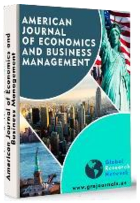

American Journal of Economics and Business Management

Vol. 7 Issue 6 **| pp.** 26-39 **| ISSN:** 2576-5973
Available online @ https://www.globalresearchnetwork.us/index.php/ajebm

Talent Management and Organizational Performance of Commercial Banks in Anambra State

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Abstract:
This study examined the relationship between talent management and organizational performance of commercial Banks in Anambra State, using career development and employee effectiveness, diversity and internal process quality. Descriptive survey research design was employed for the study. The population comprised mid and top-management employees of the banks on fixed and contract employment. A sample size of four hundred and eighty seven (487) was arrived at by applying Bill Gooden's two-stage statistical formula. The Pearson correlation test was used to check for correlation among the variables, while, linear regression was used to empirically test the hypothesis. The simple linear regression results showed a positive significant relationship between career development and employee effectiveness and a positive significant relationship between diversity and internal process quality. Based on this, the study recommends among others that there should be the implementation of career development practices in commercial banks to boost employee effectiveness. Managers should effectively utilize coaching and mentoring, as well as training and development programmes to develop the progression of knowledge, proficiency, and skills of their employees to carry out responsibilities effectively.

Keywords: Talent management, career development, Employee effectiveness, Diversity and Internal process quality.

Citation: Marius Ndubuisi , U. ., Judith , E.-O. ., & Cletus Offor , O. . (2024). Talent Management and Organizational Performance of Commercial Banks in Anambra State . American Journal of Economics and Business Management, 7(6), 26–39. Retrieved from https://globalresearchnetwork.us/index.php/ajebm/article/view/2801

Received: 21 April 2024
Revised: 29 April 2024
Accepted: 20 May 2024
Published: 19 June 2024

INTRODUCTION

The concept of talent management has emerged in the academic literature to emphasize the importance of human capital as a strategic tool to gain a competitive advantage in a turbulent business environment (Cheraisi & Busolo, 2020; Dayel, Debrah, & Mulyata, 2020). Talent has remained a crucial component of an organization's intangible assets (Maqueira, Bruque, & Uhrin, 2019). Talent is regarded as the fundamental building block of an organization that enables it to innovate and is a source of competitive advantage (Abu-Darwish, Al-Kasasbeh, & Al-Khasawneh, 2021; Berliandaldo & Hidayat, 2017). Talent is considered the most important driver behind sustained competitive advantage in today's competitive environment (Agbaeze, Monyei, & Agu, 2017). Talent management remains of strategic importance to the performance of any organization (Chang & Tanford, 2018). Talent Management (TM) became salient in 1990 (Niedzwiecka, 2016), and is viewed as equivalent to the heart in a human body (Kalaiselvan & Naachimuthu, 2016). Talent management is a field focused on the acquisition, development and retention of talented employees (Gallardo-Gallardo & Thunnissen, 2016). Nowadays, organizations are making huge investments in talent management initiatives in the public and private sectors (Ochuko & Olumola, 2020).

Talent management is seen as a fuel for the engine of organizational performance (Agbaeze, Monyei, & Agu, 2017). Prior studies such as Aljbour, French, and Ali (2021), and Nasir, Mohtar, and Ariffin (2017) have shown that talent management positively correlated with several organizational outcomes, such as profitability, generating revenue, customer satisfaction, organizational learning, market value and market share, achieving goals, process and product innovation and offerings, the efficacy of talent management, and organizational creativity. Ibrahim and Alomari (2020), reported a positive effect of talent management on product, process and marketing innovations. Thus, a correlation has been established between different talent management strategies and several organizational outcomes, such as organizational performance.

The banking sector is among the most highly regulated sectors in most countries, with a large number of laws and regulations that govern their activities (Lucca, Seru & Trebbi, 2014). The banking sector has also globally witnessed multi-dimensional transformations in recent years (Dang, Nguyen, Habaradas, HA, & Nguyen, 2020). As of 2020, 41.6 per cent of total employment in Africa was in the service sector. According to estimates, the share of people employed in services has been slowly increasing in the continent (Statista, 2022). The Nigerian banking sector as of Q4 of 2020, had in employment approximately 95 thousand individuals. Therefore, talent management in the banking sector is important to attract and retain vital talents (Yadegari, 2022).

Contextually, one key strategic element to achieving organizational goals and objectives is talent management. Lack of talent management in any organization increases turnover, and the unwillingness of talented employees to create new values and strategies (Sepahvand *et al.*, 2020). The employees represent human capital which is vital to any organization, especially service organizations (Labolo, 2021). One of the important service sectors is the banking sector. The competitive environment of the banking sector in terms of regulations, customer segmentation and technology can only be supported by the right set of talent (Dang *et al.*, 2020; Labolo, 2021). The failure of talent management activities can have adverse organizational outcomes (Blythe, 2020). Thus, organizations are increasingly focusing on this strategic element (Aljbour *et al.*, 2021; Cheraisi & Busolo, 2020), as ineffective talent management can lead to negative outcomes including employee disengagement and increased turnover (Sidani & Al Ariss, 2014). This has led to a renewed call on talent management research which has remained at an embryonic stage in Northern, East and Western African sub-regions (Anlesinya *et al.*, 2019). Against this backdrop, the current study investigates the nexus of talent management and organizational performance of Commercial Banks in Anambra State.

This study is to determine the effect of talent management on organizational performance of commercial Banks in Anambra State. Specifically, the study sought to:

1. Ascertain the effect of career development on employee effectiveness of commercial banks in Anambra state.

2. Determine the effect of diversity on internal process quality of commercial banks in Anambra State.

REVIEW OF RELATED LITERATURE

Talent Management

Talent management is a coinage of the words ‘talent’ and ‘management’. The definition of the word ‘talent’ may be viewed from two distinct perspectives (Hasan, 2016). The first perspective is the definition of talent in the context of the world of work, whereas the second perspective views talent as either innate or acquired (Dang *et al.*, 2020). Michaels, Handfield-Jones, and Axelrod (2001) first referred to the ‘war for talent’, in defining talent. Talent includes people’s abilities, skills, knowledge and potential for development (Marinakou & Giousmpasoglou, 2019). Talent management was first mentioned by McKinsey Consultants as a management concept (Horner, 2017). According to Schiemann (2014), talent refers to "the collective knowledge, skills, abilities, experiences, values, habits and behaviours of all labour that is brought to bear on the organization's mission". An age-long perspective of talent as described by Lockwood (2006) views talent as "... the vehicle to manoeuvre the organization to wherever it desires to be". Dhanalakshmi *et al.* (2016), opine that talent refers to the capabilities, skills or art a person possesses in a particular field. Talent management is an individual and unit-level construct (McCracken *et al.*, 2017). Hu *et al.* (2020), defined talent as "workers who have certain professional knowledge or specialized skills, can carry out creative work, and contribute to society". The first category comprises people with professional skills, such as technicians and above, while the second comprises people with academic qualifications from secondary school or above.

The evolution of the concept of talent management is linked to the transition from an industrial economy to a modern knowledge economy, which led to a rise in knowledge workers (Drucker, 1999), from globalization and rapid information and communication technology development. This saw the need for the recognition of employees as the creators of intellectual capital which is considered now one of the most vital assets of an organization (Stewart, 2001). Talent management is an interdisciplinary mechanism that promotes the competitive advantage of businesses and is vital to mitigating talent issues in the market (Milliman *et al.*, 2018; Cascio & Boudreau, 2016). According to Tlaiss *et al.* (2017), talent management has evolved into a unique concept along national and global lines in a bid to enhance the competitive advantages of firms. For instance, the American Society for Training and Development (ASTD) 2014 changed its name to the Association for Talent Development (ATD) (Dalayga, Baskaran, & Mahadi, 2021). Talent represents a key area of competition and the most enduring source of competitive advantage (Najm & Manasrah, 2017). Various authors have defined the concept of talent management (Cascio & Boudreau, 2016) from varying perspectives leading to a wide proliferation of definitions (Makram *et al.*, 2017). This has contributed to its burgeoning scope and development across different contexts (Hamad, 2019; Thunnissen & Gallardo-Gallardo, 2017). The definitions correspond with the perspective of the author in a particular context such that there is no single widely adopted definition (Najm & Manasrah, 2017).

Organizational Performance

The concept of performance refers to a set of tasks or work behaviours designed to accomplish job requirements or realize organizational goals (Abidemi *et al.*, 2017; Byars *et al.*, 2016). Organizational performance can be measured in terms of economic (i.e., market or financial dimensions) or qualitative attributes (i.e., morale, satisfaction, etc.). The former is the focus of the current study with financial performance dimensions studies including aspects of sales volume growth, revenue, market share growth, profitability and liquidity performance, operational cost performance and cash flow performance. It reflects the extent of goal achievement in the organisation's workforce, capital, marketing and fiscal matters (Yesil & Kaya, 2013). Financial performance refers to the culmination of activities or tasks designed to accomplish the financial objectives of the firm. According to Soleimani *et al.* (2022), financial performance plays an ever-increasing role in organisations. Organisations can develop more innovative and sustainable performance by paying attention to financial dimensions (Soleimani *et al.*, 2022). Performance is the result of the effort extended to the job by an employee or group or organization. Effort is an internal force of a person which makes him or her to work willingly. When employees are satisfied with their job and their needs are met, they develop an attachment to work or make an effort to perform better. Increased effort results in better performances. Richard et al. (2009) opined that organizational performanceas an organizations' actual output or results as measured against its intended outputs (or goals and objectives).

Career Development and Employee Effectiveness

Career development entails preparing individuals to assume different or higher responsibilities within the organization (Firman, 2021). It is usually seen as the pattern of work related experience that spans the course of a person's life. Development is usually associated with increasing the intellectual or emotional abilities needed to accomplish a better job. The aim of all career development programs is to match the needs and goals of employees with the career opportunities available in organisations today and in the future (Delbari, Rajaipour & Abedini, 2021). Career development programmes are beneficial to organisations because it helps to improve the skills, knowledge and experience of employees towards their work. It benefits not only the individual employee, but also the organization. Providing career development opportunities restrict employees from leaving the organization and increases their loyalty (Kibui, Gachunga & Namusonge, 2014). Most organizations may use career development programmes to assist their employees to properly plan their careers because it is believed that, generally employees react positively to career development and advancement opportunities.

Employee productivity is the result achieved by an employee both in quality and quantity that can be seen from the skills and abilities of employees in completing their work in accordance with set standards and responsibilities given by the organizations (Luh & Dewi, 2020). It is the rate at which employees are able to complete tasks assigned to them. This could be measured in terms of employee output, quality service delivery and achievement of set targets. The development of the capacity and capability of employees has a fundamental impact on service efficiency, effectiveness, target achievement, and employee output in the organisation. Modern organizations are increasingly paying close attention to the validity of their recruitment practices and are becoming equally vigilant about developing their employees' career in order to ensure they achieve optimum productivity both in the present and the future (Mwanje, 2010). Career development is the basis of employee confidence and competence (Robbins, 2010). Career development aids organizations in bridging the gap between current productivity and expected future productivity. Organisations that give their employees opportunity for career advancement through career management in the organization helps them plan for their future and that of the enterprise to avoid turnover, which will affect production or service delivery (Kakui & Gachunga, 2016).

Diversity and Internal Process Quality

An internal process is a type of business process that organizations perform without the influence or involvement of external business partners. Internal processes are an aspect of the balanced scored method, which is a performance metric an organization can use to identify areas that may need improvement. After determining what to improve, the company can take steps to adjust these areas, such as by improving communication or boosting efficiency.

It has been acknowledged by many authors that organizations that are more diverse and inclusive are more likely to outperform their less diverse counterparts (Gomez et al.2019). The findings suggest that companies that promote diversity can experience higher levels of employee engagement, increased creativity and innovation, enhanced customer service, and improved financial performance. Women in the workplace have been found to possess unique skills and perspectives that can bring added value to organizations. Studies have found that organizations with higher female representation on boards and in senior management positions have higher levels of productivity and profitability. Additionally, research suggests that having a balanced gender ratio in the workplace increases employee engagement, job satisfaction, and commitment (Sweety et al, 2023).

The concept of cognitive diversity is defined as the degree to which group members differ in terms of experiences, interpretations, perspectives, and problem solving mechanisms (Horwitz & Horwitz, 2007). Johnson (2008) explained that because cognitively diverse groups supply teams with a variety of cognitive attributes, they derive solutions that are more creative and generally superior relative to solutions developed by groups of experts that are cognitively similar in nature. In fact, as the complexity of problems increased, the diverse collectives performed better and were more resilient in attitude to change, relative to cognitively similar collectives. Race and ethnicity, disability status, and socioeconomic status are often taken as proxies for cognitive diversity. Research by Page (2007) demonstrates that cognitive diversity is highly correlated with identity diversity (i.e., individuals who belong to different races, religions, age groups, genders, etc.), suggesting that identity-diverse groups also contribute to better outcomes, and outperform identity-homogeneous groups. The power of collective thinking for decision making and performance has been explored particularly in organizational settings, where researchers analyzed the competitive advantages of using diverse teams of employees in organizations. Compositional diversity refers to the extent to which members of a group, such as employees in an organization, team members, and students, are homogeneous or heterogeneous. Researchers have confirmed that diverse employees increase organizational flexibility, creativity, and problem solving, improve firms' resource acquisition and profitability, enhance market advantage, enhance and increase the firms' customer base, increase revenues, and reduce costs (Richard, 2000, 2004).

Having a diverse ethnic population has also been linked to better organisational effectiveness. According to studies, businesses with a wider range of ethnic backgrounds are more likely to be innovative, to have happier employees, and to provide better customer service (Sabuhari et al.2020). Additionally, it has been discovered that businesses with a more diverse workforce exhibit higher levels of creativity, better problem-solving skills, and a greater capacity to foresee client demands. Employee diversity has grown to be a key concern for many firms. Employee diversity is the representation of various social groups, including those based on age, gender, ethnicity, race, religion, sexual orientation, and handicap, within a business (Sweety et al , 2023). Organizations are aware of the potential benefits of a diverse workforce, including greater customer service, more innovation, and a better knowledge of customer needs. It is unclear how staff diversity affects organisational effectiveness, nevertheless.

Empirical Review

Kumar (2022) investigated the impact of talent management practices on employee turnover and retention intentions in India. He surveyed 236 employees of IT firms in Delhi. The primary data were analysed using factor analysis, descriptive statistics and multiple linear regression. The results showed that the independent variables, i.e., recruitment and selection, teamwork and management, employee performance and career management, salary and compensation were positively related to employee retention in IT firms. Oyerinde and Adeyemi (2022) in examining the effect of talent management on Small and Medium Enterprises in Lagos State, Nigeria employed a survey research design on a sample of 185 SMEs which were randomly selected. The primary data were analysed using correlation and multiple regression. The results showed that talent management variables (talent attraction, talent retention and talent development) positively and significantly affect SMEs' performance. Mujtaba and Mubarik (2022) examined the role of talent management (TM) in improving organizational sustainability. The sample comprised 196 medium and large-scale manufacturing firms in Pakistan. The primary data were analysed using Partial Least Square (PLS) structural equation modelling. The results showed a direct impact of TM on organizational sustainability (OS); specifically, acquisition, development and retention had an impact on OS. The PLS results also showed that the employees' sustainable behaviour positively mediates between TM and OS. Louis *et al.* (2022) looked at talent management practices which were perceived to be important to auditors' performance. The study utilized a survey research approach and a sample of 307 respondents was studied. The descriptive-analytical results showed that talent management attributes related to supervision and review practices were the most vital for auditors' performance. This was followed by attributes related to ethics management practices along with training and development.

On their part, Čizmić and Ahmić (2021) analysed the influence of talent management on organisational performance in Bosnia & Herzegovina. The sample comprised 97 talented managers purposively drawn from Bosnia and Herzegovina. The primary data were analysed using correlation and multiple regression. The Anova result showed a joint significance of the predictor variables; while, the coefficients showed a positive significant effect of talent attraction, development and retention on sales and profitability growth. Abu-Darwish *et al.* (2021) examined the mediating role of cloud computing on the nexus of talent management and competitive advantages in Jordan. The primary data were analysed using multiple regression and mediation analysis. The results showed there is a statistically significant impact of talent management on competitive advantages; and, this effect was mediated by cloud computing Jordanian private health sector. Natarajan and Babu (2018) would further explore talent management practices that influence succession planning in Coimbatore, Tamil Nadu. The study employed a descriptive survey research design and a final survey sample of 363 responses collected. The sample was drawn from employees of 10 IT/ITES organizations located in Coimbatore. The study utilized primary data from a Likert scale questionnaire. The data were analyzed using Pearson correlation analysis and descriptive statistical tools. The results showed that there was a strong correlation between talent management practices (compensation plan, performance appraisal, learning and development, and rewards and recognition) and talent retention & succession planning.

Rana and Malik (2017) determined the impact of human resource (HR) practices on organizational performance. The sample comprised employees of mobile telecommunication service providers. They utilized a structured five-point Likert scale questionnaire and the data were analysed using regression. The results showed that the HR practices, i.e., selection, training, compensation, performance appraisal and employee participation, have a significant positive effect on organizational performance. Uddin and Arif (2016) study was on the nexus of talent management and organizational performance in Bangladesh. They used a convenience sample of 100 employees. The study relied on primary data from a structured questionnaire. The results showed that talent management has a positive relationship with the retail sector performance in Sylhet city, Bangladesh. However, employee development is negatively related to retail sector performance. McDonnell *et al.* (2016) tried to review and examine the degree to which multinational corporations (MNCs) recognize key groups of employees and subject them to differential compensation practices. The employed survey approach and the sample were drawn from 260 MNCs. The results found evidence that such firms identify key groups which considerable leads to a considerable differentiation in the compensation practices between the key groups, managers and the largest occupational group in the workforce. Finally, Bethke-Langenegger *et al.* (2011) investigated the effectiveness of different talent management strategies on organizational performance. They utilized a survey research design. The sample comprised 138 Swiss companies. The regression result showed that talent retention and development had a statistically significant positive impact on human resource outcomes such as job satisfaction, motivation, commitment and trust in leaders. The talent management practices that focused on corporate strategy have a statistically significant impact on organisational outcomes such as company attractiveness, the achievement of business goals, customer satisfaction and, above all, corporate profit.

METHODOLOGY

The study employed a descriptive survey research design. The descriptive survey design permits the collection of primary data from questionnaires.

Population of the Study

The study was conducted in Anambra State and it covered selected Commercial Banks in the state. The population consist of the mid and top-management employees of the DMBs. The population also included all employees on fixed contract employment with the DMBs. The researcher identified two thousand, five hundred and eighty (2580) employees in these categories in Anambra State. This figure, therefore, serves as the population of the current study. The details are shown in the table below.

Table 1: Total number of employees in the selected Banks in Anambra State

S/No	Bank	Female	Male	Employees	Anambra
1	ACCESS HOLDINGS PLC	2,164	2,618	4,782	266
2	ECOBANK TRANSNATIONAL INCORPORATED			3,650	203
3	FBN HOLDINGS PLC	2300	1400	3,700	206
4	FCMB GROUP PLC.	1,371	1,991	3,362	187
5	FIDELITY BANK PLC	1,366	1,608	2,974	165
6	GUARANTY TRUST HOLDING COMPANY PLC	2030	2587	4,617	257
7	JAIZ BANK PLC	196	539	735	0
8	STANBIC IBTC HOLDINGS PLC	1,275	1,620	2,895	161
9	STERLING BANK PLC.	999	1405	2,404	134
10	UNION BANK NIG.PLC.	871	1322	2,193	122
11	UNITED BANK FOR AFRICA PLC	2,937	3,697	6,634	369
12	UNITY BANK PLC	625	1007	1,632	91
13	KEYSTONE BANK PLC.	560	743	1,303	72
14	ZENITH BANK PLC	3086	3212	6,298	350
				47,179	2580

Source: NSE Website (2022); Various DMBs Annual Financial Report (2022)

Sample Size Determination

A sample is a subset containing the characteristics of a large population. Samples are used in statistical testing when population sizes are large for the test to include all possible members or observations. A sample size of four hundred and eighty seven (487) approximately after rounding up was arrived at by applying Bill Gooden's two-stage statistical formula. Furthermore, a proportionate sampling technique was used to determine the way the samples were allocated to each bank. In calculating the sample size for this study, the researcher applied the statistical formula for selecting from a finite population. Bill Gooden's (2004) finite population formula is

$$SS = \frac{z2\ x\ (p) x\ (1-P)}{C2}$$

Where:

SS = Sample size

Z = Z Value (e.g. 1.96 for 95% confidence level)

P = Percentage of the population picking a choice expressed as a decimal

C = Confidence interval expressed as decimal (+ 4%)

$$SS = \frac{3.8416\ x\ 0.5\ x\ 0.5}{.0016}$$

$$SS = \frac{0.9604}{.0016}$$

SS = 600.25

New SS = $\frac{SS}{(1+(\frac{SS-1}{POP}))}$

New SS = $\frac{600}{(1+(\frac{600-1}{2580}))}$

SS = $\frac{600}{1+0.23217}$

SS = 486.95

SS = 487 (Approximately)

Source of Data

The study utilized a structured questionnaire with thirteen sections. The questionnaire was used for identifying, selecting, and analysing the information on the research topic. The survey questionnaire was created and used to collect primary data from the Commercial Banks in Anambra State based on variables from established literature. The dependent variables were measured using sales performance. The questionnaire was constructed using the 5-point Likert scale (Strongly Agree(SA), Agree(A), Undecided(UD), Disagree(D), and Strongly Disagree(SD), states that one of the advantages of self-administered questionnaires is the minimization of biases. 358 questionnaire were successfully filled and returned

Method of Data Analysis

The study employed descriptive and inferential statistical procedures to analyze the data. The Pearson correlation test was used to check for correlation among the variables, i.e., whether a positive or negative relationship exists among the variables in the model. Finally, to empirically test the hypothesis, the study used simple linear regression to analyse the data and determine the cause-effect relationship between each independent and dependent variables of the study.

Decision Rule: The hypotheses accept or reject criterion is based on,

If P < .05, we reject the null and accept the alternate; but,

If P > .05, we reject the alternate and accept the null.

DATA ANALYSIS

Question 1

What is the relationship between career development and employee effectiveness of Commercial Banks in Anambra State?

Table 1: Correlations

		Career development	Employee effectiveness
Career development	Pearson Correlation	1	.724**
	Sig. (2-tailed)		.000
	N	358	358
Employee effectiveness	Pearson Correlation	.724**	1
	Sig. (2-tailed)	.000	
	N	358	358

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Ver. 25

The table shows that the extent of the relationship between career development and employee effectiveness in the Banks is a high uphill (positive) relationship (Bryman, 2012). Therefore career development and employee effectiveness are significantly positively correlated, r =.724, p < .05. The N, i.e., the number of respondents is equal to 358.

Question 2:

To what extent does diversity relate with internal process quality of Commercial Banks in Anambra State?

Table 2: Correlations			
		Diversity	Internal process quality
Diversity	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	358	358
internal process quality	Pearson Correlation	.813**	1
	Sig. (2-tailed)	.000	
	N	358	358
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Ver. 25

The table shows that the extent of the relationship between diversity and internal process quality in the Banks is a high uphill (positive) relationship (Bryman, 2012). Therefore diversity and internal process quality are significantly positively correlated, r =.813, p < .05. The N, i.e., the number of respondents is equal to 358.

Test of Hypotheses

Hypothesis 1

Ho_3: There is no significant relationship between career development and employee effectiveness of Commercial Banks in Anambra State.

Table 3: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724a	.525	.523	.46672
a. Predictors: (Constant), Career development				

Source: SPSS Ver. 25

Table 4: ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.631	1	85.631	393.110	.000b
	Residual	77.548	356	.218		
	Total	163.179	357			
a. Dependent Variable: Employee effectiveness						
b. Predictors: (Constant), Career development						

Source: SPSS Ver. 25

Table 4: Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.577	.139		11.306	.000
	Career development	.659	.033	.724	19.827	.000
a. Dependent Variable: Employee effectiveness						

Source: SPSS Ver. 25

The model showed an R square value of .525; and an adjusted R square value of .523, from which we can conclude that the overall model is significant with moderately high explanatory power (R^2 = .52). R^2 measures the proportion of the variation in the dependent variable that is explained by the independent variables, therefore the independent variable explains approximately 52.1% of the variation in the dependent variable. The results of the regression model are shown in Table 3.

The F statistic (see Table 4) which is used to check the statistical significance of the model showed a value of 393.110 >3.84; the p-value (*p*<.05) rejects the hypothesis that all of the regression coefficients are zero.

The *t* statistic for the independent variable (career development) is 38.602 (p=.000<.05), confirming H_1; thus, there is a significant positive relationship between career development and employee effectiness of Commerial Banks in Anambra State.

Hypothesis 2

Ho_4: There is no significant relationship between diversity and internal process quality of Commercial Bnaks in Anambra State.

Table 5: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813[a]	.661	.660	.50623
a. Predictors: (Constant), Diversity				

Source: SPSS Ver. 25

Table 6: ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.242	1	178.242	695.531	.000[b]
	Residual	91.231	356	.256		
	Total	269.474	357			
a. Dependent Variable: Internal process quality						
b. Predictors: (Constant), Diversity						

Source: SPSS Ver. 25

Table 7: Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.366	.104		13.091	.000
	Management policy	.684	.026	.813	26.373	.000
a. Dependent Variable: Internal process quality						

Source: SPSS Ver. 25

The model showed an R square value of .661; and an adjusted R square value of .660, from which we can conclude that the overall model is significant with moderately high explanatory power (R^2 = .66). R^2 measures the proportion of the variation in the dependent variable that is explained by the independent variables, therefore the independent variable explains approximately 66.0% of the variation in the dependent variable. The results of the regression model are shown in Table 5.

The F statistic (see Table 6) which is used to check the statistical significance of the model showed a value of 695.531 >3.84; the p-value (p<.05) rejects the hypothesis that all of the regression coefficients are zero.

Decision Rule:

The *t* statistic for the independent variable (management policy) is 26.373 (p=.000<.05), confirming H_1; thus, there is a significant positive relationship between diversity and inernal process quality of Commercial Banks in Anambra State.

DISCUSSION AND CONCLUSION

The hypotheses showed a significant relationship between career development and the employee effectiveness of Commercial Banks. It also revealed a significant relationship between management policy and the internal process quality of Commercial Banks. The findings agreed with Kafetzopoulos (2022) who indicated that talent development has a favourable impact on innovativeness and strategic adaptability. Also the study of Kumar (2022) in India, found that career management was positively related to employee retention. And, Oyerinde and Adeyemi (2022), demonstrated that talent development positively and significantly influences the performance of SMEs. Latukha *et al.* (2022) showed that female-focused talent development had a significant positive impact on business performance. This is supported by the results of Kumar's (2022) which demonstrated a positive relationship between teamwork and management and employee turnover and retention. Louis *et al.* (2022) analytical results showed that management policy attributes related to supervision and review practices were the most vital for auditors' performance. This was followed by attributes related to ethics management practices along with training and development. This study therefore concludes that talent management practices play a crucial role in influencing the organizational performance of Commercial Banks. The following talent management practices; i.e., talent attraction, talent retention, career development, diversity, succession planning and compensation positively affected the organizational performance proxies in the study. The study is anchored on human capital, resource-based view, and organizational contingency theories as it enables the establishment of the theoretical link between how organizations utilize talent management to develop human capital as valuable resources which in turn leads to improved organizational performance and ensures competitive advantage. The survey research design enabled the gathering of primary data from questionnaires which were subsequently analysed using the summary of frequencies and descriptive statistics of the data retrieved from questionnaires and utilised in the study. The analysis is based on a final sample of 358 valid questionnaires obtained from the respondents at the selected commercial banks. The above preliminary analysis provides a foundational step to further quantitative depth analysis, in order to validate the hypotheses. The Pearson correlation coefficient enabled the researcher to address the research questions while the hypotheses were tested using the linear regression technique. IBM SPSS software was utilised by the researcher as the main statistical software for primary data analysis.

Recommendations

This study makes the following recommendations for managers of Commercial Banks and policymakers for policy evaluations;

1. The implementation of career development practices in Commercial Banks to boost employee effectiveness is recommended. Managers should effectively utilize coaching and mentoring, as well as training and development programmes to develop the progression of knowledge, proficiency, and skills of their employees to carry out responsibilities effectively.

2. The implementation of diversity practices in Banks to ensure internal process quality is recommended. Management policies are important in reducing potential hazards brought on by employees' behaviour. An effective diversity can reduce the risk of a internal process quality and thus not expose the Commercial Banks to risk.

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