, as employees engage more in learning, they tend to analyze concepts better and promote ideas more effectively.

3. All of these correlations are statistically significant at the 0.01 level (p = 0.000), suggesting that these findings are very unlikely to be due to chance and reliably represent true associations.

4. The table also shows strong positive correlations between Idea Generation and both Concept Analysis (0.640) and Idea Promotion (0.710), indicating that these innovativeness activities are closely connected.

Learning and Concept Analysis with Employees

Ho_3: There is no significant relationship between learning and concept analysis with employees of Polytechnics in Akwa-Ibom State, Nigeria.

Table 1.6: Correlations between Learning and Employee Concept Analysis

			Learning	Idea Generation	Concept Analysis	Idea Promotion
Spearman's rho	Learning	Correlation Coefficient	1.000	**.668****	**.551****	**.590****
		Sig. (2-tailed)	.000	.000	.000	.000
		N	255	255	255	255
	Concept Analysis	Correlation Coefficient	**.551****	.640**	1.000	.767**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	255	255	255	255
****. Correlation is Significant at the 0.01 level (2-tailed).**						

Source: SPSS Output

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Table 1.6 on Correlations between Learning and Employee Concept Analysis:

This table displays Spearman's rho correlation coefficients, which assess how strongly two variables are related in a ranked or ordered manner.

1. The correlation between Learning and Concept Analysis is 0.551, indicating a moderate positive relationship. This means that as employees engage more in learning activities, their ability to analyze concepts improves moderately.

2. Learning also correlates positively with Idea Generation (0.668) and Idea Promotion (0.590), suggesting that learning enhances these innovative behaviors as well.

3. Concept Analysis is strongly correlated with Idea Generation (0.640) and even more strongly with Idea Promotion (0.767), showing these innovativeness aspects tend to rise together.

4. All correlations have a significance (p-value) of 0.000, meaning these relationships are statistically significant and highly unlikely to be due to chance.

5. The values range between 0 and 1, where higher numbers represent stronger relationships. Positive values mean that as one variable increases, the other tends to increase as well.

Summary of Findings

Based on the analyses of data and results, the following findings were made:

There is a significant strong relationship between talent attraction and idea generation with employees of Polytechnics in Akwa-Ibom State, Nigeria. Therefore, attracting talent is strongly and positively linked to employees generating ideas, and moderately linked to their ability to analyze concepts and promote ideas. These findings suggest that successful talent attraction supports multiple dimensions of employee creativity and innovation. The strong significance values reinforce the confidence in these relationships.

There is a high positive relationship between learning and idea generation with employees of Polytechnics in Akwa-Ibom State, Nigeria. Therefore, increased learning among employees at the Polytechnic is associated with greater idea generation, better concept analysis, and more active idea promotion. This highlights the importance of learning as a driver for employee creativity and innovation. The significance levels confirm the strength and reliability of these relationships.

There is a moderate correlation between learning and concept analysis with employees of Polytechnics in Akwa-Ibom State, Nigeria. Therefore, the more employees participate in learning, the better they perform in analyzing concepts, generating ideas, and promoting those ideas. Concept analysis is also closely linked with generating and promoting ideas. These statistically significant positive correlations highlight that learning is an important driver of various forms of employee innovativeness.

DISCUSSION OF FINDINGS:

The findings from the analyses reveal important insights about how talent attraction and learning influence employee innovativeness in Polytechnics in Akwa-Ibom State, Nigeria.

Talent Attraction and Idea Generation: The strong positive relationship between talent attraction and idea generation suggests that attracting skilled and capable individuals significantly boosts the capacity of employees to generate new ideas. This aligns with general research showing that organizations that prioritize attracting the right talent gain creative advantages, as fresh talent often brings new perspectives and skills that stimulate innovation. Moderately positive links to concept analysis and idea promotion underscore that talent attraction also enhances how ideas are evaluated and shared, essential phases for innovation to succeed. Studies in similar

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educational settings emphasize that effective talent strategies improve overall organizational creativity and performance by fostering a motivated and innovative workforce.

Learning and Idea Generation: The high positive correlations between learning and idea generation, alongside concept analysis and idea promotion, highlight learning as a crucial driver of employee innovativeness. When employees engage in continuous learning, their ability to come up with ideas, critically analyze them, and promote them improves significantly. This reflects the established principle that investing in employee development fuels creativity and problem-solving capacity. The findings support the value of learning programs and knowledge-sharing as pillars for fostering innovation within institutions like polytechnics.

Learning and Concept Analysis: The moderate correlation between learning and concept analysis indicates that learning helps employees improve their skills in understanding, evaluating, and refining ideas. The observed strong connections between concept analysis and other innovation activities suggest a network of supportive skills where learning plays a foundational role. Concept analysis is critical for innovation because it ensures ideas are feasible and valuable before implementation. These results reinforce the importance of continuous learning as a means to strengthen multiple stages of the innovation process.

This study's findings reflect a well-established theme in human resource and innovation research: attracting the right talent and fostering ongoing learning among employees are key enablers of innovation in educational institutions. They create an environment conducive to idea generation, critical thinking, and the effective promotion of innovations. Polytechnics aiming to enhance creativity and innovation should focus strategically on talent attraction and learning initiatives to sustain competitive advantage and institutional growth.

Summary

The study examined the empirical relationship between talent management and employee innovativeness. It covered the background to the study, statement of problem, conceptual framework depicting the predictor, criterion and moderating variables of the study, purpose of the study (3 objectives), research questions (3), hypotheses (3 null hypotheses), scope of the study, significance of the study, and operational definition of terms.

With sufficient scholarly some key variables of the study were defined based on the view of various authors and researchers. Empirical studies were also reviewed as gaps which necessitated the current study were shown.

The researcher provided the methodology adopted in achieving the objectives of the study. Specifically, the research design, population of the study, sample and sampling technique, validity of instrument, reliability of instrument, administration of instrument, and method of data analysis. With the aid of SPSS, mean, standard deviation, and Spearman Rank Order Correlation were applied as statistical tools. Considered data presentation, data analysis/results and discussion of findings.

Recommendations

Based on the findings, the following recommendations were made:

1. Management of Polytechnics in Akwa-Ibom State should endeavour to put in place systems that will help them recognize and attract good talents in their institution in order to enjoy free flow of idea generation.

2. Learning facilities, opportunities as well as programmes should be provided by management of Polytechnics in Akwa-Ibom State to increase employee attention, memory and overall innovativeness.

3. Management of Polytechnics in Akwa-Ibom State should endeavour to introduce and operationalize good talent retention strategies as this will help in idea promotion in the institution.

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CONCLUSION

This study has clearly demonstrated that talent attraction and continuous learning play pivotal roles in enhancing employee innovativeness within the Polytechnics of Akwa-Ibom State, Nigeria. The strong positive relationships between talent attraction and idea generation, alongside learning's significant influence on idea generation, concept analysis, and idea promotion, underscore the critical importance of these factors in fostering a creative and innovative workforce. As such, institutions that prioritize attracting skilled talent and provide robust learning opportunities create environments where employees are motivated and equipped to generate and develop new ideas effectively.

Moreover, the findings highlight the interconnected nature of idea generation, concept analysis, and idea promotion, signaling that innovation is a multifaceted process requiring a combination of skills nurtured through both talent management and learning. Therefore, Polytechnic management must implement comprehensive strategies not only to attract capable individuals but also to retain them and promote ongoing staff development.

The implications of these results extend beyond the immediate institutional context, offering valuable insights for educational and organizational leaders aiming to boost creativity and innovation in similar settings. Future research could explore additional dimensions such as the role of leadership, organizational culture, and technological support in further enhancing employee innovation.

Ultimately, by embedding effective talent management and learning into their core practices, Polytechnics in Akwa-Ibom State can ensure sustained innovation, improved academic outcomes, and greater institutional competitiveness, thereby contributing positively to Nigeria's broader educational development and economic growth.

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