

## **Effect of Talents Training and Development on Employees' Task Performance in Selected Money Deposit Banks in Southeast, Nigeria**

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### **Abstract**

*The study examined the effect of talent training and development 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 training and development 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 training and development 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 training and development techniques since it has a positive significant effect on employees' customer service delivery quality.*

**Keywords:** *talent training and development, deposit money banks, south east, Nigeria, simple regression.*

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### **Background to the study**

Talent Management 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 (Igwedimah & 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 (Igwedimah, 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).

MDBs is run and supported by competent talents. To be able to win the competition in the highly competitive banking industry, the development of good and sustainable TM is very imperative. However, the banking sector has globally witnessed multi-dimensional transformations in recent years. Banks are constantly modernizing their business strategies to keep up with the evolving regulatory requirements, the varying demands of different customer segments and the radical shift in technology (Ernst & Young, 2018). To keep up with these demands, a steady supply of devoted, talented and capable workers is essential (Hosen, Islam, Arshad, & Alam, 2018). It safe to say that MDBs face more challenges from talent constraints than capital constraints. Farzana and Ekkra (2022), posited that in a highly competitive environment and in the knowledge-based economy, hiring knowledgeable and talented employees are considered a very important contribution to create and maintain organisational competitiveness. For this very reason, MDBs have been alarmed to create and implement TM strategy that will correspond to the context of the global competitive market. As lack of retention of talented employees can disrupt their work processes (Farzana & Ekkra, 2022).

To that end, MDBs in Southeast, Nigeria especially First Bank, Access Bank, Zenith Bank United Bank for Africa (UBA), Union Bank, First City Monument Bank (FCMB) and Grant Trust Bank (GT Bank) despite being rivals, see employees as internal customers for the organisation whose satisfaction must be maintained so that they can then provide satisfaction to external customers. Thus, MDBs invest heavily in talent planning, attraction, training and development, rewards, compensation and talent retention with the quest to maximize employees' customer service delivery quality, task, contextual and adaptive performance in the organisation. However, how TM has affected EP in these MDBs calls for empirical examination, thus the need for this study: Talent management and employee's performance in money deposit banks in Southeast, Nigeria.

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. Also, DMBs often spend huge sum, carefully attracting, training and developing employees but do little or nothing to retaining the quality workforce that have been groomed and seasoned by the organisation. Failure to perform proper TM practices increases the cost of business process in MDBs due to unnecessary training and repeated deployment which could be avoided with proper TM practices. Thus, developing TM practices that fits the organisational context is a must do for MDBs in order to optimize EP, as neglecting TM is suicide, especially in the highly competitive business environment. Thus, to proffer solution bothering on TM and EP in these MDBs required an empirical examination, which necessitated this study: Talent training and development on employee's performance in money deposit banks in Southeast, Nigeria.

## **Conceptual Review**

### **Talent**

The word talent generally refers to the person who empowers in a particular field, has high potential, high knowledge, and skills, or has the ability to achieve changes and transformation in the organisation successfully. According to Ali and Guha (2018), it can only be ascribed to the top performers among the workforce. Ali and Guha (2018) explained, an organisation needs qualified personnel at all levels to gain a competitive advantage. Their contributions to the business contribute directly to their competitive positioning. People who are talented, tend to be proactive and responsive to a volatile business climate are needed by the organisations (Rawashdeh, 2018). They must identify and teach their employees knowledge, skills, and competencies required to

achieve their goals (Bhatti, 2014; Farzana & Ekkra, 2022). Talent is the ability, skill, Knowledge of employees to perform the job effectively to achieve the organisational goals. Talent may be defined as the inherent skill of an individual to do a particular thing or job in a particular way. Talent is seen as the sum of an individual's abilities, which includes his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also incorporates the individual's ability to learn and grow (Nafei, 2015; Igwedimah, 2020). Talent refers to unique characteristics, qualities, assets or capacity of individuals who utilize this to reach the purpose of an organisation (El Nakhla, 2013; Igwedimah, 2020). Mervat, Lamiaa, and Laila (2018), stated that talented people possess special gifts, abilities and aptitudes which enable them to perform effectively. Talent consists of those individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential (Augustus-Daddie & Jaja, 2015). Talent is defined as individuals who have the capability to make a significant difference to the current and future performance of the company (Okonkwo, Ndubusi-Okolo & Chidiebere, 2015).

Talent may be defined as the inherent ability of an individual to do a particular task in a particular way. Talent is seen as the sum of an individual's abilities, which includes his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also incorporates the individual's ability to learn and grow (Nafei, 2015). Talent refers to unique characteristics, qualities, traits or abilities of people who utilize this to reach the objectives of organisations (Mervat, Lamiaa & Laila, 2018). Mervat, *et al.* (2018), noted that talent represents greater mastery of developed abilities and knowledge systematically in the field of human endeavor. Talent refers to an innate giftedness, which is regarded as a gift. It is also a natural ability, aptitude and capability to carry out a task very well. It refers to capability to handle current performance and potential performance (Tansley, 2011, Ofili, Ononye, & Akpoyibo, 2021). Ofili, *et al.* (2021), also talked on talent as the sum of a person's ability, character and drive. It includes his or her ability to learn and grow potential for future development.

### **Talent Management**

Talent management is a human resource strategy designed to enhance an organisation's ability to attract, develop, and retain people to enable and achieve current and future business goals (Sottile, 2021). Talent management was defined as identifying, developing, and having high-potential employees who help the organisation achieve its goals. It encompasses a wide range of skills, including technological and managerial abilities. It is a set of operations aimed at attracting, selecting, developing, and retaining skilled and informed personnel (Abdel, *et al.*, 2021). Talent management is a strategic management that is the systematic identification of key positions in which these posts are the key to sustainable competitive advantage (Sheokand & Verma, 2015). Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential, who are of particular value to an organisation (Davies & Davies, 2015). Stockley (2017), assert that talent management is defined as the conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs. According to the authors' perspective, talent management deals with the recruitment, selection, identification, retention, management, and development of personnel considered having the potential for high productivity.

Talent management simply refers to an organized process of attracting, selecting, hiring, engaging, training and developing, retaining and utilizing top talents to an organisation's best advantage (Lockwood, 2016). It aims at ensuring the right job placements at the right time, in the right position for the right candidates to deliver their best and remain committed to the organisation. Though, talent management is organisation-specific, but the focus is on developing and optimizing high potentials or talents of individuals within the organisation more quickly than ever to enhance competitiveness (Lockwood, 2016).

Collings and Mellahi (2019), defined talent management as “activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued productivity to the organisation. Garrow and Hirsh (2018) opined that talent management is about doing things for your best people, investing in developing them, building their potential and assisting people to make the best use of their strengths.

### **Talents Development**

Learning, leadership development, career growth, performance evaluation, and acknowledgment are all aspects of talent development (Naim & Lenka, 2017). It is the policies and operation of an organisation that are made for improving the quality and efficiency of its employees (Naira, 2021). It is a systematic strategy to improve an individual's performance for the assigned tasks, which leads to strong teamwork habits and is one of the most comprehensive human resource strategies for any firm. Talent development is the investment of knowledge, skills, and human capital capacities that unlock the performance potential of critical tasks necessary to meet company goals or ensure leadership succession (Nicholas, 2021). Talent development aims to improve the abilities and skills of existing organisation personnel for new talents (Mitosis *et al.*, 2021). Encourage the organisation to have new methods to provide new technology with modern skills and knowledge through continuous learning and development. There are opportunities for personal growth and professional development for work-life balance (Al Aina & Atan, 2020). Nyanjom (2013); Farzana and Ekkra (2022), discovered that, an organisation focus on talent development techniques is more essential than focusing on employing employees with diverse learning styles. The development of talent allows the achievement of employee performance (Nana, 2013; Farzana & Ekkra, 2022). Farzana and Ekkra (2022), stated that training and development are any endeavors to improve an employee's present or future performance through learning, most commonly by altering attitudes or expanding skills and knowledge. According to Njiru (2008); Farzana and Ekkra (2022), the development of employee talent and performance enables the organisation to achieve its goals by linking the performance goals of the employees with the strategic goals of the organisation, which leads to a clear understanding of employee performance expectations and, therefore, the development of a performance culture that guides the organisation. The area of organisational development, talents should have the opportunity to enhance their strengths, special abilities, overall performance of individuals and deepen their motivation (Farzana & Ekkra, 2022).

Human resource policies that train and develop personnel by enhancing their performance, polishing their abilities where they are lacking, and training them to perform better in their

respective sectors are referred to as training and development. When new technology is introduced, the organisation's personnel will be taught, and employees will quickly solve those hurdles to obtain a competitive advantage (Shaikh, 2021). Talent development goals for knowledge-based must always be aligned with the enterprise's strategy (Liu, 2021). Employees that can take significant leaps to learn new abilities and then instantly improve those skills with the help of their bosses have a lot of untapped potentials. Managers must go beyond traditional management approaches to the more sophisticated skill of applying everyday psychology to get the most out of this targeted experience learning (Axelrod, 2015). Career management includes gathering information on a person's interests, norms, skills and weaknesses, and career aims and incorporating them into career strategies to boost the likelihood of achieving those goals. Job rotation, employee seminars, and career development are examples of formal and informal career management activities and give self-improvement opportunities (Al Aina & Atan, 2020). Therefore, talent development programmes are inextricably linked to career planning and succession planning. As a result, talent development attempts to achieve strategic goals by aligning developmental activities with organisational talent management processes (Kusi *et al.*, 2020).

### **Talents Training and Development**

Dessler (2006), Amsalu, (2017), defined the training as giving new and different skills to the employees for performing their jobs. Armstrong (2009), Amsalu (2017), suggests that training can refer to the practice of equipping employees with skills, knowledge, and abilities, with the aim of building organisational capabilities and increasing organisational performance. Development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organisation up to another threshold of performance, often to perform some job or a new role in the future (McNamara, 2008, Amsalu, 2017). According to Neelam *et al.*, (2014), Training and development is defined as the planned learning experiences that teach employees how to perform current and future jobs. These two processes, Training and Development, are often closely connected. Training can be used as a proactive means for developing skills and expertise to prevent problems from arising and can also be an effective tool in addressing any skills or performance gaps among staff. Development can be used to create solutions to workplace issues, before they become a concern or after they become identifiable problem. Training is a systematic restructuring of behavior, attitude and skills through learning- education, instruction and planned experience. The cardinal purpose of training is to assist the organisation achieves its short and long term objectives by adding value to its human capital. Training and development are not undertaken for the sake of training, but rather are designed to achieve some needs.

In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses and in addition create a corporate culture that supports continual learning (Amsalu,

2017). Therefore, training and development in today's employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine (Pallavi, 2013).

As cited on Abeeha and Bariha, (2012), Amsalu (2017), while considering a training process its essential to explore who is taking part in trainings, style and design of training and all about the main objectivity of the trainings being achieved or not (Choo & Bowley, 2007, Amsalu, 2017). Stephen and Bowley (2007), Amsalu (2017), focus on the outcome of capital invested on training processes that further raise the efficiency of the employees and the organisation. The quality of a trainer is also a key element which affects the training productivity. The course design for the training and the trainer selection speaks about the success and the failure of the training itself.

### **Talent Training/Development and Employee Performance**

Training has been invaluable in increasing productivity of organisations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Various researches indicate the positive impact of training on employees' productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organisational goals to personnel. Wilmot, Edwardson, Achana, Davies, Gorely, Gray, and Biddle (2012), Mary (2020), also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organisations' level of growth, as well as impacting on employees' performance. Training affects employees' behaviour and their working skills which results into employees enhanced performance as well as constructive changes. Training is most effective way of motivating and retaining high quality in human resources within an organisation. It is a way of enhancing employee commitment and maximizing employee potential. According to Konings and Vanormelingen (2009), Mary (2020), training is an instrument that fundamentally affects the successful accomplishment of organisations' goals and objectives. However, the optimum goal of every organisation is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

Training is the crucial area of human resource management; it is the fastest growing segment of personnel activities. Training which is referred to as a course of diet and exercise for developing the employees' effective, cognitive and psychomotor skills assist the organisations to have a crucial method of developing the employees' towards enhancing his productivity (Ezeani, & Oladele, 2013). Manpower training and development is one of the most important organisational dynamics. It constitutes the pivot in which organisational survival is run. The training process is one of the most pervasive methods for enhancing the productivity of individuals and communicating organisational goals to personnel. Training is transferring information to organisation's members to positively improve the effectiveness and productivity of organisations. Training enables organisations to act more effectively because of having valued employees (National Open University of Nigeria, 2013). Evaluating the impact of investments in people (such as training) helps to justify the costs incurred, validate the intervention as a business tool, and aid the design and selection of future investment methods. Evaluation is a systematic process of

determining the significance or worth of subject, using criteria governed by a set of standards. It can assist an organisation to ascertain the degree of achievement or value in regards to the aim and objectives of an undertaken project. The primary aim of evaluation, apart from gaining insight into prior or existing initiatives, is to enable reflection and assistance in the identification of future change (ICAP, 2012, Mary, 2020).

### **Theoretical Review**

This study is hinged on Talent Based Theory.

### **Talent-Based Theory**

Talent-based theory of the firm postulates that talent is the only resource that provides sustainable competitive advantage, and therefore, the firm's attention and decision making should focus primarily on talent and the competitive capabilities derived from it (Roberts, 2008). The firm is considered being a talent integrating institution. Its role is neither the acquisition nor the creation of organisational talent; this is the role and prerequisite of the individual. Talent resides in and with individual persons; the firm merely integrates the individually owned talent by providing structural arrangements of co-ordination and co-operation of specialized talent workers. That is, the firm focuses on the organisational processes flowing through these structural arrangements, through which individuals engage in talent creation, storage, and deployment (Roberts, 2008). The concept of talent in regard to talent-based theory is extremely impoverished in many enterprises. Various types of projects created and implemented in diverse organisations programmes raise objections. They indicate the risk of inconstancy in talent management. Hence, the suggestion that the term talent management should be replaced with talent development, which means to create appropriate environment for talent identification, development, and exploitation. An organisation that develops talents is the one that cares for the development of organisational culture and simultaneously has results of it, as probably the talented employees have opportunities there for self-realisation. The processes are the success factors that should arise so that the people indeed want to give everything of themselves of what is possible to give, and even more (Lepak & Snell, 2012).

Riham and Tarik (2020), investigated the effect of talent management practices on the sustainable organisational performance in real estate companies located in the United Arab Emirates. The study seeks to make contributions through an empirical evaluation of talent management in the United Arab Emirates. A structured questionnaire was distributed to collect data from a study sample of 306 managers working in real estate companies. The proposed hypotheses were verified by structural equation modeling (SEM). The results of the study show that talent attraction and talent retention had no impact on the sustainable organisational performance, whereas learning and development and career management were found to have significantly positive impacts. The study suggests that learning and development, and employee career management, should be leveraged on by the management by concentrating on the coaching and training programmes and job rotation so that the firm can achieve sustainable organisational performance.

Mohammad, Abul, Mokana and Gunasegaran (2021), focused on a conceptual review of the talent management and employee retention in banking industry. The aim of the study was to develop a conceptual model that explain the relationship between talent management and employee retention. The review findings of the study shown that any success or loss of a company mostly



depends on the activities and survival of talented employees. The study also found that the retention of employees is one of the challenges that many public and private organisations face, has become an even greater challenge facing human resources professionals because there is a luxury of choice for talented candidates in the global job skills market. The proposed conceptual model depicts the significant effect of working environment and other dimensions of talent management and its effect on employee retention in banking industry.

Ilham, Arif and Aida (2021), focused on the effect of talent management on employee performance with corporate culture as a mediating variable. The study evaluated the relationship between talent management programmes and the improvement of company human resources (especially aspects of corporate culture and employee performance). Corporate culture is an important factor because the internal corporate start-up programme is one way to encourage a culture of innovation in the corporate environment. The samples used were saturated samples, in which the population was all employees who were members of the internal corporate start-up program, 55 employees located in Jakarta. The data processing and analysis method used was structural equation modeling-partial least square (SEM-PLS). SEM-PLS analysis results showed that corporate culture directly affected employee performance and acted as a mediating variable between talent management and employee performance.

Nhan, Quynh, Raymund and Van Dung (2020), focused on the conceptualisation of talent and talent management within the banking sector in Southern Vietnam. The aims of the study was to (i) explore the conceptualisation of talent and TM in the Vietnamese banking sector and (ii) identify similarities and differences between public (state-owned) and private employers in that sector regarding how they conceptualise talent and TM. The literature review discussed main significant perspectives of talent conceptualisation, TM approaches and the overview of TM in the banking sector. Semi-structured interviews were conducted with bank managers at private and public banks to collect qualitative data. Based on the research findings, Vietnamese bank talents are mostly related to two main areas; sales and distribution. Remarkably, bank talent refers to acquired soft skills, learning ability, flexibility and technology adaptability of high performers/potentials rather than to innate abilities. The study revealed notable differences between public and private banks regarding talent and TM conceptualisations. Specifically, talent in the private banking sector is identified by not only results (high performance) but also competency (high potential) whereas in the public sector it is mostly identified by results (high performance). Additionally, public banks consider TM as a key human resources management (HRM) practice while private banks attribute TM to various other activities focusing on talent.

Adewoye and Salau (2022), appraised the effect of talent management on SMEs performance in Lagos State, Nigeria. This study adopted the simple random sampling technique on the registered members of National Association of Small and Medium Enterprises, Lagos State Chapter. One hundred and eighty-five questionnaires were completed and returned. The principal tools for analysis of data are carried out with the help of regression analysis. The results reveal that that: all the variables of talent management (talent attraction, talent retention and talent development) are positively significant to the performance of SMEs, the study further concludes that SMEs must always attract retain and develop good staff. In the light of the above conclusions, the study recommended that various SMEs associations and should endeavour to include talent management

in their training programmes. SMEs should also improve on their talent management strategy by attracting, retaining and developing their employee for a better performance. Also, SMEs should align their talent management initiatives with their business goals.

Ahmad, Hisham, Khalid and Mohmmad (2020), focused on the impact of talent management on organisational performance: The moderating role of an effective performance management system. The study examines the moderating effect of an effective performance management system on the relationship between talent management and organisational performance. The study was carried out on the public health sector and was specifically focused on public health workers in Jordan. The study focused on 30 public hospitals in Jordan. A survey of 430 respondents that were made up of public health workers was used for the analysis. SEM in AMOS statistical analysis package was used in this study. The findings showed that a performance management system moderates the relationship between talent management and organisational performance. This suggests that performance management system can be used as a strategy to identify talented employees; integrate, re-strategize and strengthen management-employee relationship to improve their organisational performance.

Karanu (2018), determined the effects of talent management on organisational performance. The study came in as a response to the problem that organisations have failed to fully implement talent management due to high costs associated with talent management and as well as lack of tangible benefits. The study looked at effects of human resource planning, competency planning and performance appraisal on organisational performance. The study focused on descriptive research design where a target population of 627 respondents were retrieved from 427 clerical officers in human resource department and 200 middle managers. Sample size was formulated using stratified percentage method where 10% of the total population was targeted. Data collection was carried out using questionnaires where analysis involved descriptive statistics. In study findings, it was identified that human resource planning, competency planning and also performance appraisal affect organisational performance. The study recommended that Safaricom Limited should focus more on human resource planning immediately employees join the organisation. The study also recommended that competency planning should be conducted through effective employees training and as well as competency training. In the last objective of the study, the researcher recommended that performance appraisal should be conducted through effective techniques such as 3600. The study also recommended that integrated management should be enhanced towards effective talent management with planning and feasibility study in place.

### **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:

$$\bar{x} = \frac{\sum fx}{N} \dots\dots\dots equ1$$

- 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:

$$Y = f(X) + \epsilon_i \dots\dots\dots equ2$$

Where:

- Y = Employees’ customer service delivery quality (Mean Score)
- X = X = Talents training and development (Mean Score)
- $\epsilon_i$  = 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
<b>Total</b>	<b>379</b>	<b>360</b>	<b>12</b>	<b>7</b>	<b>97.2</b>

**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 Talents Training and Development

**Table 2:** Descriptive statistics analysis result on the respondents talents training and development in the selected MDBs in the Southeast Nigeria.

S/N	ITEMS	SA	A	D	SD	U	M	Std. Dev.
1	Competency management	76	134	52	23	75	3.22	1.474
2	Mentoring and coaching programmes.	82	161	34	17	66	3.43	1.379
3	Job enrichment and job rotation	97	173	19	13	58	3.27	1.623
4	Training and development programmes	178	96	13	04	69	3.86	1.512
5	Performance management programme	103	149	20	07	81	3.52	1.489

**Source:** Field Survey 2023.

Table 2 revealed that out of the 360 respondents, 76 respondents strongly agreed that competency management is among the talents training and development practiced in the selected MDBs, 134 respondents agreed, 52 respondents disagreed, 23 respondent strongly disagreed, while 75 respondents were undecided. There was no missing value. The responses gave a mean value of 4.00 and a standard deviation value of 1.187, which shows that more than the average number of the respondents agreed that competency management is among the talents training and development practiced in the selected MDBs,

In the second item, out of the 360 respondents, 82 respondents strongly agreed that mentoring and coaching programmes is among the talents training and development practiced in the selected MDBs, 161 respondents agreed, 34 respondents disagreed, 17 respondents strongly disagreed, while 66 respondents were undecided. There was no missing value. The responses gave a mean value of 3.43 and a standard deviation value of 1.379, which shows that more than the average number of the respondents agreed that mentoring and coaching programmes is among the talents training and development practiced in the selected MDBs.

In the third item, out of the 360 respondents, 97 respondents strongly agreed that job enrichment and job rotation is among the talents training and development practiced in the selected MDBs, 173 respondents agreed, 19 respondents disagreed, 13 respondents strongly disagreed, while 58 respondents were undecided. There was no missing value. The responses gave a mean value of 3.27 and a standard deviation value of 1.623, which shows that more than the average number of the respondents agreed that job enrichment and job rotation is among the talents training and development practiced in the selected MDBs.

In the fourth item, out of the 360 respondents, 178 respondents strongly agreed that training and development programmes is among the talents training and development practiced in the selected MDBs, 96 respondents agreed, 13 respondents disagreed, 4 respondents strongly disagreed, while 69 respondents were undecided. There was no missing value. The responses gave a mean value of 3.86 and a standard deviation value of 1.512, which shows that more than the average number of the respondents agreed that that training and development programmes is among the talents training and development practiced in the selected MDBs.

In the fifth item, out of the 360 respondents, 103 respondents strongly agreed that performance management programme is among the talents training and development practiced in the selected MDBs, 149 respondents agreed, 20 respondents disagreed, 7 respondents strongly disagreed, while 81 respondents were undecided. There was no missing value. The responses gave a mean value of 3.52 and a standard deviation value of 1.489, which shows that more than the average number of the respondents agreed that performance management programme is among the talents training and development practiced in the selected MDBs.

Thus, from the responses analysed in Table 2, the respondents from the selected MDBs in Southeast Nigeria revealed that they practice talents training and development as part of the component of talent management.

### Regression Results

Talents training and development has no significant effects on employees’ task performance in the selected money deposit banks in Southeast, Nigeria.

**Table 3,** Ordinary Least Regression analysis result on the effects of talents training and development on employees’ task performance in the selected MDBs in Southeast, Nigeria.

Variable	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.931	0.056		34.442	0.000***
Talents training and development	0.750	0.019	0.900	39.123	0.000***
R <sup>2</sup>		0.810			
R <sup>2</sup>		0.801			
F-Statistics		1530.594			

- a. Dependent Variable: Employees’ task performance.
- b. Predictor: Talents training and development.
- c. Source: Field Survey 2023.

The result in Table 3 revealed the effects of talents training and development on employees’ task performance in the selected MDBs in Southeast, Nigeria. The result revealed that talents training and development with the regression coefficient of (0.750) is significant and positively affect employees’ task performance in the selected MDBs in Southeast, Nigeria at 1% level (Sig < .01) of significance. The result portrays that an increase in talents training and development will lead

to a positive increase in employees' task performance in the selected MDBs in Southeast, Nigeria by 0.750. Therefore, talents training and development have a positive and significant effect on employees' task performance 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 81.0% of the total variation in employees' task performance in the selected MDBs was explained by the variation in talents training and development. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the independent variable. The **F-statistics** (1530.594) 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 1% level (Sig < .01) of significance, talents training and development have a positive and significant effect on employees' task performance in the selected MDBs in Southeast, Nigeria, the researcher rejected the null hypothesis which states: "Talents training and development has no significant effects on employees' task performance in the selected MDBs in Southeast, Nigeria" and accepted the alternate hypothesis which states: "Talents training and development had significant effects on employees' task performance in the selected MDBs in Southeast, Nigeria."

### **Conclusion**

This study was carried out to investigate the effect of talent training and development on employees' task performance in the selected MDBs in Southeast, Nigeria. 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 Talent-Based 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 maintain their talents training and development programmes as it is having a positive and significant effect on their employees' task performance. However, they need to improve the effectiveness and the efficiency of their talents training and development programmes; competency management, mentoring and coaching programmes, job enrichment and job rotation, training and development programmes, and performance management programme in order to strengthen their employees' task performance in the organisation.

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