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Talent Management And Employee Performance (A Study Of Selected Deposit Money Banks In Warri, Delta State)

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ABSTRACT
This study examined talent management and employee performance; a study of selected deposit money banks in Warri, Delta State. The objectives of the study are; to look at the connection between talent management practice and the performance of employees, and to also consider the impacts of training and career development on the productivity of employees. The study adopted the survey research design. The study's population was made up of 170 employees, including management staff and junior employees. A total sample size of 80 respondents consisting both junior employees and management staff of four selected deposit money banks (Zenith Bank Plc, Access Bank Plc, First Bank of Nigeria Plc, and UBA) was used for the study. A well-structured questionnaire was the instrument used in gathering data for the study. The questionnaire consist of 10 items structured in a 4-point Likert type format. With the use of Statistical Package for Social Sciences (SPSS) Software, the data was analyzed using tables, simple percentages, mean, and standard deviation. The hypotheses were tested using Chi-Square statistics. The result of the study revealed that there is a significant relationship between talent management practices and employee performance in selected deposit money banks in Warri. The study also demonstrated that training and development have significant impact on employee productivity in selected deposit money banks in Warri, Delta State. Based on the findings, it was recommended that deposit money banks in Warri should implement structured talent management programmes, including recruitment, training, and career development, to enhance employee performance.
Keywords: Talent, Deposit Money Bank, Management, Performance, Productivity

INTRODUCTION

Talent management is a critical factor influencing employee performance in modern organizations, particularly in the banking sector, where efficiency and productivity are essential. Deposit Money Banks in Warri, Delta State, operate in a highly competitive and dynamic environment that demands skilled and committed employees. Effective talent management strategies, including recruitment, training, career development, and retention, play a significant role in enhancing employee productivity and overall organizational success (Ile, Bello, & Nwachukwu, 2024). When banks invest in identifying and nurturing top talent, employees feel valued and are more likely to perform at their best, contributing to improved service delivery and customer satisfaction.

In many financial institutions, poor talent management practices have resulted in high employee turnover, reduced job satisfaction, and decreased efficiency. For instance, banks that fail to provide clear career growth opportunities may struggle with disengaged employees who lack motivation to excel (Shakirat, & Ishaq, 2023). On the other hand, Eretan (2023) observed that organizations that implement structured training programs and mentorship initiatives often experience higher levels of employee engagement and commitment. A case in point is when a bank sponsors professional certification courses for its employees, leading to improved skills, job performance, and loyalty to the organization. Moreover, talent management fosters innovation and adaptability, enabling banks to respond effectively to industry changes. Employees who undergo regular training in digital banking solutions, for example, are better equipped to handle technological advancements and meet customer expectations (Afolabi et al., 2024). By strategically managing talent, banks in Warri can create a competitive workforce that drives long-term success, enhances financial performance, and strengthens their market position in Nigeria's banking sector.

Statement of the Problem

Despite the critical role of talent management in enhancing employee performance, many Deposit Money Banks in Warri, Delta State, struggle with ineffective strategies, leading to high staff turnover, low productivity, and reduced organizational efficiency. Poor recruitment, inadequate training, and lack of career development opportunities result in disengaged employees who deliver suboptimal performance. Banks that fail to invest in structured talent management face declining service quality and customer dissatisfaction. The increasing competition in the banking sector demands a skilled workforce, yet many banks fail to attract, develop, and retain top talent, posing a significant threat to long-term sustainability and growth.

Objectives of the Study

1. To examine the relationship between talent management practices and employee performance in selected Deposit Money Banks in Warri, Delta State.
2. To assess the impact of training and career development on employee productivity in selected Deposit Money Banks in Warri, Delta State.

Research Questions

1. What is the relationship between talent management practices and employee performance in selected Deposit Money Banks in Warri, Delta State?
2. How does training and career development impact employee productivity in selected Deposit Money Banks in Warri, Delta State?

Research Hypotheses

1. H_{01}: There is no significant relationship between talent management practices and employee performance in selected Deposit Money Banks in Warri, Delta State.
2. H_{02}: Training and career development have no significant impact on employee productivity in selected Deposit Money Banks in Warri, Delta State.

Significance of the Study

This study is significant as it provides valuable insights into the role of talent management in enhancing employee performance, benefiting various stakeholders. Banks and financial institutions can use the findings to develop effective strategies for attracting, developing, and retaining top talent, thereby improving productivity and service quality. Policymakers can formulate regulations that promote better workforce management in the banking sector. Managers of Deposit Money Banks will gain practical knowledge on how training and career development influence employee efficiency. Employees will benefit from improved work conditions, career growth opportunities, and job satisfaction, ultimately leading to a more motivated and high-performing workforce.

Scope of the Study

This study focuses on talent management and employee performance in selected Deposit Money Banks in Warri, Delta State. It examines talent management practices, training, and career development. The study targets bank employees and managers, analyzing their experiences, perceptions, and the impact of talent management on organizational performance within Warri, Delta State.

Review of Related Literature

Conceptual Review

Talent Management

According to Obomeghie and Musah (2024), talent management is a strategic approach used by organizations to attract, develop, retain, and optimize employees to enhance overall performance and achieve business objectives. It involves a series of interconnected processes, including recruitment, onboarding, training, career development, performance management, and succession planning. Effective talent management ensures that organizations have the right people with the necessary skills to drive growth and maintain a competitive edge. In the banking sector, proper talent management leads to improved employee engagement, higher productivity, and better service delivery. When employees feel valued and supported, they are more likely to contribute meaningfully to organizational success (Johnson & Adeyemi, 2024).

Talent Management Practices in Nigerian Banks

Ukpabi and Salaudeen (2021) maintained that Nigerian banks implement several talent management practices to enhance employee performance and organizational efficiency. By implementing these practices, Nigerian banks create a motivated workforce, improve service delivery, and maintain a competitive advantage in the financial sector.

1. **Recruitment and Selection** – Banks use rigorous hiring processes, including aptitude tests and interviews, to attract and select the most qualified candidates (Donatus & Kenneth, 2021).
2. **Training and Development** – Employees undergo continuous training programs, including on-the-job training, leadership workshops, and digital banking skill enhancement to improve their competencies (Obomeghie & Musah, 2024).
3. **Performance Management** – Banks use key performance indicators (KPIs) and regular appraisals to assess employee productivity and provide feedback for improvement.
4. **Career Development and Succession Planning** – Employees are offered career growth opportunities through promotions, mentorship programs, and leadership training, ensuring long-term retention of top talent (Ile et al., 2024).
5. **Employee Engagement and Retention Strategies** – Banks provide competitive salaries, incentives, and workplace benefits to enhance job satisfaction and reduce turnover rates.

Influence of Talent Management on Employee Performance

Talent management significantly influences employee performance by ensuring that organizations attract, develop, and retain skilled personnel. When employees are recruited based on merit and provided with structured training programs, they acquire the necessary competencies to perform efficiently. Career development opportunities, such as mentorship and promotions, enhance motivation and commitment, leading to higher productivity. Effective performance management, including regular appraisals and feedback, helps employees understand their strengths and areas for improvement, fostering continuous growth (Afolabi et al., 2024).

Additionally, Johnson and Adeyemi (2024) remarked that competitive compensation, incentives, and a positive work environment improve job satisfaction and reduce turnover rates. In Nigerian banks, well-managed talent ensures that employees are engaged, innovative, and customer-focused, which enhances service delivery. By implementing strong talent management strategies, organizations create a high-performing workforce that drives business growth, strengthens market competitiveness, and ensures long-term sustainability in the banking sector.

Empirical Review

In a study by Ukpabi and Salaudeen (2021), the researchers aimed to determine the relationship between recruitment processes and employee performance at the University of Ibadan, Nigeria. The population comprised university employees, with a sample size of 200 selected through stratified random sampling. Data were collected using structured questionnaires, validated through expert review, and reliability was confirmed via a pilot study yielding a Cronbach's alpha of 0.82. Analysis was conducted using Pearson's

correlation and regression techniques to assess relationships between variables. Findings indicated a significant positive relationship between effective recruitment processes and employee performance, leading to the recommendation that universities adopt transparent and merit-based recruitment strategies. This aligns with the present study's focus on talent management in banks, highlighting the universal importance of robust recruitment practices across sectors.

Shakirat and Ishaq (2023) conducted an empirical study on the influence of talent management initiatives on organizational performance within software engineering enterprises in Nigeria. The study aimed to assess how talent management strategies affect software process improvement. The population included employees from various software firms, with a sample size of 120 selected through random sampling. Data were collected using structured questionnaires validated by software industry experts, and reliability was ascertained with a Cronbach's alpha of 0.83. Data analysis utilized path analysis to explore the relationships between talent management initiatives and performance metrics. Findings revealed that proactive talent management, including continuous skill development and career advancement opportunities, leads to significant improvements in organizational performance. The study recommends that software firms adopt strategic talent management practices to enhance their competitive edge. This aligns with the current research's emphasis on the banking sector, suggesting that effective talent management is universally beneficial across various industries.

Afolabi et al. (2024) explored the relationship between talent management practices and employee productivity in Nigeria's public sector. The research targeted employees in federal ministries, with a sample size of 250 selected through stratified sampling. Data collection was conducted using questionnaires validated by human resource experts, and reliability was confirmed with a Cronbach's alpha of 0.81. Analysis involved multiple regression techniques to determine the impact of various talent management practices on productivity. Results indicated that practices such as continuous training and clear career progression paths significantly boost employee productivity. The study recommends that public sector organizations institutionalize comprehensive talent management frameworks. These findings resonate with the present study's focus on the banking sector, reinforcing the notion that effective talent management is a critical driver of performance across different industries.

Eretan (2023) assessed the effect of material management on project performance at Deux Project Limited in Nigeria. The study encompassed all project management staff, with a sample size of 80 selected through simple random sampling. Data were gathered via structured interviews and questionnaires, validated by industry professionals, and reliability was established with a Cronbach's alpha of 0.85. Descriptive and inferential statistics, including regression analysis, were employed to interpret the data. Findings revealed that efficient material management positively correlates with improved project outcomes, leading to recommendations for firms to invest in robust material management systems. This study, though focused on material resources, parallels the current research by emphasizing that strategic management of resources, human or material is crucial for performance enhancement in organizations.

Theoretical Framework

This study is hinged on Resource-Based View (RBV) Theory. The theory was proposed by Barney (1991), emphasizing that an organization's sustainable competitive advantage depends on its internal resources rather than external market conditions. The theory argues that firms that effectively acquire, develop, and manage valuable, rare, inimitable, and non-substitutable (VRIN) resources can achieve superior performance. Human talent is considered one of the most critical strategic assets within this framework. The foundation of RBV lies in the idea that organizations differ in their resource endowments, and firms that manage their human resources effectively gain a long-term edge over competitors. In the context of talent management and employee performance in deposit money banks in Warri, Delta State, this theory suggests that banks that invest in acquiring and developing top-tier employees can outperform others in service delivery, innovation, and customer satisfaction. For example, a bank that implements structured training programmes, leadership development, and employee retention strategies can enhance employee expertise and engagement, leading to increased productivity. If Bank A

provides regular digital banking training to employees while Bank B does not, Bank A is more likely to achieve higher efficiency and customer satisfaction. Therefore, by applying RBV, deposit money banks in Warri can view talent management as a strategic resource, ensuring that employees' skills, knowledge, and motivation contribute significantly to organizational success and long-term sustainability.

METHODOLOGY

Research Design

The study adopted a survey research design to examine the relationship between talent management and employee performance in selected deposit money banks in Warri, Delta State. This design was appropriate as it allowed for the collection of data from a sample of respondents through structured questionnaires, enabling an in-depth analysis of their perceptions and experiences.

Population of the Study

The population of the study comprised 170 employees, including management staff and junior employees, from selected deposit money banks in Warri, Delta State. This population was chosen to ensure the study captured diverse perspectives on talent management and employee performance within the banking sector.

Sample Size

A total of 80 employees and management staff were selected as the sample size for the study. The four banks included in the study were Zenith Bank Plc, Access Bank Plc, First Bank of Nigeria Plc, and United Bank for Africa (UBA) Plc. The selection of these banks was based on their presence in Warri and their role in the Nigerian financial sector.

Sampling Technique

The study employed a simple random sampling technique, ensuring that every individual within the study population had an equal chance of being selected. This technique minimized bias and enhanced the representativeness of the sample.

Sources of Data Collection

The study relied mainly on primary data sources, specifically structured questionnaires, to obtain firsthand responses from employees regarding talent management practices and employee performance.

Method of Data Collection

Data were collected using a questionnaire consisting of 10 structured items, designed on a 4-point Likert type ranging from "Strongly Disagree" to "Strongly Agree." The questionnaire items were tailored to comprehensively address the study variables.

Method of Data Analysis

Data were analyzed using descriptive statistics. Tables and simple percentages were used to present demographic data, while mean and standard deviation were employed to answer the research questions. The Chi-Square test was used to test the hypotheses, providing statistical evidence on the relationship between talent management and employee performance.

RESULTS

Demography of Respondents

Table 1: Gender of Respondents

Gender		Frequency	Percent (%)	Cumulative Percent
Valid	Male	47	58.75	58.75
	Female	33	41.25	100.00
	Total	80	100.00	

Source: Researcher's Computation via SPSS26 (2025)

From table 1, 47 respondents representing 58.75% are male, while 33 respondents representing 41.25% are female. The analysis shows that most of the participants are male.

Table 2: Age distribution of respondents

	Years	Frequency	Percent (%)	Cumulative Percent
Valid	Below 30 years	26	32.50	32.50
	30 – 35 years	34	42.50	75.00
	36 – 40 years	18	22.50	97.50
	41 years and above	2	2.50	100.00
	Total	80	100.00	

Source: Researcher's Computation via SPSS26 (2025)

From table 2, 26 (32.50%) respondents are below 30 years, 34 (42.50%) respondents are between 30 – 35 years, 18 (22.50%) are between 36 – 40 years, while, 2 (2.50%) respondents are 41 years and above. The result shows that majority of the participants are between 30-40 years.

Table 3: Academic qualification of respondents

	Qualification	Frequency	Percent (%)	Cumulative Percent
Valid	SSCE	5	6.25	6.25
	ND	20	25.00	31.25
	HND/BSC	55	68.75	100.00
	Total	80	100.00	

Source: Researcher's Computation via SPSS26 (2025)

From table 3, 5 (6.25%) respondents are SSCE holders, 20 (25.00%) respondents are ND holders, while 55 (68.75%) respondents are HND/BSC holders. The result shows that majority of the respondents included in the study are HND/BSC holders.

Analysis of Research Questions

The research questions are analyzed using mean and standard deviation. Mean values greater than 2.50 shows respondents' agreement, while mean values below 2.50 shows disagreement.

Research Question One: *What is the relationship between talent management practices and employee performance in selected Deposit Money Banks in Warri, Delta State?*

Items 1 – 5 of the questionnaire are used in answering research question one.

Table 4: Mean rating of the relationship between talent management practices and employee performance.

S/N	Questionnaire Items	N	Mean	Std. Deviation
1	Bank's talent acquisition strategy enhances employee performance.	80	3.09	0.779
2	Regular training and development programmes improve employee efficiency at work.	80	3.17	0.975
3	Employee retention strategies (e.g., career growth opportunities) boost productivity.	80	3.21	0.886
4	Performance appraisal and feedback mechanisms help employees perform better.	80	3.34	0.841
5	Succession planning and leadership development initiatives positively impact employee work performance.	80	3.37	0.719

From table 4, the mean values obtained indicate a strong agreement among respondents that various talent management practices positively influence employee performance in selected Deposit Money Banks in Warri, Delta State. The highest mean (3.37) for succession planning and leadership development suggests that structured career advancement opportunities significantly enhance employee productivity. Similarly, performance appraisal (3.34) and employee retention strategies (3.21) contribute to improved job performance. Regular training (3.17) and talent acquisition strategies (3.09) also enhance efficiency.

Research Question Two: *How does training and career development impact employee productivity in selected Deposit Money Banks in Warri, Delta State?*

Items 6 – 10 of the questionnaire are used in answering research question two.

Table 5: Mean rating of how training and development impact employee productivity

S/N	Questionnaire Items	n	Mean	Std. Deviation
1	The training programmes provided by my bank enhance my job efficiency and performance.	80	3.14	0.919
2	Career development opportunities in my bank improve my motivation and commitment to work.	80	3.20	0.876
3	Regular participation in training programmes has improved my ability to meet performance targets.	80	3.40	0.832
4	The skills acquired from training sessions have positively impacted my productivity and job effectiveness.	80	3.53	0.791
5	My bank's career development initiatives have enhanced my job satisfaction and long-term career growth.	80	3.46	0.853

From table 5, the mean values of 3.14, 3.20, 3.40, 3.53, and 3.46 indicate a strong positive perception of the impact of training and career development on employee productivity in selected deposit money banks in Warri, Delta State. The highest mean value of 3.53 suggests that the skills acquired from training sessions have significantly improved productivity and job effectiveness. The mean value of 3.46 shows that career development initiatives enhance job satisfaction and long-term career growth. Regular participation in training programs (3.40) and career development opportunities (3.20) improve motivation and commitment. The lowest mean value of 3.14 still reflects a positive influence of training programs on job efficiency. These findings suggest that training and career development play a crucial role in enhancing employee performance and overall organizational success in the banking sector.

Testing of Hypotheses

Hypothesis One: There is no significant relationship between talent management practices and employee performance in selected Deposit Money Banks in Warri, Delta State.

Table 6: Chi-square statistical result for hypothesis one

N	X^2 Calculated value	X^2 Critical Value	Level of significance	Remark
80	26.771	21.026 ($P < 0.05$)	0.05	Significant

Since Chi Square (X^2) calculated value (26.771) was greater than X^2 table value (21.026), the null hypothesis (H_0) was rejected which states that; there is no significant relationship between talent management practices and employee performance in selected Deposit Money Banks in Warri, Delta State. On the other hand, the alternative hypothesis (H_i) was accepted which states that there is a significant relationship between talent management practices and employee performance in selected Deposit Money Banks in Warri, Delta State.

Hypothesis Two: Training and career development have no significant impact on employee productivity in selected Deposit Money Banks in Warri, Delta State.

Table 7: Chi-square statistical result for hypothesis two

N	X^2 Calculated value	X^2 Critical Value	Level of significance	Remark
80	77.625	21.026 ($P < 0.05$)	0.05	Significant

Since Chi Square (X^2) calculated value (77.625) was greater than X^2 table value (21.026), the null hypothesis (H_0) was rejected which states that training and career development have no significant impact on employee productivity in selected Deposit Money Banks in Warri, Delta State. Moreover, the alternative hypothesis (H_i) was accepted which states that training and career development have a significant impact on employee productivity in selected Deposit Money Banks in Warri, Delta State.

DISCUSSION OF FINDINGS

The findings of this study revealed that talent management practices significantly influence employee performance in selected deposit money banks in Warri, Delta State. Respondents strongly agreed that effective talent management strategies, including structured recruitment, continuous training, career development, and employee retention initiatives, enhance productivity, job satisfaction, and overall organizational efficiency. This aligns with the findings of Johnson and Adeyemi (2024), who examined talent management in selected commercial banks in Nigeria and concluded that well-structured talent management frameworks contribute to improved job satisfaction and performance. Similarly, Afolabi, Okafor, and Yusuf (2024) found that talent management positively affects employee productivity in Nigeria's public sector, further validating the importance of investing in employee growth. However, unlike the present study, which focuses specifically on the banking sector, Afolabi et al. (2024) examined the broader public sector, where different organizational structures and policies may influence the implementation of talent management strategies.

The second research question demonstrated a strong positive perception of the impact of training and career development on employee productivity in deposit money banks. Employees acknowledged that regular participation in training programs improved their ability to meet performance targets, enhanced their job efficiency, and increased their motivation and long-term commitment. These findings are consistent with the study by Shakirat and Ishaq (2023), which explored software engineering enterprises in Nigeria and revealed that continuous skill development and structured career growth pathways significantly enhance employee performance. In contrast, the work of Donatus and Kenneth (2021) and Ukpabi and Salaudeen (2021), both focusing on recruitment processes at the University of Ibadan, highlighted that while proper recruitment improves job placement and initial performance, ongoing training and career development remain critical in sustaining long-term employee effectiveness. The present study extends this perspective by emphasizing the continuous nature of talent management and its direct link to banking sector productivity.

While all these studies reinforce the significance of talent management, the present research fills a unique gap by specifically addressing the impact of training and career development on employee performance within the banking industry in Warri, Delta State. Unlike previous studies that broadly examined recruitment processes or public sector organizations, this study provides industry-specific insights, making it more relevant to financial institutions seeking to enhance workforce efficiency

Summary of the Study

This study examined the impact of talent management on employee performance in selected deposit money banks in Warri, Delta State. Findings revealed that effective talent management practices, including structured recruitment, training, career development, and employee retention, significantly enhance productivity, motivation, and job satisfaction. Employees strongly agreed that training and career development positively influence their efficiency and long-term career growth. Comparisons with previous studies validated these findings, though this study uniquely focused on the banking sector. The study underscores the need for financial institutions to adopt strategic talent management initiatives to improve workforce performance and sustain competitive advantage.

CONCLUSION

This study concluded that talent management practices significantly enhance employee performance in selected deposit money banks in Warri, Delta State. Findings from the first research question showed that effective talent management strategies, such as structured recruitment, training, and career development, positively influence employee productivity and job satisfaction. Results from the second research

question confirmed that training and career development initiatives improve employee efficiency, motivation, and long-term commitment. Overall, the study demonstrated that well-implemented talent management practices contribute to a highly productive workforce, reinforcing the need for banks to prioritize employee development for sustained organizational success.

RECOMMENDATIONS

1. Deposit money banks in Warri should implement structured talent management programs, including recruitment, training, and career development, to enhance employee performance.
2. Banks should invest in continuous training programmes to improve employees' skills, job efficiency, and long-term career growth.
3. Management should develop employee retention strategies, such as incentives and clear career progression plans, to boost motivation and reduce turnover rates.

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