Modelling the Impact of Talent Management and Organisational Justice on Innovative Governance in the Public Sector

Odunayo Paul SALAU*

Abstract

The public sector in Nigeria continues to struggle with weak service delivery, low rate of policy innovation and employee de-motivation. The review of governance performance indicates that more than 60% of citizens are not pleased with the services of the government. The common allegations of favouritism, slow promotions and underutilisation of skilled personnel in ministries further undermine the capacity of the public sector to embrace new governance practices. Despite these challenges, limited empirical research has investigated the combined effects of talent management and organisational justice on innovative governance in the public sector. Therefore, this paper assessed how talent management and organisational justice affect innovative governance among civil servants in Southwest Nigeria. The study specifically focused on selected selected employees of the Federal Ministry of Education, Federal Ministry of Health, Federal Ministry of Works, and Federal Ministry of Finance. The study was anchored on the Resource-Based View and New Public Management theory. An explanatory research design was adopted and was quantitative in nature. The population consisted of 2,480 civil servants across the four ministries in Southwest Nigeria, from which 345 respondents were selected using a stratified sampling technique. The structured questionnaire was used to collect data and analysed using structural equation models (SEM-Partial Least Square, version 4.0). The results of the path coefficient in Table 4 show that the variables of the talent management and organisational justice have positive and significant influences on innovative governance in public sector. Specifically, talent management had the most significant influence ($\beta = 0.451$, $t = 9.872$, $p = 0.000$) suggesting that the effective recruitment, training, career development and retention strategies within government institutions have a greater influence on the level of innovation. This indicates that with appropriate management and development of civil servants, they are more likely to be able to bring and implement innovative approaches to service delivery. Furthermore, organisational justice also had a strong effect

* PhD Department of Political Science, Olabisi Onabanjo University, Nigeria, Corresponding author: salami.adebayo@oouagoiwoye.edu.ng

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and was significant (β = 0.392, t = 8.214, p = 0.000). The results indicated that strategic talent identification, equitable promotion, and clear reward frameworks have a significant positive impact on innovative governance, particularly policy implementation, delivery of digital services, and problem-solving initiatives. This implies that fairness in decision-making, transparency and equitable treatment of employees has a significant impact on enhancing innovative governance. The study recommended the need to adopt merit based promotion, clear performance evaluation systems and organised talent development programmes in government institutions.

Keywords: *Innovative Governance; Organisational Justice; Public Sector Reform; Talent Management*

1. Background and Introduction

Innovative governance is a top priority for enhancing the performance, service delivery, transparency and responsiveness of the public sector in the twenty first century. To solve complex governance challenges and satisfy citizens, the use of innovation, digital transformation, talent management and fair organisational practices is increasing in governments around the world. Talent management is defined as the systematic process of attracting, developing, retaining, and engaging competent employees and organisational justice is defined as employees' perceptions of fairness in the organisation's procedures, rewards, decision-making processes, and interpersonal treatment. Research has found that organisations that have good talent management systems and perceptions of justice are likely to promote innovation, creativity and better organisational outcomes (Pandita & Ray, 2018; Salau et al., 2020; Anas & Isichei, 2024). This has made talent management and good workplace practices to become an important investment priority for public institutions globally as an enabler of innovative governance.

Some Governments have made substantial strides in governance by investing in talent management and organisational justice. For instance, Singapore has been in the top tier of countries by government effectiveness with a score above 2.200, and has a wide range of civil service talent development programmes in place. The scores in Finland, Denmark and Sweden are above 1.800 and governments dedicate a lot of resources to merit-based recruitment and fair public sector management. Likewise, Canada, New Zealand, United Kingdom, Germany and Netherlands have established talent management processes and transparent HR practices that foster innovation and good governance. Innovation in the public sector is closely linked to the human capital management and the fairness of organisations, as evidenced by the fact that these countries have been in the top 20 positions in terms of performance in global governance and public administration indicators.

The Nigerian public sector, however, has continued to grapple with some problems which include lack of innovation, lack of adequate reward mechanisms, insufficient career progression, lack of fairness, loss of talent and bureaucratic inefficiencies. In the global governance indicators, Nigeria's government effectiveness score continued to be negative, indicating ongoing governance and administration issues. Insufficient career opportunities, poor talent retention systems, low compensation, and unfair promotion and reward processes are among the factors that led to the attrition of talented staff in public institutions, as reported by several studies (Gberevbie, 2010; Anas et al., 2020; Maduabuchi & Udeh, 2024). The consequences of these challenges have been a decrease in innovation, employee motivation, productivity and service provision in many public institutions.

As the demands for efficiency, transparency and innovation are growing in public organisations, the importance of talent management in Nigeria has grown. But, there is evidence that recruitment, retention, succession planning, mentoring and employee development programmes are not effective in most government institutions (Ukeje et al., 2020; Ajiteru et al.; Ituma et al., 2024). In the case of public institutions, for example, they found themselves unable to retain highly skilled staff, as the lack of opportunities for career growth and the lack of adequate reward systems made it difficult to keep these employees (Johnson, Fields, & Chukwuma, 2018; Onah & Anikwe, 2016). Likewise, research showed that weak institutional memory, organisational learning and innovative performance in public institutions was as a result of poor talent retention (Ibidunni et al., 2016; Salau et al., 2020).

Organisational justice is also a major issue in the public sector of Nigeria. Unfair promotion practices, unequal training opportunities, inconsistent performance appraisal systems, and unequal compensation have been of concern to employees and have had an impact on their commitment and engagement (Ameen & Baharom, 2019; Onavwie, Sokoh, & Okereka, 2023). Past experiences indicated that when perceived injustice occurred it inevitably led to employee dissatisfaction, loss of trust in management, lower motivation and resistance to change in the organisation (Chiekezie, Emejulu, & Nwanneka, 2017; Pillah, 2023). These outcomes do not help with innovative governance, as employees are more likely to be innovative in a workplace where they feel fairly treated, trust leadership, and are willing to provide innovative ideas and solutions.

The study is also associated with Sustainable Development Goal (SDG) 16, which highlights the importance of effective, accountable, and inclusive institutions. To achieve this, the role of public institutions in providing quality services and

promoting sustainable development requires innovative governance. Previous studies have focused on talent management, employee retention, organisational commitment and public sector performance separately as Kock & Burke (2008); Barkhuizen & Masale (2022); Augossy, Msacky, & Magasi (2024) did, but there has been limited empirical research on the combined effect of talent management and organisational justice on innovative governance in the Nigerian public sector. This gap in existing literature justifies the present study.

2. Conceptual Review

2.1 Talent Management

Talent management has been a hot topic in the modern HRM literature, due to its contribution in attracting, developing, retaining and engaging competent employees. Pandita and Ray (2018) define talent management as a systematic approach of identifying, nurturing, encouraging and retaining talented personnel for organisational objectives. Likewise, Sembiring (2023) explained talent management as a strategic practice of managing employees' skills, competencies and careers so that the effectiveness and sustainability of the organisation are enhanced. In addition, Ajiteru, Sulaiman and Abalaka defined talent management as a conscious effort of recruitment, development, reward and retention of highly skilled personnel for better performance of public sector organisations. The definitions highlight the strategic importance of talent management as a way of ensuring that the organisation has the right skillset in place to fulfil current and future organisational needs. The importance of talent management in the context of organisational effectiveness, innovation and sustainability is well established. Within the public sector, the key elements of effective talent management include merit-based recruitment, ongoing training, career development, succession management, employee engagement, and retention initiatives (Kock & Burke, 2008; Barkhuizen & Masale, 2022). Research has indicated that companies that invest in talent management have increased employee commitment, decreased employee turnover intentions, and increased organisational performance (Ibidunni et al., 2016; Anas & Isichei, 2024). However, Nigeria continues to experience poor performance and innovation in the public sector due to several issues, including weak mentoring system, inadequate career development opportunities, poor succession planning, and talent loss (Anas et al., 2020; Ituma et al., 2024). Talent management is thus becoming a key strategy to enhance capacity of public institutions and governance results.

2.2 Organisational Justice

Organisational justice is the perception of fairness of the employees in an organisation. Ameen and Baharom (2019) define organisational justice as the perceived fairness and equity of organisational decisions, procedures and outcomes. Likewise, Onavwie, Sokoh and Okereka (2023) defined organisational justice as the perception of workers regarding the fairness of the allocation of rewards, performance assessment, promotions and interaction in the workplace. Moreover, Salau et al. (2020) defined organisational justice as the way employees are treated fairly and with respect, through open, clear, and fair processes, and the provision of fair rewards. The definitions emphasise the central components of organisational justice: fairness, transparency, equity and consistency. Organisational justice is broadly divided into distributive justice, procedural justice and interactional justice. Distributive justice involves fairness in the allocation of rewards and resources, procedural justice is about fairness in decision-making processes, and interactional justice is about fairness in the interpersonal treatment and communication (Ameen & Baharom, 2019). It has been proven that working in a fair organisation can increase employees' trust, commitment, job satisfaction, and innovation (Chiekezie, Emejulu, & Nwanneka, 2017; Pillah, 2023). On the other hand, when a person feels that there is injustice, it can lead to dissatisfaction, low morale, absenteeism, intention to quit the job, and opposition to organisational change (Burhanudin & Wijanarko, 2022). Promotions, reward systems and performance appraisal processes in the public sector in Nigeria have continued to raise questions about the fairness of organisations and the implications for governance and service delivery.

2.3 Innovative Governance

The concept of innovative governance has come into being because of the growing expectations for efficient and responsive public services in modern public administration. Dwiputrianti et al. (2023) define innovative governance as the use of new ideas, technologies, policies and administration techniques to enhance the effectiveness of the public sector and public service delivery. In a similar way, Salau et al. (2020) described innovative governance as the ability of public institutions to devise and apply innovative solutions to face social problems and enhance organisational performance. In addition, Augossy, Msacky and Magasi (2024) defined innovative governance as the process of continually improving governance systems, processes and services to increase the value created and citizen satisfaction. The definitions highlight the principles of creativity, adaptability, problem solving and continuous improvement as core elements of innovative governance. There is a

growing emphasis on innovative governance as a necessary precondition for effective public administration in a constantly evolving context. Governments should leverage digital technologies, modern management, employee creativity, and collaborative processes to meet complex social and economic challenges. Research has demonstrated that governance innovation has a positive impact on efficiency, transparency, accountability, and public trust (Dwiputrianti et al., 2023; Sembiring, 2023). But public institutions' innovation can be affected by human resource management practices and culture. Valuable skills and a sense of fairness in their organisations are more likely to encourage employees to offer innovative ideas and engage in organisational enhancements (Salau et al., 2020; Barkhuizen & Masale, 2022). Although the importance of innovative governance in the public sector is gaining wider acceptance as one of the most important factors that determine public sector effectiveness, the literature is sparse in terms of studies that examine the relationship between talent management and organisational justice on innovative governance in public sector in Nigeria, thus creating a research gap that requires this study.

2.4 Theoretical Synthesis

The Resource Based View (RBV) of Jay Barney (1991) was used to support this study. The theory posits that the organisation gets sustainable competitive advantage when it has a set of valuable, rare, inimitable and non-substitutable resources, especially human resource. It also assumes that knowledge, skills and competencies of employees are strategic assets that drive organisational success. In the public sector sense, RBV posits that when a company is successful in talent management, the quality of its human capital, as acquired, trained, developed and retained, makes it an important internal resource that can drive performance improvement. Effective governance requires well-managed and well-developed civil servants who possess the capacity to think creatively and enhance governance results.

The New Public Management (NPM) theory of Christopher Hood (1991) was also used in this study as a guide. The theory is that public sector organisations can learn from the private sector to enhance efficiency, accountability and innovation through the use of performance measurement, decentralisation and results-based evaluation. It also believes that public institutions work better if fairness, transparency and accountability are woven into administrative processes. In the context of this study, organisational justice is conceived as the distribution of rewards in a fair manner, transparency in decision making and the fair treatment of employees, which are similar to the NPM principles. If the civil servants feel fair in the processes of the

organisation, they are more likely to be motivated, committed and innovative, which leads to effective governance in the Nigerian public sector.

3. Materials and Methods

This study used an explanatory research design and quantitative approach. The design was found to be suitable as it aimed to explore and comprehend the role of Talent Management and Organisational Justice in innovative governance in the public sector. An explanatory design was appropriate for determining the direction and strength of the relations between the study variables. The quantitative approach was chosen as it allowed the collection of data that was measurable and could be statistically analysed to produce objective and reliable findings. The population of the study were 2,480 civil servants of four selected ministries in Southwest Nigeria. These ministries were deemed relevant because they have a significant role in policy implementation and delivery of public services. The sample size of the respondents was 345, which was selected through stratified sampling technique from the population. The technique was used to ensure equal chance of representation of civil servants from all ministries and categories in the study. This allowed for a more representative sample and generalisability of results.

The data was gathered using a structured questionnaire designed based on the literature review of the relevant research on talent management, organisational justice and innovative governance. The questionnaire included close-ended questions which were presented on a five point Likert scale, from Strongly Disagree to Strongly Agree. The instrument was deemed appropriate because it allowed the researcher to get standardised answers from many respondents within a short period of time. A structured questionnaire was also helpful in improving consistency, comparability and ease of coding and analysing the data. Structural Equation Modelling Partial Least Squares (SEM-PLS) Version 4.0 was used to analyse the collected data. This analytical method was chosen because it can be used to analyse complex relationships among several constructs at the same time. SEM-PLS can also be helpful to measure the measurement model and the structural model, and it can give evidence of the reliability, validity and predictive relationship among the variables. Additionally, descriptive statistics including frequencies, percentages, means and standard deviations were used to summarise respondents' views and provide a clear understanding of the data obtained from the field.

4. Data Presentation, Analysis and Interpretation

The structured questionnaire was distributed to the selected ministries (Federal Ministry of Education, Federal Ministry of Health, Federal Ministry of Works, and Federal Ministry of Finance) to 345 civil servants. Of these, 311 were returned in a complete form, resulting in a high return rate of suitable quality for detailed statistical analysis. The response distribution showed that 158 (50.805%) were from male respondents while 153 (49.195%) were female respondents. In terms of ministry distribution, Federal Ministry of Education accounted for 84 (27.010%), Health 78 (25.080%), Works 75 (24.116%), and Finance 74 (23.794%). The overall response rate was 90.145% (311/345), suggesting high participation and ensuring the data were suitable for SEM-PLS analysis. All instruments were validated and tested for internal consistency with acceptable results. Cronbach alpha values ranged from 0.678 to 0.892, which is good for social science research. This validated the instrument's consistency in measuring the constructs under study which are latent constructs, namely talent management, organisational justice and innovative governance.

4.1 Measurement and Structural Model Approach (SEM-PLS 4.0)

Structural Equation Modelling – Partial Least Square (SEM-PLS 4.0) was used to analyse the data. This was chosen because the method is applicable to prediction oriented models and is no't based on any strict normality assumptions. It also enables the simultaneous estimation of measurement and structural models.

The analysis followed two stages:

1. Measurement Model Assessment – to evaluate reliability and validity of constructs.
2. Structural Model Assessment – to test hypothesised relationships among variables.

Objective 1: Effect Of Talent Management On Innovative Governance

The first one explored the relationship between talent management and innovative governance in the public sector. This was added to understand the influence of recruitment quality, career development and retention strategies on governance innovation (see Table 1)

Table 1. Talent Management Measurement Items (5-point Likert Scale, n = 311)

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean
TM1 Recruitment is merit-based	38.585	41.479	9.003	7.718	3.215	4.022
TM2 Career development is effective	35.048	40.514	11.576	8.360	4.502	3.931
TM3 Training improves performance	42.122	38.585	8.681	7.074	3.538	4.087
TM4 Retention policies are strong	33.763	39.871	12.218	8.360	5.788	3.872
TM5 Talent identification is transparent	36.655	40.192	10.289	8.039	4.825	3.912
TM6 Leadership development exists	39.550	37.942	10.611	7.718	4.179	3.984
TM7 Succession planning is effective	34.727	39.229	11.254	9.003	5.787	3.861
TM8 Rewards attract skilled staff	40.514	36.655	10.611	7.718	4.502	4.015

The result indicated that the overall level of agreement of the respondents was high as mean scores varied from 3.861 to 4.087 which reflected that the talent management practices in the ministries were perceived as fairly effective but not fully optimal. The most strongly scored was the item "training improves performance" (Mean = 4.087) with respondents feeling that ongoing training was the most important part of talent management for strengthening innovative governance, as it increases skills, efficiency and adaptability in public service delivery. This means that although there is a recruitment and retention strategy in place, there is a clear need for structured learning and staff development as a significant enabler of good governance innovation. The results support that of Pandita and Ray (2018) and Ibidunni et al. (2016) who state that proper talent management systems can increase the performance of the organisation and employee engagement. They also support Gberevbie (2010) who had emphasised that the quality of recruitment and retention policies are important factors that determine the effectiveness of civil service in Nigeria. In particular, the result indicates that if public organisations invest more in training and capacity building, the employees will be more productive, more innovative and better able to provide better governance results.

Objective 2: Effect Of Organisational Justice On Innovative Governance

This objective measured the impact of fairness in procedures, distribution and interaction on governance innovation (see Table 2)

Table 2. Organisational Justice Items

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean
OJ1 Promotion is fair	31.833	42.765	10.932	8.681	5.789	3.865
OJ2 Decisions are transparent	33.120	41.479	10.932	9.003	5.466	3.889
OJ3 Equal treatment exists	36.655	39.550	9.967	8.360	5.468	3.932
OJ4 Procedures are consistent	34.405	40.192	11.254	8.360	5.789	3.902
OJ5 Supervisors treat staff fairly	37.299	38.585	10.611	8.360	5.145	3.968
OJ6 Complaint systems are effective	32.154	41.157	11.576	9.003	6.110	3.842
OJ7 Pay structure is fair	35.691	39.550	10.289	8.360	6.110	3.892
OJ8 Communication is open	38.907	37.299	10.289	8.039	5.466	3.972

The mean scores of 3.842 to 3.972 suggest that respondents, on the whole, were not too extreme in their perceptions of organisational justice in the public service, implying that fairness practices are not very strong across all dimensions. The item with the highest rating was open communication (Mean = 3.972), indicating that interpersonal justice (communication and interactions between leaders and staff) is more strongly perceived than distributive justice (fairness in pay and promotion). This means that the day-to-day interactions with employees are more likely to make them feel good about their work environment than if they win a prize or lose a bet in a decision. Overall, it indicates that the concept of fairness in the system is more relational than institutional. The results correspond with the ones obtained by Ameen and Baharom (2019) and Anas et al. (2020) which suggest that fairness in organisational processes leads to increased trust, motivation and employee engagement in public organisations. Additionally, it aligns with the results of Salau et al. (2020) which indicate that the perception of organisational justice has a significant positive impact on behavioural outcomes in the public sector, including commitment and productivity. In other words, this finding suggests that if civil servants receive clear and honest communication from their bosses and treated with dignity, they are likely to be more confident in the system, more motivated, and more willing to help with innovative governance, even in the presence of structural inequalities

Objective 3: Innovative Governance Outcomes

This objective examined the extent of innovation in governance systems (see Table 3).

Table 3. Innovative Governance Items

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean
IG1 Digital services improved	41.157	38.907	9.967	6.752	3.217	4.081
IG2 Policy innovation exists	39.550	37.942	10.611	7.718	4.179	3.984
IG3 Service delivery is faster	43.053	36.977	9.325	6.752	3.893	4.106
IG4 Transparency has improved	38.907	38.585	10.289	7.718	4.501	3.989
IG5 E-governance systems are used	40.514	37.299	10.611	7.718	3.858	4.043
IG6 Accountability is stronger	37.942	38.585	11.254	8.360	3.859	3.988
IG7 Service efficiency improved	42.443	36.655	9.003	7.074	4.825	4.041
IG8 Citizen satisfaction increased	39.229	38.907	10.289	7.718	3.857	4.019

The mean scores from 3.984 to 4.106 show that the selected ministries were perceived to have moderately high innovative governance practices, meaning that there have been some improvements in public sector innovation, but not to an optimal level. The most rated was faster service delivery (Mean = 4.106), which reflects a strong opinion among the respondents that administrative processes are becoming more efficient, thereby highlighting efforts to improve responsiveness and eliminate delays in service delivery. This implies that the use of digital technologies, reforms and internal efficiency measures could be slowly enhancing public service delivery. Overall, it indicates a positive but still emerging level of innovation in the ministries. The results align with Oladipo and Akinbode (2023) and Salau et al. (2020) who found that effective institutional reforms and human resource systems in public governance have a significant impact in improving innovation and performance. Specifically, this result indicates that public institutions with better systems (talent development, fair management practices) will have faster service delivery, more transparency and better responsiveness to citizens' needs, which will improve innovative governance outcomes.

4.2 Sem-Pls Structural Model Results

The reliability and validity of all the constructs were satisfactory, which means that the measurement instrument was appropriate to this study. The Cronbach Alpha values from 0.678 to 0.892 indicate that the items used to measure the variables were internally consistent and most of them were above the recommended value of 0.700 which is acceptable in social science research. Likewise, the Composite Reliabilities range from 0.861 to 0.913 which further substantiate the high internal consistency, that is, the constructs were able to measure the variables they were designed to

measure with little error. Convergent validity was also confirmed by the Average Variance Extracted (AVE) values between 0.542 and 0.681, which showed that the variance in each indicator was more than 50% explained by the construct. In general, it can be concluded that the measurement model was statistically sound, reliable, and valid and the data collected were appropriate for further analysis using the SEM-PLS method.

The structural model results were used to examine the hypothesised relationships between talent management, organisational justice, and innovative governance in the public sector. In addition, the coefficient of determination (R^2) was assessed to determine the extent to which the independent variables explained variations in innovative governance. The structural model results hypothesised relationships between talent management, organisational justice and innovative governance in the public sector were explored using the structural model results. Furthermore, the coefficient of determination (R2) was evaluated to find out how much of the variance in innovative governance was explained by the independent variables (see Table 4).

Table 4. Path Coefficients

Relationship	Beta (β)	t-value	p-value
Talent Management → Innovative Governance	0.451	9.872	0.000
Organisational Justice → Innovative Governance	0.392	8.214	0.000

The results of the path coefficient in Table 4 show that the variables of the talent management and organisational justice have positive and significant influences on innovative governance in public sector. Specifically, talent management had the most significant influence ($\beta = 0.451$, $t = 9.872$, $p = 0.000$) suggesting that the effective recruitment, training, career development and retention strategies within government institutions have a greater influence on the level of innovation. This indicates that with appropriate management and development of civil servants, they are more likely to be able to bring and implement innovative approaches to service delivery. Furthermore, organisational justice also had a strong effect and was significant ($\beta = 0.392$, $t = 8.214$, $p = 0.000$). This implies that fairness in decision-making, transparency and equitable treatment of employees has a significant impact on enhancing innovative governance. This means that when fairness is perceived, employees will be more willing to contribute ideas and enhance performance. In general, findings indicate that human resource practices and fairness mechanisms are important factors that drive innovations in the Nigerian public sector.

Table 5. Coefficient of Determination

Variable	R^2
Innovative Governance	0.587

The findings of the structural model show that there is a significant prediction between talent management and innovative governance in the selected federal ministries, and also between organisational justice and innovative governance in the selected federal ministries. The results indicated that talent management also had a positive significant impact on innovative governance ($\beta = 0.451$, $t = 9.872$, $p = 0.000$), which means good recruitment, training, career development and retention systems significantly contribute to the innovation of public sector governance. Organisational justice also had a statistically significant positive impact ($\beta = 0.392$, $t = 8.214$, $p = 0.000$), indicating that the fairness of decision-making practices, the transparency of promotion practices, the fairness of reward distribution practices, and the respectful treatment of employees have meaningful impacts on governance innovation. This means that HR capability systems and fairness mechanisms complement each other as tools to drive better and innovative public sector performance.

The coefficient of determination ($R^2 = 0.587$) shows that the model has good explanatory power as 58.700% of the variation in innovative governance is explained by the variables of talent management and organisational justice. This indicates that HR practices and perceptions of fairness are responsible for over half of the outcomes of innovation in the selected ministries, with 41.300% of outcomes potentially influenced by other institutional characteristics like leadership style, technology infrastructure, and policy stability. This result is similar to the results of Ajiteru et al. (2022) and Barkhuizen and Masale (2022) who noted that the orientation of talent systems has a significant effect on the performance of public sector institutions. It further supports previous studies by Pandita and Ray (2018) which confirmed that talent engagement has a positive impact on innovation outcomes and by Salau et al. (2020) which demonstrated that the workplace fairness has a positive impact on the behavioural and innovative capacity of public institutions. Specifically, the outcome is that when civil servants go through structured talent development and fair treatment, they are more likely to adopt new governance practices like digital service delivery, better accountability systems, and more swift administrative responsiveness between ministries.

Conclusion Policy Recommendation

This study revealed that talent management and organisational justice are the critical factors that influence innovative governance in the selected Federal Ministries which include Federal Ministry of Education, Federal Ministry of Health, Federal Ministry of Works and Federal Ministry of Finance. The results from the SEM-PLS showed that both the variables taken together account for a significant proportion of the variance in innovative governance (R2 = 0.587), meaning that the recruitment, training, career development, retention and fairness in the decision making processes directly contribute to enhancing innovation in public sector service delivery. The questionnaire and empirical analysis also indicated that civil servants who have a positive perception of structured systems of talent development and fairness are more supportive of efficient, transparent, and technology-driven governance reforms.

The study recommends the Federal Government to institutionalise a comprehensive framework for talent management system in ministries, with an emphasis on merit-based recruitment, continuous training and structured career advancement. Furthermore, organisational justice needs to be enhanced by adopting clear promotion processes, fair reward mechanisms and decision-making processes that involve the employees – this will help to minimise the risk of bias and inefficiency. Digital HR systems must also be included in public sector reforms to enhance fairness monitoring and tracking of talent within ministries. Lastly, policymakers should appreciate that innovative governance cannot be technology-driven but must be underpinned by the quality of human resource systems and fairness culture that is entrenched in the civil service, thereby making talent management and organisational justice two fundamental principles for sustainable public sector innovation in Nigeria.

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