

**TALENT MANAGEMENT AND JOB  
PERFORMANCE IN NIGERIAN BANKING  
INDUSTRY: THE ROLES OF WORK  
ENGAGEMENT, JOB SATISFACTION AND  
PERCEIVED SUPPORT**

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**UNIVERSITI SAINS MALAYSIA**

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**by**

**JIMOH ADAMS LUKMAN**

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## LIST OF SYMBOLS

$\beta$	Path ( $\beta$ ) Coefficients
$f^2$	Effect Size
$Q^2$	Predictive Relevance
$R^2$	Coefficient of Determination



## LIST OF ABBREVIATIONS

CBN	Central Bank of Nigeria
CIPD	Chartered Institute of Personnel Development
CIPM	Chartered Institute of Personnel Management
CMV	Common Method Variance
GST	Goal Setting Theory
JP	Job Performance
JS	Job Satisfaction
NDIC	Nigeria Deposit Insurance Corporation
ICP	Identifying Critical Positions
HCT	Human Capital Theory
HRM	Human Resource Management
OCB	Organizational Citizenship Behavior
OCBI	Organizational Citizenship Behavior Individual
OCBO	Organizational Citizenship Behavior Organization
PLS	Partial Least Square
POS	Perceived Organizational Support
PSS	Perceived Supervisor Support
SEM	Structural Equation Model
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
WE	Work Engagement
TD	Talent development
TM	Talent Management

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**PENGURUSAN BAKAT DAN PRESTASI KERJA DALAM INDUSTRI  
PERBANKAN NIGERIA: PERANAN PENGLIBATAN KERJA, KEPUASAN  
KERJA DAN PERSEPSI SOKONGAN**

**ABSTRAK**

Bank Sentral Nigeria bertujuan membentuk semula industri perbankan Negara Nigeria. Pelbagai dasar ekonomi yang bertujuan untuk membentuk semula telah diwujudkan oleh Bank Sentral Nigeria. Namun begitu, kebanyakan bank di Nigeria masih tidak menunjukkan prestasi yang baik berbanding dengan bank di negara lain. Kajian ini bertujuan mengkaji prestasi pekerja dalam industri perbankan di Nigeria. Berdasarkan teori pertukaran sosial dan teori modal insan, kajian ini fokus kepada menyiasat hubungan pengurusan bakat dengan prestasi kerja pekerja dalam industri perbankan Nigeria. Kajian ini menggunakan penglibatan kerja dan kepuasan kerja sebagai angkubah mediasi serta persepsi sokongan organisasi dan persepsi sokongan supervisor sebagai angkubah moderasi. Soal selidik digunakan untuk mengumpul maklumat dari 302 pekerja sepenuh masa di lima buah bank terbaik dalam industri perbankan Nigeria. Data kemudian dianalisis menggunakan PLS-SEM. Dapatan kajian menunjukkan bahawa tarikan bakat dan pengembangan bakat pekerja mempunyai pengaruh positif terhadap prestasi kerja, gelagat kewarganegaraan organisasi dan gelagat kewarganegaraan individu. Pengekalan bakat didapati tidak mempunyai pengaruh signifikan terhadap prestasi kerja, gelagat kewarganegaraan organisasi dan gelagat kewarganegaraan individu. Hasil kajian membuktikan bahawa penglibatan kerja dan kepuasan kerja berpengaruh positif atas tarikan bakat, pengembangan bakat dan prestasi kerja, gelagat kewarganegaraan organisasi dan

gelagat kewarganegaraan individu. Sebaliknya, penglibatan kerja dan kepuasan kerja tidak menjadi angkubah mediasi atas perhubungan antara pengekalan bakat dan prestasi kerja, gelagat kewarganegaraan organisasi dan gelagat kewarganegaraan individu. Tambahan lagi, persepsi sokongan supervisor tidak memoderasi perhubungan antara penglibatan kerja dan prestasi kerja, gelagat kewarganegaraan organisasi dan gelagat kewarganegaraan individu. Walau bagaimanapun, dapatan menunjukkan bahawa persepsi sokongan supervisor memoderasi perhubungan antara kepuasan kerja, prestasi kerja dan gelagat kewarganegaraan organisasi, tetapi tidak memoderasi perhubungan antara kepuasan kerja dan gelagat kewarganegaraan individu. Akhirnya, kajian mendapati bahawa persepsi sokongan supervisor tidak memoderasi hubungan antara penglibatan kerja dan prestasi kerja, gelagat kewarganegaraan organisasi dan gelagat kewarganegaraan individu. Dengan cara yang sama, persepsi sokongan supervisor tidak mempengaruhi perhubungan antara kepuasan kerja dengan gelagat kewarganegaraan organisasi dan gelagat kewarganegaraan individu, tetapi memoderasikan perhubungan antara kepuasan kerja dan prestasi kerja. Oleh itu, untuk bank Nigeria memotivasi pekerja supaya berprestasi tinggi dalam ekonomi digital ini, pengurusan bakat perlu dirancang dengan teliti kerana pengurusan bakat dapat mewujudkan keadaan lebih daya saing. Kesimpulannya, kajian ini akan memanfaatkan industri perbankan Nigeria, pihak berkepentingan dan pembuat dasar dalam memahami peramal prestasi kerja industri perbankan agar prestasi pekerja dapat dipertingkatkan.

**TALENT MANAGEMENT AND JOB PERFORMANCE IN NIGERIAN  
BANKING INDUSTRY: THE ROLES OF WORK ENGAGEMENT, JOB  
SATISFACTION, AND PERCEIVED SUPPORT**

**ABSTRACT**

The Central Bank of Nigeria aimed to reshape Nigeria's banking industry. However, despite the various economic policies, most banks continue to perform poorly compared to their counterparts in other parts of the world. Therefore, there is a need to study the Nigerian banking industry, in particular, the predictors of employee job performance. Based on the social exchange theory and human capital theory, this study aims to investigate talent management and job performance of Nigerian banks, using work engagement and job satisfaction as mediators, as well as perceived organizational support (POS) and perceived supervisory support (PSS) as moderators. Questionnaire was used to obtain information from 302 full-time employees of the top five banks in Nigeria. PLS-SEM was used to analyze the data. The results indicated that talent attraction and talent development have a significant and positive influence on task performance, organizational citizenship behavior organization (OCBO), and organizational citizenship behavior individual (OCBI). However, talent retention was found to have no significant effect on employee task performance, OCBO, and OCBI. Work engagement and job satisfaction are found to relate positively to talent attraction, talent development, task performance, OCBO, and OCBI. However, work engagement and job satisfaction do not mediate the relationship between talent retention and task performance, OCBO, and OCBI. Furthermore, it is found that POS does not moderate the relationship between work engagement and task performance,

OCBO, and OCBI. However, the finding revealed that POS moderates the relationship between job satisfaction and task performance and OCBO, but does not moderate the relationship between job satisfaction and OCBI. Finally, PSS does not moderate the relationship between work engagement and task performance, OCBO and OCBI. Similarly, PSS does not intervene in the relationship between job satisfaction, OCBO and OCBI, but instead it moderates the relationship between job satisfaction and task performance. Therefore, for the Nigerian banks to motivate high-performing employees in this digital economy, talent management will need to be carefully designed to create the most enduring competitive advantage. This study will benefit the Nigerian banking industry, the stakeholders, and the policy makers to apprehend the predictors of job performance so that the prevalence of poor employee job performance will not occur.

# CHAPTER 1

## INTRODUCTION

### 1.1 An Overview

The present study aims to examine talent management and job performance in the Nigerian banking industry. It also looked at how work engagement, job satisfaction, and perceived organizational and supervisory support play a role in the Nigerian banking industry. This chapter will present the context of the study, the problem statement, the research questions and the research objectives. In addition, it discusses the scope of the research, the definition of key terms, and the significance of the research. Chapter 1 also reveals the organization of the whole thesis.

### 1.2 Background of the Study

The Nigerian banking industry is the second-largest industry in Africa, with 39.6 trillion worth of assets as of August 2019 (Newswire, 2020). The industry experienced a series of economic instability during the 2016 economic recession. Restructuring policies resulted in the merging and acquisitions of banks. However, the banks were still unable to meet the regulatory requirements and the new minimum capital base (Yusuf & Raimi, 2019). Furthermore, the reconstruction processes caused the banks to downsize, and leads to the retrenchment of more than 45,000 trained bankers (Bolarinwa, Obembe, & Olaniyi, 2019). Apart from that, the collapse of the oil prices also affects the performance and revival of the banking industry because a quarter of the Nigerian banks' lending was to the oil and gas firms (Malik et al., 2020).

Hence, after the currency crisis, many industries were left in shambles. The

economy stumbled, and eventually plunged into the second half of the downturn. By 2017, there was a resurgence of mass retrenchment and downsizing in the banking industry because the banks had started looking for ways to reduce the costs, and the few employees that remained were subject to salary cuts (Abubakar et al., 2020; Nwaubani, 2019). The banks use contractual and casual workers from the outsourcing firms, rather than permanent employees to reduce cost. This situation affects the banks' performance severely. Hence, to enhance the banks' global competitiveness, there is a need to focus on the human resource practices of attracting, training, and retaining talented employees (Malik et al., 2020).

The banking industry is competing with each other, and at the same time striving to be globally competitive. This desire makes the job of bank managers and executive officers challenging and intriguing (Alruwaili, 2018). Bank managers have to find solutions to overcome economic and political uncertainties, ethical issues, human resource shortfalls, as well as the drastic developments in technology, and the various changes in the wider business environment (Abubakar et al., 2020; Bello, 2018 & Gololo, 2018). These changes result in fierce international competitive pressure among the banks because most banks are operating in the global workplace (Bolarinwa, Obembe, & Olaniyi, 2019). Hence, to make sure that these banks perform well, it is essential for the bank management to take cognizant of appropriate strategies to attract, retain, train, develop, and manage the talented employees to achieve optimal organizational performance. Banks in Nigeria target talented employees because they know that talented employees can be a vital source for improving the overall performance of banks.

In Nigeria, the top banks focus on best practices for selection and human capital development (Sa'id, 2020). These banks sources talented employees in the



hope of recruiting the right person for the right job at the right time (Ozili & Outa, 2019).

Job performance is the degree of accomplishment of tasks by an employee (Rue, Ibrahim, & Byars, 2013), and it reflects how well an employee fulfills the job requirements. Employee job performance is determined through results, since banks are result-oriented and emphasize employee job performance (Shin et al., 2020). The purpose of using talent management is to ensure that banks are able to recruit and develop talented employees who are able to fulfil the organizations' requirements.

Talent management allows organizations to select talent more effectively and develop the talented employees more thoroughly (Nestor, Henry Kofi, & Ben, 2019). The ultimate output of talent management is the creation of employees who possess highly valued talent that are vital to the effective functioning of an organization (Bayona et al., 2020). Due to the advancement in technology and changes in economic environment, modern methods of doing things that require special employee skills and competencies are needed. Talent management is a systematic way of carrying out the human resource management functions, that is, the identification, acquisition, and development of invaluable individuals for an organization. These individuals have high potential for the future and are able to fill critical job positions (Chartered Institute of Personnel Development, 2017). Proper management often entails systematic attraction, engagement, deployment, evaluation, development, and retention of high-potential employees to perform important roles that substantially impact the ultimate strategic advantage (Gallardo-Gallardo, Thunnissen, & Scullion, 2019; Kwame & Nyigmah, 2018). It is made up of talent planning and development, one of the major functions of human resource management. It was coined from the phrase "war for talent", which first appeared in

the late 1990s to highlight the difficulties businesses had in attracting and maintaining talented employees (Claus, 2019).

Since McKinsey consultants coined the term "the war for talent" in 1997, it has consistently and increasingly gained ground in corporate organizations (Kang & Sidhu, 2014). Bank management must understand the relevance of employees' performance, and sincere efforts must be in that direction (Bolarinwa et al., 2019). They must take appropriate steps to develop and motivate the employees to perform according to the banks' standard. Talented employees are an essential asset to any organization. Competitors will find it challenging to benchmark and replicate the capabilities that an organizational talent injects. Talent can create a long-term competitive edge (Karatepe, Ozturk, & Kim, 2019). Talent management is essential when banks would like to build winning teams through talented employees. They can use these teams to solve problems or manage the weaknesses in the banks. Talented employees possess competencies and experiences that can turn things around for the banks and hence improve the banks' performances (Anlesinya & Amponsah-Tawiah, 2020).

Talent management will create competitive advantages and innovations that competitors cannot easily replicate. If critical parts such as processes, systems, and structures are misaligned or impeded by friction between them, a business, like a machine, will fail to work effectively (Armstrong, 2017). A business, like a machine, needs to be designed, operated, and maintained. These functions are carried out by the organization's talented intellectual resources. Indeed, talented employees are typically the single biggest lever for driving improvements in any organizational setting. Over the years, private and public sector organizations are now redirecting their focus towards managing their employees' potential and ensuring that they acquire the right

employees. Talent management has been claimed to be positively and significantly related to the attraction, development, and retention, of talented employees (Monandi & Ombui, 2019).

Additionally, talent attraction, development, and retention, assist firms in identifying individuals who may be able to take on leadership responsibilities in the future. This strategy focuses on cultivating talent pools with leadership skills (Monandi & Ombui, 2019). Therefore, talent management enables the banks to achieve optimal organizational performance and maximizes their profit. Furthermore, talent management practices positively affect employee job performance, which results in higher level of task performance and organizational citizenship behavior (Abazeed, 2018; Abubakar et al., 2020; Bayona et al., 2020; Bish & Kabanoff, 2014). Employees' job performance is critical to the bank's overall success (Bolarinwa, Obembe, & Olaniyi, 2019). Organizations can tap into employees' full potential by managing them properly and providing them with the necessary tools to succeed. Therefore, the management must understand the relevancy of employee's performance, and efforts must be made in that direction.

Employees will need and seek a social exchange from their employers to perform, be content with their work, and commit to the banks where they work. As a result, reciprocity would create a perceived exchange balance that strengthens their bonds (Johari et al., 2019). Employees' perceptions of the organization's value and concern for their well-being are central to employees' perception of perceived organizational support (POS) (Neves & Eisenberger, 2014). For employees, POS is related to the company's concern over their psychological well-being, which eventually helps the employees to develop a favorable attitude towards the organization, and results in employees demonstrating organizationally beneficial

behaviors (Hayton, Carnabuci, & Eisenberger, 2012). Therefore, the present study aims to examine talent management and job performance in the Nigerian banking industry. This study also examined the roles of work engagement, job satisfaction, and perceived organization and supervisory support in influencing employee job performance.

### **1.3 Problem Statement**

Due to its high relevance to businesses, job performance is an issue that has received considerable attention. Employers need employees who can perform well. Employee job performance is critical to the overall success of an organization. Hence, organizations must be aware of the strategies to improve employee performance. Employee performance has a positive spill over effect on organizational performance and it determines the survival of the banking industry (Motlokoa, Sekantsi & Monyoloc, 2018). The Nigerian banking industry faces several challenges in relation to employee performance and development (Mofoluwake, 2014). Employee job performance is poorly managed, as a result of underutilized talent management functions to help the organizations to navigate crises (Mensah & Bawole, 2016). The present study proposes that talent management helps to address employee job performance challenges and allows organizations to thrive. Talent management is fundamental for Nigerian banking to improve employee job performance and achieve the desired organizational outcomes (Anlesinya, Amponsah-Tawiah, & Dartey-Baah, 2019).

Despite the various economic policies by the Central Bank of Nigeria to resonate with the banking system in the country, most of the banks are still performing below expectations (Bello, 2018). Undoubtedly, recent challenges in

Nigeria's banking industry have affected the performance of banks and hindered the nation's economic development. Some of the causes of these challenges were the weak talent attraction strategy, high turnover rate, unethical practices of bank management on loan deposit mismatch, and failure to engage employees on regular training (Yusuf & Raimi, 2019). This has highlighted the need to look into employee performance and the need for talent management as an integral part of the banking industry in Nigeria.

Competition is fierce in the banking industry, with many HR professionals agreeing that there is an ongoing war for talent. It is a challenging task to find the right people to fit into the position in the bank. Employees are the most precious asset, and they are critical in determining organization success. Therefore, examining talent management and employee job performance in the Nigerian banking industry has become imperative since human resource is considered as the most powerful resource for any organization (Abubakar et al., 2020; Glaister et al., 2019).

It will also enable them to quickly adapt to changes and identify critical skill sets as well as abilities that must be fostered in all personnel and, as a result, help them establish a high-performance workforce. Talented employees may contribute to the organization's performance as their performance will help generate more profits for the banks (Bayona et al., 2020). With aging populations and a more mobile workforce, it is becoming increasingly difficult for banks to access the talent they need for business. At the same time, many recognize that their approach to talent management activities needs to be updated or improved. However, many banks do not know how to start or take the first step (Arocas et al., 2020).

As banks today focus on excellence in customer service delivery, productivity has become the focus of employee job performance. As a result, productivity-based

identification of high performers and under-performers is gaining prominence. It is therefore important to look at how talent management affects employee performance. Thus, steps should be taken to establish the best talent management techniques in the industry to help boost employee job performance (Goestjahjanti et al., 2020; Wickramaaratchi et al., 2020). This will help the banks to stay ahead of their competitors. Dokko (2017) suggested that organizations should ensure that they are better positioned to meet the talent shortage problems if they wish to keep their position in the market and achieve optimal organizational performance. However, another major setback militating against high job performance of the Nigerian banking industry is the mobility of highly skilled and talented employees. This means that apart from putting round pegs in square holes, there is a problem of retention when the right employees are employed (Malik et al., 2020). The critical fact is that some of these bankers hardly stay for an extended period before moving to other organizations since they are not sure what the future holds for them in the banking industry (Ozili & Outa, 2019).

The lack of high-potential employees has been severely affecting the Nigerian banking system, causing poor employee job performance (Bello, 2018). The need for talent management at the turbulent and dynamic workplaces evident. Also, an increase in employee turnover resulting from poor organizational support is a significant setback for the banks (Ismail, Iqbal, & Nasir, 2019). The logic behind this is that the Nigerian banking system is run by people who are unfamiliar with talent management strategies and practices (Kadiri, Isiaka, & Lukman, 2017).

Talent management has become a new solution to manage employees in the globalized era (Claus, 2019). The goal of talent management is to attract, develop, and employ the greatest minds in order to achieve exceptional results. Banks must be able

to anticipate and seize new opportunities ahead of their rivals. Talent management can be seen as a strategy to provide them with a competitive advantage over their competitors and stay ahead of the competition. Bank management, on the other hand, must link their personnel management strategies with their corporate strategy. They should also promote a culture in which outstanding individuals are given several possibilities for career advancement to perform at their best.

A talented employee contributes to their job performance and has a positive spill over effect on organizational performance as they help generate revenues by creating value for their employers (Anlesinya & Amponsah-Tawiah, 2020). However, based on the observations from the literature reviewed, researchers such as Mkamburi and Kamaara (2017), Mensah and Bawole (2016), as well as Judge et al. (2001) recommended that future studies on talent management and job performance should include perceived support, in particular, perceived organizational support (POS) and perceived supervisor support (PSS), work engagement, and job satisfaction as moderating and mediating variables. Work engagement could be a potential mediator between talent management and job performance. Engaged employees are more productive and contribute to the bottom line (Johari, Mohd, Fee, Yahya, & Adnan, 2019). The present study also proposes that job satisfaction mediates the direct relationship. Also, both POS and PSS do not have consistent results when they are treated as moderating variables between work engagement and job satisfaction on job performance.

The present study sought to add to the archival literature and fill the gaps by establishing the relationship between talent management and job performance in the Nigerian banking industry. It also investigates the roles of work engagement and job satisfaction as mediators, as well as POS and PSS as moderators. Talent attraction,

talent retention, and talent development served as proxies for talent management, while task performance, OCBO, and OCBI served as proxies for job performance. This study, therefore, introduced both work engagement and job satisfaction as mediating variable to link talent management and job performance. At the same time, both POS and PSS are introduced as moderating variables for work engagement and job satisfaction on job performance.

#### **1.4 Research Objectives**

This study's main objective is to examine the relationship between talent management and job performance in the Nigerian banking industry. The present research also investigated the roles of work engagement, job satisfaction, and perceived support (POS and PSS). The research objectives are presented below:

1. To examine the positive relationship between talent management (talent attraction, talent retention and talent development) and job performance (task performance, OCBI, and OCBO).
2. To determine the mediating role of work engagement on the relationship between talent management (talent attraction, talent retention, and talent development) and job performance (task performance, OCBI, and OCBO).
3. To examine the mediating role of job satisfaction on the relationship between talent management (talent attraction, talent retention, and talent development) and job performance (task performance, OCBI, and OCBO).
4. To determine if POS moderates the relationship between work engagement and job performance (task performance, OCBI, and



- OCBO).
5. To examine if POS moderates the relationship between job satisfaction and job performance (task performance, OCBI, and OCBO).
  6. To determine if PSS moderates the relationship between work engagement and job performance (task performance, OCBI, and OCBO).
  7. To examine if PSS moderates the relationship between job satisfaction and job performance (task performance, OCBI, and OCBO).

## **1.5 Research Questions**

This study provides an answer to the following research questions:

1. Does talent management (talent attraction, talent retention and talent development) positively affect job performance (task performance, OCBI, and OCBO)?
2. Does work engagement mediate the relationship between talent management (talent attraction, talent retention, and talent development) and job performance (task performance, OCBI, and OCBO)?
3. Does job satisfaction mediate the relationship between talent management (talent attraction, talent retention, and talent development) and job performance (task performance, OCBI, and OCBO)?
4. Does POS moderate the relationship between work engagement and job performance (task performance, OCBI, and OCBO)?
5. Does POS moderate the relationship between job satisfaction and job

performance (task performance, OCBI, and OCBO)?

6. Does PSS moderate the relationship between work engagement and job performance (task performance, OCBI, and OCBO)?
7. Does PSS moderate the relationship between job satisfaction and job performance (task performance, OCBI, and OCBO)?

## **1.6 Significance of the Study**

There is no doubt that a study of this nature would be of immense importance to numerous individuals, corporate organizations, governmental organizations, and the banking industry. However, the following are the theoretical and practical significance of the study:

### **1.6.1 Theoretical significance**

This study provides a greater understanding of talent management and job performance through the lens of social exchange theory and human capital theory. Thus, the study enhances theoretical knowledge in viewing the effect of talent management on job performance in the Nigerian banking industry. Incorporation of these theories helped to explain the relationship between the study variables, which provide a more extensive theoretical background and allow for exploring the most suitable theory for the study. Human capital theory facilitated the explanation for the independent variables of the study (talent attraction, talent retention and talent development), while the dependent variable were explicated by the social exchange theory. Attracting talented employees, retaining and developing them require great financial commitment on the part of the organization. Human capital theory, on the other hand, believed that whatever money organizations spent is an investment that

will yield maximum return in the long run. Social exchange theory justified the essence of job performance as a veritable tool to actualize organizational goal. The theory stressed the need for organization to care for their employees' well-being. The present study also adds to the existing body of knowledge because it will provide insight for future researchers in talent management on areas to be focused on in their research. Future researchers can also use the results and recommendations of the study as a benchmark to determine the variables of their study.

This study contributes to the literature related to talent management and job performance by introducing both work engagement and job satisfaction as mediating variables on the relationship between talent management and job performance. Past studies revealed inconsistent results on the above relationship. Hence, work engagement and job satisfaction are introduced as mediating variables to explain the relationship between talent management and job performance. Based on the findings and recommendations by Mensah and Bawole (2016) that future research should consider other variables, such as work engagement and motivation, as mediators to determine the relationship between talent management and employee performance.

Also, it contributes additional knowledge related to the field of talent management and job performance by integrating POS and PSS as moderators that moderates the relationship between work engagement and job satisfaction and job performance. This move is recommended by Judge, Thoresen, Bono, and Patton (2001), who recommended that future research should test whether the relationship between job satisfaction and job performance will be stronger if perceived supervisory support moderates the relationship of the above variables. Therefore, this study examines POS and PSS as moderating variables between work engagement and job satisfaction on job performance.

### **1.6.2 Practical Significance**

This study serves as a guide for the bank management in the Nigerian banking industry to retain the best talents within the system. Besides, the study helps to answer the question of how to retain their talented employees. Gone are the days when a pat on the shoulder for a well-done job is enough to keep the employees happy and productive. Today, organizations, including the banking industry, spend more time, money, and resources to retain talented employees. Bank management could introduce various ways to give recognition to their employees. One way is through talent management programs, which allow bank managers to acknowledge their employees who exhibit core organization values with reward and opportunity for development. The top management in the banking industry may re-look at their talent management to confirm whether it helps significantly in attracting and retaining the employees. The present study also looks at work engagement, job satisfaction, and POS. It argues that proper management of the employees (talent management) and taking into consideration other measures (such as work engagement, job satisfaction, and POS) to improve employee morale are critical for attracting and retaining valuable human resources.

The survival of any organization in a highly competitive environment depends on its ability to train its talented employees to be responsive, productive, innovative, and creative. Organizations spend much money on training and developing their talented employees to withstand the time and compete favorably among their rivals. Therefore, through the findings, this study will enable the management of the banks and the shareholders to know whether the money they invested in attracting, retaining, training, and developing their staff have positive impact on employee job performance. It will invariably enhance employee job performance and increase organizational

competitiveness (Muhammad & Mairafi, 2019).

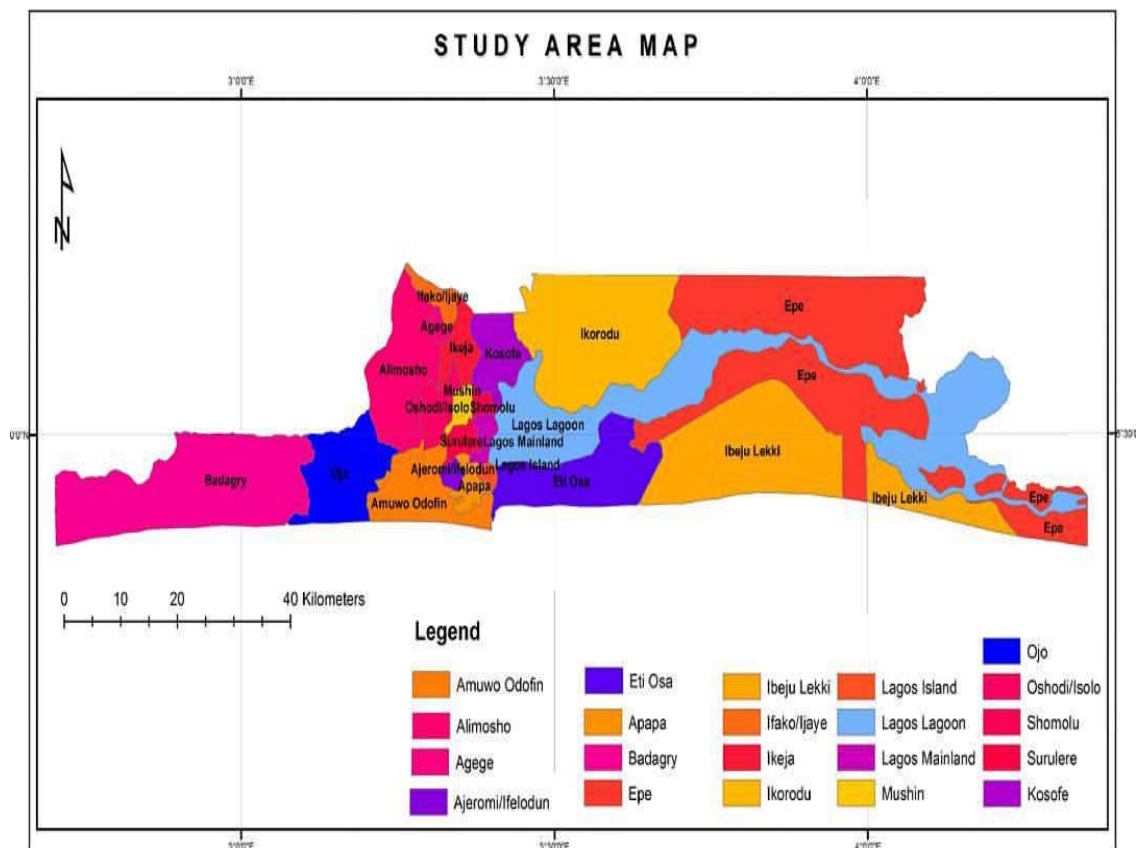
Human resource policies provide a guide for both the management and the employees. It plays an essential role in implementing an organizational human resource strategy. It also aids the management and the employees in terms of consistency and transparency, and it enhances the psychological contract between the management and the employees. In addition, it fosters a positive corporate culture, and communicates the beliefs and expectations about how things should be done. Furthermore, it supports the consistent treatment of employees, which ensures fairness. Human resource policies help management to make consistent decisions, and to develop a more consistent approach in handling matters. Therefore, this study helped the human resource units of the banks to develop policies to ensure that the management of talent within the system is carried out properly.

### **1.7 Scope of the Study**

As implied by the general objectives, the primary focus of this research is to investigate the relationship between talent management and job performance in the Nigerian banking industry. It examines the role of talent management, work engagement, job satisfaction, POS, and PSS on employee task performance and organizational citizenship behavior. Lagos state is the geographical scope of the study because the town is the economic and commercial hub of Nigerian banks with a reasonable percentage of banking activities operating and conducting businesses. Also, 85% of the Nigerian commercial banks have their corporate head offices situated in Lagos state. There are 24 commercial banks in Nigeria. This study focused only on five top private commercial banks: GTbank, Access Bank, Zenith Bank, Stanbic IBTC Bank Plc, and First Bank. The reason for selecting these banks is that they are

the top-rated banks, and among the oldest generation banks. Additionally, they are the banks that have undergone merging and acquisitions in the 2005 recapitalization exercise of the Central Bank of Nigeria (Newswire, 2020).

This study focuses only on full-time employees with a minimum working experience of one year because they are the only employees affected by the talent management practices in the top five commercial banks in Nigeria. The map Figure 1.1 showed the area and the locations of the twenty (20) local governing bodies in Lagos State, where the branches of all the five selected banks are located.



**Figure 1.1: Lagos State Map**

## 1.8 Definition of Key Terms

The key terms that are heavily indicated in the context of the current study are clarified below for better comprehension and clarity.

### **Talent Management**

Talent management is a set of integrated activities used by organizations to ensure that organizations attract, motivate, develop, and retain the talented employee they need now and in the future (Armstrong, 2017). Armstrong (2017) also noted that talent management has three dimensions: Talent Attraction, Talent Retention, and Training and Development. **Talent Attraction** refers to recruiting and selecting the right candidate for a position (Lyria, 2014). **Talent Retention** involves encouraging employees to remain in the organization for the maximum period (Loganathan, 2019). **Talent Development** refers to improvement in the performance of talented employees through educational training (Loganathan, 2019).

### **Job Performance**

Job performance refers to the behaviors that are relevant to the organizational goal. It has three dimensions, namely task performance, organizational citizenship behavior-individual, and organizational citizenship behavior-organization. **Task Performance** is related to the ability to conduct work-related activities that contribute to an organization's "technical core." **Organizational Citizenship Behavior Individual** means the helping behaviors towards individuals at the workplace, such as the colleagues and supervisors. **Organizational Citizenship Behavior Organization** is the helping behaviors towards the organization (Williams & Anderson, 1991).

### **Work engagement**

A positive, fulfilling, work-related state of mind characterized by vigor, dedication,

and absorption (Schaufeli et al., 2017).

### **Job Satisfaction**

The attitude and feelings people have about their job ( Agho, Price, & Mueller, 1992; Armstrong, 2017).

### **Perceived Organizational Support**

Perceived organizational support refers to employees' belief about the degree to which the organization cares about their careers and ensuring that the organization has the flow of talent it needs (Eisenberger et al., 1986).

### **Perceived Supervisor Support**

**Perceived supervisor support** refers to employees' general perception concerning how their supervisor values them and cares for their welfare (Eisenberger et al., 1986).

## **1.9 Organization of the Thesis**

**Chapter One** reveals the background of the study, problem statement, and research objectives and questions. It also elaborates on the significance of the study (theoretical significance and practical significance), the scope of the study, and the organization of the thesis. **Chapter Two** focuses on literature review of the variables included in the research, namely, talent management, job performance (task performance, OCBI, and OCBO), POS and PSS. This chapter also proposes the underlying theories, the research framework, and hypotheses development. **Chapter Three** elaborates on the methodology employed in the study, which includes the research design, research philosophy, the population, sampling technique, and the minimum sample size. It also reveals the research instrument, the procedure for



pre-testing of the questionnaire, and the method of data analyses. **Chapter Four** presents the results of data analyses, which covers measurements such as the mean scores, the standard deviation, frequencies validity and reliability measures for the measurement as well as the structural models. Lastly, **Chapter Five**, presents the discussions and conclusions related to the findings. It also summarizes the contributions and implications of the study. Lastly, it reveals the limitations and suggestions for future research.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter focuses on the review of relevant literature for the study, which includes talent management, work engagement, job satisfaction, task performance, and organizational citizenship behavior. It is then followed by conceptual and theoretical clarifications of the study. Finally, hypotheses for the study were presented to illustrate the relationship between the study variables.

#### 2.2 Talent Management

Talent management is a set of integrated activities used by organizations to ensure that organizations attract, retain, motivate and develop the talented employees they need now and in the future (Armstrong, 2017). Talent management has three dimensions: Talent Attraction, Talent Retention, and Talent Development. Talent Attraction refers to recruiting and selecting the right candidate for a position (Lyria, 2014). Talent Retention involves encouraging employees to remain in the organization for the maximum period (Loganathan, 2019). Talent Development refers to the improvement in the performance of talented employees through educational training (Loganathan, 2019).

A natural ability or skill is referred to as "talent" (Tansley, 2011). To a non-specialist, talent management may thus imply the identification of employees' inherent potential and its development to meet organizational goals. In this case, "talent" refers to highly skilled employees. As the name implies, talent management is

concerned with employees' ability, competency, and power within the organization (Boštjančič & Slana, 2018). Talent management can also be defined as a set of entrepreneurial human resource processes and practices ensuring the most skilled workers' sustainable effectiveness (Gallardo-Gallardo et al., 2019). It implies that an organization is strategic and deliberate in sourcing, attracting, selecting, training, developing, promoting, moving, and retaining employees. The talent of an organization injects capabilities that competitors find very difficult to benchmark and replicate.

Talent offers a long-term competitive advantage over any other commodity (Arocas et al., 2020; McDonnell et al., 2017). This means that businesses recognize the importance of combining talent management with business strategy to succeed. Talent management is critical when businesses create winning teams of talented people (Alex Anlesinya, Amponsah-Tawiah, & Dartey-Baah, 2019). These groups possess skills and experiences that can help the organizations to overcome challenges or vulnerabilities. If an organization wishes to succeed, it must invest in its employees' talent management. The organization uses intrinsic and extrinsic rewards to motivate and develop its employees (Novitasari et al., 2020). If the employee finds the work enjoyable and rewarding, they will make every effort to do the job and thus lead to improved performance.

Talent management entails putting the right individual in the right job, that is, round pegs in round holes, and developing them to reach their full potential. Training and development has the ability to inculcate loyalty among employees, which is displayed in the form of employee dedication, engagement, and job satisfaction. As a result, talents are kept, employee turnover is reduced, and brain drain is decreased. Therefore, it can be stated that talent management comprises three

significant pillars, that is, talent attraction, talent retention, training, and development (Chartered Institute of Personnel Development, 2017). Lewis and Heckman (2006) identify three concepts of talent management: a collection of human resource practices and processes, talent pools, and generic talent. A collection of human resource practices and processes is concerned with human resource practices such as recruiting, selection, training, development, as well as career and succession management (McDonnell et al., 2017).

Talent management is a technique for gaining competitiveness and efficacy through incorporating and sustaining competent employees. Workforce planning, talent training and development, , and employee management are integral parts of corporate strategy and are integrated into the day-to-day operations of the organization (Arocas et al., 2020).

Through proper workforce planning and appropriate recruitment and selection method, the organization is able to create a talent pool. This pool consists of employees with executive-level positions, future stars, emerging leaders, and individuals with unique talents (Jooss, Burbach, & Ruël, 2019). Central to this approach is to ensure an adequate flow of employees into specific positions throughout the organization (Schreuder & Noorman, 2019). The procedure is frequently linked to workforce development and succession planning. The internal view of the talent pool is more common than the external view. The main goal is to develop a pool of talented employees who can fill up or advance into key roles. In addition, to meet future staffing needs, this approach necessitates an analysis of organizational needs and skills identification (Lewis & Heckman, 2006).

The third perspective on talent management is generic talent. First, talented individuals who are high potentials or high performers are selected and rewarded

based on performance (Wickramaratchi et al., 2020; Stewart & Aldrich 2015). Second, talent management is a mindset where all employees' potential is treated as generic talent. Such thinking ensures that every employee achieves their full potential (Angelos & Maria, 2019). This perspective of talent management is about working with the entire workforce. Other than that, Wright, Carling, and Collins (2014) proposed a fourth perspective, in which key positions are identified to sustain competitive advantage for an organization rather than concentrating on individual properties and performance.

High-potential candidates would be chosen from the talent pool to fill identified critical posts. Despite a large body of literary works offering various opinions on the subject, the topic of how to define, develop, and manage talent persists today. Thus, the proposed definitions are imprecise. An employee with talent can make a significant difference in an organization's success, either immediately or in the long run, by displaying the highest levels of potential. Talent management refers to identifying and developing talent by attracting, identifying, and developing individuals that add value to the organization (Eriksson, 2019). Armstrong (2017) defined talent management as an integrated collection of actions that ensures an organization can attract, retain, motivate, and develop talented people in the future. Given that talent management is a process that involves attracting and retaining high-quality employees and developing their skills to improve their performance, the present study, therefore, focuses on three key dimensions of talent management: talent attraction, talent retention, and talent development. The details of the talent attraction, talent retention, and talent development will be addressed in detail below.

### **2.2.1 Talent Attraction**

Talent attraction is one of the key components of talent management. According to Armstrong (2017), recruitment and selection, employee value proposition, employee branding, and employer choice are parts of the talent attraction process. Recruiting talent pool members is the first task of talent management strategy (Abubakar et al., 2020). The talent pool comprises employees with unique traits and are sourced from future senior executives (Jooss et al., 2019). Internal and external sources of talented employees are both possible. Internal sources are ideal for building a talent pool since the employees already know how business processes work and can be incorporated right into the new position. It also boosts employee morale (Goestjahjanti et al., 2020; Fu et al., 2018). On the other hand, external sources are ideal if the organization wishes to make significant changes or revitalize its culture (Ballesteros, Saá, & Domínguez, 2012).

The human resource department is in charge of attracting and evaluating high-potential employees in the organization (Arocas et al., 2020). They must also develop the talent pool, which entails training people in skills that the business requires at the time and in the future (Latukha, Selivanovskikh, & Maclellan, 2019). Organizations with solid development programs are good at identifying employee growth requirements and expressing those requirements in clear and enlightening words to the employees. Mubarok and Putra (2018) claimed that attracting and developing outstanding employees are critical to achieving the organization's goals.

However, a potential employee's perception of whether it is worth to join and retain with an organization is determined by an employee's value proposition. Employees evaluate the value offered based on the job's demand, the work environment, training possibilities, flexibility, and reputation (Oehley, 2007). From