

Effect of Talent Management Practices on Employee Performance in Selected Commercial Banks in Nigeria

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Abstract: *Employee performance, which has become a source of concern for many Nigerian companies, especially in the banking industry influences organizational performance, work quality, and customer satisfaction, since organizational success heavily depends on employee performance. To this end, talent management and job satisfaction have become so pivotal that both success and failure of any organization are attributed to the quality and productivity of the human capital it possesses. Therefore, this study will examine the mediating role of job satisfaction in the relationship between these three talent management practices (recruitment and selection, training and development, and performance management) and commercial banks' employees' performance in Nigeria. The study employed the proportionate random sampling method. The study identified thirteen (13) commercial banks in Nigeria that are listed on the Nigerian Stock exchange. PLS-SEM path modelling was employed to analyze the data. Six hypotheses were developed in alternate form and result supported the hypotheses. Statistical evidence shows that there is a significant relationship between recruitment and selection and employee performance. It also shows that there is a significant relationship between, training and development, performance management, and employee performance. Finally, the study found that job satisfaction mediates the relationship between talent management practices and job satisfaction. The study therefore recommends that bank managers should adopt and recommend green recruitment and selection process for their banks' employee as this will reveal new ways of recruitment and selection pattern that devoid of influence and favouritism given to friends and relatives. It also recommends that managers give due consideration to the performance management, training and development, and job satisfaction of employee as this may still generate a positive impact on the organization performance on the long round.*

Keywords: talent management, recruitment and selection, learning and development, performance management, job satisfaction, employee engagement.

INTRODUCTION

The Nigerian banking industry has experienced dynamic volatilities since the 2008 financial crisis that shook the financial sector. To stay relevant, banks began to compete for minimal pool of talented employees. The basic idea around the war of talents is employee performance. As such, commercial banks have realized that attracting, developing, and retaining top talents does not only improve employee performance but organizational performance (Shah, Shah, & Gul, 2023). Employee performance is an operation that consists of an employee's clearly measurable and mental behaviour; it demonstrates the success of the employee's individual actions that lead to the achievement of organizational goals and objectives (Garba, 2023).

In Nigeria, the success of commercial bank employees has gotten a lot of attention in the last decade. The Banks invest significant sums in attracting and developing their staff, but they do little or nothing to keep the workforce satisfied, consistently productive, and retained, and this has emerged as a top priority. The ability to effectively manage top talents in commercial banks is therefore central to employee performance and seems to form a strong association with employee commitment. (Ogbeta, Nzewi & Chiekezie, 2023). A well-managed employee feels more valued by the organization and is encouraged to work harder and better (Ibrahim & Daniel, 2022). Employee performance, which has become a source of concern for many Nigerian companies, especially in the banking industry influences organizational performance, work quality, and customer satisfaction, since organizational success heavily depends on employee performance. While there are many factors that affect an organization's success, employees are the most important of these factors such as financial resources, trademark, etc. Hence, if employers pay more attention to and invests in improving employees' abilities in the workplace, employees may be a source of competitive advantage (Jouda et al 2016).

Koshy and Suguna (2022) explained that employees are the most important factors affecting the achievement of organizational success because workers play a critical role in achieving organizational goals. When it comes to the success of every company, employee performance is important (Mahondo & Juma, 2022). In most Nigerian banks, goals and priorities could not be achieved due to poor employee results, low employee morale and uncondusive internal climate of the organizations (Mollel et al 2022). Employee performance has a direct impact on an organization's competitiveness, so it must be taken seriously. Employee performance is described by Elnaga and Imran (2019) as production generated by employees based on a given job description that contributed to the achievement of organizational goals. It encompasses all things that influence and contribute to the employees' job, whether directly or indirectly. Employee performance, according to Hee and Jing (2018), is the outcome obtained and accomplished at work, and it is measured to determine levels of tasks performed in accordance with the desired outcome.

The Performance of employees in all sectors of the society portrays their achievement level on the duties and obligation assigned to them in an organization. It is the attained outcome of acts with the ultimate expertise and abilities of employees who acted upon in any circumstance (Nawaz, Ahmed, & Khan, 2016). All organization's priorities and objectives are sealed by success, which is collectively put into effect when all employees are fully engaged (Ali, Abdul, & Hussein, 2015). Employee performance refers to how much an organization needs from each employee in terms of quality and quantity (Samar, Kamran, Atif, Zohaib & Alyami, 2015). The capacity of an individual worker or employee to successfully discharge certain job specific duties that are important to a specific job is referred to as job performance (Jimoh, Raji & Oyeniran, 2022). Since the last 25 years, the impact of talent management strategies on success has gotten a lot of attention around the world (Mohammad, Miah, Rahman & Rahaman, 2017). Previous research has found that talent management strategies have a direct effect on employee job efficiency. However, studies on the role of TM practices in many developing countries are minimal, and their effect on employee job performance is not adequately addressed (Zia-ur-Rehman, Faisal, & Khan, 2015). Most human resource professionals in most African countries, such as Nigeria, used these talent management activities like recruitment and selection, training and development, succession planning, and performance management, and produced some positive results (Khan et al, 2019). Thus, talent management is regarded as an important and crucial aspect of management (Khan, Yusoff, Hussain & Ismail, 2019).

Given the increased competition for top talents among Nigerian commercial banks, the ability to efficiently handle top talents is critical to employee success and appears to have a clear link with employee commitment and performance (Ogbeta et al 2018). Talent management involves attracting, developing, and managing the organization's human capital to support strategic goals and organizational effectiveness. This study discusses talent management from the perspectives of recruitment, training and development and performance management.

For decades, employee performance has been a top priority in both developed and developing countries, as evidenced by literature for countries such as the United Kingdom, Malaysia, Pakistan, Nigeria, and the United Arab Emirates (Bibi, 2019; Kaleem, 2019; Hee and Jing, 2018; Tash, Ali and Abdulzadeh 2019; Abubakar, 2019). These studies demonstrate that the need for and pursuit of competent staff is universal. Commercial banks, as other companies, need top performers. Talent management practices in Africa have been a major challenge. According to Kambui (2014), as cited in Knott (2016), inadequate performance management approaches by organizations and the prevalence of unhealthy work conditions, have a negative effect on employee performance and willingness to stay with the company.

According to Ogbeta et al (2018), talent management is a structured mechanism and an organization's commitment to recruiting, appraising, and developing top performers. It

encompasses all work processes, activities, policies, procedures, and structures aimed at creating and maintaining a high-performing workforce. According to Hitu and Baroda (2018), talent management in organizations is a continuous process that includes recruiting, training, retaining, and developing people while meeting organizational requirements. According to Zeinab and Mojtaba (2016), Talent management strategies concentrate on three primary areas: recruitment and selection, training and development, and performance management. To this end, talent management and job satisfaction have become so pivotal that both success and failure of any organization are attributed to the quality and productivity of the human capital it possesses. Therefore, this study will examine the mediating role of job satisfaction in the relationship between these three talent management practices (recruitment and selection, training and development, and performance management) and commercial banks' employees' performance in Kaduna state.

Over the last decade, satisfactory employees' performance has plummeted in Nigerian commercial banks; this is due to lack of implementation of talent management initiatives (Rapondo & Juma 2023). Lekganyane (2022) noted that because of today's competitive and fastpaced business world, companies must prioritize maintaining and cultivating talent. However, this is not the case in commercial banks (Kigo, 2022). Many previous researchers have identified the direct relationship of talent management practices and job satisfaction or talent management practices and employee performance in different industries however, none of these researchers has studied the mediating role of job satisfaction in the relations between talent management practices and employee performance in the Nigerian banking industry.

Existing literature lacks in-depth empirical investigations into the specific impact of talent management practices on employee performance within the Nigerian banking sector (Ajibola, 2021). The available studies often provide broad overviews without delving into the intricacies and unique challenges faced by banks in Nigeria. A critical omission in the current body of knowledge is the lack of attention to potential mediating variables that might influence the relationship between talent management and employee performance. Notably, the role of job satisfaction as a mediator remains inadequately explored in the Nigerian banking context. The absence of context-specific research hampers the development of targeted interventions and best practices for talent management within the Nigerian banking industry (Olabisi, Olabisi, & Ayoade, 2022). This knowledge gap impedes the sector's ability to formulate effective talent management strategies attuned to the country's economic and cultural dynamics.

Mutinda (2019) studied on evaluation of talent management on employee performance in beverage industry using a case of Delmonte Kenya Limited. The study established that recruitment and attraction through attractive packages enhanced the performance of employees of Del Monte. There was clear demonstration that talent management practices such as recruitment directly influenced employee performance. Wambui (2019) studied talent management practices in

commercial state corporations. Wahid and Fadlallh (2021) examined the impact of job satisfaction on employee performance and found that there is a statistically significant relation between job satisfaction and employee performance.

Furthermore, Tabouli, Habtoor and Nashief (2018) studied the impact of performance management and employee training programmes on employee performance with organizational commitment as mediator variable. The researchers recommended that further studies should be conducted to test the relationship between Talent Management and employee performance in other countries through another mediator variable. Several researchers (Ndulue & Ekechukwu 2016; Fadlallh, 2015; Laosebikan, Odepidan, Adetunji & Aderinto 2018; Abdulkhaliq & Mohammadali 2019) have studied the impact of job satisfaction on employee performance. These studies found that there is a linear relationship between job satisfaction and employee performance.

However, no study has established the mechanism through which employee performance can be improved in Nigerian banks to the best of the researcher's knowledge. This means that there is a missing link between talent management practices and employee performance. It is therefore imperative to understand where lies the missing link and how talent management practices (recruitment, performance management, and training and development) influence employee performance in the Nigerian commercial banks by introducing job satisfaction as a mediating variable. These dimensions of talent management have been selected because no previous researcher has yet tested the relationship between variables and employee performance with job satisfaction as a mediator in the Nigerian banking context. It is on this note that this study introduced a mediator and as introduced by Baron and Kenny (1986), mediator-oriented research is more interested in the mechanism through which a relationship exists; they further assert that mediators speak to how and why effects occur in a relationship.

The main objective of the study is to examine effect of recruitment and selection, training and development, and performance management on employee engagement in selected commercial banks in Nigeria. The study will be guided by the following specific objectives to: The specific objectives are:

- i. Assess the effect of training and development on employee performance in commercial banks in Nigeria.
- ii. Analyse the effect of performance management on employee performance in commercial banks in Nigeria.
- iii. Examine the mediating role of job satisfaction in the relationship between recruitment and employee performance in commercial banks in Nigeria.
- iv. Evaluate the mediating role of job satisfaction in the relationship between training and development and employee performance in commercial banks in Nigeria.

- v. Assess the mediating role of job satisfaction in the relationship between performance management and employee performance in commercial banks in Nigeria.

The following hypotheses for the study have been stated in null form:

H₀₁: Recruitment has no significant effect on employee engagement in commercial banks in Nigeria.

H₀₂: Training and Development has no significant effect on employee engagement in commercial banks in Nigeria.

H₀₃: Performance Management has no significant effect on employee engagement in commercial banks in Nigeria.

H₀₄: Job Satisfaction does not mediate the relationship between recruitment and employee engagement in commercial banks in Nigeria.

H₀₅: Job Satisfaction does not mediate the relationship between training and development and employee engagement in commercial banks in Nigeria.

H₀₆: Job Satisfaction does not mediate the relationship between performance management and employee engagement in commercial banks in Nigeria.

LITERATURE REVIEW

Conceptual review

The study aims to synthesize existing literature, highlight key theoretical frameworks, and identify gaps in knowledge. By examining these concepts in talent management and job satisfaction, we can gain a holistic understanding of the intricate web of factors influencing employee performance, paving the way for informed recommendations and strategies to enhance organizational effectiveness.

Talent Management

The ability to learn and develop, as well as the inherent talents, abilities, expertise, experience, intellect, judgment, attitude, character, and motivation, have all been described as talent. Employees who demonstrate integrity, dedication, and contribution to the organization are considered talent. As companies were exposed to global, complex, dynamic, competitive, and unpredictable market environment conditions, the need for talent management emerged (Resah and Egessa 2021). The term talent management (TM) as a concept emerged in 1998 after the study of McKinsey consultants in the book titled "The War for Talent" Younas and Bari (2020). Talent management, according to Atan and Aina (2020), is a component of human resource management strategies that entails the implementation of integrated strategies to improve and sustain organizational performance by improving procedures for attracting, retaining, developing, and profiting from individuals with the necessary qualifications and skills to achieve current and future business goals.

Because of its potential to build and sustain a competitive edge over competitors, talent management strategies have received more recognition, but it hasn't been widely addressed by various types of organizations (Abdullahi, Raman and Solarin 2020). Defining the concept of talent management differs among organizations, where it may mean concentrating on the sustainability in one organization while, according to another organization, it might mean concentrating on identifying employees with high potential. Talent management can mean onboarding, identifying, evaluating, and/or developing the organization's internal talent Atan and Aina (2020). Talent management strategies, according to Younas and Bari (2020), include talent attraction, talent growth, talent engagement, and talent retention. HR managers adopt TM practices to control talent shortages while still meeting the organization's potential needs. Talent management, according to Bibi (2019), is a series of organizationally developed practices for attracting, developing, deploying, and retaining talent, as well as career management to meet potential demands, with the goal of placing the right person in the right position.

Recruitment and Selection

The term "recruitment" refers to the process of searching for candidates, while "selection" refers to the process of choosing the right person for the job. As a result, recruiting and choosing the best person for the right job has an effect on both the company and employee efficiency (Bibi, 2019). According to Pahos and Galanaki (2018), recruitment and selection can be a technique for enhancing individual employee performance by familiarizing talented individuals and creating opportunities to succeed in the company. They also mentioned a connection between staffing practices (recruitment and selection) and employee performance. The first feature of talent management, according to Mkamburi and Kamaara (2017), is the acquisition and recognition of talent, either internally or externally. Organizations must use a variety of approaches or strategies to find the best talent that represents the culture and values of the company (Mutinda, 2017). Recruitment, according to Oaya, Ogbu, and Remilekun (2017), is the process of finding talented personnel for current or anticipated vacancies, while selection is the process of choosing the best person for the job.

Talent attraction by recruiting is an important step in talent management since it determines which employees will be able to effectively support the company, while selection is defined as the ability of talent evaluation to perform job tasks adequately, which eventually leads to the hiring of the right person for the right job (Bratton and Gold 2017). Recruitment and selection, according to Makhamara, Waiganjo and Kwasira (2016), ensures that the right people, with the desired characteristics and experience, are in the right position to fit into the organization's culture and environment. This requires that the organization be clear about critical skills and qualifications it needs to make a choice of human resource based on attributes that are difficult or impossible to change. According to Rabbi, Ahad, Kousar and Ali (2015), it is a significant challenge for organizations to attract a pool of talent and then select the best candidate from that pool to lead the company to success.

Training and Development

Training and development of talented employee has become critical for organizational success, without unceasing training and development it may become challenging for employees to maintain their performance in today's competitive era. Therefore, training and development is important for employees towards upgrading the skills to meet the needs of continuously changing environment (Rabbi et al., 2015). On the other hand, (Mangusho, Murei and Nelima 2015) asserted two main aspects for training and development of talent i.e., coaching and mentoring. Coaching and mentoring are important methods used in many companies to improve employee efficiency, according to (Khakwani, Aslam, Azhar and Mateen 2012). Employees can underperform due to a lack of skills and capabilities. As a result, organizations' mentoring, and coaching activities support staff in improving skills to fulfil current and expected success standards at work.

Coaching is a one-on-one coaching and growth intervention that takes a goal-oriented approach to improving the expertise and competency of future employees (Achi and Sleilati 2016; Jones, Woods and Guillaume 2016). Coaching is described as a process for improving an individual's skills and capabilities in order to enhance work-related performance (Utrilla, Grande and Lorenzo 2015). Mentoring, according to (Singh and Sharma 2015), is a powerful tool for understanding and handling organizational changes as workers' progress in their careers and perform better. It has now grown into a plan for the growth of employee talent (Ofobruku and Nwakoby 2015). (Neupane, 2015) investigated the effects of coaching and mentoring on employee performance in the United Kingdom. The study's findings showed that coaching and mentoring have a positive impact on employee productivity. Mundia and Iravo (2014) conducted another study on the effects of mentoring on employee performance. They mentioned that mentoring has a positive impact on employee performance.

As a result, mentoring is critical in improving employee performance through information transfer and guidance. Similarly, Raza, Ali, Garrison, Ahmed and Moueed (2017) looked into the connection between employee coaching and success. According to the results of the report, coaching has a positive impact on employee job performance. As a result, the following hypothesis is proposed: The value of training in talent management cannot be overstated. Employee training has a long history of maintaining an educated, empowered, and knowledgeable workforce for a company (Kakuri, 2015).

Performance Management

Khan et al (2019) view performance management as the method of identifying and improving employees' job performance and aligning employees' job performance with organizational goals and objectives. Performance management, according to Knott (2016), is the method of defining, evaluating, interacting, improving, and rewarding employee performance. The performance improvement practice must be in line with the overall business plan of the company. The aim of

this analysis is to develop the employee's talent so that they can achieve their full potential in their current position. The results of this assessment are then used to improve an employee's poor areas by determining the necessary training that they need (Knott, 2016).

A primary determinant of organizational success and competitive advantage is measuring and promoting employee efficiency. As a result, performance management has become commonly accepted as an effective process for the management and growth of employees in a company (Jouda et al, 2016). Employees should be clearly aware of what is expected of them and how their success will be evaluated, according to Mullins (1999) as cited in Ilyas et al (2016). The performance management process includes a continuous assessment of employee's attitude and performance, according to Mullins (1999) as cited in Ilyas et al (2016). An optimal and formalized performance management system can reliably assess individual performance, highlight employee talent, and anticipate future training and development needs (Ilyas et al, 2016).

According to Nafei (2016), performance management is a framework for combining organizational and employee performance management. Human resources are perceived to be an organization's most important assets, and they must be maintained for the company to achieve a competitive edge and outperform its competitors (Zareen, Razzaq & Ramzan 2013). Employee performance is something that PM is interested in recognizing. Employee output is also measured, delivered, and rewarded.

Employee Performance

Employee performance refers to the effectiveness of an employee's job-related activities that lead to the achievement of organizational goals in line with predetermined goals; it is characterized as the way a job task is carried out in accordance with the job description. Employee output is described by Mulela and Sang (2020) as the achievement or execution of something organized or undertaken. They also observed that performance encompasses both behaviours and outcomes, with behaviour stemming from a performer's transformation of performance from idea to action. When it comes to the success of every company, employee performance is important (Mahando and Juma 2020).

Monitoring employee performance is critical in assisting managers in effectively performing the control role of management, according to Nabangala and Amuhaya (2020). Employee performance is described by Wickramaaratchi and Perera (2020) as the skill of the worker performing dominant work duties, employee activities that support the related atmosphere in which the core tasks and duties are performed, the worker's ability to respond to changes in work or climate, and detrimental behaviour that negatively impacts the organization's well-being.

According to Kimanthi (2019), whether a company succeeds or fails is determined by the everyday success of its employees. These considerations include aspects like excellence, magnitude, and effectiveness of jobs, as well as employee conduct in the workplace. Mulela et al (2020) claimed that leaders must be informed of the main advantages of employee success to establish consistent and deliberate strategies for assessing employees. Employee results, according to Okechuckwu, Peace, and Ebele (2019), refers to a worker's job-related activities and how well they were carried out.

According to Dahkoul (2018), efficiency is an action that is one of the most significant factors in an organization's success. Through offering instruction and enhancements to their employees, learning organizations often play a significant role in enhancing employee performance. Employee performance, according to Dixit and Arawatia (2018), is described as how resourcefully an employee takes actions and contributes to behaviours that are in line with the organization's objectives. Employee performance is a multi-dimensional concept with two components: the behavioural (process) and outcome (result) dimensions. The behavioural aspect is derived from what people do at work, while the outcome aspect is derived from the person's behaviour's outcomes (Chumari, Were and Rintari 2018).

Employee Engagement

Employee engagement refers to the emotional commitment and connection that employees have towards their work, colleagues, and the organization as a whole (Kahn, 1990). In the Nigerian context, where the banking sector is a significant contributor to the economy, understanding the factors that influence employee engagement is crucial for organizational leaders. Scholars argue that engaged employees are more likely to exhibit discretionary effort, leading to enhanced performance and organizational outcomes (Bakker & Albrecht, 2021).

Talent management in the Nigerian commercial banking sector involves a strategic and integrated approach to attracting, developing, and retaining high-potential individuals who can contribute to the achievement of organizational goals. This includes recruitment, training, succession planning, and performance management practices (Ogbeibu & Nwankwo, 2020). In a sector where competition for skilled professionals is fierce, effective talent management becomes a critical success factor. The relationship between employee engagement and talent management in the Nigerian commercial banking sector is intricate. Engaged employees are more likely to be committed to their organizations, and talent management practices play a central role in fostering this engagement. For instance, a well-structured talent development program can contribute to the skill enhancement and career satisfaction of employees, positively influencing their engagement levels (Bhatnagar, 2018). Conversely, disengaged employees may be more prone to turnover, posing challenges to talent retention efforts.

Job Satisfaction as a Mediating Variable

A mediator variable is a variable that links the independent variable(s) to the dependent variable and explains the relationship between them. A mediator explains when a connection will hold, this can be qualitative or quantitative in nature. The choice of job satisfaction as a mediator in the relationship between talent management practices and employee performance is because of the direct impact of the independent variable (talent management practices) on the mediator (job satisfaction) and the impact of the mediator (job satisfaction) on the dependent variable (employee performance). This is in accordance with the conditions for using a mediating variable as recommended by Baron and Kenny (1986).

Kamal and Lukman (2017) studied the relationship between talent management and job satisfaction. They found that effective implementation of talent management practices such as performance management positively and significantly impact job satisfaction. Likewise, Dixit and Arrawatia evaluated the impact of talent management practices on job satisfaction and employee performance. They found that talent management leads to higher levels of job satisfaction and employee performance in public sector banks in Rajasthan, India. Wasaf and Khan (2021) studied the effects of job satisfaction on employee performance. Their findings showed significant correlation between job satisfaction and employee performance. Likewise, Ndulue and Ekechukwu assessed the impact of job satisfaction on employee performance. The research findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employee performance.

A study by Dewi and Surya (2021) assessed the mediating role of job satisfaction in the relationship between talent management and employee performance. The researchers found that job satisfaction has a positive and significant effect on employee performance and job satisfaction positively and significantly mediates the influence of organizational communication on employee performance. Likewise, Wickramaaratchi and Herera (2020) studied the impact of talent management on employee performance through the mediating role of job satisfaction of generation y management trainees in the selected public banks in Sri Lanka. The findings revealed that talent management has a significant positive impact over employee performance and job satisfaction. Also, it reveals a significant positive relationship between employee performance and job satisfaction. Importantly, it was found that job satisfaction significantly bridged the gap of talent management – employee performance link through mediation.

Theoretical Review

Human Capital Theory

The human capital theory as introduced by Becker (1962) postulates that human capital, which comprises of knowledge, skills, and abilities, are the central drivers of employee performance. The theory has been widely used by talent management researchers (Abdullahi, Raman, & Solarin

2020; Faruna, 2018; Hannan and Schmitt, 2021; Leroy, 2021). According to this theory, investing in human capital makes a company more competitive and enhances employee performance (Kessler & Lulfesmann, 2019).

Employees who are well trained, managed, and retained will be imaginative and creative, competent, and dedicated, immediately useful, and available to the business to do the right thing. Training and education are ways of human capital investment (Abdullahi et al, 2020). Skilled human resources have been able to learn these skills because of training and development programs or investments in current human resources by effective on-the-job training both inside and outside the organization, such as lectures, courses, and conferences, as well as through providing a conducive atmosphere through appropriate welfare care, such as promotion. Human capital refers to the organization's human component, or the combination of intellect, talents, and experience that gives it its distinct personality.

The organization's human elements are those that are capable of understanding, evolving, innovating, and providing the imaginative thrust that, if properly motivated, will ensure the organization's long-term survival (Hannan and Schmitt, 2021). Human capital theory specifies three concepts, according to Becker (2009): Investment in employee growth in terms of skills and knowledge is justified only when potential efficiency exceeds the cost; firms should invest in employee firm specific skills and knowledge, whereas general skills should be acquired by the employee; and firms should invest in employee firm specific skills and knowledge, whereas general skills should be developed by the employee (Hannan and Schmitt, 2021). Human capital must be secured from being moved to other companies. The relationship between human resource activities and human capital accumulation is explained by human capital theory. Focusing on human capital elements such as expertise, firm-specific knowledge, and compensation programs, for example, is one of these human resource strategies that can increase employee efficiency and thereby organizational performance. Becker (2009) distinguished between generic human capital (which is valued by all potential employers) and firm-specific human capital (which involves skills and knowledge that have productive value in only one company). On-the-job training frequently creates both types of human capital, whereas formal education produces general human capital (Hannan, 2021).

Ability, Motivation, Opportunity Theory

This theory is important to this study because it will help the researcher understand the factors that create job satisfaction and employee productivity. According to AMO theory, the components of Ability, Motivation, and Opportunity are the three-independent work-system elements that form employee characteristics and eventually lead to employee productivity. Because AMO theory lays the path for line managers to apply efficient strategies that result in employee motivation through talent management methods, organizational interests are best served through these three components (Ahmed, Mahmood, & Abdullah, 2021).

"Ability" refers to the procedures and rules that human resource managers follow to make sure that workers have or acquire the necessary abilities, knowledge, and skills to complete their tasks with the least amount of supervision. According to Yahya, Tan, and Tay (2017), talent management strategies that boost employees' abilities and competencies to perform their duties optimally are known as ability-enhancing practices. Further to recruitment as selection, talent management strategies also include methods for training and development, which give staff members the skills and knowledge needed to accomplish duties (Yahya et al, 2017). These practices go beyond recruiting and selection ability enhancement. Secondly, when talent managers adjust policies to control motivation in the firm, they are referring to employee performance. In addition, it refers to the strategies used to encourage staff members to go above and beyond what is required of them to complete duties, primarily by rewarding them for the work they have already completed. These strategies include performance management and dependent compensation (Yahya et al, 2017). The final element is talent management methods that improve opportunities with the goal of increasing employee involvement through opportunities. Opportunities improving HRM practices are defined as those that transfer decision-making authority and accountability from higher levels of hierarchy to lower levels of hierarchy through information exchange, according to Pintado (2015) as referenced in Yahya et al, (2017). By group effort, this strategy accelerates organizational growth and increases employee trust in the company (Bos-Nehles, Riemsdijk, & Looise, 2013).

Social Exchange Theory

Social Exchange Theory (SET) is a theoretical framework that provides insights into the dynamics of social relationships, emphasizing the idea that social behavior is driven by the expectation of reciprocity and mutual benefit (Blau, 1964). According to SET, individuals engage in interactions with others based on a cost-benefit analysis, where the perceived rewards and costs influence their decisions and behaviors in relationships (Emerson, 1976). This theory has been widely applied to various fields, including organizational behavior, where it offers valuable perspectives on employee-employer relationships and dynamics.

In the context of talent management and employee engagement, Social Exchange Theory becomes particularly relevant. Talent management practices involve investments made by organizations in their employees, ranging from training and development opportunities to career advancement programs (Cropanzano et al., 2017). These investments are seen as contributions by the organization, creating a social exchange relationship with employees who, in turn, are expected to reciprocate through increased commitment, effort, and positive work behaviors (Eisenberger et al., 2014).

Recent research by Rousseau and Schalk (2019) highlights the role of perceived organizational support as a key factor in shaping the social exchange relationship between employees and their organizations. When employees perceive that the organization values their contributions and cares

about their well-being, they are more likely to engage in positive behaviors that contribute to their overall job satisfaction and commitment (Eisenbeiss et al., 2020).

Moreover, Social Exchange Theory underscores the importance of fairness and equity in the exchange relationship. Research by Cropanzano and Mitchell (2019) suggests that employees assess the balance of exchange by comparing their inputs (e.g., skills, effort) with the outcomes received (e.g., recognition, opportunities). When there is a perceived imbalance, it may lead to negative outcomes such as reduced engagement and organizational citizenship behaviors (Lavelle et al., 2018). Therefore, organizations need to carefully manage the reciprocity dynamics to foster a positive and mutually beneficial exchange relationship.

In summary, Social Exchange Theory provides a valuable framework for understanding the intricate interplay between talent management practices and employee engagement in organizational settings. By considering the principles of reciprocity, perceived organizational support, and fairness, researchers and practitioners can gain deeper insights into the factors influencing the effectiveness of talent management initiatives and their impact on employee engagement.

Empirical review

Abdullahi, Raman and Solarin (2020) investigated the impact of talent management practices (Recruitment and talent development) on employee performance among academic staff of Malaysian private universities through the mediating role of employee engagement as a mediator. The paper utilized both descriptive and quantitative research approaches. A simple random and stratified sampling approach was utilized in study and the research sample consisted of 314 participants. The results indicated that talent management practices such as succession planning practice, promotion practice and performance appraisal have a significant effect on employee performance, while employee engagement mediates the relationship between talent management practices and employee performance. However, the study was limited to Malaysian private universities thus generalization of the findings was inappropriate. In addition, the researchers failed to study primary dimensions of talent management. This study filled this gap by studying recruitment and selection, training and development and performance management and conducted the study in the context of Nigerian banking sector.

Mulela et al (2020) investigated the influence of organizational learning on employee performance in Machakos county government. The study targeted a population of 4,000 employees of Machakos County Government out of which 364 were used as sample. Stratified sampling was used in the study. The findings showed a very positive and significant relationship between organizational learning and employee performance. However, the study failed to study other dimensions of talent

management practices in relation to employee performance. In addition to this, the research failed to study any moderating or mediating variable that would impact the relationship between organizational learning and employee performance. This study filled this gap by studying recruitment and selection, learning and development and performance management practices and introduced a mediating variable (job satisfaction).

Tabiu (2019) studied the effect of human resource management practices on employees' task performance: empirical evidence from civil service in Nigeria. Data was collected through self-administered questionnaire. Sample size consists of 265 respondents drawn from 27 local government employees in Jigawa State of Nigeria. The results suggested that application of effective human resource management practices in organizations will promote high performance of employees in the public sector. The sample size was too small to arrive at a fair conclusion. This study will close this gap by studying a greater sample size.

Okeke et al (2019) investigated the effects of talent management on employee performance in the construction industry in Nigeria. The study targeted 1,500 employees, and a sample of 300 was selected through stratified random sampling. The findings revealed a positive correlation between talent management practices and employee performance. However, the study did not explore the potential impact of leadership style on talent management outcomes, representing a research gap in understanding the leadership dynamics within the construction sector.

Ogundele et al (2018) examined the relationship between talent management and employee performance in the agricultural sector in Nigeria. The study targeted a population of 1,200 employees, and a sample of 250 was selected through systematic sampling. Results indicated a positive association between talent management and employee performance. However, the study did not investigate the potential mediating role of job engagement, leaving a gap in understanding the mechanisms through which talent management influences performance in the agricultural sector.

METHODOLOGY

The survey research design was utilized as researcher aims to explain features and outcomes of a large group. A cross-sectional design was used for the purpose of this study. The population of the study consists of the employees of the thirteen (13) commercial banks which are the banks listed on Nigerian Stock Exchange (NSE) as of December 2022. Proportionate random sampling method will be utilized in selecting the sample size of respondents from each bank. It is a sampling method in which a finite population is divided into subpopulations and then simple random sampling techniques will be applied to each subpopulation. Each bank constitutes a subpopulation and from each subpopulation a simple random sampling was used in selecting each respondent by giving them an equal chance of being represented. It is a sample selection method where the probability

of selection for a sampling unit is directly proportional to a size measure. This was done in order to have an equal sample size representation and adequacy of the respondents in each of the banks. The formula used in achieving the representation in each bank is:

$$S = \frac{\text{Number of employee in a bank} \times \text{sample size}}{\text{Total number of employee in the entire banks}}$$

Total number of employee in the entire banks

Source and Method of Data Collection

This study made use of primary data through questionnaire; the questionnaire was self-administered with the aid of research assistants. The choice of research assistants over other means like telephone, email etc. is to translate and guide the respondents in case of any ambiguity during the process of filling the questionnaire. The questionnaire was structured as section A and B. Section A contain information on demographic distribution of respondents while section B contains information on variables of this study.

The data to be collected underwent preliminary analysis. This data was tested for missing values. Missing values was replaced using mean substitution. Outliers will be screened. The data further underwent normality test using skewness and kurtosis statistics, and multicollinearity was tested using Variance Inflation Factor (VIF). The data collected undergo further processing using Partial Least Square Equation Modelling (PLS-SEM) on Smartpls3. Structural equation modelling was used by this study because it is a tool that works better with small samples and a better tool for complex models (Urbach and Ahlemann 2010). Smartpls3 has two models, the measurement model, and the structural model, also known as the outer and inner model respectively. The outer model was used to cycle between path coefficients and path loadings, while the inner model is used to cycle among path coefficients, total effect coefficients, and indirect effect coefficients (Garson, 2016).

The PLS path modelling is considered as the most suitable technique in this study based on the following reasons: Firstly, even though PLS path modelling is similar to conventional regression technique, it has the advantage of estimating the relationship between constructs (structural model) and relationships between indicators and their corresponding latent constructs (measurement model) simultaneously (Chin, Marcolin and Newstead 2003; Duarte and Rapaso, 2010).

Secondly, it has been suggested that if research is prediction-oriented or an extension of an existing theory, PLS path modelling may be employed (Hair et al., 2011; Henseler, Ringle, and Sinkovics, 2009). Thirdly, compared to other path modelling software (e.g., AMOS i.e. Analysis of Moment Structures), the Smart pls3 software was chosen as a tool of analysis because of its friendly graphical user interface, which help users create a mediating effect for path models with interaction effects (Temme, Kreis and Hildebrandt 2006). Moreover, the data collected underwent some

analysis to make certain the data show reliability, convergent validity and discriminant validity before running structural equation modelling (SEM).

Model Specification

Following Mailu et al. (2018), multiple regression in the form $Y = \beta_0 + \beta_i X_i + \epsilon$ was used. Multiple regression analysis will be used:

Y = Employee Engagement (Dependent variable)

X= Independent Variable

$i = Surveyed \quad \beta_0 =$

Parameter

$$EE = f(R\&S, T\&D, PM, ES \epsilon) \dots\dots\dots(3.1)$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon \dots\dots\dots 3.2 \text{ OE}$$

$$= \beta_0 + \beta_1 RS_i + \beta_2 TD_i + \beta_3 PM_i + \beta_6 ES_i + \epsilon \dots\dots\dots 3.3$$

Where EE = Employee Engagement

Bo= is constant or the value of the dependent variable when all the predictor variables are equal to zero

RS= Recruitment and election

T&D = Training and development

PM= Performance management

S= Job satisfaction

ES= Employee satisfaction

£ = Random error (This indicates another variable that influence or impact the model being understudied)

$\beta_0 =$ Parameter

Data Presentation, Analysis, and Interpretation Overview of Data Collection

Table 4.1 Questionnaire Distribution and Response Rate

Questionnaire Details	Frequency	Percent
Questionnaire given out	497	100
Questionnaire returned back	481	96
Questionnaire that were not returned	16	3
Questionnaire deleted	12	2
Usable copies of Questionnaire	469	94

Source: Author’s Compilation (2024)

The copies of questionnaire distributed were 497, then 481 copies of the questionnaire were returned by respondents, this represents 96% of the distributed questionnaire. 16 copies given out to respondents were not returned, and they constituted 3% of the total number of copies of questionnaire given to respondents. Outliers were detected using Mahalanobis distance (D^2), 12 copies were deleted from the data set. As a result of the deletion of 12 copies of questionnaire, only 469 copies of questionnaire were deemed usable for analysis, and this constituted 94 per cent of the distributed copies of questionnaire to respondents.

Bootstrapping Analysis for Direct Relationship

Bootstrapping analysis was carried out to determine the direct effect of Recruitment and Selection, Training and Development, Performance Management and Job Satisfaction on Employee performance. 5000 subsamples using 411 cases. Based on the result, figure 4.2 is presented, which shows the structural model of the direct effects of independent variables on the dependent variable.

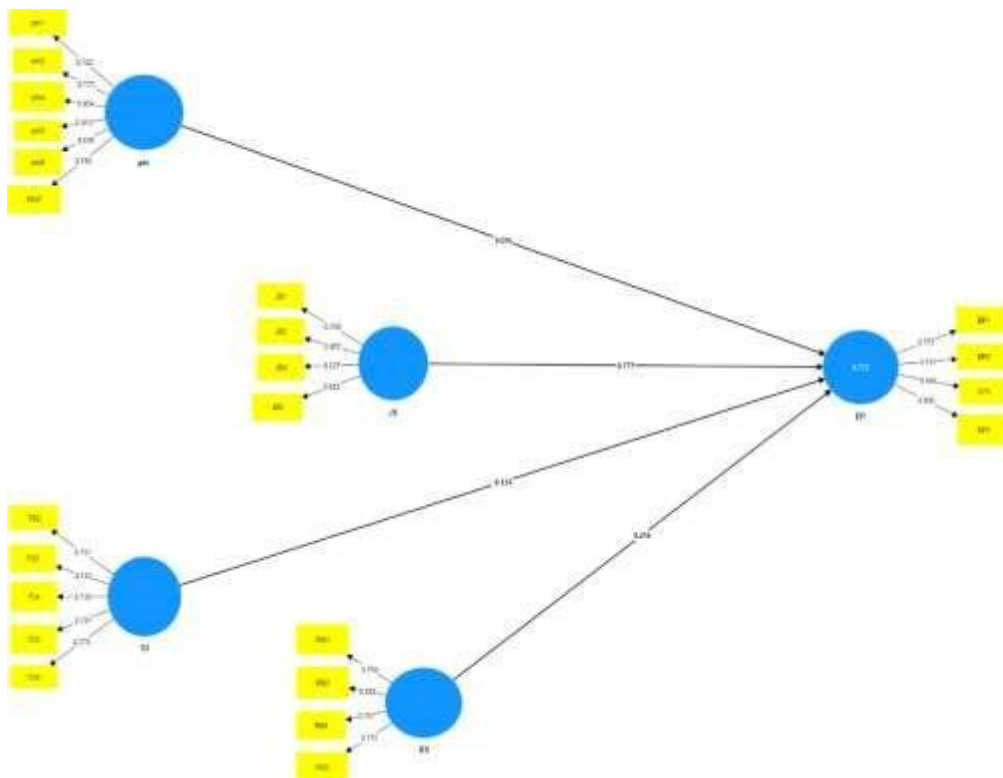


Table 4.2 Test of Hypotheses for Direct Relationships

Hypotheses/Relationship	Beta value	Standard deviation	T statistics	P values	Decisions
H01: RS -> EP	0.216	0.057	3.752	0.000	Rejected
H02: TD -> EP	0.154	0.072	2.157	0.031	Rejected
H03: PM -> EP	0.076	0.067	1.139	0.255	Accepted
Construct	R-square				
Employee performance	0.772				

Source: Author's Computation (2024)

Recruitment and selection has a positive and significant relationship with employee performance, as the significant level is less than 5 per cent ($\beta=0.216, p<0.5$). Therefore, H_{01} one that stated there is no significant relationship between Recruitment and selection and employee performance in Nigerian bank is thus empirically rejected. On the same vein, training and development has a positive and significant effect on employee performance with the beta value of ($\beta = -0.154, p<0.5$). Therefore, a unit increase in training and development of the organization by the employee will lead to increase in employee performance. So, H_{02} that stated that training and development has no significant effect on employee performance is not supported. Again, on the contrary performance management has not positive and significantly relationship with employee performance as the probability value is more than 5 per cent ($\beta = 0.076, p>0.5$). Therefore, an increase in performance management will lead not to increase on employee performance as stated. Thus, this study support H_{03} that stated that performance management has no significant effect on employee performance.

Test of Hypotheses of Mediating Relationships

Steps given by Hair et al., (2014) test of mediating relationships, The first step according to Hair et al (2014) is to assess the significant of the direct effect without including mediation variable in the PLS path model. Then the mediation variable should be included in the path model and assess the significance of the indirect effect.

Table 4.3 Summary of Findings: Hypotheses Testing Results for both Direct and Indirect Relationship

Hypotheses	P values	Decision
H01: RS -> EP	0.000	Rejected
H02: TD -> EP	0.031	Rejected
H03: PM -> EP	0.255	Accepted
H04: RS ->JS-> EP	0.000	Rejected
H05: TD ->JS-> EP	0.019	Rejected
H06: PM ->JS-> EP	0.435	Accepted

DISCUSSION OF FINDINGS

Recruitment and selection, ensures that the right people, with the desired characteristics and experience, are in the right position to fit into the organization's culture and environment. The finding from this study has revealed that, there is a significant relationship between recruitment and selection and employee performance, it's important to recognize that recruitment and selection have a variety of positive effects on employees and the overall organization. As a result, there is a significant relationship between Recruitment and selection and employee performance in Nigerian commercial banks. Therefore, the study rejected the null hypothesis that state that Recruitment and selection does not significantly affect employee performance. This further indicates that this result has been in line with some of the previous empirical studies results which reported that Recruitment and selection has a significant effect on employee performance (Achi, & Sleilati, 2016; Al Aina, & Atan, 2020; Ansar, & Baloch, 2018).

Constructing a standard recruitment and selection technique in an organization takes time, and the effects on employee performance are enormous. Organizations ought to continue to invest in cultivating a fair recruitment and selection pattern as it will lead to improved performance levels of employee and the organization as a whole. Furthermore, the relationship between training and development and employee performance was revealed to have a positive and significant relationship with employee performance. This shows that training and development is a significant variable that can influence employee in Nigerian banks. By implication, it means increase in training and development positively influences employee performance in like manner. This is

because training and development within an organization is characterized by an environment that encourages and supports growth, creativity and generation of new ideas. Therefore, this study rejects the null hypothesis that state that training and development does not significantly affect employee performance. This result is therefore in consistent with previous empirical studies, which have reported that training and development is a significant variable that may influence employee performance (e.g, Bibi, 2019; Dahkoul, 2018; Dixit & Arrawatia, 2018).

On the contrary, performance management has not positive and significant relationship with employee performance in this study as the significant level is less than 5 per cent; this implies that, performance management is not a sig. variable that may influence employee performance in the commercial banks. Therefore, the study accepts the null hypothesis that state that performance management does not significantly affect employee performance. This result is therefore not in line with earlier empirical past studies, who has reported that performance management is a significant variable that can influence employee performance (e.g, Ekwoaba, Ikeije, & Ufoma, 2015; Gupta, & Aggarwal, 2012; Humaid, 2018).

Considering the mediating effect, the study discovered that the relationship between recruitment and selection and employee performance was fully mediated by job satisfaction, as the significant level is less than 5 per cent. This implies that, job satisfaction is a significant variable that can mediate the relationship between recruitment and selection and employee performance, this is because recruitment and selection can influence employee performance, regardless of the level of job satisfaction. This finding is in line with the prior expectation of this study. Furthermore, the study revealed that the relationship between training and development and employee performance was equally mediated by job satisfaction as the significant level is below 5 per cent. It can be said that there is an indirect relationship between training and development and Employee performance in Nigerian banks. Therefore, in the relationship between training and development and employee performance, job satisfaction serves as a mediating variable.

Finally, on the contrary the study revealed that, the relationship between performance management and employee performance was not mediated by job satisfaction as the significant level is more than 5 per cent. It can be said that there is not an indirect relationship between performance management and employee performance this implies that job satisfaction is not a significant variable that may mediate the relationship between performance management and employee performance.

Conclusion and Recommendations

This study examined the relationships between talent management practices on employee performance mediating role of job satisfaction in the context of Nigerian banks. The findings of this study explain more on the complex dynamics between these variables and provide valuable

comprehensions for both researchers and practitioners. In the First instance, the study revealed that recruitment and selection have a significant direct relationship with employee performance, it is important to note that a recruitment and selection can still have a higher positive effect on employees and the overall activities of commercial banks, even if the immediate impact on performance is not significant. Based on the findings in this study, the study concludes that recruitment and selection have a significant effect on employee. In the same vein, training and development was found to have a positive and significant relationship with employee performance.

After the evaluation of the results, the following recommendations are put forward;

1. There was a positive and significant relationship between recruitment and selection on employee performance, thus, the study recommends that still the banks managers may adopt and recommend green recruitment and selection process for their banks' employee as this will reveal new ways of recruitment and selection pattern that devour of influence and favouritism given to friends and relatives.
2. The study equally unveil that a positive relationship was found in the relationship between training and development on employee performance, and such the study recommend that managers should implement more training programme and facilities for their banks as this will reveal new knowledge for their employee and the performance of employee can be boost up through that.
3. Since performance management has an insignificant relationship with employee performance, yet scholars has observed that it can still have a positive effect on employee performance, on this basis we recommend that, stakeholders of the banks should give profound considerations to the management of their employee performance as it is through the employee performance that the objective and goals of the enterprises can be achieved.
4. On the mediation relationship, job satisfaction was found to be a significant variable that mediate the relationship between recruitment and selection, training and development on employee performance of deposit money banks, therefore, job satisfaction of employee by the managers of the banks should be the top priority of the managers as this may lead to improvement of the performance of employee and the performance of the banks in general.
5. However, on the relationship between performance management and employee performance, job satisfaction was not a significant variable that can mediate their relationship between the independent variable and the dependent variable, yet job satisfaction and performance management should be considered seriously by the managers of the banks, this can be done through provisions of motivational incentives (both intrinsic and extrinsic motivation), these will go a long way to boost the performance of employee in the banks.

Areas for Further Studies

The findings of this study were specific to Nigerian banks, other service sector like the communication section and transportation industries can adapt this study, as it may have different

results and implication. Further studies may as well include moderator and mediator for additional theoretical contributions to the body of knowledge.

Contribution to Knowledge

The study examined the mediating role of job satisfaction in the relationship between talent management practices and employee performance in commercial banks in Nigerian. Precisely, the findings of this study may in one way or the other offer some valuable assistance to the body of knowledge and some important implications for stakeholders and policymakers in the various commercial banks. With the inclusion of a mediator in the model of this study it serves as a theoretical implication and contribution to the body of knowledge. Prior studies have primarily focused on the direct relationship between talent management practices on employee performance, without considering the mediation role of job satisfaction. This study now fills a gap in the literature by exploring the mediating effect of job satisfaction in the relationship between talent management practices on employee performance.

The findings of this study have several managerial implications; firstly, it is important for the banks to recognize the long-term benefits of having a good recruitment and selection techniques. Even without an immediate impact as shows in the study above, a recruitment and selection programme can still have positive effects on employee's performance and the overall organization, therefore, commercial banks managers and stakeholders are advised to continue investing in creating a recruitment and selection exercise that values employee with the best knowledge and experiences for organization success. Additionally, the study revealed a positive and significant relationship between training and development and employee performance.

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