Talent Management as Predictor of Employee Commitment of Deposit Money Banks in Port Harcourt.

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Abstract
This study focused on the relationship between talent management and employee commitment of deposit money banks in Port Harcourt. The study adopted a cross sectional survey research design. Primary data was obtained using questionnaire as the research instrument. The study population was two hundred and five (209) of five deposit money banks in Port Harcourt. A sample size of 137 was determined using the Taro Yamane sample determination formula and the simple random sampling technique adopted. After data cleaning, only data for 124 respondents were suitable for data analysis. The internal reliability of the instrument was ascertained through the Crombach Alpha coefficient with all the items scoring above .70 bench mark set by Nunnally (1970). Spearman's rank correlation was used for hypothesis testing. The study findings confirm that talent management significant predicted employee commitment in the sample of deposit money banks in Port Harcourt. The study concluded that cost leadership strategy bears a positive and significant influence on organizational performance. The study recommends that management of deposit money banks should develop policies that promote talent management which will in turn promote employee commitment.

Introduction

Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes the level of individual employee performance. Employees who are

committed in the work place are of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brown, McHardy, McNabb & Taylor, (2011). John & Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties effectively as a member of the team in order to realize organizational objectives.

Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact that employees want to be part of an organization that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010). Brown, McHardy, McNabb & Taylor (2011) argued that committed employees remain within the organization therefore saving the organization of the costs required to recruit, train and develop new staff. In addition, high staff turnover increases customer dissatisfaction due to discontinued service delivery (Scott, 2007).

Employee commitment results in higher levels of job satisfaction and improved job performance among employees, increased return to shareholders as the sales increase and operational costs reduce. Employee commitment also leads to reduced employee turnover, lower levels of intention to leave, reduced intention to look for alternative and reduced absenteeism (Robinson, 2006).Workers commitment to an organization is a sign that the workers are satisfied with their employer with regards to their expectations. When organizations meet the expectations of their employees', this will spur them to develop commitment to the organization. This means that commitment is the outcome of the organization providing an enabling environment for the workers to maximize their full potential; this enables the organization to derive value for its investment on the workers. One veritable instrument for achieving employee commitment is through deliberate and efficient talent management practices.

Globalization has not only increased competition among organizations but has also created new window of opportunity for the workforce .In the view of Wheelock (2010) in Hanief, et al, (2013), the present economic situation of the world has increased the importance of talent management and retention. The author further adds that intellectual capital is always an asset for any organization which they must invest in. People, intellectual capital and talent are ever more critical to organizational strategic success. Retaining talented employees is the priority of many organizations and it is the key differentiator of human capital management (Mohammed, 2015). It is one of the critical issues facing organizations today and the biggest challenge faced by HR in modern economy (Lathitha, 2012) because of shortage of skilled workers, economic growth and high employee turnover.

The demand for competent employees is high especially for key decision making workforce; therefore organizations are exposed to a continuous competitive fight for the best and talented employees. Indeed, there is a paradigm shift from human resource to human capital which consists of knowledge, skills and capabilities of the people employed in an organization which is indicative of their value (Armstrong, 2010). Major companies are today facing the challenge of retaining their talent competes in the global markets (Sculer et al, 2011; Scullion et al,. 2010). The directive for organizations in this time of "war for talent" is to reduce turnover in favor of the retention of talented employees (McDonnell, 2010). The main purpose of retention

is to prevent competent employees from leaving the organization as this could have adverse effects on productivity and service delivery (Ng'ethe, Iravo, & Namusonge, 2012).

Research indicates that companies doing best of managing their talent deliver better results (Ntonga, 2007). The identification and development of internal high-potential employees is referred to as 'talent management within the human resource function (Nyanjom, 2013).Talent management is actions taken by organizations for the purpose of attracting, selecting, developing and retaining the best employees in most strategic roles (Scullion & Collings, 2011). It aims at developing the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the organization (Uren & Jackson, 2012). According to Chartered Institute of Professional Development (CIPD, 2013) talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. The growth potential of organizations worldwide depends on the ability of companies to have the right people, in the right place at the right time.

Talent management ensures that organizations have the right people with fit skills located at the right place to access business strategy (Devine 2008, Ballesterous,2010; Mohammed,2015).This ensures that the right employees maximize their talent for optimal success of the organization. Talent management involves mechanisms put in place to ensure attraction, retention and development. The employment relationship is undergoing fundamental challenges that have implications in attracting, motivation and retention of talented employees and talent shortage has resulted to fierce competition (Nyanjom, 2013). Although talent management is a relatively new area for both public and private sectors, most organizations have prioritized it to ensure they acquire the staff (Kagwiria, 2014). This is because talent management has been linked to successful attraction, retention and development of employees (Baheshtiffar, 2011). This study therefore seeks to examine the relationship between talent management and employee commitment of deposit money banks in Port Harcourt. It also seeks to provide answers to the following research questions:

  i.   What is the relationship between competency mapping and affective commitment of deposit money banks in Port Harcourt?
  ii.   What is the relationship between competency mapping and normative commitment of deposit money banks in Port Harcourt?
  iii. What is the relationship between competency mapping and continuance commitment of deposit money banks in Port Harcourt?

Literature Review
Theoretical Foundation
The social cognitive career theory was conceptualized as a derivative of Bandura's general social cognitive theory in which the intersection of intrinsic and extrinsic factors influences psychosocial learning. This theory has been termed as the most promising career theory that may prove satisfactory in retention and career development. Lent and Brown (2006) expanded the scope of social cognitive career theory, offering a new and related social – cognitive model designed to explain the ways in which previously identified inputs such as self-efficacy and outcome expectations, along with person and contextual variables are related to job satisfaction. The authors cited recent research (Heller, Watson & Llies, 2004), that linked job satisfaction to overall subjective well-being, thus providing a rationale for the use of the theory in the current research. The primary focus is on the central elements of social cognitive namely:

self-efficacy and outcome expectations. Self-efficacy can be defined as an individual's sense of control and responsibility for his/her personal environment. It is also defined as the beliefs in ones capability to organize and execute the courses of action required to produce given attainments. Self-efficacy is concerned with the belief in the ability to exercise control over ones actions and events that affect their lives.

Beliefs impact life choices, motivation, quality of actions and the ability to overcome adversity. The sources of self-efficacy are derived from three sources: mastery experience, vicarious experience and social persuasion. Vicarious experience is observing the model of someone similar managing a task successfully and drawing experience. Outcome expectations refer to the personal belief that successfully performing certain tasks may result in probable response outcomes.

Lent *et al*., (2006) expanded upon Bandura's work to focus exclusively on the development of the individual within the context of career. Managers who wish to retain talent can borrow heavily from this theory. Career behavior is driven by self-efficacy or the belief in the ability to accomplish something worthwhile. The degree of achievement depends on two factors: outcome expectations or the idea that initiating a particular behavior will yield the desired results and goals. If a person feels confident of his/her abilities, he/she is more likely to take specific actions to reach them. This is especially so for the young generation of employees popularly known as the millennials. They have grown up with an abundance of role models from parents and other mentors and still expect the same at work.

This theory associated individual failure to insufficient skill and knowledge which are deemed as acquirable. It is therefore imperative to provide customized training and development opportunities to the employees. This theory is relevant to the current study in that career behavior is driven by self-efficacy or belief in the ability to accomplish something worthwhile. The degree of achievement depends on two factors; outcome expectations or the idea that initiating a particular behavior will yield to desired results. Goals are keys because if a person feels confident of his/her abilities, he's more likely to take specific actions to reach them. If employees feel supported and their goals and career advancement looked into, their intention to stay will be higher.

Talent Management
Thompson, Gamble, & Strickland (2005) refers to talent management as a process of attracting and integrating new people, developing and retaining current employees, compensating and motivating skillful workers all in a bite to achieve the aims and objective of the organization, therefore, employees with high potential, uncommon knowledge and capacity that will bring the desired goals and success in the organization should be attracted and retained, in doing so the employee's talent must be adequately motivated so as to have competitive edge in value generation to the organization. On the other hand, media firms are now developing their own employer brand by using talent management strategies to manage talented people. Subsequently, talent managers must have resourceful ideas and the capacity to deal with changes in their environment; also existing media organizations must be abreast with modern talent management techniques in order to survive in the industry (Hiles & Bunnell, 2006).

Talent management programs have impacted significantly on organizational growth due to the way most firms design and manage their organizational structure, in order to implement a

successful talent management, organizations need to have; a clear mission and vision, a good corporate culture, and inculcate the consciousness that talent management is of a strategic concern, Conner (2000) and Hartley (2004).Talent management is important in its ability to add value to the industry even in the weak and recessive economy because it involves all the processes of planning, recruiting, developing, managing, and compensating employees in the organization.

The process of hiring new talent may be very expensive, when compared with the cost incurred to train, develop and retain the existing employees in the organization. Organizations in their quest to grow have seen the need for talent management programs and as such are currently embarking on intensive talent retention programs in their organization. Talent retention program at the first instance may look expensive in the short run due to increase in wages, rewards and compensation but the organization will be of competitive advantage at the long run.

Armstrong (2006) suggested that research on talent integration has shown organizations consistency in talent recruitment, selection, engagement and management, which has given some organization a competitive position. Organizations need to standardize best labor practices and implement a good talent management culture. In the same vein, Laff, (2006) argued that the main force in implementing successfully talent management culture in any organization is the total commitment from the employer and employee to achieve firm's corporate intent.

Accordingly, proper talent attraction and talent retention strategy will bring about futuristic growth in organizations. Thus, people are seen as company greatest asset, and through these people the achievement of organizational goals can be facilitated. It is therefore important for organizations to attract, engage, and retain productive workers which will bring about success to the organization. Talent management dimension like employee attraction, career path development, employee retention, succession planning, training and development are very critical to the survival of any organization, accordingly these dimensions aids HR managers in finding out solutions and developmental support needed for companies to succeed. However for the purpose of this study, the researcher will take an incisive analysis of talent management dimension in terms of talent attraction and talent retention.

Dimensions of Talent Management
Competency Mapping
At the heart of any successful activity lies a competence or a skill. In today's competitive world, it is becoming particularly important to build on the competitive activities of business (Sanghi, 2007). There has been much more thinking about business strategy over the past three decades, particularly regarding what competencies a business needs to have in order to compete in a specific environment. Organizations that possess inherent strengths that are core competencies are likely to have an edge over others (Sanghi, 2007). More often than not, competencies are an organizations most important resource because they are valuable, rare and difficult to imitate .Organizations can capitalize on this resource; after identifying them (competency mapping), can make decisions about how to exploit them and also learn how to expand them.

Competency mapping is becoming an important HR tool today. Competency mapping is a process which identifies an individual's strengths and weaknesses in order to help them to

better recognize themselves. It is a process through which one assesses and determines one's strengths as an individual worker and in some cases as part of an organization. It generally examines two areas: strengths of an individual in areas like team structure, leadership and decision making. It consists of breaking a given job or given role into constituent's tasks or activities and identifying the competencies (technical, managerial, behavioural, conceptual knowledge, attitudes, skills etc.) needed to perform the same successfully.

Competency based HRM is increasingly being recognized as an effective way of talent management over the previously adopted job-description related approach. It involves a translation from the traditional HR based on what people have(e.g skills and abilities) to what people can do (performance).Effectively mapped competencies translate the strategic vision and goal of the organization into behavioural actions that employees must display. The success of any talent management strategy depends on a well -defined roadmap that supports a long term vision (Lathitha, 2012). The long term vision of the organization will facilitate in assessing its current talent. HRD aims at constantly assessing competency requirements of different individuals to perform the jobs assigned to them effectively and provide opportunities for developing these competencies to prepare them for future roles in the organization.

Competencies are the first building blocks to talent management. By identifying the critical competencies existing with high performing employees, the other employees can also be motivated with the same by conducting training and development programmes. Anatoui (2007) identified the importance of competency based recruitment practices. His argument states that attraction and selection of talent requires a flexible and well-designed competency based recruitment system as a starting step towards the management of talent in any organization. Once the recruitment system is streamlined, the second phase of talent management will be proper training and development of the employees.

Competency based talent management is an important strategic approach of any organization as it has an impact the employers ability to attract talent, retain employees and ensure optimal level of performance in meeting the organization's strategic objectives competencies, organizations can make sure they are recruiting and managing talented people in the most strategic way, putting the right people in the right jobs with the abilities to perform at their maximum potential every day.

Employee Commitment
In recent time, several scholarly research works have been conducted in the area of employee and organization commitment. Commitment is a difficult concept to define (Meyer & Allen 1996; Meyer & Hercovitch, 2001). They defined commitment is a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mind-sets), including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mind-set are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively.

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. In the view of Ongori (2007), employee

commitment is described as an effective response to the whole organization and the degree of attachment or loyalty employee feels towards the organization.

In the same vein, Zheng (2010) saw employee commitment as simply employee attitude to organization. Therefore, employee loyalty to management is shown in how committed they are to their job in the organization. It shows identification with involvement in the day to day activities of the organization and management of organization should be concern with determining the level of commitment displayed by managers and would-be managers at all times.

According to Meyer & Allen (1997) employee commitment is multi-dimensional in nature, encompassing workers loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization.

Shahid & Azhar (2013) argued that employee commitment has been an important factor to determine the success of an organization and that employee commitment to an organization has acquired increasing demand as it aids the organization to retain more staff thereby increase in achievement, productivity and effectiveness. In addition, that the three top drivers to employee commitment are fulfilment, fairness and care and concern for employees. According to Beheshtifar & Herat (2013), employee commitment is also seen as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Bratton & Gold (2007) and Lee & Chen (2013) said employee commitment is relative to the worker's attachment to participation in the activities of the organizations in which they are employed.

Measures of Employee Commitment
Affective Commitment (AC)
According to Meyer & Allen (1991) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi et al, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Also, Meyer & Herscovitch (2001) argued that the primary basis for the development of affective commitment are personal involvement, identification with the relevant target, and value congruence (Meyer, *et' al*, 2004). As a result of the above view of Meyer & Herscovitch (2001), which states that when there is a high level of affective commitment, employees will be willing to remain in that organization, otherwise the reverse will be displayed. It has also been seen in the view of Bal, *et'al*, (2014) that affective commitment reflects an emotional attachment and involvement in the organization. But earlier, Allen & Meyer (1991) defined affective component as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The 'work experience relates to the boss-driven development as a dimension in management development.

Normative Commitment (NC)

According to Madi, et al (2012) normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Meyer& Smith, 2000; Bal, *et al*, 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that co-workers' commitment is expected to provide normative signals that influence the development of normative commitment. It is worthy to mention that organizational dependability and participatory management are key issues that will foster and install a sense of moral obligation to reciprocate to the organization. Normative commitment is said to reflect a sense of obligation instilled in the employee to sustain membership in the organization (Meyer & Smith, 2000; Bal, *et al*, 2014).

Unarguably, Meyer & Maltin (2010) opined that latter observation regarding normative commitment is consistent with recent findings; demonstrating that normative commitment can have two faces, one reflecting a moral imperative and the other reflecting indebted obligation (Geltatly, et at, 2006; Meyer & Parfyonova, 2010). Firstly, the moral imperative mind-set is experienced when normative commitment combines with strong affective commitment. Secondly, the indebted obligation mind-set results from a combination of strong normative commitment and continuance with weak affective commitment. Also, Lee & Chen (2013) asserted that normative commitment relates to obligation employee may feel they owe the organization for being given a job when they need it most. That in no small measure will increase or boost the employee level of commitment especially in a society where there is an army of unemployed people.

Continuance Commitment (CC)

Bal, *et al* (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). In the view of Madi*et' al* (2012), tenure indicates non-transferable investments that means close working relationship with co-workers, retirement investments, career investments and skills peculiar to the particular organization while age can be negatively related to the number of available job opportunities. Career satisfaction was said to provide a more direct measure of career related investments which could be at risk if the individual leaves the organization. They went further to assert that whatever employees perceive to as sunk costs, resulting from leaving the organization, are antecedents of continuance commitment.

Talent Management and Employee Commitment

Every organization today is interestingly concerned with selecting and retaining competent, committed people who are exclusively known as knowledge workers (Iles *et al*., 2010). Gupta

(2006), indicate that in the era where global business is key, every employer has to be ready for meeting the future business demands, which can be efficiently handled through talent management. Retention of staff is a major component of talent management and an organization's retention strategy needs to have information why people leave the organization. As organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management. Some of the factors in this approach are reviewed below.

In this age of globalization where talent and brain power are becoming predominant, managing talent has become imperative for business success. The concept of talent management has gained strategic importance in human resource management since talent can make a significant difference to the current and future performance of an organization. Research indicates that the war of talent has become intense due to labour market shortages and glowing global competition .The available literature reveals that organizations have focused on talent management and understand that talent management is aligned to the employees with the mission and vision of the organization which ends up with better results to the organization and enhanced employee retention. This view is shared by Oladapo (2012), who indicated that the war of talent has become intense due to labour market shortages and glowing competition. Any employer's foremost responsibility is retention of the best employees and this can be achieved by managing employee talent well to keep them satisfied and motivated. He recommends that to attract and retain the best talent anywhere in the world, an organization must have strategies for managing those talents for achieving competitive advantage.

This view is also supported by a study by Karemu, *et al* (2014), on critical analysis of talent management on medical employees retention in public hospitals in Kenya, which indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta National hospital in Kenya. The studied variables were career development, compensation and benefits attractiveness, nature of work climate and levels of training and development. The data obtained from the study indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta national hospital in Kenya.

Tiwari & Shrivastara, (2013) in their study on strategies and practices of talent management and their impact on employee retention and effectiveness in India concluded that talent management is one of the primary management tools in the 21st century human assets management. The prime focus of this study was to analyze the talent management initiative taken by HR professionals and find out the effectiveness of such initiatives to the satisfaction level of employees leading to employee retention. The study revealed that the age of the employees is independent from the employee satisfaction and retention. However, experience was found to affect the satisfaction level of employees with practices of talent management.

The foregoing arguments we hypothesize thus:

Ho1: There is no significant relationship between competency mapping and employee affective commitment of deposit money banks in Port Harcourt.

Ho2: There is no significant relationship between competency mapping and employee normative commitment of deposit money banks in Port Harcourt.

Ho2: There is no significant relationship between competency mapping and employee continuance commitment of deposit money banks in Port Harcourt.
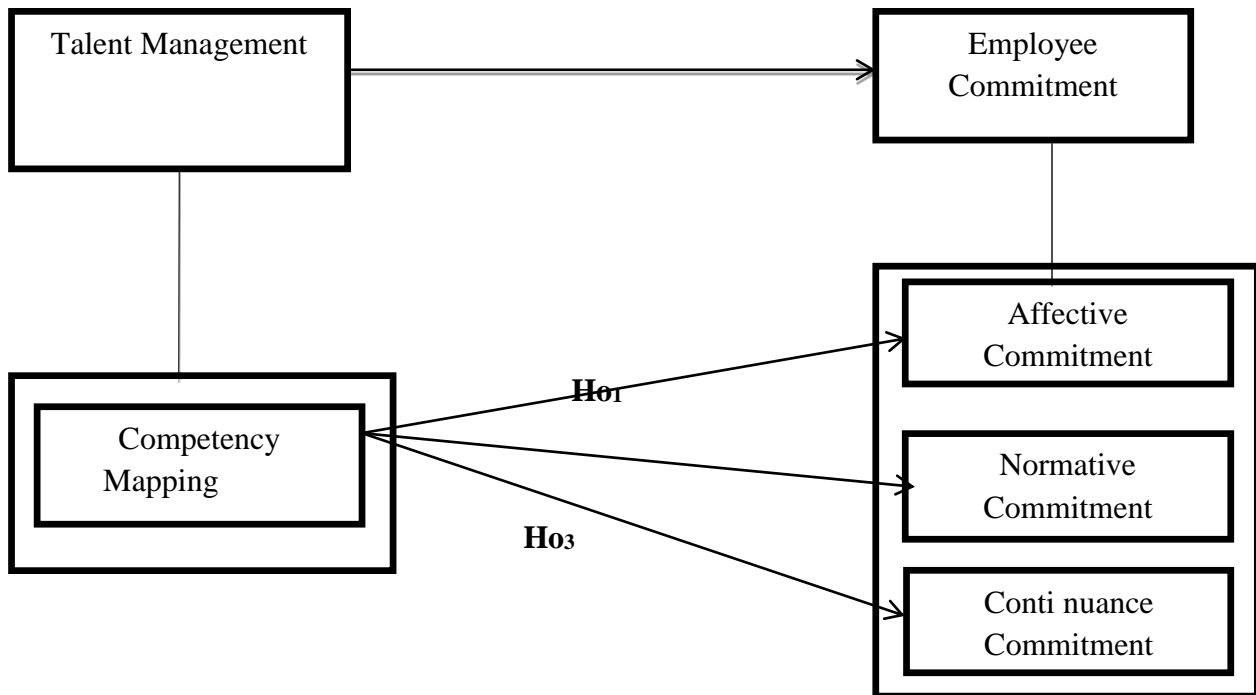
Fig. 1 operational framework for the relationship between talent management and employee commitment
Source: Desk Research 2018

Methodology
This study focused on the relationship between talent management and employee commitment of deposit money banks in Port Harcourt. The study adopted a cross sectional survey research design. Primary data was obtained using questionnaire as the research instrument. The study population was two hundred and five (209) of five deposit money banks in Port Harcourt. A sample size of 137 was determined using the Taro Yamane sample determination formula and the simple random sampling technique adopted. After data cleaning, only data for 124 respondents were suitable for data analysis. The internal reliability of the instrument was ascertained through the Crombach Alpha coefficient with all the items scoring above .70 bench mark set by Nunnally (1970). Spearman's rank correlation was used for hypothesis testing with the aid of the SPSS Package version 21.

Table 1: Reliability Coefficients of variable measures

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Competency Mapping	4	124	0.705
2	Affective Commitment	4	124	0.799
3	Normative Commitment	4	124	0.861
4	Continuance Commitment	4	124	0.700

Source: Research Data, 2018

Results and Discussions
Bivariate Analysis
The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses Ho_1 to Ho_3 which were bivariate and all stated in the null form. We have relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$).

Table 2: Description on Range of correlation (r) values and the corresponding Level of Association

Range of r with positive and negative sign values	Descriptive level of Association	Remark
0.00 - 0.19	Very Low	Very Weak
0.20 - 0.39	Low	Weak
0.40 - 0.59	Moderate	Moderate
0.60 - 0.79	High	Strong
0.80 - 1.0	Very High	Very Strong

We shall commence by first presenting a proof of existing relationships.
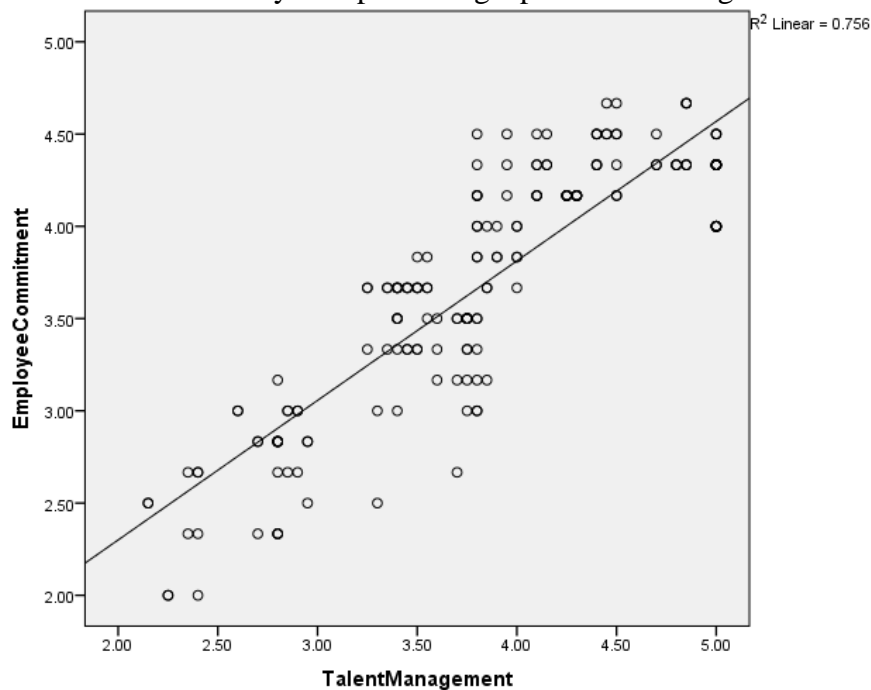

Fig. 2 Scatter plot relationship between talent management and employee commitment

The scatter plot graph shows at R^2 linear value of (0.756) depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in talent management simultaneously brings about an increase in the level of employee commitment. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Test of Hypothesis one
Table 3 Correlations result for competency mapping and employee affective commitment

			Competency Mapping	Affective Commitment
Spearman's rho	Competency Mapping	Correlation Coefficient	1.000	.762**
		Sig. (2-tailed)	.	.000
		N	186	186
	Affective Commitment	Correlation Coefficient	.762**	1.000
		Sig. (2-tailed)	.000	.
		N	186	186

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data 2018, (SPSS output version 21.0)

Ho₁: *There is no significant relationship between competency mapping and employee affective commitment of deposit money banks in Port Harcourt.*
From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between competency mapping and affective commitment. The correlation *rho* value 0.766 confirms the strength and magnitude of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a high correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between competency mapping and employee affective commitment of deposit money banks in Port Harcourt.

Test of Hypothesis two
Table 4 Correlation results for competency mapping and employee normative commitment

			Competency Mapping	Normative Commitment
Spearman's rho	Competency Mapping	Correlation Coefficient	1.000	.815**
		Sig. (2-tailed)	.	.000
		N	186	186
	Normative Commitment	Correlation Coefficient	.815**	1.000
		Sig. (2-tailed)	.000	.
		N	186	186

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data 2018, (SPSS output version 21.0)

Ho₂: *There is no significant relationship between competency mapping and employee normative commitment of deposit money banks in Port Harcourt.*

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between competency mapping and normative commitment. The correlation *rho* value 0.815 confirms the strength and magnitude of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a very high correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between competency mapping and employee normative commitment of deposit money banks in Port Harcourt.

Test of Hypothesis Three
Table 4 Correlation results for competency mapping and employee continuance commitment

			Competency Mapping	Continuance Commitment
Spearman's rho	Competency Mapping	Correlation Coefficient	1.000	.898**
		Sig. (2-tailed)	.	.000
		N	186	186
	Continuance Commitment	Correlation Coefficient	.898**	1.000
		Sig. (2-tailed)	.000	.
		N	186	186

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data 2018, (SPSS output version 21.0)

Ho3: *There is no significant relationship between competency mapping and employee continuance commitment of deposit money banks in Port Harcourt.*
From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between competency mapping and continuance commitment. The correlation *rho* value 0.898 confirms the strength and magnitude of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a very high correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between competency mapping and employee continuance commitment of deposit money banks in Port Harcourt.

Discussion of Findings
The test of hypotheses revealed that there is a strong significant positive relationship between talent management and employee commitment in the sample of employees of deposit money banks in Port Harcourt. This implies that effective talent management practices ensures employee commitment with its attendant effect of retention thus preventing competent employees from leaving the organization as this could have adverse effects on productivity and service delivery.
The current study finding is in agreement with a study conducted by Karemu, *et al* (2014), on the critical analysis of talent management on medical employees retention in public hospitals in Kenya, which indicated that talent management strategies impacts positively on the retention of doctors and nurses at Kenyatta National hospital in Kenya.

The finding also lays credence to the findings of Tiwari & Shrivastara, (2013) in their study on strategies and practices of talent management and their impact on employee retention and effectiveness in India concluded that talent management is one of the primary management tools in the 21st century human assets management. The prime focus of this study was to analyze the talent management initiative taken by HR professionals and find out the effectiveness of such initiatives to the satisfaction level of employees leading to employee retention. Bano *et, al.* (2011), studied talent management in the corporate sector of Islamad, Pakistan and found out that talent management has a positive, significant influence on employee attitudinal outcomes and organizational effectiveness like employee work engagement, turnover avoidance and value addition. They concluded that organizations which are enthusiastic for gaining competitive advantage over their business rivals need to manage their talent in a vigilant and effective ways.

More so, the study finding supports Gorvaerts, *et, al*. (2010), exploratory study in which they to identified ways to retain talent conducted in professional organizations, collected data from a sample of 972 employees. They concluded that to retain employees, it is important to pay attention to learning and development of the employees. Learning and development of employees plays a key role in talent management strategy. This kind of management practices leads to satisfied employees which eventually lead to commitment and retention.

As global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the strategic use of human resources .Under these circumstances, ability of companies to effectively carry out competency based HRM is becoming more and more crucial for their survival. Talent management focuses on enhancing the potential of the people by developing capabilities.

Furthermore, the current study finding is in line with the conclusion made by (Jain, 2013), who did a study on competency mapping in Indian industries and recommended that HRD should constantly assess competency requirements of different individuals to perform the jobs assigned to them effectively and provide opportunities for developing these competencies to prepare themselves for future roles in the organization. The first objective was to find out if competency mapping increased employee retention. The study findings depicted that there is a significant positive relationship between employee retention and skills mapping (rho=0.336, p-value=0.00). Competency mapping is required to reinforce corporate strategy, culture, and vision. It establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction, and better employee retention. It increases the effectiveness of training and professional development programs by linking them to the success criteria. In view of this the study sought to find out whether performance assessment in organizations is guided by individual competencies.

These findings concur with the findings of a study done by Kumar (2013), who concluded that competency mapping establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction and better retention. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and show where career development needs to be directed.

The study findings showed that there is a relationship between increases in employee retention if there are opportunities for career development since majority 85% reported that an opportunity for career development increases the chances of employee retention. This study concurs with a study by Chitalu, (2011) who concluded that one of the key factors of the retention of skilled employees is the provision of training and development opportunities (Chitalu, 2011). Today's employees are more career conscious than ever. They are demanding more in terms of personal growth and development. There has been a shift from job security and lifelong employability to lifelong learning and talent management. (Brown et al., 2003; Sennet, 2006). It is therefore important to give employees opportunities to develop and learn (Herman, 2005) such that employees maintain their capabilities as effective employees, resist redundancy are retained by their organization.

Conclusion and Recommendations

Talent management center on managing people; it is a daily organizational activity that is carried out at every strata of the company's operations at the same time it gives a competitive advantage through the identification, development, retention and compensation of talented employees which is very critical to the success of any organization. It involves corporate planning aimed at attaining quality human resource talents and setting a process which allows the human resource talent to be highly efficient and rewarded in achieving the company's goals as well as the personal and career satisfaction needs of the employees. This study thus concludes that talent management significantly influences employee affective, normative and continuance of deposit money banks in Port Harcourt.

Based on this conclusion, the following, recommendations were hereby made:

i. The study recommends that management of deposit money banks should develop policies that promote talent management which will in turn promote employee commitment.

ii. Management of deposit money banks should nurture and maintain high degree of affective, normative and continuance commitments among employees by attracting recruiting and maintaining employees that share similar or have the same values with the organization

iii. The study also recommends that deposit money banks should embrace talent management as an employee commitment building strategy. Talent management strategy must be well enshrined in the corporate strategy displayed by constantly taking stock of talent and communicating the same talent management strategy to every employees.

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