

Effect of Talent Planning and Talent Attraction on Employees' Customer Service Delivery Quality in Selected Money Deposit Banks in Southeast, Nigeria

Ndubuisi, O. C.

Department of Industrial Relation and Personnel Management,
Michael Okpara University of Agriculture, Umudike, Nigeria

Prof. Emereole, G. A.

Department of Business Administration,
Michael Okpara University of Agriculture, Umudike, Nigeria

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Abstract

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

Keywords: talent planning, talent attraction, deposit money banks, south east, Nigeria.

Introduction

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

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

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

The process of managing talent is an issue facing all organisations worldwide (Ahmad, Hisham, Khalid & Mohmmad, 2020). The scarcity of talent is a universal concern which has led to many organisations in the world to compete for the same talent pool, leading to a global labour market competition for talent. Also, the pressure to attract and retain key talent has led organisations to expend energy and resources on talent related initiatives over the last half decade. The banking sector has been facing unprecedented challenges of a stiff competition, to survive and thrive in a competitive marketplace. The massive digital transformation carried out in recent years has affected the business processes in the banking sector, where there has been a shift in manual transactions to digital. Banking is not only required to develop in the field of technology, but more importantly the need to develop employee competence and productivity in order to adapt to changes in business processes. MDBs deal with many challenges and difficulties such as managing people and managing risks. However, an effective risk management cannot be applied without a productive and talented human resources, which can be gained by a systematic TM practices that

participate in achieving the overall bank strategy by attracting, motivating, developing and retaining the top skilled and talented employees. Some MDBs attract and hire top talents, train and develop vibrant and sustainable pool of intellectual capabilities yet face the challenge of replacing experienced and talented employees when the need arise. This is probably because they play down on retention and commitment of workers. They probably lose some key intellectuals to competitors who offer similar services/products while some opt out to start their own private businesses.

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

Hypothesis

HO₁: Talent planning and talent attraction does not have any significant effects on employees' customer service delivery quality in the selected money deposit banks in Southeast, Nigeria.

Conceptual Review

Talent

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

that individuals can become something more than what they currently are, implying further growth and development to reach some desired end state (Silzer *et al.*, 2009; Nhan, *et al.*, 2020). Talent consists of an individual's capabilities, experience, knowledge, intelligence, and qualifications, as well as their ability to learn and grow (Riham & Tarik, 2020).

Talent planning

Klent (2010); Karanu (2018), stated that talent planning is one of the ways through which organisations can develop talent within organisations that can enhance performance. This can be done by aligning of the organisational strategy to speak to competency requirement for competitive advantage and performance. Going by this assumption, Karanu (2018), argues that in order for organisations to succeed in long term development, a concerted effort must be done to align skills, ability, competencies within the organisation. Talent planning is a procedure that firms utilize in order to attract, develop and keep significant competencies that the organisation needs in order to fulfil its objectives (O'Neil & Hewitt, 2012). For instance, by filling knowledge or skills gap within the organisation, or predict future needs of the organisation. Thus, closer alignment between available competencies and desired competencies can lead employees in an organisation to become more competent (Karanu, 2018).

Talent planning is therefore critical to organisational performance (O'Neil & Hewitt, 2012). For organisations to achieve successful talent development, Iles, Chuai and Preece (2010); Marta (2022), emphasize four possible approaches to talent planning: an inclusive approach that focuses on each potential employee; an inclusive approach that emphasizes the planning of social capital more generally in the organisation; an exclusive approach that focuses on planning for specific elite individuals or an exclusive approach that focuses on key positions, roles and develops talent to fulfill these roles. Bersin (2010); Marta (2022), insists that talent planning must first incorporate the organisation's mission, vision and strategic objectives. This, according to the author, enables the employees to be aware of the organisation's intended direction and therefore align their skills and competencies with the company's goals. In addition to the various approaches to talent planning, an organisation must decide whether the talent planning processes it seeks to employ should focus on technical or generic competencies (Garavan, 2012; Marta, 2022). The term "generic competencies," according to the same author, refer to possession of a range of qualities that are important in the workplace which include skills such as problem solving, analytical, communication and teamwork. In order to understand the scope of talent development, managers should not only select the appropriate approach and competency, but they should also determine the purposes of development and whether the learning needs are organisational, individual or some combination (Garavan, Carbery, & Rock, 2012; Marta, 2022).

ICole and McCullough (2012); Marta (2022), raised a concern among financial firms in the United States that there is disconnect within companies as to how integrate managing the talent gap problem with the overall business strategies. The findings of their study indicated that while 78 percent of management in professional services indicated they had an existing process for managing critical talent, 80 percent indicated that there was no integration of human capital management, business development, and resource management. Bersin (2010); Marta (2022), adds that for efficient talent planning, Human Resource managers must determine and allocate the right number of people for every task to avoid understaffing or overstaffing. According to the author, overstaffing reduces task efficiency while understaffing leads to reduced morale and low-quality

production. Appel (2007); Marta (2022), urges that issues related to developing top talent to create the next generation of industry leaders are of critical importance.

Talent Attraction

Talent attraction refers to the tactics and approaches used by organisations to attract, invite, and recruit new talent to grow their value proposition (Nicholas, 2021). The term "talent attraction" is interchangeable with "talent acquisition," it refers to all of the sub-processes involved in locating, attracting, and engaging highly skilled individuals into a company. As a result, talent attraction involves hiring people with specialised skills who will serve as future leaders of enterprises. The components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer of choice (Armstrong, 2006; Yona, Raphael & Eunice, 2015). Recruitment and selection requires that organisations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organisation (Armstrong, 2006; Yona, *et al.*, 2015). The recruitment of members of talent pool is the first task of talent management strategy. The talent pool is a group of employees with special traits and are source of future senior executives (Ballesteros *et al.*, 2010; Yona, *et al.*, 2015).

Employee Performance

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

Talent Planning and Employee Performance

Marta (2022), defines talent planning as a process of identifying and preparing suitable high potential employees to replace key players within the organisation as their terms expire. Succession planning entails identifying as well as preparing a qualified talent pool in advance of organizational needs. It enables smooth transitions at the firm. Marta (2022), asserts that regardless of the expansion or contraction of the total workforce in the organisations, the need for good managers is critical and continuous. He further stated that the availability of the right number, right kind of management staff at the right time and in the right positions is imperative. A sudden vacancy can lead to confusion and loss of efficiency as the search for a replacement is conducted. The absence or loss of an employee could cause an inconvenience that could be avoided with some anticipation to serious succession development. Therefore, planning on how one's shoe is going to be filled when he is no longer there and even planning for knowledge coverage when one is ill or vacationing simply makes good business sense. For professionally run corporations, the single

most important reason for having a sound succession plan is usually better retention because of growth opportunities and job satisfaction among employees. Therefore, for a company that wishes to enhance its performance, to allow its high potential employees turnover is not an option, but to rather arrange them in systematic successions, by enabling them to effectively perform roles traditionally reserved for managers. It also helps employees prepare for changes in their current jobs that may result from new technology, work designs or new product markets. Thus, succession planning is a necessary component of a company's effort to improve quality, meet challenges of global competition, social change and incorporate technology advances. In the views of McDonald (2008); Marta (2022), defines succession planning as a process of identifying and preparing suitable high potential employees to replace key players within the organisation as their terms expire. Succession planning entails identifying as well as preparing a qualified talent pool in advance of organisational needs. It enables smooth transitions at the firm.

Theoretical Review

This study is hinged on Deloitte Talent Management Theory.

Deloitte Talent Management

Deloitte talent management model known as Develop-Deploy-Connect (DDC). The elements of DDC model comprises of; capacity, commitment and alignment which should be at the core of an organisation's talent management strategy (Deloitte Resource, 2004). By focusing on these three elements, organisation can generate capacity, commitment and alignment in the key workforce segments, which in turn improves business performance. When this happens, the attraction and retention of skilled talent largely takes care of themselves. This research further states that organizations must not focus on metrics and outcomes (acquisition and retention), they must rather concentrate on the things the employees cares about most. Developing in ways that stretches their capabilities, Deploying on to work that engages their heads and hearts, and Connecting to the people who will help them achieve their objectives (Deloitte Resource, 2004). The research of Deloitte further states that by focusing on these three elements, organisation can generate capability, commitment and alignment for workforce segment which in turn will result in improved organisational performance. By Developing, the framework refers to providing real life employees needs to master a job and not just traditional classroom or on-line education. Importantly, development refers to "trial-by-fire" experiences that stretch capabilities and lessons learnt from peers, members, mentors and others (Deloitte Resource, 2004).

Empirical Review

Kirinyet, Karanja and Odhiambo (2019), established the effect of talent attraction on employee performance in state corporations in Kenya. Design adopted by the study was descriptive survey. A total of 162 state corporations were the targeted respondents from the corporations. The study used a census survey, where all the 162 state corporations were used. Primary data collection tool was questionnaire. Permit for data collection was obtained from NACOSTI and a letter of introduction from the University. The study used descriptive statistics in analyzing quantitative data and for qualitative data content analysis will be used; SPSS was applied. The association between the response and the predictor variables was established by multiple regressions analysis. Correlation analysis was applied in establishing the strength of relationship between this study variable. The study found out that talent attraction has a positive and significant effect on the performance of employees of state corporations in Kenya. It further established that human

resource policy influences the association between the talent attraction and employee performance in state corporations in Kenya. The study recommends that the management of state corporations in Kenya needs to select their employees based on their talents as this will ensure that they get the best employees which will in turn boost their general performance.

Rita, Namusonge and Kabare (2017), analyzed the effect of talent attraction on organisational performance of firms listed in the Nairobi Securities Exchange. Descriptive and correlation survey research designs was used. Stratified simple random sampling technique was employed to enable select the respondents from the ten stratum of NSE listed companies. The target population was 534 top managers of listed companies in the NSE. A sample size of 224 respondents was picked from the listed firms. Results revealed that talent attraction is statistically significant in explaining organization performance of listed companies. An R square of 7.6% shows that talent attraction explains organisation performance. The study recommended that managers should realize that recruiting and developing talented staff is of importance to the success of their business objectives and hence this implies that it is important for the managers to seek employees with competences and abilities that will contribute significantly to their teams.

Rita (2016), determine the effects of talent attraction on organisational performance in companies listed in the Nairobi Security Exchange (NSE) in Kenya. Descriptive, qualitative and quantitative study designs were used and stratified simple random sampling technique was employed to enable select the respondents from the ten stratum of NSE listed companies. The target population was 534 top managers of NSE listed companies. A sample size of 224 respondents was picked from the ten stratum of the NSE listed companies. Questionnaires were the main instruments of data collection and the NSE handbook (2013) was the main source of the secondary data. Research findings indicated talent attraction as a component of talent management had a positive and significant influence on the organisational performance. The study recommends that organisations should offer favourable working conditions to their employees as the best talented employees who contribute to good organisation performance, will be attracted to work for an organisations that they think will be more able to satisfy their needs by providing job security, good pay package and career progression.

Chai, Chan, Koh, Ngo and Teh (2020), focused on the impact of talent attraction, talent development and talent retention on job satisfaction in hospitality industry in Malaysia. The study was conducted to identify how the independent variables which includes; talent attraction, talent development, and talent retention will impact on the dependent variable which is job satisfaction. The specific objective is to identify whether there is a significant relationship between talent attraction, talent development and talent retention toward the employees' job satisfaction. Primary data was assembled by the researcher directly from first-hand such as questionnaires. 400 sets of questionnaires were distributed to employees who live in Northern region of Peninsular Malaysia such as Perak, Perlis, Kedah and Penang. After the questionnaire was assembled, Cronbach's alpha was used for testing the data's reliability in the relation between dependent variable and independent variables. Besides, Statistical Package for the Social Sciences (SPSS) software also was used to analyse the data. Pearson Correlation Coefficient was used to test the association between variables. All variables are falling within the 0.70 – 0.89 which mean correlation between independent variables and dependent variable is strong. Furthermore, multiple regression was used to evaluate two or more independent variables toward the dependent variable. It showed that there

is significant relationship between talent management and job satisfaction. To sum up, based on the finding, the research indicated that talent management has positive significant relationship with employees' job satisfaction in hospitality industry.

Kate (2022), focused on attracting and retaining talent: A qualitative study about talent management within the knowledge-intensive organisations in Sweden. The aim of the study was to contribute to the understanding of how organisations in Sweden in the knowledge-intensive industries, attract and retain talents through talent management practices. This study is based on a qualitative methodology where the data collection was conducted through eight semi-structured interviews with ten respondents. The results show that talent can be defined both as something that all employees can become and develop into, and as personal qualities, but also depending on the context and situation. Talent attraction is achieved through employer branding and reputation building. A good reputation can be achieved through honesty and openness, through partnerships with other actors that are beneficial to the organisation and through personal encounters both outside and inside the organisation. In addition to the obvious benefits, an organisation can develop methods to develop and enable career goals. Organisational culture can have an impact on the work of talent management and thus can set norms and influence perceptions of talent within an organisation.

Methodology

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

Methods of Data Analysis

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

Model Specification

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

$$\bar{x} = \frac{\sum fx}{N} \dots\dots\dots equ_1$$

- Where,
- Σ = summation
- F = frequency
- X = scores to response category
- \bar{x} = Arithmetic mean
- N = number of respondents

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

$$Y = f(X) + \epsilon_i \dots\dots\dots equ_2$$

Where:

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

X = Talent planning and talent attraction (Mean Score)

ϵ_1 = error term.

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

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

Source: Field Survey, 2023.

Table 1 above showed that a total of fifty four (54) questionnaire was sampled in First Bank branches in Southeast Nigeria, while fifty three (53) questionnaire was returned which represent 13.9% of the total questionnaire returned. Out of fifty three (53) questionnaire returned, two (2) were not properly filled. Sixty (60) questionnaire was sampled in Access Bank branches in Southeast Nigeria, while fifty eight (58) questionnaire was returned which represent 15.3% of the total questionnaire returned. Sixty four (64) questionnaire was sampled in Zenith Bank branches in Southeast Nigeria, while sixty three (63) questionnaire was returned which represent 16.2% of the total questionnaire returned. Fifty five (55) questionnaire was sampled in UBA branches in Southeast Nigeria, while fifty four (54) questionnaire was returned which represent 14.2% of the total questionnaire returned. Fifty two (52) questionnaire was sampled in Union Bank branches in Southeast Nigeria, while fifty (50) questionnaire was returned which represent 13.2% of the total questionnaire returned. Forty three (43) questionnaire was sampled in FCMB branches in Southeast Nigeria, while forty three (43) questionnaire was returned which represent 11.3% of the total questionnaire returned. Fifty one (51) questionnaire was sampled in GT Bank branches in Southeast Nigeria, while fifty (50) questionnaire was returned which represent 13.1% of the total questionnaire returned. Totally, three hundred and sixty (360) valid questionnaire was returned, which represent 97.2% questionnaire return rate. Therefore, the three hundred and sixty (360) valid questionnaire was used for the data analysis.

Respondents Opinion on Talent Planning and Talent Attraction

Table 2: Descriptive statistics analysis result on the respondents opinion on talent planning and talent attraction in the selected banks in southeast Nigeria.

S/N	ITEMS	SA	A	D	SD	U	M	Std. Dev.
1	Workforce planning.	179	131	14	06	30	4.17	1.151
2	Recruitment and selection.	201	142	08	02	07	4.47	0.749
3	Employer branding.	98	186	21	13	42	3.79	1.219
4	Employee value proposition.	107	195	19	03	36	3.93	1.132
5	Comprehensive on boarding.	183	154	04	01	18	4.34	0.931

Source: Field Survey 2023

Table 2 revealed that out of the 360 respondents, 179 respondents strongly believed that workforce planning is among the components of talent planning and talent attraction practiced in the selected MDBs, 131 respondents agreed, 14 respondents disagreed, 6 respondents strongly disagreed and 30 respondents were undecided. There was no missing value. The responses gave a mean value of 4.17 and a standard deviation value of 1.151, which shows that more than the average number of the respondents agreed that workforce planning is among the components of talent planning and talent attraction practiced in the selected MDBs.

In the second item, out of the 360 respondents, 201 respondents strongly agreed that recruitment and selection is among the components of talent planning and talent attraction practiced in the selected MDBs, 142 respondents agreed, 8 respondents disagreed, 2 respondents strongly disagreed, and 7 respondents were undecided. There was no missing value. The responses gave a mean value of 4.47 and a standard deviation value of 0.749, which shows that more than the average number of the respondents agreed that recruitment and selection is among the components of talent planning and talent attraction practiced in the selected MDBs.

In the third item, out of the 360 respondents, 98 respondents strongly agreed that employer branding is among the components of talent planning and talent attraction practiced in the selected MDBs, 186 respondents agreed, 21 respondents disagreed, 13 respondents strongly disagreed, 42 respondents were undecided. There was no missing value. The responses gave a mean value of 3.79 and a standard deviation value of 1.219, which shows that more than the average number of the respondents agreed that employer branding is among the components of talent planning and talent attraction practiced in the selected MDBs.

In the fourth item, out of the 360 respondents, 107 respondents strongly agreed that employee value proposition is among the components of talent planning and talent attraction practiced in the selected MDBs, 195 respondents agreed, 19 respondents disagreed, 3 respondents strongly disagreed and 36 respondents were undecided. There was no missing value. The responses gave a mean value of 3.93 and a standard deviation value of 1.132, which shows that more than the average number of the respondents agreed that employee value proposition is among the components of talent planning and talent attraction practiced in the selected MDBs.

In the fifth item, out of the 360 respondents, 183 respondents strongly agreed that comprehensive on boarding is among the components of talent planning and talent attraction practiced in the selected MDBs, 154 respondents agreed, 4 respondents disagreed, one 1 respondent strongly disagreed and 18 respondents were undecided. There was no missing value. The responses gave a mean value of 4.34 and a standard deviation value of 0.931, which shows that more than the average number of the respondents agreed that comprehensive on boarding is among the components of talent planning and talent attraction practiced in the selected MDBs.

Thus, from the responses analysed in Table 2, the respondents from the selected MDBs in the southeast revealed that talent planning and talent attraction are practiced by the selected MDBs as part of their talent management.

Hypothesis Testing

Talent planning and talent attraction does not have any significant effects on employees' customer service delivery quality in the selected money deposit banks in Southeast, Nigeria.

Table 3, Ordinary Least Regression analysis result on the effects of talent planning and talent attraction on employees' customer service delivery quality in the selected MDBs Southeast, Nigeria.

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.702	0.060		28.385	0.000***
Talent planning and talent	0.815	0.020	0.910	41.419	0.000***
R ²		0.827			
R ²		0.816			
F-Statistics		1715.560			

- Dependent Variable: Employees' customer service delivery quality.
- Predictor: Talent planning and talent attraction.
- Source: Field Survey 2023.

The result in Table 3 revealed the effect of talent planning and talent attraction on employees' customer service delivery quality in the selected MDBs in Southeast, Nigeria. The result revealed that talent planning and talent attraction with the regression coefficient of (0.815) is significant and positively affected customer service delivery quality in the selected MDBs in Southeast, Nigeria at 1% level (Sig < .01) of significance. The result portrays that an increase in talent planning and talent attraction will lead to a positive increase in employees' customer service delivery quality in the selected MDBs in Southeast, Nigeria by 0.815. Therefore, talent planning and talent attraction had a positive and significant effect on employees' customer service delivery quality in the selected MDBs in Southeast, Nigeria.

The **R-square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 82.7% of the total variation in employees' customer service delivery quality in the selected MDBs was explained by the variation in talent planning and talent attraction. While the **Adjusted R** explains the effect of decrease in the degree

of freedom arising from the independent variable. The **F-statistics** (1715.560) is significant at 5% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Based on the above results in Table 3, which revealed that at at 1% level (Sig < .01) of significance, talent planning and talent attraction had a positive and significant effect on employees' customer service delivery quality in the selected MDBs in Southeast, Nigeria, the researcher rejected the null hypothesis which states: "Talent planning and talent attraction does not have any significant effects on employees' customer service delivery quality in the selected money deposit banks in Southeast, Nigeria" and accepted the alternate hypothesis which states: "Talent planning and talent attraction had a significant and positive effects on employees' customer service delivery quality in the selected MDBs in Southeast, Nigeria.

Conclusion

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

Recommendation

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

- i. Money Deposit Banks need to sustain their talent planning and talent attraction as it having a positive and significant effect on their employees' customer service delivery quality. However they need to enhance the performance of their talent planning and talent attraction programmes; workforce planning, recruitment and selection, employer branding, employee value proposition and comprehensive on boarding for an improved effect on their employees' customer service delivery quality.

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