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Assessing the Impact of Workplace Talent Magnets on Public Sector Transparency in Southwest Nigeria: The Mediating Role of Digital Governance

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Abstract

Transparency remains a persistent challenge in many public sector institutions in Nigeria despite several reforms aimed at improving accountability and service delivery. While several studies have examined digital governance and transparency in public administration, limited attention has been given to the role of workplace talent magnets in promoting transparency within public institutions. Therefore, this study assessed the impact of workplace talent magnets on public sector transparency in Southwest Nigeria, with digital governance serving as a mediating variable, and was anchored on Institutional Theory. A quantitative research approach was adopted using a structured questionnaire distributed through both soft and hard copies. A total of 354 copies of the questionnaire were distributed to civil servants across Lagos, Oyo, and Ogun States and only 326 were correctly completed and returned, representing a 92.1% response rate. The collected data were analysed using Structural Equation Modelling–Partial Least Squares (SEM-PLS). The findings revealed that workplace talent magnets significantly influence digital governance and public sector transparency, while digital governance also demonstrated a strong mediating effect in strengthening the relationship between talent attraction practices and transparency in Ministries, Departments, and Agencies. These results indicate that attracting and retaining skilled employees improves the adoption and effectiveness of digital governance systems, which in turn enhances transparency in public administration. The study recommends that government institutions should strengthen talent management policies, promote merit-based recruitment, and invest in digital governance infrastructure to improve transparency and accountability. The policy implication of the study is that integrating strategic talent management with digital governance reforms can significantly improve transparency and overall governance performance in public sector institutions in Southwest Nigeria.

Keywords*:* Accountability, Digital Governance, Public Sector Transparency, Talent Magnets

1. Introduction

Talent attraction and retention have increasingly determined institutional effectiveness in both public and private sectors across the globe. Economies in the developed world, like the United Kingdom, United States, Germany and Singapore have been strategically implementing organisations that are referred to as talent magnets in the workplace. Such workplaces also attract, develop, and keep high-performing workers and thereby enhance governance structures and provide transparent and data-driven services (Vaiman et al., 2018). The Digital Government

Strategy in the United States in 2012 established a digitally empowered workforce that enhanced accountability in the various departments. The Smart Nation Initiative in Singapore utilised the digital human capital to improve e-participation and real-time reporting to the people. In comparison, Kenya, India and Nigeria have been slow in institutionalising such talent magnets in the state institutions. Consequently, bureaucracy, lack of transparency, and accountability systems are poor in these countries (Ahamze & Adenekan, 2025; Adias, 2025).

Technology based HR practices directly affect transparency and delivery of services in the emerging economies. Digital HR systems embedded in reforms in Malaysia in government agencies enhanced recruitment integrity and reduced payroll fraud by 37% between 2014 and 2019 (Jega and Idris, 2025). The e-governance Programme of Rwanda increased the access of the people to the administrative data and this increased trust among the citizens and minimised petty corruption. However, Nigeria has been losing an estimated ₦600 billion annually due to the opaque personnel systems as well as the ghost-worker fraud, an issue that is associated with poor talent management and inadequate digital governance (Adesuyi et al., 2025; Enemuo-Uzoezie and Nuel-Okoli, 2025). Despite the introduction of the Integrated Personnel and Payroll Information System (IPPIS) there are still loopholes in the digital capabilities of the workforce, data precision, and HR responsibility, particularly within local and state-level organisations in the southwest.

The public sector in Nigeria has always been characterised by inefficiency, lack of morale and the drain of talent to the private and the foreign sector. It has been found out that the rates of talent-management and retention are considerably lower than the global ones. Nigerian public employees are only half as likely as UK and Singapore public employees to be satisfied with career-development and recognition schemes (23% vs. 68 and 71) (Iliya and Sule, 2025; Akintayo and Balogun, 2024). Performance assessment and transparency are undermined by poorly constructed rewards, political influences in the recruitment process, and a underdeveloped technological foundation (Aduwo et al., 2021; Evans-Uzosike and Okatta, 2023). Meanwhile, Botswana and Estonia have implemented digital HR-ecosystems and government e-records that enable real-time checking of employee histories and payroll information, preventing bribery and enhancing recruitment based on merit.

The topicality of the current study is obvious: Nigeria is moving towards digitalisation, yet it does not have talent-attracting mechanisms to increase transparency. National Digital Economy Policy and Strategy (NDEPS) is designed to increase the technological capacity of governmental agencies, but by 2024 less than forty percent of ministries and parastatals have computerised their HR activities (Adias, 2025;

Adeyemi et al., 2025). Research indicates that digital governance has the potential to close the gap between successful talent magnets and transparency and allow real-time reporting, interfaces with citizens, and audit trails (Igwe et al., 2025; Onyekachi et al., 2025). Undesirably, the mechanisms are not evenly spread among the states due to low funding, inconsistent policy execution, and low digital literacy levels among HR personnel. The gap between SDG 16 -Peace, Justice, and Strong Institutions and the objectives of the Nigerian public-service has increased because SDG 16 requires transparent, effective, and accountable governance.

In this context, the research is critical to establish how public sector transparency can be facilitated by workplace talent magnets using digital governance in the Nigerian public sector. The literature on the subject matter has been conducted in relation to talent management and retention in privately operated companies- especially manufacturing and technology companies (Adesuyi et al., 2025; Adewole et al., 2025; Onyekachi et al., 2025). There are little studies that indicate how these practices influence transparency in governmental institutions. The research gap therefore lies in the insufficient exploration of digital governance as a mediating mechanism linking workplace talent attraction to public sector transparency in Southwest Nigeria. This gap is crucial to effective governance and Public sector integrity.

1.1 Problem Statement

Public sector transparency remains a critical governance challenge in Nigeria despite increasing institutional reforms and digitalisation efforts (Dehinsilu-Isa & Amodu, 2025; Ngewi, Kissoka, & Pastory, 2025). The nation still experiences high levels of accountability loopholes and the global governance indicators always categorise the nation as one of the countries with endemic transparency lapses. Most of these issues are evident in most ministries, departments and agencies whereby information disclosure, accountability systems and service delivery have been inconsistent. Southwest Nigeria, the most economically active part of the country, where key administrative centres like Lagos, Ogun, Oyo, Osun, Ekiti, and Ondo are located, is experiencing the most rapid urbanisation and growing digital connectivity, which is increasing the pressure of citizens on their governments to engage in open and transparent governance. In order to achieve SDG 16 that facilitates effective, accountable, and transparent institutions, the region needs to build up internal capacities, particularly human-resource systems that help to attract and retain skilled public servants.

E-administration, e-HR, and automated public-service platforms are regarded as increasingly important instruments of enhancing accountability, access to data, and efficiency in administration (Adias, 2025; Friday *et al.*, 2024).

Research suggests that HR solutions based on technologies increase employee engagement, performance management, and organisational culture (Aduwo et al., 2021). It has been demonstrated that good talent-management practices increase the performance, productivity, and employee commitment of the organisations in Nigeria (Adesuyi et al., 2025; Igwe et al., 2025). Workplace talent magnets, i.e. competitive incentives, professional growth opportunities, and digital HR systems, have been proven to make the workforce more stable and perform better, as well (Abdulazeez et al., 2025; Adeyemi et al., 2025). However, absence of talent, high turnover and lack of digital capability continue to weaken the outcome of transparency and service delivery in public institutions (Akintayo and Balogun, 2024; Udegbunam et al., 2024). There is little research on the impact that talent magnets in the workplace have on transparency in the public sector, particularly when digital governance is the mediator. Based on the problem statement above, the following research questions were formulated:

i. How do workplace talent magnets influence the level of public sector transparency in Ministries, Departments, and Agencies in Southwest Nigeria?
ii. To what extent does digital governance mediate the relationship between workplace talent magnets and public sector transparency in Southwest Nigeria?

1.2 Literature Review

1.2.1 Workplace Talent Magnets

The concept of workplace talent magnets is the organisational practices, policies, and conditions that are deliberately put in place to attract, develop and retain highly skilled employees whose skills are key drivers of the success of a company and its sustainable performance. They tend to incorporate competitive remuneration, learning and development, supportive leaders, digital human resource, and inclusive cultures that attract the best talent (Abdulazeez et al., 2025; Adesuyi et al., 2025). In the Nigerian case, the concept of talent magnets in the workplace is increasingly regarded as the most important human-resource practices to address the prevailing talent shortages, turnover and demotivation within the workforce in both the private and public organisations. It has proven that organisations that invest in training, job opportunities and current HR information systems retain employees longer, enhance productivity and overall performance (Adeyemi et al., 2025; Igwe et al., 2025). In the public sector organisations, talent magnets extend beyond recruitment. They develop conditions that encourage talented employees to contribute towards the realisation of goals in governance like implementation of policies, accountability and improved service delivery. Talent management is effective, which facilitates the exchange of knowledge, innovative ways of solving problems, and ethical work environments, which enhance the effectiveness of the administration and transparency in government (Akintayo and Balogun, 2024; Udegbunam et al., 2024).

1.2.2 Public Sector Transparency

Public sector transparency is the extent to which the government institutions become open to information, decisions, processes and outcomes so that the citizens, stakeholders and oversight bodies can monitor and analyse their work (Ngewi, Kissoka, & Pastory, 2025). Transparency involves the ease of access, availability of trustworthy information and clarity on budgeting, procurement, standards of service delivery and execution of policies (Bristol-Alagbariya et al., 2022; Friday et al., 2024). Transparency in governance research has been identified to be an important tool in reducing corruption, enhancing accountability and winning the trust of the citizens. The weaknesses in transparency in Nigeria are usually bureaucratic slowness, poor digital infrastructure and the inability to handle information and accountability systems. Moreover, Dehinsilu-Isa and Amodu (2025) argued that good human-resource management is also vital to transparency since competent and ethical workers are capable of operating open governance practices, oversee digital record keeping, and fulfill accountability standards. The studies demonstrate that strategic HR, workforce development and digital HR transformation reinforce the performance and governance in the Nigerian institutions (Olurin et al., 2024; Ogedengbe et al., 2024). Extent studies have argued that urban centres have high demands of open governance. In this case, transparency will depend on the ability of the skilled public servants to operate with the new digital platforms that will help to open the information, monitor and involve the citizens.

1.2.3 Digital Governance

Digital governance refers to the application of digital technologies, information systems and electronic platforms to enhance the management, decision-making, service delivery, accountability and transparency of the public-sector (Dehinsilu-Isa & Amodu, 2025). It includes the e-government portals, digital records systems, online service windows and HR information systems that improve administrative work efficiency and transparency (Adias, 2025; Friday et al., 2024). Digital governance in the Nigerian context deals with the root cause of bureaucracy, lack of information and transparency. Through embracing digital solutions, government agencies are able to automate their processes, avail more access to publicly available data and enhance monitoring and evaluation to promote accountability. To illustrate, there are the digital HR and cloud systems that enhance the control of the workforce, the exchange of data and monitoring of the performance, enhancing the governance (Liu and Darbandi, 2022; Shenkoya, 2023). Empirical research also reveals that digital transformation enhances engagement of employees, operational performance and responsiveness, due to availability of real-time data flow and coordinated decisions among departments (Aduwo et al., 2021). The adoption of e-governance is increasing among governments in an effort to satisfy the growing demands of citizens to have transparent and efficient services. Digital governance, thus, modernises administrative systems and enhances transparency by making government processes, finances and results visible, traceable and accountable to the citizens.

1.3 Theoretical Framework

Institutional Theory provides a useful theoretical foundation and was originally formulated by John W. Meyer and Brian Rowan in 1977 and developed by Paul J. DiMaggio and Walter W. Powell in 1983 according to which organisations exist in a broader social, political, and regulatory environment that influences their structures, practices and decisions. It is believed that organisations embrace some of the practices not only to enhance efficiency, but also to achieve legitimacy, credibility, and acceptance by the stakeholders. One of the main assumptions of the Institutional Theory is that the organisations are driven by the institutional pressures to adhere to the accepted norms and the accepted governance practices due to the regulatory expectations, professional standards and societal demands. These pressures are manifested as coercive (laws and regulations), normative (professional norms and workforce expectations), and mimetic (copying successful peers) ones. These forces are related to the structure of human resource systems, the implementation of digital technologies, and the design of accountability mechanisms to increase transparency and legitimacy in the case of public sector institutions.

In the context of the Nigerian public sector, the theory assists in the explanation of why government departments in Southwest Nigeria resort to the use of talent magnets in the workplace and digital governance systems in order to contribute to transparency and trust among the population. Citizens, regulators, and international standards are mounting pressure on the public sector bodies to be accountable and effective service providers. They therefore invest in talent attraction and retention programs like training, online HR systems, performance management to ensure the skilled workforce to undertake transparent governance. Meanwhile, pressures of modernisation and digital transformation encourage the adoption of digital governance platforms that allow the disclosure of information, monitoring, and efficient service delivery. The ministries and agencies with attractive professionals and integrated digital governance tend to perform better and meet the requirements of transparency legislations, maintain records open, and enhance administrative accountability. In this way, the Institutional Theory offers a rational explanation of how workplace talent magnets contribute to the establishment of an internal capacity and digital governance strengthens the anticipation of transparency in Nigeria (see Figure 1).

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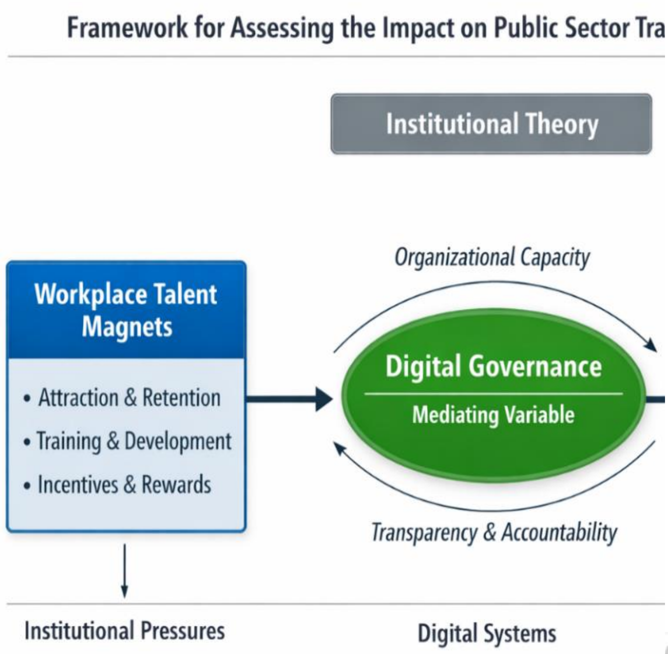

Figure 1: Framework Showing the Interface among the variables and theory

1.4 Research Method

The research took the positivist philosophical approach and a quantitative research design in order to test the relationship between workplace talent magnets, digital governance, and transparency in the Southwest Nigeria public sector. The positivist methodology considers social phenomena as objectively measurable by visible data and statistical analysis, which is appropriate in examining talent attraction practices construction, adoption of digital governance, and outputs of transparency. Quantitative design enabled the researcher to receive standardised data of a large number of civil servants, and test the hypotheses through the application of statistical methods, which allowed generalising the results to all public institutions in the chosen states. The sample that was used was that of civil servants in major ministries in three states in Southwest Nigeria, namely, Lagos, Oyo, and Ogun. The reason why these states were selected is due to the fact that they are large administrative and economic centers that are actively pursuing digital governance projects and civil service reforms. Nigeria has the largest economic center in Lagos that has led in several digital government initiatives. Oyo has a large government employee base and an increasing e-government adoption. Ogun boasts of a fast growing administration with a close relationship with Lagos in the regional governance and development. The emphasis on civil servants in major ministries is an indication that they play a direct role in enforcing policy, and handling information systems in the country. Specifically, the population of the study is presented in Table 1:

Table 1: Population of Selected Ministries

State	Selected Ministries	Estimated Population of Civil Servants
Lagos State	Ministry of Finance, Ministry of Science & Technology, Ministry of	1,250

	Establishments & Training	
Oyo State	Ministry of Finance, Ministry of Information & Orientation, Ministry of Establishment & Training	980
Ogun State	Ministry of Finance, Ministry of Science & Technology, Ministry of Budget & Planning	870
Total Population	**9 Ministries**	**3,100**

Using Yamane's (1967) sample size determination formula at a 5% margin of error, the sample size was calculated as:

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{3100}{1 + 3100(0.05^2)} \approx 354$$

Therefore, the sample size for the study was 354 civil servants drawn from the selected ministries. The target participants included administrative officers, HR personnel, ICT officers, and senior management staff, because these categories of employees are directly involved in talent management practices, digital governance implementation, and institutional transparency processes within public organisations. The research adopted cluster and purposive sampling. Cluster sampling was used to group the respondents according to the state and ministry to represent different administrative clusters. This was followed by purposive sampling of people who had adequate knowledge on HR practices, digital governing systems and transparency mechanisms in their ministries. A structured questionnaire that was administered in both hard copy and Google forms was used to collect data. The tool was made in such a way that standardised responses were easily produced by a large number of respondents and the instrument factored the preference of the respondents in the format. Cronbach Alpha was used to measure reliability, content and construct validation, expert review and pilot testing were used to measure validity. Inferential statistics (Structural Equation Modeling (SEM) with Partial Least Squares (PLS) version4) was used to investigate complex relationships and mediation effects. Ethical concerns were strictly followed such as voluntary participation, informed consent, confidentiality, and use of data solely in the academic purpose.

1.5 Data Presentation and Analysis

A total of 354 copies of the questionnaire were distributed to civil servants working in selected ministries across Lagos, Oyo, and Ogun States in Southwest Nigeria. The option of digital or physical forms was provided to the respondents both on hard copy and Google Forms. Out of the copies sent 326 were filled out correctly and returned yielding a response rate of 92.1%. The level of participation was high, which made the data set reliable. The other 28 copies (7.9%) were returned not or not fully completed and therefore this is less than the usual 10% range of non-response and therefore the data was representative enough of the targeted civil servants. This high response rate was realised through a number of strategies. We used official introduction letters to ministries to ensure institutional support and sent reminders via email and WhatsApp, made direct contact with the departmental coordinators, and provided flexible data collection methods with online and physical questionnaires. These were used to make participation easy and to give the respondents time and access to fill in the questionnaire fully. Therefore, the information served valuable information on the impact of talent magnets in the workplace and digital governance on transparency in the Southwest Nigeria government (see Table 2).

Table 2: Response Rate of Questionnaire

Questionnaire Status	**Number of Respondents**	**Percentage (%)**
Returned and valid	326	92.1
Not returned / incomplete	28	7.9
Total distributed	**354**	**100**

1.5.1 Analysis of Respondents' Demographic Data

The demographic characteristics of the respondents were analysed to explain the background of the participating civil servants in the three states. The variables were gender, age, educational qualification, and years of work experience. Understanding these characteristics, it was possible to contextualise the functioning of workplace talent practices and digital governance in the context of the public sector (see Table 3).

Table 3: Demographic Characteristics of Respondents (n = 326)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	184	56.4
	Female	142	43.6
Age (years)	18–30	118	36.2
	31–40	122	37.4
	41–50	64	19.6
	51–60	22	6.8
Education	HND/B.Sc/BA	206	63.2
	MSc/MA/MBA/MPA	86	26.4
	PhD	10	3.1
	Other	24	7.3
Experience	0–2 years	38	11.7
	3–5 years	68	20.9
	6–10 years	86	26.4

	Above 10 years	134	41.0

The demographic analysis showed that the public sector workforce represented in the study was fairly balanced in terms of gender, with 56.4% male and 43.6% female respondents, suggesting reasonable gender representation in the selected ministries. The majority of the respondents (73.6% were younger than 40 years old, meaning that they had a young, dynamic workforce that could easily adjust to the change in technology. Academically, 63.2 percent had HND/Bachelors' degrees with 26.4 percent having postgraduate degrees, which has a good education level. Also, 41% of the respondents were more than ten years old in terms of work experience, which is an indicator of considerable institutional knowledge. These results indicate that the respondents were adequately prepared to give credible information regarding workplace talent magnets, digital governance, and transparency.

1.5.2 Descriptive Statistics of Study Variables

The descriptive statistics of the variables of the study are as follows. This part provided the descriptive statistics of the key variables under investigation. It is centered on the mean values and standard deviations to understand the overall perception of the respondents on the issue of talent magnets in the workplace, digital governance, and transparency in the public sector (see Table 4).

Table 4: Descriptive Statistics of Study Variables (n = 326)

Variable	Mean	Standard Deviation
Workplace Talent Magnets	3.784	0.642
Digital Governance	3.651	0.598
Public Sector Transparency	3.712	0.615

As indicated in Table 5, the workplace talent magnets recorded the highest mean score (M = 3.784, SD = 0.642), which is an indication of moderate consistency in opinion that talent attraction, training opportunities, and incentive systems existed. Digital governance was rated a bit lower (M= 3.651, SD=0.598) and there was an increasing use of digital administrative systems. The transparency of the public sector was 3.712 (SD 0.615) which shows an average perception of accountability and the release of information. All these findings indicate that although talent management and digital governance are on the rise, more reinforcement of infrastructure, workforce capacity, and accountability systems should be done to improve transparency and effective governance.

1.5.3 Hypotheses Testing

The hypotheses involved the analysis of connections between talent magnets in the workplace, digital governance, and transparency in the public sector through Structural Equation Modeling -Partial Least Squares (SEM-PLS) version 4. Workplace talent magnets were

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determined as organisational strategy to attract, develop and retain skilled employees and the measure of it was through dimensions of attraction and retention, training and development and incentives. Digital governance was the application of digital technology and electronic platforms in managing public institutions determined by digital service platforms, access to information, and automated procedures. Social disclosure was measured using accountability practices, access to information, and efficiency in services, which are the elements of transparency in the public sector. The reason behind the choice of SEM-PLS is that it is appropriate in testing the complex relationships, mediation effects, and predictive models in social sciences research. The following hypotheses were tested and shown in Figures 2-6 and Table 5 respectively:

H_1: Workplace talent magnets have not significant influence on public sector transparency in Ministries, Departments, and Agencies in Southwest Nigeria

H_1: Digital governance does mediate the relationship between workplace talent magnets and public sector transparency in Southwest Nigeria

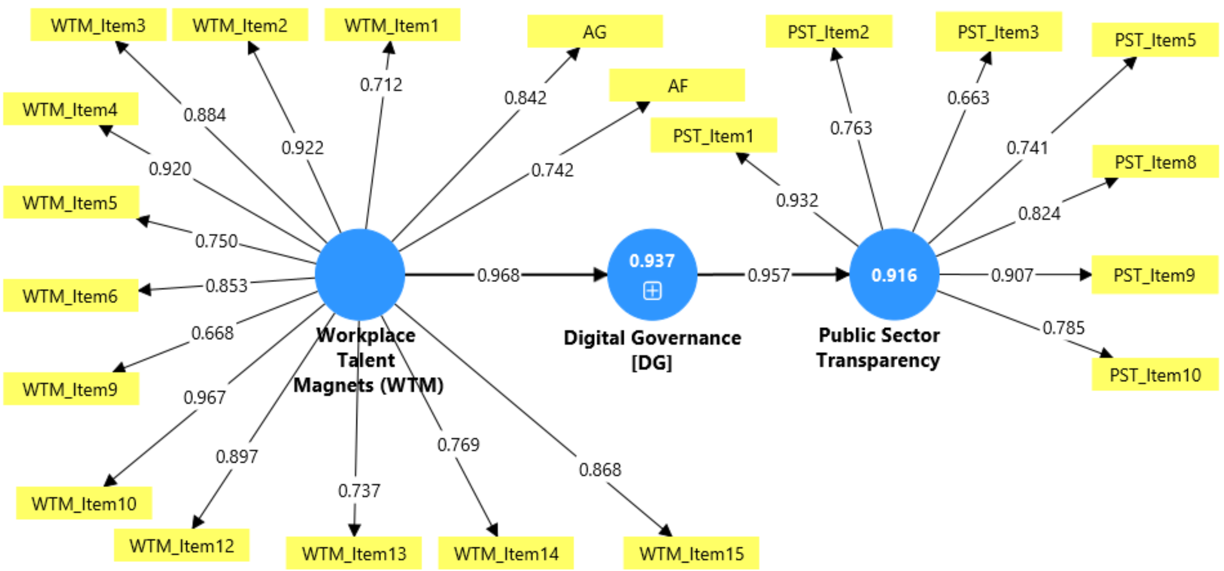

Figure 2: Path Coefficient of Workplace Talent Magnets, Digital Governance and Public Sector Transparency

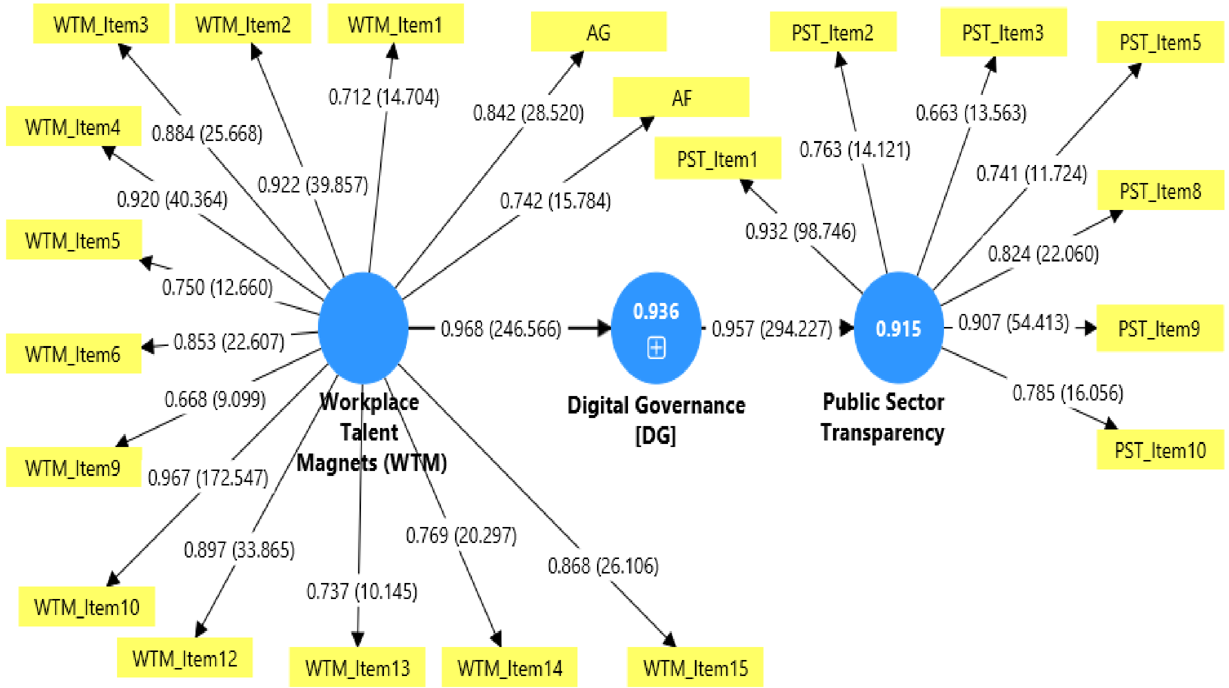

Figure 3: Path Coefficient and T-values for Workplace Talent Magnets, Digital Governance and Public Sector Transparency

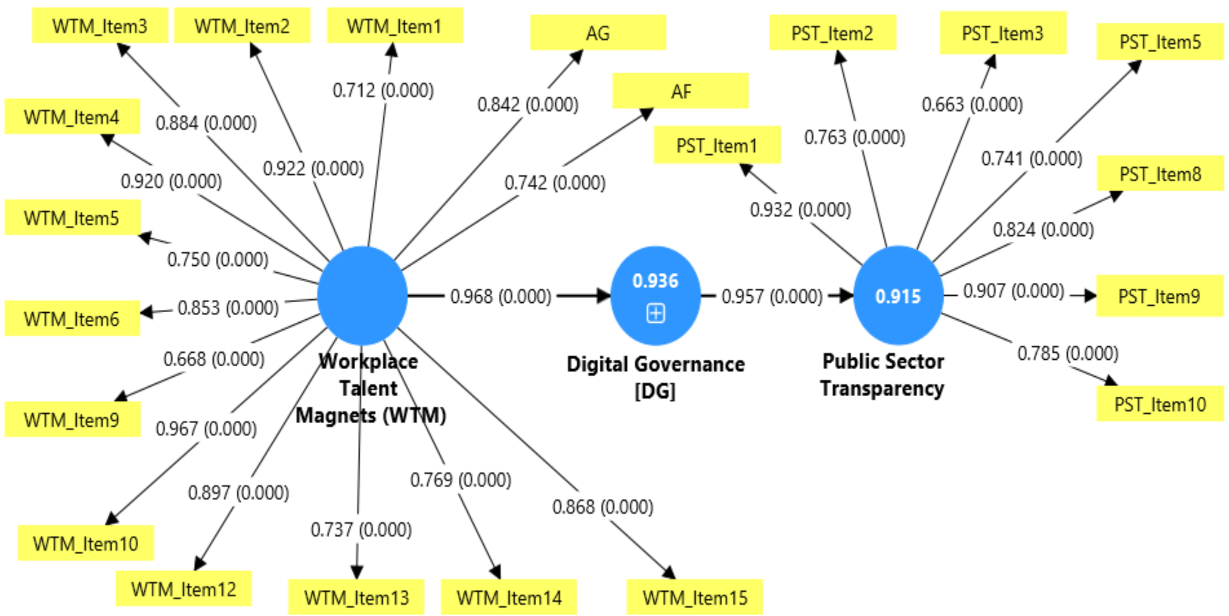

Figure 4: Path Coefficient and P-values for Workplace Talent Magnets, Digital Governance and Public Sector Transparency

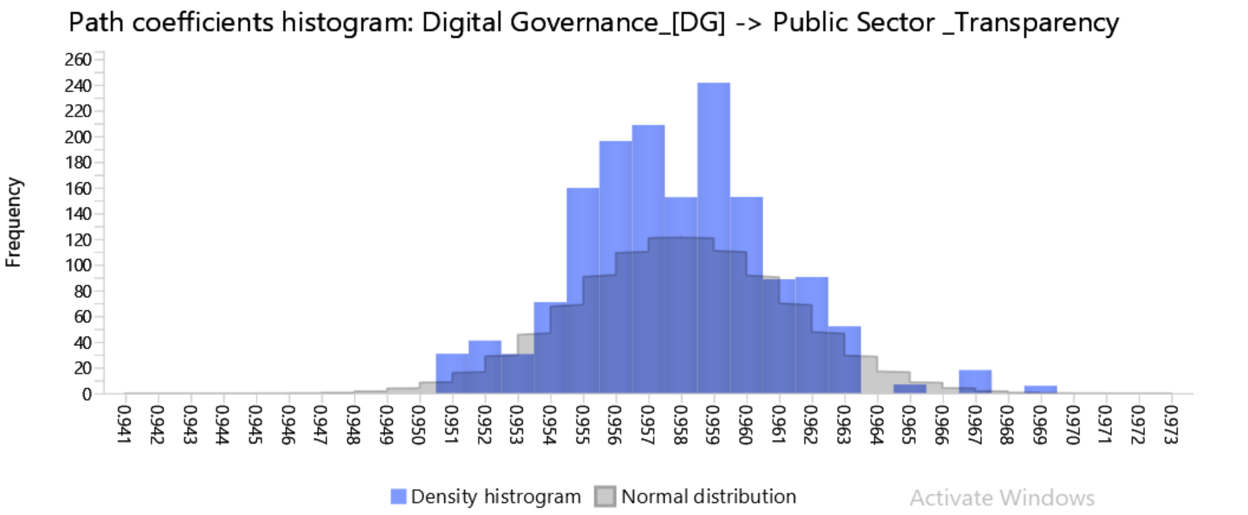

Figure 5: Path Coefficient Histogram for Digital Governance and Public Sector Transparency

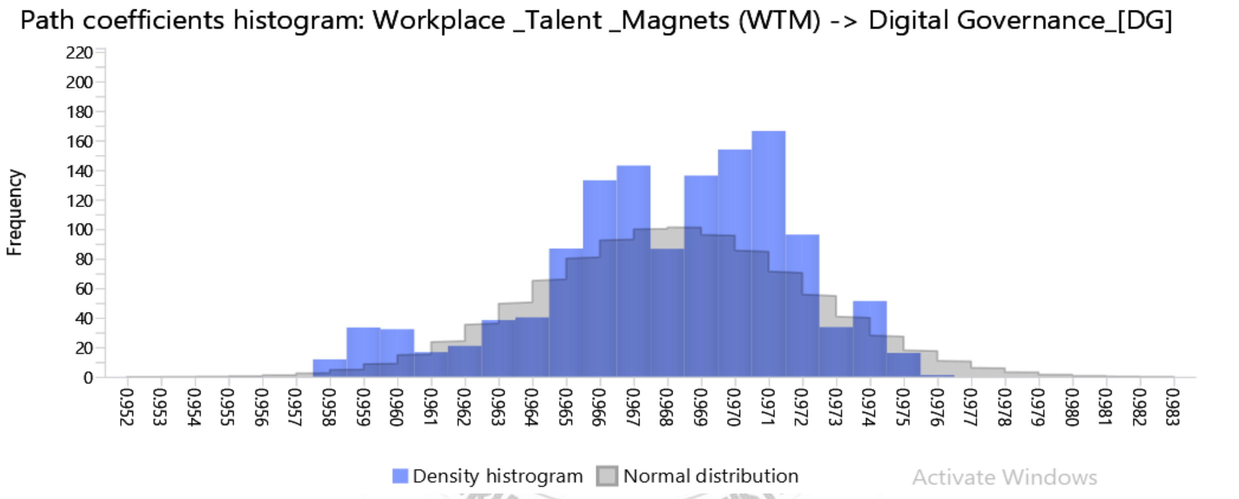

Figure 6: Path Coefficient Histogram for Workplace Talent Magnets and Digital Governance

Table 5: Construct Reliability and Path Analysis Summary

Construct Reliability and Validity				
Variables	Cronbach's Alpha	Composite Reliability	Composite Reliability (rho_c)	Average Variance Extracted [AVE]
Digital Governance	0.918	0.953	0.937	0.641
Public Sector Transparency	0.908	0.925	0.928	0.651
Workplace Talent Magnets	0.964	0.969	0.968	0.687
Path Co-efficient: Mean, STDEV. T values and Pvalue				

	Original Sample	Sample Mean	Standard Deviation	T Statistics/ Values	Pvalues
Digital Governance and Public → Sector Transparency	0.957	0.958	0.003	294.227	0.000
Workplace Talent Magnets → Digital Governance	0.968	0.968	0.004	246.566	o.000

R-Square [R^2]

	R-Square [R^2]	Adjusted R-Square [Adj R^2]
Digital Governance	0.937	0.936
Public Sector Transparency	0.916	0.915

The construct reliability and validity results show that all the variables used in the study are highly reliable and valid. Digital Governance had a Cronbachs Alpha of 0.918, Composite Reliability of 0.953 and rho c of 0.937- which are well above the 0.70 mark and strong internal consistency. Public Sector Transparency was also comparable and its Cronbachs Alpha was 0.908, Composite Reliability of 0.925 and rho c was 0.928. Workplace Talent Magnets scored even higher Alpha 0.964, Composite Reliability 0.969 and rho c 0.968. Such statistics prove the reliability of our measurement instruments. The values of Average Variance Extracted (AVE) indicate that every construct is defined. Digital Governance was AVE, 0.641, Public Sector Transparency 0.651, and Workplace Talent Magnets 0.687, which were above 0.50. This implies that any construct explains over fifty percent of the variance in its indicators, and supports the fact that the items are a reliable measure of the constructs. Consequently, the constructs are statistically valid in the investigation of the influence of workplace talent magnets on the transparency of the public sector in Southwest Nigeria.

The path coefficient results show strong and significant relationships among the study variables. The correlation between Digital Governance and Public Sector Transparency was 0.957, T-value was 294.227 and p-value was 0.000, which is a strong positive impact. It means that the more digital governance is improved, the more transparency in the bodies of the public sector is provided. The correlation between Workplace Talent Magnets and Digital Governance was also more significant with a coefficient of 0.968, a T-value of 246.566 and the p-value of 0.000. Consequently, the digital governance adoption and effectiveness are highly enhanced by practices that attract and retain talented personnel. The model describes a significant percentage of the variation. Digital Governance can be explained by 93.7% (R^2 = 0.937) of Workplace Talent Magnets, and the adjusted R^2 is 0.936. In the same vein, digital governance explains 91.6% (R^2 = 0.916) variance of Public Sector Transparency with an adjusted R2 of 0.915. The large values of R^2 indicate that the predictors are good and the model is robust. Concisely, digital governance is a product of talent magnets at the workplace, and this aspect enhances public sector transparency in the Southwest Nigeria.

1.6 Discussions of Findings

The findings of the study show that workplace talent magnets significantly influence the level of public sector transparency in Ministries, Departments, and Agencies in Southwest Nigeria. This implies that when the agencies implement strategies that recruit and retain talented employees such as effective talent management, favorable working conditions, and career growth, employees are able to enforce more transparent procedures and systems. Professional employees will be more prone to digital tools, responsibility, and open governance. Consequently, the talent attraction agencies will have increased transparency in their work and service provision.

Digital governance is also a powerful intercessor between talent magnets in the workplace and transparency. Although talent attraction directly increases transparency, its impact increases in case digital governance is properly executed. Digital platforms can be more readily implemented and used by skilled staff and include such digital tools as e-governance, online information portals, and automated procedures that enhance access to information, reduce secrecy in bureaucracies, and foster accountability. Therefore, digital governance is the most important channel through which attraction of talent enhances transparency in the public sector organisations. These results are in line with previous studies on talent management and organisational performance. Indeed, as Adesuyi et al. (2025) discovered, talent management enhances the productivity of employees and organisational performance. Likewise, Abdulazeeh et al. (2025) stated that effective talent retention programs enhance service delivery and performance of an institution. Salau et al. (2021) also remarked that excellent retention plans enhance staff dedication and enduring performance.

The paper is also consistent with the literature on digital governance and openness in the state. Shenkoya (2023) demonstrated that digital transformation reduces directly against transparency and accountability in the governance of the Nigerian populace. Nwosu documented that digital governance programs enhance better service delivery and accountability in the state of Lagos. Ngewi, Kissoka, and Pastory (2025) discovered that transparency in the local government administration is enhanced by the information and communication technologies. Dehinsilu-Isa and Amodu (2025) affirmed that e-governance projects enhance transparency in the delivery of services to the public. Taken together these studies support the notion that digital governance plays an important role in transparency particularly when coupled with the sound talent management practices in the public sector.

1.7 Recommendations and Policy Implications

Based on the findings of this study, the public sector organisations are advised to intensify the workplace talent magnet approaches to attract and retain talented employees who would facilitate the transparency initiatives. Competitive recruitment policies, sustained professional growth, performance-based rewards, and conducive work environments are some of the policies that should be embraced by Ministries, Departments and Agencies (MDAs). Another priority that the governments should give is merit-based appointment and leadership development so that the experienced employees are appointed to strategic positions. All these will create a workforce that enhances ethical behaviours, accountability, and transparency in government activities. The policymakers also need to encourage the implementation of digital systems of governance within the institutions of the public sector which will enhance transparency. The agencies are supposed to invest in new digital platforms like e-governance portals, digital record-management systems, and online public information portals, which allow citizens to access government data easily. The digital skills of the employees should be enhanced through training programmes to enable them to handle and operate these systems. Combining the approach of talent-management with the reforms of digital-governance, the institutions of Southwest Nigeria can significantly enhance the level of transparency and service delivery.

1.8 Conclusion

This paper has analysed how workplace talent magnets affect transparency in the public sector in Southwest Nigeria mediated by digital governance. Findings indicate that talent magnets have a great impact on transparency within Ministries, Departments, and Agencies. This association can be enhanced through digital governance which offers technology platforms that facilitate accountability, sharing of information and efficient service delivery. The results highlight the need to incorporate effective talent management and digital-governance programs in order to enhance the transparency within the public sector. On the whole, the research proves that to enhance transparency in the functioning of the public institutions, it is necessary not only to have a highly-skilled human resources but also to have high-technological systems. As the governments are able to get the best employees and provide them with the most recent digital devices, they are able to establish transparent administrative procedures and offer citizens high-quality services. Thus, enhancing talent-management policies and enlarging digital-governance infrastructure should be central concerns of the policymakers, who have the intention of enhancing governance and institutional performance in Southwest Nigeria.

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