

Talent Retention and Employees' Customer Service Delivery Quality in Selected Money Deposit Banks in Southeast, Nigeria

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DOI: [10.56201/ijebm.vol.11.no6.2025.pg67.90](https://doi.org/10.56201/ijebm.vol.11.no6.2025.pg67.90)

Abstract

The study examined the effect of ascertain the effects of talent retention on employees' customer service delivery quality. A study of selected Deposit Money Banks in South East, Nigeria. The study adopted survey research design using primary source of data through the administration of questionnaire. Descriptive statistics were used to analyze all the objectives of the study while the simple regression analysis was used to test all the hypothesis with the aid of statistical packages for social sciences (SPSS) version 23. The findings revealed that talent retention had a positive and significant effect on employee's customer service delivery quality on the selected Deposit Money Banks in South-east Nigeria. The study concluded that talent retention had a positive and significant effect on employees' performance in Deposit Money Banks in South-east Nigeria. However, the study recommended that Deposit Money Banks need to sustain their talent retention talent retention talent retention talent retention talent retention talent retention talent retention since it has a positive significant effect on employees' customer service delivery quality.

Keywords: talent retention, talent management, deposit money banks, south east, Nigeria.

Introduction

Talent Management (TM) and Employees' Performance (EP) are psymbiotic in nature especially in the banking sector, because talented employees are resources that drive banking institutions to excellence performance, competitive and sustainable growth. TM is an important activity that enables organisations to have the right people with the skills and expertise to meet the organisation's immediate and future needs (Samiat, & Mordi, 2021). As a result, TM has received great attention in the banking institutions, leading to adopting different philosophies and strategies for managing talented employees; systematic approach to attract, screen, select the right talent, engage, develop, deploy, lead and retain high potential and performing employees to ensure a continuous talent feeding inside the organisation aimed at increasing EP (Thunnissen & Buttiens 2017).

TM connote attracting the most skilled individuals in the right position that is, putting round pegs in round holes and developing them to enhance their potentials, thereby creating a sense of loyalty to the organisation and job satisfaction. At the heart of TM is the simple idea of identifying high potential employees, training them well and placing them in influential positions where they can best impact on organisational and EP (Collings, Fineman & Tshuchica, 2017). TM necessitates processes that safeguard talent attraction, retention, and development by implementing integrated strategies designed to improve recruitment, development, high retention of skilled people and a desire to meet current and future organisational needs (Ayodele, Ekemode, Oladokun, & Kajimo-Shakantu, 2020).

TM is a useful term when the organisation is committed to recruiting, managing, developing and retaining talented employees. It includes all the organisation processes and regulations on maintaining and developing superior workforce (Abdullah, Mohammad & Abeer, 2020). Thus, the demand for top talent has continued to drive TM for the competitive advantage of financial institutions (Igweidmah & Godson, 2020). Financial institutions perceive talent as an important resource that supports sustainable competitive advantage and outstanding EP (Rop, 2015). Hence, Money Deposit Banks (MDBs) have become concerned with finding and implementing TM strategy that matches the global market context to create a sustainable organisational performance that matches its operational and strategic goals (Campbell & Smith, 2014). A successful business strategy that consist of a methodology for improving its EP, through the recruitment of talent pool, setting a competitive compensation plan, training and developing talent, and assessing EP (Riham & Tarik, 2020). Recognizing and developing talent enables MDBs to identify employees who are capable of making meaningful impacts as executives in the near future (Tews, Hoefnagels, Jolly & Stafford, 2020). The idea behind TM in MDBs is to create a high-performance, sustainable organisation that meets its strategic, operational significance and motif through an enhanced employee performance level (Igweidmah, 2020). However, the level of EP depends on the experience, abilities and skills of the employees, which fall within the requirement to have the necessary qualifications and experience to fill positions. Good performance is based on a scientific background and practical qualification within the policies and procedures of work, previous experiences, skills and individual abilities towards supporting innovation which MDBs breed through TM (Abdullah, Mohammad & Abeer, 2020).

MDBs is run and supported by competent talents. To be able survive in the highly competitive banking industry, the development of good and sustainable TM is very imperative. However, the banking sector has globally witnessed multi-dimensional transformations in recent years. Banks are constantly modernizing their business strategies to keep up with the evolving regulatory requirements, the varying demands of different customer segments and the radical shift in technology (Ernst & Young, 2018). To keep up with these demands, a steady supply of devoted, talented and capable workers is essential (Hosen, Islam, Arshad, & Alam, 2018). It is safe to say that MDBs face more challenges from talent constraints than capital constraints. Farzana and Ekkra (2022), posit that in a highly competitive environment and in the knowledge-based economy, hiring knowledgeable and talented employees are considered a very important contribution to create and maintain organisational competitiveness. For this very reason, MDBs have been alarmed to create and implement TM strategy that will correspond to the context of the global competitive market. As lack of retention of talented employees can disrupt their work processes (Farzana & Ekkra, 2022).

To that end, MDBs in Southeast, Nigeria especially First Bank, Access Bank, Zenith Bank United Bank for Africa (UBA), Union Bank, First City Monument Bank (FCMB) and Grant Trust

Bank (GT Bank) despite being rivals, see employees as internal customers for the organisation whose satisfaction must be maintained so that they can then provide satisfaction to external customers. Thus, MDBs invest heavily in talent planning, attraction, training and development, rewards, compensation and talent retention with the quest to maximize employees' customer service delivery quality, task, contextual and adaptive performance in the organisation. However, how TM has affected EP in these MDBs calls for empirical examination, thus the need for this study: Talent management and employee's performance in money deposit banks in Southeast, Nigeria.

Statement of Problem

The process of managing talent is an issue facing all organisations worldwide (Ahmad, Hisham, Khalid & Mohmmad, 2020). The scarcity of talent is a universal concern which has led to many organisations in the world to compete for the same talent pool, leading to a global labour market competition for talent. Also, the pressure to attract and retain key talent has led organisations to expend energy and resources on talent related initiatives over the last half decade. The banking sector has been facing unprecedented challenges of a stiff competition, to survive and thrive in a competitive marketplace. The massive digital transformation carried out in recent years has affected the business processes in the banking sector, where there has been a shift in manual transactions to digital. Banking is not only required to develop in the field of technology, but more importantly the need to develop employee competence and productivity in order to adapt to changes in business processes. MDBs deal with many challenges and difficulties such as managing people and managing risks. However, an effective risk management cannot be applied without a productive and talented human resources, which can be gained by a systematic TM practice that participate in achieving the overall bank strategy by attracting, motivating, developing and retaining the top skilled and talented employees. Some MDBs attract and hire top talents, train and develop vibrant and sustainable pool of intellectual capabilities yet face the challenge of replacing experienced and talented employees when the need arise. This is probably because they play down on retention and commitment of workers. They probably lose some key intellectuals to competitors who offer similar services/products while some opt out to start their own private businesses.

Thus, due to a severe shortage in banking talents, banks are struggling with the challenge of attracting and retaining the right people with the right performance. EP is one of the challenging issues of most MDBs including First Bank, Access Bank, Zenith Bank, UBA, Union Bank, FCMB and GT Bank. EP in these banks in terms of customer service quality, task, contextual and adaptive performance has been questioned by customers as employees may not be giving their customers proper and quality service delivery. This is obvious when one seek the services of MDBs, often times customers quarrel with bank staff because of avoidable performance gap. Many of these banks have weak service delivery quality which may not be unconnected with poor practices of TM in terms of talent planning, attraction, training and development, rewards, compensation and talent retention which may have failed to inspire workers to perform better and improve their employees' customer service delivery quality, employees' task performance, contextual and adaptive performance in the organisation.

Also, DMBs often spend huge sum, carefully attracting, training and developing employees but do little or nothing to retaining the quality workforce that have been groomed and seasoned by the organisation. Failure to perform proper TM practices increases the cost of business process in MDBs due to unnecessary training and repeated deployment which could be avoided with proper TM practices. Thus, developing TM practices that fits the organisational context is a must do for

MDBs in order to optimize EP, as neglecting TM is suicide, especially in the highly competitive business environment. Thus, to proffer solution bothering on TM and EP in these MDBs required an empirical examination, which necessitated this study: Talent management and employee's performance in money deposit banks in Southeast, Nigeria.

Several studies have been carried out on this subject matter by different authors such as: Hellen, 2020, Tamana and Rajan, 2028 and Unzilla, 2020 all reported a significant positive effect of talent retention on employee performance while studies like that of Veroniks et al and Yohn et al reported mixed findings. From the empirical deductions, it is clear that there are diverse findings on the effect of talent management on employee performance in Nigeria, this study aims to close this gap of disparity by adding to the already existing literature with current data for the purpose of drawing inference.

Objective of the study

The main objective of this study is to ascertain the effects of talent retention on employees' successful management in the selected money deposit banks in Southeast, Nigeria.

Hypothesis

HO₁: Talent retention has no significant effect on employees' adaptive performance in the selected money deposit banks in Southeast, Nigeria.

Talent

One possible explanation for the conceptual ambiguity of the word 'talent' is its history – considering the different meanings it assumed since its inception and evolution (Gallardo-Gallardo, Dries & González-Cruz, 2013; Nhan, Quynh, Raymund & Van Dung, 2020). Originally, it referred to personal characteristics (that is, talent as object): those who possess, develop and use talents can rise above their peers in their specific fields of talent. A later meaning of the term referred to persons of talent (that is, talent as subject/people) and is widely accepted nowadays as it frequently appears in jobs' advertisements in relation to potential applicants (Gallardo-Gallardo *et al.* 2013; Nhan, Quynh, Raymund, & Van Dung, 2020). The "talent as subject" approach can be either inclusive (i.e., understood to encompass all employees of an organisation) or exclusive (i.e., covering an elite subset of an organisation's population) (Iles, Preece, & Chuai, 2010; Nhan, *et al.*, 2020). The inclusive approach considers the term talent as everyone in the organisation who possesses strength and whose successes can potentially create added value to it (Nhan, *et al.*, 2020). In contrast, the exclusive approach is based on the perception of workforce segmentation and considers talent as an elite division of the organisation's population (Tansley & Tansley, 2012; Nhan, *et al.*, 2020). It includes talent as high performers and high potentials.

"Talent as high performers" refers to a group of top-ranking employees in terms of capability and performance (Ulrich & Smallwood, 2012; Nhan, *et al.*, 2020) whereas "talents as high potentials" refers to a group of employees who demonstrate high levels of potential. Potential is defined as the possibility that individuals can become something more than what they currently are, implying further growth and development to reach some desired end state (Silzer *et al.*, 2009; Nhan, *et al.*, 2020). Talent consists of an individual's capabilities, experience, knowledge, intelligence, and qualifications, as well as their ability to learn and grow (Riham & Tarik, 2020).

Talent Management

Talent management is a human resource strategy designed to enhance an organisation's ability to attract, develop, and retain people to enable and achieve current and future business goals (Sottile, 2021). Talent management was defined as identifying, developing, and having high-potential employees who help the organisation achieve its goals. It encompasses a wide range of skills, including technological and managerial abilities. It is a set of operations aimed at attracting, selecting, developing, and retaining skilled and informed personnel (Abdel, *et al.*, 2021). Talent management is a strategic management that is the systematic identification of key positions in which these posts are the key to sustainable competitive advantage (Sheokand & Verma, 2015). Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential, who are of particular value to an organisation (Davies & Davies, 2015). Stockley (2017), assert that talent management is defined as the conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs. According to the authors' perspective, talent management deals with the recruitment, selection, identification, retention, management, and development of personnel considered having the potential for high productivity. Talent management simply refers to an organized process of attracting, selecting, hiring, engaging, training and developing, retaining and utilizing top talents to an organisation's best advantage (Lockwood, 2016). It aims at ensuring the right job placements at the right time, in the right position for the right candidates to deliver their best and remain committed to the organisation. Though, talent management is organisation-specific, but the focus is on developing and optimizing high potentials or talents of individuals within the organisation more quickly than ever to enhance competitiveness (Lockwood, 2016).

Ayodele *et al.*, (2020), defined talent management as a process, which includes a complete and interrelated set of organisational activities such as identifying, selecting, developing and retaining the best employees as well as building their potential for the most strategic positions, and assisting them in formulating the best use of strengths in order to gain their engagement and contribution, which ultimately contribute to organisational benefits. Today talent management is known as a systematic approach to attract, screen, select the right talent, engage, develop, deploy, lead and retain high potential and performer employees to ensure a continuous talent feeding inside the organisation aimed at increasing workforce productivity (Thunnissen & Buttiens 2017). Talent management is a process of attraction, identification, engagement, development, retention, and deployment of those talents are considered as particular value to a company in order to achieve strategic, long-term success (Gallardo-Gallardo, Thunnissen, & Scullion, 2020). Talent management is one of the most effective methods for keeping employees engaged and devoted to their jobs (Pandita & Ray, 2018). Because of increasing awareness of the influence of talent in companies, the practice of talent management gained importance (Farzana & Ekkra 2022). Abdullah, Mohammad & Abeer (2020), defined talent management as representing those individuals who have a difference in the organisation's performance, whether contributing directly to performance or by achieving high levels of performance in the long run. Talent Management is also known as "a collection of enterprise activities that are interested in owning, developing, motivating and sustaining talented employees to achieve the current and future goals of organisations (Abdullah, Mohammad & Abeer, 2020). Anupam and Upasna (2012); Abdullah, *et al.* (2020), defined talent management as a process of attracting, integrating, developing and retaining highly skilled workers to work in the organisation. Talent management includes several elements: talent discovery, development, motivation and retention. Scullion and Collings (2011);

Abdullah, *et al.* (2020), defined talent management as an ongoing process involving attracting and retaining high-quality staff, developing their skills and constantly motivating them to improve their performance.

Talent management is managing the supply, demand, and flow of talent through the human capital engine (Okonkwo, Ndubusi-Okolo & Chidiebere, 2015). Talent management as a collection of typical human resource department practices, functions, activities or specialist areas such as recruiting, selection, development, and career and succession management (Okonkwo, Ndubusi-Okolo & Chidiebere, 2015). Samiat and Mordi, (2021), defined talent management as the systematic acquisition, identification, development, involvement, retention and provision of people who are of particular value to an organisation, either because of their high potential for the future or because they fulfill business-mission-critical roles. Talent management is one of the critical aspects of human resource management that improves the effectiveness of the organisation by increasing the potential of employees who are overwhelmed with prospects for the difference in value in the organisation's current and future endeavors (Olufemi, Afegbua & Etim, 2020). Talent management is the process of identifying, developing, recruiting, retaining and deploying those talented people (Augustus-Daddie & Jaja, 2015). Heathfield and Jimoh (2017), defined talent management as the identification, development, engagement, retention and deployment of talent. It is also the means through which organisation systematically identified the key positions within the organisation which separately play a role in the development and gives the organisation more strength to face their rival which give an organisation hedges over is rivalry. Heathfield and Jimoh (2017), conceived talent management in the same way in the sense that they believed it all involved every aspect of human resource planning process ranging from planning, recruiting, selecting, placement, orientation, training and development. For talent management to effectively take place organisational must first attract right candidate, then retain excellence performance and start nurturing such talent for organisation success (Heathfield & Jimoh, 2017). Talent management is a sequence of human resource processes in integrated organisations designed to develop and maintain productivity of the employees involved (Octavia, Hanna, & Susilo 2018).

Employee Performance

Fahmi (2017), states that performance is the result of a process that refers and is measured over a certain period based on pre-determined provisions or agreements. Mangkunegara (2016), defines employee performance as the result of a person's work in quality and quantity that employees have achieved in carrying out their duties according to the responsibilities given. Employee performance is the achievement of a work result in a work process based on natural abilities or abilities obtained from the learning process and motivation to excel and improve individual performance and achieve company goals. Al-Hussaini, Turi, Altamimi, Khan and Ahmad (2019), stated that job performance refers to how good and effectively or resourcefully an individual takes action and contribute with his or her behaviors. Performance is a positive or effective contribution of an employee or individual for the performance of the organisation (Mensah, 2015). Employee performance focuses directly on employee efficiencies by an ascertainment of the number of acceptable goods produced by an employee in a business or work environment, within a specific time frame (Igweidmah, 2020). Employee performance is what the organisation hires one to do, and do well (Igweidmah, 2020). An employee performance is a system that consists of the processes used to identify, encourage, measure, evaluate, improve and reward employee performance (Ofili, Ononye, & Akpoyibo, 2021). Employee performance is about how to create, control and measure a culture based on employees' performance, where the

system control should ensure that the employer does the right things, not the things right (Ofili *et al.*, 2021).

Performance is one of the concepts that has received a great deal of attention and research in management studies in general and in human resources studies in particular, given the importance of this concept at the level of the individual and the organisation and the interaction between the influences that affect performance and its diversity. The term "performance" or performance of a task, or completion of an activity, the performance of the administrative side is the implementation of job burdens of responsibilities and duties by the employee (Muchhal & Solkhe, 2017). Vithanage and Arachchige (2017), defined performance as objective functional behaviour as a result of forces or pressures resulting from the individual and as the interaction and harmony between the internal forces of the individual and the external forces surrounding him. In a dynamic environment of transformation and change, competitive organizations try to provide high service quality to their customers or stakeholders (Al-Hawary, Al-Hamwan, et al., 2017). Organizations operating in volatile environments also recognize that they must provide services in line with the needs and expectations of stakeholders (Al-Hawary et al., 2017). Performance is a key metric for assessing whether or not a work is completed satisfactorily. An organization's success or failure is directly connected to the work done by its employees (Sopiah, Kurniawan, Nora, & Narmaditya, 2020). Management uses performance as a way to communicate goals and performance standards to employees, and to drive them to perform better in the future for the benefit of the firm (Shafini et al., 2016). In the eyes of Mangkunegara (2015), employee performance is measured by quality, quantity, reliability, and attitude. Employee work performance as previously mentioned can be understood by several performance measures, e.g., quality, quantity, punctuality, cost-effectiveness, accuracy, and more (Novitasari, 2020). The employee work performance is the behaviour on how a target is achieved.

Talent Management Dimensions

Scholars reveals a diversity in identifying talent management practices that initiated from different perspectives. Hazem (2018), presented three categories of talent management practices are the most applied in organisations which are: recruiting and staffing, training and development, retention management. On the other hand, Armstrong and Taylor (2014), addressed the following dimensions of talent management which are: Attraction, retaining, motivating and developing the talented people, and these dimensions are addressed as follow:

i. Talent motivation

Understanding motivation is essential due to the effect of employee engagement on both performance and retention. Applying motivation can enhance productivity and can decrease turnover. Many organizations spend a considerable amount of money to "motivate" their employees, utilizing a wide range of policies. For example, some organisations hire motivational speakers to inspire employees, and "motivational coaches" require fees of up to \$50,000 a speech (Mathis & Jackson, 2011; Hazem, 2018). Motivation may be defined as an internal force that make human beings to behave in a wide range of ways and is, therefore, a very essential part of understanding human individuality (Tyson, 2014; Hazem, 2018).

ii. Talent retaining

Mathis and Jackson (2011); Hazem (2018), argued that retention is important because turnover can lead to low performance in otherwise productive units. Effective retention management can affect the integrated human resources attraction, recruiting, and selection practices. Retention rules are established to ensure that people stay as committed members of the organisation. The result of

these rules is a talent flow that creates and retains the talent pool (Armstrong & Taylor, 2014). According to (Mathis & Jackson, 2011; Hazem, 2018), employee stay or quit work due to many reasons such as job relations, sector and organisational aspects, geographical global issues, and other reasons. Moreover, there are many factors work as retention drivers which are:

- a. Organisational and management factors: Organisations that possess clearly planned objectives and have management and employees accountable for achieving results are seen as better environment to work, especially by employees aiming to improve both financially and career path.
- b. Work relationships: there are many practices that can enhance retention such as positive relationships, equal opportunities, work flexibility and work-life balance, providing feedback, and supporting career path progress and development.
- c. Job and work-life: reorganisation decisions like downsizings, layoffs, mergers and acquisitions, and organisational restructurings leads to a low level of employee's retention and increase anxiety degree among employees.
- d. Rewards: compensation, benefits, and performance: having better salary or pay presents a main reason why employee quit the job and switch to another work, so it is important for employers to provide a competitive and fair benefits that matches employee's skills.
- e. Career training and development: Opportunities for personal growth ranked the first place among reasons why employees accepted their present jobs and why they remain there.
- f. Employer policies and practices: Such issues as the causes of human resources practices, the equality of disciplinary activities, and the methods utilized to decide work responsibilities and opportunities all impact employee retention.

Approach to Talent Management

Several terms are used to define the word "talent" and that is based upon the perception, whether TM is practiced with an inclusive approach or an exclusive approach within the organisation (Meyers & Woerkom, 2014; Naira, 2021).

i. The exclusive approach

Meyers, (2016) reported that the exclusive approach is often described better through the definition of Collings and Mellahi, (2009); Naira (2021), that the activities and practices that comprise of systematic identification of high positions who differentially enhance organisational sustainable competitive outcomes. Meanwhile, the development of a talent pool of high performing occupants to accommodate them with their roles is a critical job and that requires developing an exceptional human resource architecture (Krishnan & Scullion, 2017). Human resource architecture is a person who can facilitate talent with right job positions and ensure for their consistent commitment to the organisation (Meyers, *et al.*, 2019; Naira, 2021).

ii. The inclusive approaches

The approach is based upon the belief that each and every employee has certain qualities and capabilities that are valuable to organisation. TM is concluded as "the recognizing and considering all employees as talented, taking all of them with ongoing assessments, and placing all employees in positions that produces the best fit and opportunity through participation of occupants (Swales & Downs, 2014; Naira, 2021). The organisations with such approaches get specified more on considering entire work force as talented so they are trained and developed (Meyers & Woerkom, 2014; Naira, 2021). Moreover, Strategic Human Resource Management (SHRM) is shifting from the inclusive strategy to an exclusive strategy of and the approach is based upon differentiating workforce (Meyers & Woerkom, 2014; Naira, 2021).

Talent Management in the Banking Sector

One of the main elements that differentiate banks from other commercial organisations is how they recognize and effectively manage talents (Nzewi & Ogbeta, 2015). Although employee attraction, recruitment and engagement play an important role in talent management within banks, various other factors such as work-life balance, learning environment and succession planning, play an equally important role in capitalizing on talented employees' retention for the banks' advantage (Aizza *et al.*, 2015). Previously, banks used to focus mostly on accountants and commerce graduates to run their businesses. Nowadays there is a marked shift towards recruiting engineering and technology-oriented graduates (Shukla & Nayak, 2016). The evolution of digital banking has led to the development of certain key roles in the organisation that require specific skill sets. This breed of employees possesses high responsiveness to technological advancement and other specific skill sets such as organisational agility, flexibility and adaptability. Besides, the transformation of banks to provide more value-added advisory services requires a talented workforce equipped with communication, advisory and negotiation skills with affinity to deep customer centricism and understanding (Goodspeed, 2016). This ensures the emergence of talent leadership that is critical to any organisation's prosperity (Nhan, Quynh, Raymund and Van Dung, 2020).

Tansley (2017), concludes that effective staff organisation is the initial stage of talent management, which requires insightful assessment of the long-term plans of and structures of the company. With an elaborate strategy, an organisation can both achieve growth in quality and number of staff, and all this relies on the effective employee information management and utility and before any considerations is made. These energies should be aligned with plans, policies, mission and vision of the company, how attractive an organisation is to the candidates also influences the potential candidates to choose to seek opportunities in it (Abraham, 2011; Bashir, 2021). Half (2017), stated that 83 per cent of Germany's managers and 95 per cent of Netherland's managers observe a direct leverage effect between talent management practices and organisational success. Guthridge and Komm (2018), confirmed the strong correlation between talent management practices and financial performance. Lemmink, Schuijf and Streukens (2013); Bashir (2021), stated that corporate image and company employment image have a significant effect on the intentions of applications. Sheahan (2015); Bashir (2021), comments that questionable business practices damage organisations image in the markets and create negative consequences thus it is unlikely that talented people will show their interest. An organisation's website contains information about the vision, mission, current activities and future plan that may allure the talents. The content and style of an organisation's websites can enhance the organisation's attractiveness which in turn affects the recruitment (Cober, Brown, Levy & Keeping, 2017).

Talent Retention

Employee retention refers to capability of an organisation to keep its existing employees within the organisation. Talent retention can be influenced by performance-based compensation, training, hard work, motivation, career growth and giving benefits they need (El Dahshan *et al.*, 2018). Talent retention indicates the various methods and practices that facilitate employees to remain dedicated to a company for a long time (Balakrishnan & Vijayalakshmi, 2014; Farzana & Ekkra, 2022). Talent retention refers to an organization's capacity to hold its employees as long as their services are required. Talent retention, according to AlEmadi and Schwabenland (2015), is a voluntary activity that every firm does in order to foster an environment that promotes and encourages employees to stay with the company for as long as feasible. Talent retention is a step

to convince employees to stay with the organisation as long as possible. Organisations use talent retention strategies, policies, and practices to extend the tenure of high-performing employees (Nicholas, 2021). Jaworski, *et al.*, (2018); Naira (2021), reported that retention of employees refers to the willingness to work for an organization for a long span of time. Satisfied employees of a company provided with opportunities regarding career advancement and growth, intend to remain working for the company for greater span of time as compared to the employees who do not get so. Anitha, (2014); Naira (2021), reported that retention of employees is often based upon the work climate and the several benefits that are accessible by the organisation. Organisations that offer satisfactory benefits to the employees particularly; wages above the industry average proved to have greater employees' engagement and there by retention (Tetteh, 2018).

Employee turnover is the opposite of retention and is the end result of failure to retain talent in an organisation. Turnover involves employees leaving their jobs or their organisation, but different definitions of turnover have been espoused by different scholars. Some authors define turnover as a process whereby employees leave or transfer within an organisation or any job move - either leaving the organisation or leaving the profession. Organisations that have put into practice talent management have done so to solve an employee retention problem, (Devine *et al.*, 2008; Mary, 2015). Organisations are facing challenges of employee retention and more importantly talent drains due to competition in many industries. Presently, talent is taken as competitive weapon and used as a source of competitive advantage, (Mary, 2015). Talent retention is one of the most significant issues that most businesses encounter. Further highlighted that to keep talented individuals, companies must offer appealing remuneration packages to fulfil their objectives because fulfilling objectives guarantees that firms can provide attractive remuneration packages to their personnel. Employee retention becomes the most significant talent management challenge that firms must address due to an ageing workforce and the growing scarcity of highly trained personnel. As a result, it's critical to boost and maintain employee happiness. Increase staff retention, which is essential to an organisation overall success (Kusi *et al.*, 2020). Avoiding the loss of talented personnel is what talent retention is all about.

An organisation's performance will be positively impacted if the talent stays longer in the organization (Farzana & Ekkra, 2022). Organisations aim to come up with new strategies, such as monetary and nonmonetary beneficiary reward schemes, to incentivize and motivate employees to stay with the company and support its goals (Ali & Guha, 2018). Motivated employees can increase the organisation's profitability. Staffing, recognition of skills and abilities, management and supervision, and employee development to improve performance are all aspects of talent retention (Ibidunni, Osibanjo, Adeniji, Salau, & Falola, 2016). The greatest strategy to recognize and promote good or outstanding performance is to provide employees with regular and continuous feedback on their performance. This suggests that the more talent retention is practiced in automotive companies, the higher employee engagement will be (Goestjahjanti, Novitasari, Hutagalung, Asbari, & Supono, 2020). Therefore, organisations place a high value on compensation and benefits policies because, without them, no organisation can expect to keep its employee retention rate high. As a result, compensation plays an essential role in keeping the organisation's workforce motivated and increasing production (Kusi *et al.*, 2020).

Therefore it is important to link talent with employee outcomes because this directly affects the organisational performance and success. Talent retention aims to take measures to encourage employees to remain in the organisation for the maximum period of time, (Mary, 2015). Excessive turnover can have a huge impact on organisation performance and is harmful to a company's productivity because costs of attraction and recruitment are high. Direct cost refers to turnover

costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (Mary, 2015). Collings *et al*, (2009); Mary (2015), define two classifications of retention tool to suffice employee's expectation: extrinsic and intrinsic incentives. Extrinsic incentives includes different sorts of monetary rewards which can satisfy employees' physiological needs, while intrinsic incentives refer to non-monetary rewards that can fulfil employees' psychological needs. The monetary reward is admitted as an essential tool to retaining talent (Mary, 2015).

Talent Retention and Employee Performance

The term employees' retention is referred to be the ability of an organisation to retain its employees within the organisation in the long run. It can be measured in simple statistics like percentage and considered as the outcome or in terms of efforts made by employer to keep employees within the organisation in this sense it is considered to be the strategy. It is therefore advisable that every organisation should maintain its best performers especially in today's competitive economic arena where competitors are observed to poach employees from each other (Marta, 2022). Mokaya (2014) explains that when an organisation cannot retain its employees, such action leads to high costs associated with employee turnover including additional burden on the remaining staff, recruitment and training costs. As a result, it is important that firms adopt Human Resource management (HRM) strategies that make the best use of employees and retain talent. Retention of employees is very important because if the talented employees of the organisation leave the organisation in large numbers it directly affects the cumulative performance of the employees as well as the profitability of the organisation. Employee turnover is important to individuals, organizations and society (Marta, 2022). From the organisational perspective, employee turnover may lead to disruption of service to clients. The extra time and money spent on recruitment and training of the replacement and the added stress of more work for the remaining staff during the interim are a few of the consequences suffered by the organisation when turnover occurs. Whenever an organisation can retain its employees for long periods of time, the organisation benefits as the employees think of the long term goals of the organisation that they could achieve as opposed to look for new opportunities out there. The employees are more focused and thus are able to perform better in their roles and the assigned tasks (Marta, 2022). As organisations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management.

Theoretical Review

Deloitte Talent Management

Deloitte talent management model known as Develop-Deploy-Connect (DDC). The elements of DDC model comprises of; capacity, commitment and alignment which should be at the core of an organisation's talent management strategy (Deloitte Resource, 2004). By focusing on these three elements, organisation can generate capacity, commitment and alignment in the key workforce segments, which in turn improves business performance. When this happens, the attraction and retention of skilled talent largely takes care of themselves. This research further states that organizations must not focus on metrics and outcomes (acquisition and retention), they must rather concentrate on the things the employees cares about most. Developing in ways that stretches their capabilities, Deploying on to work that engages their heads and hearts, and Connecting to the people who will help them achieve their objectives (Deloitte Resource, 2004). The research of Deloitte further states that by focusing on these three elements, organisation can

generate capability, commitment and alignment for workforce segment which in turn will result in improved organisational performance. By Developing, the framework refers to providing real life employees needs to master a job and not just traditional classroom or on-line education. Importantly, development refers to “trial-by-fire” experiences that stretch capabilities and lessons learnt from peers, members, mentors and others (Deloitte Resource, 2004).

By Deploying, the framework refers to working with the key individuals to identify their deep-rooted skills, interest and knowledge. Finding the best fit in the organisation and crafting the job design, and conditions that could help them to perform. By Connecting, the framework refers to providing critical employees with tools and guidance they need to build a network that enhances individual and organisational performance, improve the quality of their interaction with others.

The Develop-Deploy-Connect model is inter-connected and virtuous. An improvement in one area naturally leads to an improvement in another. For instance, people develop better skills when they are deployed in stretched assignments and connected with others from whom they can learn from and grow. Likewise, effective development occurs when people have knowledge, skills, networks and relationships they need to succeed. There are three important benefits that could result from this virtuous circle; the first one being capability, which results when capable individuals work together, they build organisational capabilities. The second one is alignment that occurs when the right people are in the right jobs. The third result is commitment. People are more likely to master work that engages them, foster their growth and encourage productive relationship. Finally, when people feel that the organisation takes keen interest in their interest, skills and connections, they are far less tempted to look for challenges out-side the organisation (Deloitte Resource, 2004).

Empirical Review

Rapando (2020), focused on talent management strategies and employee performance in commercial banks in Kakamega Town. The aim of the study was to review the literature and attempt to understand the concept of strategies for talent management and highlight its effects on employee performance in commercial banks in Kakamega Town. The study was carried out in Kakamega town with the following five banks: Kenya Commercial Bank, Equity Bank, Absa Bank, Cooperative Bank, Standard Chartered Bank, Kenya. The research embraced a descriptive type of analysis, with the overall workforce making up a target group of actual bank workers. This involved staff at all ranks starting with the top management. The key tool for data collection was a formal questionnaire. For the analysis of the findings, descriptive statistics (frequencies and percentages) and inferential statistics (correlation analysis) were used. Study of Pearson correlation and regression was used in determining the influence of independent variables and dependent variables. To analyze the findings, the Social Sciences Statistical Package (SPSS) programme was used. The data was coded for ease of analysis according to the various variables and descriptive statistics such as mode, mean, frequencies, variances and standard deviations. Tables and figures were used to evaluate and classify results. This thesis provided a foundation of further studies in the area of talent management. The results were talent acquisition techniques impact employee efficiency in commercial banks in Kakamega Town. The outcomes of the regression revealed that there is a significant and optimistic association with employee performance with the methodology of talent attraction. As seen in the results, the talent management strategy significantly affected employee performance in commercial banks in Kakamega Town. The connection showed that talent growth policy had a favorable and important relationship on employee success commercial banks in Kakamega. The study suggested that

human resource division must set aside adequate budget to cater for costs related to foreign recruiting and other initiatives which would be part of the organisations talent pool. The additional recommendation was that strategies for talent management should be emphasized as this leads to superior performance of employees.

Farzana and Ekkra (2022), investigated the impact of adopting talent management strategies on employees and to know to what extent it can benefit developing, retaining or increasing the performance of the employee of the banking industry in Bangladesh. This research adopted a quantitative survey research design and respondents received a pre-coded close-ended questionnaire by using 5-points Likert scale. The questionnaire was set in Google form for the ease of online survey and also a hard copy questionnaire was made to survey employees of different banks. The statistical population sample size was 83 employees from the banking industry. Responses to the questionnaire were recorded and analyzed using SPSS 20.0 version for Windows. For investigating, measuring and analyzing the variables used in the questionnaire the researcher used descriptive methods such as frequency distribution as well as inferential methods such as correlation, and regression tests. Key results showed that talent management impacted the performance of the employees of the banking industry in Bangladesh. The results also showed that there is a potential correlation between talent retention, talent management strategies in the implementation of employee performance. But the talent retention and acquisition have no significant coefficient impact on the employee performance. Investigator recommended that the banking industry provide training for its employees, review and improve human resources policy, and reward employees for excellence. The study completes providing directions for future research.

Ofili, Ononye and Akpoyibo (2021), examined the effects of talent management on employee's performance of Delta State public sector in Nigeria. The study used survey method and explored the relationship between well planned/ retained talent, top management participation /implementation, Programs / Techniques as talent and employee's performance of Delta state public sectors. The research applied the theory of Dynamic capability by Teece, 2016. To this end, a sample of data was collected from four thousand seven hundred and thirty respondents [4730] which comprises of the senior, middle and junior staff of Delta state public sectors in Nigeria. the result shows that talent management (Retained, top management participation/implementation, programs/techniques) all have significant impact on employee's performance and the findings reinforce the need for Delta state public sector to adopt proper talent management as a strategy in retaining employees for better performance.

Igwedinmah (2020), determined the type of relationship between talent management and employee performance of banks in Uromi, Edo State. The study was anchored on Person Job Fit Theory of Taylor 1911. Survey design was used for the study, questionnaire was the data collection tool employed, a population of 93 was used for the study, a census sampling technique was used, Pearson Product Moment Correlation Coefficient was used to analyze the 81 valid copies of the questionnaire returned by the respondents. Findings revealed that there exists a significant positive relationship between succession planning and turnover intention since $r=0.85$ and r is greater than 0.23. Based on the findings, the researcher concluded that there exists a strong significant positive relationship between talent management and employee performance of the focused banks. The researcher recommended the preparing of sub-ordinates for future opportunities by superiors of the focused financial institutions as a result of its effect on turnover intention.

Bashir (2021), focused on the effect of talent management on employees' performance in the selected commercial banks in Abuja, Nigeria. The study examined how talent management

practices of talent selection, talent retention, employee training and talent development m trigger corporate performance indicators like product innovation, capacity utilisation and customer retention. Respondents were drawn from the management staff of eight commercial banks in Abuja namely; First Bank Plc., Zenith Bank Plc. and FCMB. In the course of findings, the researcher found out that: there is significant relationship between talent selection and organisational productivity, talent retention plays a vital role on employees performance and that; talent development has positive impact on employees' commitment in the selected commercial banks. Based on the research findings, the researcher recommends the following: organisational culture should be defined as employees who fit in with the organisational culture tend to be more productive and in a happy space. Training programmes, courses, seminars, classes and workshops should be organised to promote learning and encourage employees to participate and acquire new skills.

Akinremi and Adedeji (2019), assessed the effects of talent management on the performance of deposit money banks in Akure, Ondo State, Nigeria. The study objectives investigate the talent management practices adopted by deposit money banks in the study area and examine the effect of talent management on employee performance in deposit money banks. Descriptive statistics and appropriate inferential statistics were employed for the data analysis. The findings revealed that talent strategy is embedded in the overall strategic plan of deposit money bank with mean value of (3.65), right people with right skills are put in the right places have a mean value of (4.10) and also, talent management planning in deposit money bank is a long-term focus has a mean value of (3.81). The hypothesis testing using Pearson correlation table between talent management and employee performance. It shows that, there is positive correlation values (0.618, 0.622, 0.578, 0.672, 0.715, 0.635, 0.568 and 0.608) between talent management and factors that determine employee performance in a deposit money bank. The study concludes that there is a strong relationship between talent management and employee performance in deposit money bank and thus it must be properly managed in order to improve employee's performance. The study recommended that strategies used in retaining talented employee in deposit money banks must be improved upon and must be a long-term focus of every deposit money banks in the study area.

John (2019), assessed impact of talent management on organisational performance in public sector. Specifically, the study was to examine roles of talent attraction on organisation performance in public sector, influence of talent retention on organisation performance, determining influence of talent development on organisation performance and to examine influence of talent identification on organisation performance in public sector. The population of this study was 96 respondents, including employees in all departments of Tanzania Revenue Authority in Mwanza City Council. The study used randomly sampling method to select the sample size of 96 employees. Data analysis was conducted to generate descriptive and inferential statistics. The findings of the study revealed that talent attraction, talent retention, talent development and talent identification had positive and significant effect on organisational performance in public sector at 5% significance level. Further, the study found that the talent management had positive and significant influence on organisation performance. The findings therefore conclude that talent retention, talent attraction and talent identification was important in organisational performance because in order to effectively develop and manage talent, organisations first need to be able to identify the right talent and provide a conducive work environment. The study recommends that talent management practices should be emphasized as

doing so brings about superior organisational performance. The particular practices should include talent attraction, talent retention, talent development and talent identification.

Nosike and Okeke (2022), ascertained the effect of talent management on effectiveness of banks in Anambra state, Nigeria. The specific objectives are to: ascertain the effect of salary on effectiveness of banks in Nigeria, and determine the effect of working environment on effectiveness of banks in Nigeria. Survey research design was adopted. The study generated data through questionnaires administered to the three banks selected (UBA, First Bank Plc. and Access Bank Plc.) in Awka and Nnewi of Anambra State, Nigeria. Regression analysis was used to test the formulated hypotheses with the aid of SPSS version 20.0 at 5% level of significance. The analysis revealed that salary and benefit, and working environment have significant effect on effectiveness of banks in Nigeria. This implies that as the organisation improve in salary and benefit and working environment and other employee's welfare, their effectiveness will also improve. Based on this, the study recommended that management should introduce and maintain a rewards and recognition system as this serves as an important component to building and retaining talent in an organisation.

Mgbemena, Enetanya, Nsofor and Ogbogu (2022), examined the effect of talent management and organisation performance in pharmaceutical companies in Anambra State, Nigeria. The study reviewed relevant conceptual, theoretical and empirical literatures. This study is anchored on Human Capital Theory. The study adopted survey research design. Talent retention, training and talent attraction were employed as the explanatory variables while employee performance as dependent variable. The study used survey research design. The population of the study comprise of the Staff of the selected manufacturing firms in South-South, Nigeria, which was 1800. Sample size of 353 respondents was selected for the study using Borg and Gall (1973) formula. Questionnaire was employed as the main instrument of data collection. The data generated were analyzed using frequency, percentage analysis, and multiple regression analysis. The study found that talent retention has a significant influence on employee productivity. Performance management systems has a significant effect on employee productivity. Training and development has a significant influence on employee productivity and talent attraction has a significant effect on employee productivity. The study concludes that talent management has a significant effect on employee productivity. The study therefore recommends that management establish talent retention strategies and make them known to all employees. Management and employee should involve in the entire process of performance appraisal should be made mandatory. To enhance employee productivity, it is imperative that the organisation focuses on training and developing programmes that are not only essential but enhances employees' competitiveness. Programmes should be designed by both managers and employees. Talent attraction such as competitive salary packages and rewards motivated should be establish as a policy in every organisation.

Methodology

Survey research design was used in conducting this research. The population of the study included all the employees of First Bank, Access Bank, Zenith Bank, UBA, Union Bank, FCMB and GT Bank branches in Abia State, Imo State, Anambra State, Enugu State and Ebonyi State were the target population of this study. The researcher made use of both primary and secondary sources of data.

Methods of Data Analysis

The researcher made use of descriptive statistics and inferential statistics. Descriptive statistics was used to analyze all the specific objectives of the study. Simple Regression analysis was used to test hypotheses one to hypotheses four with the aid of Statistical Packages for Social Sciences (SPSS) version 23.

Model Specification

The formula that was used to compute the mean in analysing the study objectives is specified as:

$$\bar{x} = \frac{\sum fx}{N} \dots\dots\dots equ1$$

Where,

Σ = summation

F = frequency

X = scores to response category

\bar{x} = Arithmetic mean

N = number of respondents

Simple Regression analysis that was used to test the first hypothesis is specified as follow:

$$Y = f(X) + \epsilon_1 \dots\dots\dots equ2$$

Where:

Y = Employees' customer service delivery quality (Mean Score)

X = Talent retention (Mean Score)

ϵ_1 = error term.

Table 1, the number of questionnaire sampled in the selected banks in Southeast Nigeria and the number of questionnaire that was returned.

Banks	Number Distributed	Number Returned	Number Not Returned	Number Not Properly Filled	Percentage (%)
First Bank	54	51	2	1	13.9
Access Bank	60	56	2	2	15.3
Zenith Bank	64	61	2	1	16.2
UBA	55	53	1	1	14.2
Union Bank	52	49	2	1	13.2
FCMB	43	42	1	0	11.3
GT Bank	51	48	2	1	13.1
Total	379	360	12	7	97.2

Source: Field Survey, 2025.

Table 1 above showed that a total of fifty four (54) questionnaire was sampled in First Bank branches in Southeast Nigeria, while fifty three (53) questionnaire was returned which represent 13.9% of the total questionnaire returned. Out of fifty three (53) questionnaire returned, two (2) were not properly filled. Sixty (60) questionnaire was sampled in Access Bank branches in Southeast Nigeria, while fifty eight (58) questionnaire was returned which represent 15.3% of the total questionnaire returned. Sixty four (64) questionnaire was sampled in Zenith Bank branches in Southeast Nigeria, while sixty three (63) questionnaire was returned which represent 16.2% of the total questionnaire returned. Fifty five (55) questionnaire was sampled in UBA branches in

Southeast Nigeria, while fifty four (54) questionnaire was returned which represent 14.2% of the total questionnaire returned. Fifty two (52) questionnaire was sampled in Union Bank branches in Southeast Nigeria, while fifty (50) questionnaire was returned which represent 13.2% of the total questionnaire returned. Forty three (43) questionnaire was sampled in FCMB branches in Southeast Nigeria, while forty three (43) questionnaire was returned which represent 11.3% of the total questionnaire returned. Fifty one (51) questionnaire was sampled in GT Bank branches in Southeast Nigeria, while fifty (50) questionnaire was returned which represent 13.1% of the total questionnaire returned. Totally, three hundred and sixty (360) valid questionnaire was returned, which represent 97.2% questionnaire return rate. Therefore, the three hundred and sixty (360) valid questionnaire was used for the data analysis.

RESPONDENTS OPINION ON TALENT RETENTION

Descriptive statistics analysis result on the respondent's opinion on talent retention in the selected MDB in Southeast Nigeria.

S/N	ITEMS	SA	A	D	SD	U	M	Std. Dev.
1	Succession planning programme	138	134	25	12	51	3.82	1.354
2	Appreciation and recognition	222	85	08	06	39	4.19	1.352
3	Onboarding and upskilling	97	170	59	12	22	3.86	1.048
4	Equitable opportunity to succeed	149	117	39	27	28	3.92	1.233
5	Appreciable remuneration	222	65	28	12	33	4.20	1.272

Source: Field Survey 2025.

Table 4.8 revealed that out of the 360 respondents, 138 respondents strongly agreed that succession planning programme is among the talent retention programmes of the selected MDBs, 134 respondents agreed, 25 respondents disagreed, 12 respondents strongly disagreed, while 51 respondents was undecided. There was no missing value. The responses gave a mean value of 3.82 and a standard deviation value of 1.354, which shows that more than the average number of the respondents agreed that succession planning programme is among the talent retention programmes of the selected MDBs.

In the second item, out of the 360 respondents, 222 respondents strongly agreed that appreciation and recognition is among the talent retention programmes of the selected MDBs, 85 respondents agreed, 8 respondents disagreed, 6 respondents strongly disagreed, while 39 respondents are undecided. There was no missing value. The responses gave a mean value of 4.19 and a standard deviation value of 1.352, which shows that more than the average number of the respondents agreed that appreciation and recognition is among the talent retention programmes of the selected MDBs.

In the third item, out of the 360 respondents, 97 respondents strongly agreed that onboarding and upskilling is among the talent retention programmes of the selected MDBs, 170 respondents agreed, 59 respondents disagreed, 12 respondents strongly disagreed, while 22 respondents are undecided. There was no missing value. The responses gave a mean value of 3.86 and a standard deviation value of 1.048, which shows that more than the average number of the respondents agreed that onboarding and upskilling is among the talent retention programmes of the selected MDBs.

In the fourth item, out of the 360 respondents, 149 respondents strongly agreed that equitable opportunity to succeed is among the talent retention programmes of the selected MDBs, 117 respondents agreed, 39 respondents disagreed, 27 respondents strongly disagreed, while 28 respondents were undecided. There was no missing value. The responses gave a mean value of 3.92 and a standard deviation value of 1.233, which shows that more than the average number of the respondents agreed that equitable opportunity to succeed is among the talent retention programmes of the selected MDBs.

In the fifth item, out of the 360 respondents, 222 respondents strongly agreed that appreciable remuneration is among the talent retention programmes of the selected MDBs, 65 respondents agreed, 28 respondents disagreed, 12 respondents strongly disagreed, while 33 respondents are undecided. There was no missing value. The responses gave a mean value of 4.20 and a standard deviation value of 1.272, which shows that more than the average number of the respondents agreed that appreciable remuneration is among the talent retention programmes of the selected MDBs.

Thus, from the responses analysed in the Table above, the respondents from the selected MDBs in the southeast Nigeria revealed that talent retention is among the components of talent management used in the selected MDBs in Southeast Nigeria.

Hypothesis one

H₀Talent retention has no significant effect on employees' adaptive performance in the selected money deposit banks in Southeast, Nigeria.

H₁Talent retention has significant effect on employees' adaptive performance in the selected money deposit banks in Southeast, Nigeria.

Ordinary Least Regression analysis result on effects of talent retention on employees' adaptive performance in the selected MDBs in Southeast, Nigeria.

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.602	0.036		71.802	0.000***
Talent retention	0.666	0.013	0.937	50.789	0.000***
R ²		0.878			
R ²		0.867			
F-Statistics		2579.563			

- Dependent Variable: employees' adaptive performance.
- Predictor: Talent retention.
- Source: Field Survey 2025.

Decision:

The result in the Table above revealed that talent retention with the regression coefficient of (0.666) is significant and positively affect employees' adaptive performance in the selected MDBs at 1% level (Sig < .01) of significance. The result portrays that an increase in talent retention will lead to a positive increase in employees' adaptive performance in the selected MDBs by 0.666. Therefore, talent retention had a positive and significant effect on employees' adaptive performance in the selected MDBs in Southeast, Nigeria.

The **R-square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 87.8% of the total variation in employees' adaptive performance in the selected MDBs was explained by the variation in talent retention. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the independent variable. The **F-statistics** (2579.563) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Based on the above results in Table 4.14, which revealed that at 1% level (Sig < .01) of significance, talent retention had a positive and significant effect on employees' adaptive performance in the selected MDBs in Southeast, Nigeria, the researcher rejected the null hypothesis which states: "Talent retention has no significant effect on employees' adaptive performance in the selected money deposit banks in Southeast, Nigeria" and accepted the alternate hypothesis which states: "Talent retention had a significant effect on employees' adaptive performance in the selected money deposit banks in Southeast, Nigeria."

Conclusion

Based on the study findings the study concluded that talent management had a positive and significant effect on employee's performance in MDBs in Southeast, Nigeria. The findings agreed with the tenets of Deloitte Talent Management Theory that postulates that organisations integrates their individually owned talent by providing structural arrangements of co-ordination and co-operation of specialized talent workers through which individuals engage in talent creation, storage, and deployment. Thus, MDBs integrating their individually owned talent by providing structural arrangements of co-ordination and co-operation of specialized talent workers through which individuals engage in talent creation, storage, and deployment enhanced their employees' performance in the organisation.

Recommendation

Based on the study findings, the following recommendation was made:

- i. Money Deposit Banks need to sustain their talent retention programmes as its having a positive and significant effect on their employees' adaptive performance. However, they need to improve the effectiveness of their talent retention programmes especially; succession planning programme, appreciation and recognition, onboarding and upskilling, equitable opportunity to succeed and appreciable remuneration as this will help endear the employees to the organisation and enhance their adaptive performance.

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