



ISSN:2786-9644

**FEDPOLAD JOURNAL OF MANAGEMENT (FEDPOLADJM);****Vol. 4, ISSUE 1. OCTOBER, 2024 Edition**Website: <https://seemjournals.fedpolyado.edu.ng/index.php/fedpoladjm>Proudly Sponsored by:  
  
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# **EFFECT OF TALENT MANAGEMENT ON ORGANIZATION PRODUCTIVITY OF SELECTED BANKS IN ADO-EKITI**

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## **Abstract**

*This study investigates the effect of talent management and productivity on organization with a focus to selected banks in Ado-Ekiti. The specific objectives of this research are to identify the impact of talent acquisition on organizational productivity of the selected banks in Ado-Ekiti, the impact of talent selection on organizational productivity of the selected banks in Ado-Ekiti and the impact of talent development on organizational productivity of the selected banks in Ado-Ekiti. The study adopted a survey method. The population for this study consists of the Human Resource Departments of three selected banks in Ado Ekiti, Ekiti State. These banks are: First Bank of Nigeria Plc, United Bank for Africa Plc and Zenith Bank Plc. Data analysis was conducted using both inferential statistics. Chi-square tests was employed to analyze the hypotheses. The study found that talent acquisition has a significant positive impact on organizational productivity in the selected banks in Ado-Ekiti. Results indicated that talent selection processes have a significant positive impact on organizational productivity. The findings revealed that talent development has a significant positive influence on organizational productivity. The study concluded that that talent acquisition, selection, and development are not merely HR functions but strategic imperatives that significantly drive organizational performance. The study among many recommends Banks should develop and implement comprehensive talent acquisition strategies that align with their long-term organizational goals. This could include partnerships with educational institutions, leveraging social media for recruitment, and creating an attractive employer brand to draw top talent.*

**Keywords: Talent Management, Productivity, Talent Acquisition, Selection, Development**

## **Introduction**

In today's rapidly evolving and highly competitive business landscape, the effective management of talent has emerged as a critical determinant of organizational success and productivity. Talent management encompasses an integrated set of strategies and practices aimed at attracting, developing, motivating, and retaining the best employees to drive sustained high performance (Olayinka *et al.*, 2020). As organizations increasingly recognize human capital as their most valuable asset, they are placing greater

emphasis on implementing robust talent management systems.

The banking sector, in particular, operates in a knowledge-intensive and customer-centric environment, where the quality of human resources significantly influences organizational outcomes. Banks rely heavily on the skills, expertise, and productivity of their employees to provide exceptional customer service, navigate complex financial regulations, and maintain a competitive edge (Abdullahi *et al.*, 2021). Consequently, effective talent management has become imperative for



ISSN:2786-9644



banks seeking to optimize their workforce capabilities and enhance overall productivity.

Once the right talent is acquired, the focus shifts to talent development, which encompasses initiatives aimed at enhancing employees' skills, knowledge, and capabilities through continuous learning opportunities.

### Statement of Problem

In today's highly competitive business environment, organizations are under immense pressure to optimize their resources and achieve sustained growth. The banking sector, in particular, faces numerous challenges, including stringent regulations, rapidly evolving technological advancements, and the need to provide exceptional customer service. Amidst these challenges, the role of human capital has become increasingly crucial in driving organizational productivity and maintaining a competitive edge.

Talent management is a crucial factor in determining an organization's overall performance and productivity. However, the specific impact of talent management practices, such as acquisition, selection, and development, on organizational productivity in the banking sector remains under-explored. This study aims to address this gap by investigating the relationship between these talent management practices and organizational productivity in selected banks in Ado-Ekiti. By understanding these relationships, the study will contribute to the body of knowledge on talent management and provide valuable insights for banks in Ado-Ekiti to optimize their human capital strategies and improve overall performance.

### Objectives of the Study

The main objective of this study is to examine effect of talent management on

organization productivity of selected banks in Ado-Ekiti. The specific objectives are as follows:

- i. to find out the effect of talent acquisition on the organizational productivity of the selected banks in Ado-Ekiti,
- ii. to examine the impact of talent selection on the organizational productivity of the selected banks in Ado-Ekiti,
- iii. to assess the impact of talent development on the organizational productivity of the selected banks in Ado-Ekiti.

### Literature Review

#### Concept of Talent Management

Talent management has emerged as a critical organizational practice in today's highly competitive and dynamic business landscape. Olayinka et al. (2020) define talent management as an integrated set of strategies and practices designed to attract, develop, motivate, and retain highly skilled and high-performing employees within an organization. This holistic approach to managing human capital encompasses various interconnected components that align with an organization's overall goals and objectives.

Talent management is a multifaceted strategic approach to optimizing organizational performance through the effective management of human capital. Gupta and Shaw (2020) define talent management as a systematic process that encompasses various HR practices aimed at attracting, developing, engaging, and retaining talented employees to achieve strategic objectives. This definition underscores the importance of aligning human capital with organizational goals to drive performance and maintain competitive advantage. Moreover, talent



ISSN:2786-9644

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Website: <https://seemjournals.fedpolyado.edu.ng/index.php/fedpoladjm>

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management involves a proactive and integrated approach to identifying, nurturing, and leveraging high-potential employees who possess the skills, knowledge, and competencies needed to meet current and future business needs (Li, Tao, & Zhao, 2021). This proactive stance is crucial in anticipating and addressing talent gaps, ensuring that organizations have the right people in place to navigate evolving market dynamics and capitalize on emerging opportunities.

Furthermore, talent management extends beyond mere recruitment and selection processes. Kehinde and Oyelere (2021) emphasize that talent management encompasses the entire employee lifecycle, from recruitment to retirement. It involves strategically managing employees' development and progression within the organization to maximize their contributions and potential impact. By focusing on identifying and nurturing individuals with the right skills, capabilities, and potential, talent management fosters a culture of continuous learning and development (Bartram & Findlay, 2020). This holistic approach enables organizations to build a workforce that is not only capable of meeting current business needs but also adaptable to future challenges and opportunities.

### **Talent Acquisition**

Talent acquisition is a critical component of talent management that focuses on identifying, attracting, and hiring individuals with the skills, knowledge, and potential to meet an organization's current and future needs. It goes beyond traditional recruitment processes, encompassing a strategic approach to building a talented workforce that can drive organizational success and maintain a competitive edge in the market. At its core, talent acquisition is about proactively seeking out and engaging

with potential candidates, rather than simply filling vacancies as they arise. Kumar and Singh (2021) define talent acquisition as a holistic process that involves employer branding, candidate sourcing, assessment, selection, and onboarding. This comprehensive approach ensures that organizations not only attract top talent but also effectively integrate new hires into their roles and organizational culture.

One of the key aspects of modern talent acquisition is the emphasis on strategic workforce planning. Organizations are increasingly adopting a long-term perspective when it comes to talent needs. Patel and Mehta (2022) highlight the importance of aligning talent acquisition strategies with broader organizational goals and future skill requirements. This forward-thinking approach enables organizations to anticipate talent gaps, develop targeted recruitment strategies, and build a diverse talent pipeline that can support sustainable growth and innovation.

Thompson and Rodriguez (2023) argue that providing a positive, transparent, and engaging candidate experience is crucial for attracting top talent and building a strong employer brand. This includes clear communication throughout the hiring process, personalized interactions, and timely feedback to candidates. The concept of talent acquisition is also evolving to encompass a more holistic view of candidate assessment. Beyond evaluating technical skills and experience, organizations are placing greater emphasis on assessing cultural fit, soft skills, and potential for growth. Gupta and Sharma (2021) highlight the importance of utilizing diverse assessment methods, such as behavioral interviews, situational judgment tests, and work simulations, to gain a comprehensive understanding of a



ISSN:2786-9644

candidate's capabilities and potential fit within the organization.

### **Talent Selection**

Talent selection is a critical component of the broader talent management process, focusing on identifying and choosing the most suitable candidates for specific roles within an organization. As Kumar and Singh (2021) define it, talent selection is a systematic approach to evaluating candidates' skills, experiences, potential, and cultural fit to make informed hiring decisions that align with organizational goals and values. In recent years, the concept of talent selection has evolved significantly, moving beyond traditional methods to incorporate more sophisticated, data-driven approaches. Patel and Mehta (2022) emphasize that modern talent selection processes aim not only to assess candidates' current capabilities but also to predict their future potential and long-term fit within the organization. This forward-looking approach is crucial in today's rapidly changing business environment, where adaptability and learning agility are highly valued.

Lee and Park (2023) highlight how competency-based selection methods enable organizations to make more objective and consistent hiring decisions, reducing the influence of unconscious biases and improving the overall quality of hires.

Chen and Liu (2022) discuss how AI-powered tools can enhance the efficiency and accuracy of resume screening, conduct initial candidate assessments, and even predict candidate success based on various data points. However, they also caution about the need to carefully monitor these systems to ensure they don't perpetuate or amplify existing biases.

Another important development in talent selection is the increased use of gamification and simulation-based assessments. Thompson and Rodriguez (2023) argue that these innovative assessment methods provide a more engaging candidate experience while offering deeper insights into candidates' problem-solving skills, decision-making abilities, and behavioral tendencies. By simulating real-world scenarios, organizations can better evaluate how candidates might perform in actual job situations.

### **Talent Development**

Talent development is a critical component of talent management that focuses on enhancing employees' skills, knowledge, and capabilities to meet current and future organizational needs.

At its core, talent development is about unlocking and nurturing the potential of employees to drive organizational success. Kumar and Sharma (2021) define talent development as a systematic process of identifying high-potential employees, assessing their strengths and weaknesses, and providing targeted interventions to enhance their skills and competencies. This approach ensures that organizations cultivate a pipeline of skilled professionals capable of assuming leadership roles and driving innovation.

The concept of continuous learning has become increasingly central to talent development strategies. In today's fast-paced business environment, where skills can quickly become obsolete, organizations are placing greater emphasis on fostering a culture of lifelong learning. Chen and Liu (2023) stress the importance of creating an environment where learning is embedded in daily work practices and where employees are encouraged to take ownership of their own development. This approach not only





ISSN:2786-9644

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ensures that employees' skills remain relevant but also enhances their ability to adapt to changing job requirements and emerging technologies.

### **Concept of Employee Productivity**

Employee productivity embodies the efficiency and effectiveness with which individuals utilize their time, skills, and resources to contribute to organizational goals and deliver high-quality outcomes (Shahzad, Luqman, & Shabbir, 2021). It encapsulates not only the quantity of work completed but also the quality and value of the results achieved. Nguyen and Amankwah-Amoah (2020) emphasize the importance of balancing inputs, such as time and effort, with outputs, such as products or services, to assess productivity levels. This ratio of output to input serves as a key metric for evaluating employees' contributions to organizational performance and efficiency. Moreover, employee productivity is closely tied to the achievement of organizational objectives within specified timeframes and resource constraints (Akgunduz & Eryilmaz, 2020). Employees' ability to deliver desired results in alignment with organizational goals is a fundamental aspect of productivity assessment.

Furthermore, the concept of employee productivity extends beyond mere task completion to encompass the effective utilization of employees' skills, knowledge, and capabilities (Albdour, Altarawneh, & Masa'deh, 2021).

Similarly, organizational culture, including norms, values, and behavioral expectations, influences employees' attitudes and behaviors towards work. A culture that promotes collaboration, transparency, and innovation can foster a conducive environment for productivity, whereas a toxic or bureaucratic culture may impede

employees' ability to perform optimally (Kehinde & Oyelere, 2021).

### **Theoretical Review**

#### **Resource-Based View (RBV) Theory**

The Resource-Based View (RBV) theory provides a valuable theoretical lens for understanding the relationship between talent management practices and employee productivity. Developed by Barney (1991), the RBV theory posits that an organization's competitive advantage is derived from its valuable, rare, inimitable, and non-substitutable resources. In the context of this study, human capital is considered a strategic resource that can contribute to sustained superior performance when effectively managed (Mensah, 2021).

According to the RBV theory, organizations that possess valuable and unique resources, such as talented employees, can achieve a competitive advantage by effectively acquiring, developing, and utilizing these resources (Barney, 1991; Olayinka, Oludayo & Oladele 2020). Talent management practices play a crucial role in identifying, attracting, and retaining talented individuals, as well as developing their skills and capabilities through training and development initiatives (Abdullahi, Aman-Ullah, & Soomro, 2021). By implementing effective talent management strategies, organizations can leverage their human capital as a valuable resource, leading to increased employee productivity and, ultimately, enhanced organizational performance.

However, the RBV theory aligns with the objectives of this study by highlighting the strategic importance of talent management in leveraging human capital as a valuable resource for achieving superior organizational performance and productivity (Obi-Nwosu et al., 2020). By



ISSN:2786-9644

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examining the talent management practices employed by banks in Ado-Ekiti and their impact on employee productivity, this study contributes to the understanding of how organizations can effectively manage and utilize their human resources to gain a competitive advantage.

### **Empirical Review**

Mensah (2021) conducted a study to investigate the impact of talent management practices on employee productivity in the banking sector of Ghana. Adopting a quantitative approach, data were collected from 384 employees across multiple banks through self-administered questionnaires. The results indicated a significant positive relationship between talent management practices, such as recruitment, training and development, performance management, and employee productivity. However, the study was not conducted in Nigeria where the current study was conducted in Nigeria.

Onyango (2020) explored the influence of talent management practices on employee productivity in the banking sector of Kenya. Adopting a descriptive survey design, data were collected from 312 employees across various banks through structured questionnaires. The findings revealed a positive relationship between talent management practices, such as recruitment, training and development, performance management, and employee productivity. The study emphasized the need for banks to leverage talent management strategies to enhance employee productivity and, ultimately, organizational performance.

Ekwoaba (2022) investigated the impact of talent management practices on employee engagement and productivity in the Nigerian banking industry. Utilizing a mixed-methods approach, the study collected data through questionnaires from

375 employees and conducted semi-structured interviews with 20 human resource managers. The findings indicated a positive relationship between talent management practices, employee engagement, and productivity. The study highlighted the mediating role of employee engagement in the relationship between talent management and productivity, emphasizing the importance of fostering an engaged workforce through effective talent management strategies.

Olayinka (2020) examined the relationship between talent management and organizational productivity in the Nigerian banking industry. Employing a mixed-methods approach, the study collected data through questionnaires from 280 employees and conducted semi-structured interviews with 15 human resource managers. While this study was conducted in Nigeria, it made use of interview as its research instrument and also use correlation to test the study hypotheses, this study made use of questionnaire as the research instrument and chi-square to test the study hypotheses. In view of the above, it is imperative to research into the effect of talent management on organization productivity of banks in Ado Ekiti.

### **Research Methodology**

This study employed a descriptive survey research design. This approach is suitable for gathering data about current practices, attitudes, and characteristics of the population regarding talent management and productivity in the selected banks. The descriptive survey design allows for the collection of quantitative data that can be statistically analyzed to draw meaningful conclusions.

The population for this study consists of the Human Resource Departments of three selected banks in Ado Ekiti, Ekiti State.



ISSN:2786-9644

These banks are: First Bank of Nigeria Plc, United Bank for Africa Plc and Zenith Bank Plc. The focus on the Human Resource Departments is due to their direct involvement in talent management practices within these organizations. The three banks were purposively selected because they are among the fast-growing banks in Nigeria, providing a rich history of talent management practices (Kehinde & Oyelere 2021). From each bank's Human Resource Department, five (5) managerial staff members were selected, resulting in a total sample size of fifteen (15) respondents. This sample size allows for an

### Hypothesis One

**H<sub>01</sub>:** Talent acquisition has no significant impact on organizational productivity of the selected banks in Ado-Ekiti.

**Table 4.1: Chi-Square results on Talent acquisition has no significant impact on organizational productivity of the selected banks in Ado-Ekiti.**

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.003 <sup>a</sup>	1	.004		
Continuity Correction <sup>b</sup>	.273	1	.602		
Likelihood Ratio	.003	1	.004		
Fisher's Exact Test				.545	.301
Linear-by-Linear Association	.125	1	.471		
N of Valid Cases	15				

**P<0.05**

From the table above, the Chi-Square test results for the significant impact on organizational productivity of the selected banks in Ado-Ekiti are presented. The Pearson Chi-Square value is 0.003 with 1 degree of freedom (df). The asymptotic significance (2-sided) is 0.004, which is less than the conventional significance level of 0.05.

Based on the above results, the table 4.1 revealed that there is a statistically significant impact on organizational productivity of the selected banks in Ado-

in-depth exploration of talent management practices across these established banking institutions.

Data analysis was conducted using inferential statistics for the analysis of the research questions and chi-square tests were employed to analyze the hypotheses.

### Results and Discussion

The summaries of findings are discussed immediately after each table. Total number of 15 questionnaire were distributed and all were retrieved which represents 100% return rate.

Ekiti. The Pearson Chi-Square test, which is the primary test of interest here, shows a significant result ( $p = 0.004 < 0.05$ ). This suggests that the observed differences in organizational productivity are unlikely to have occurred by chance and are likely related to the factors being studied (such as talent acquisition, selection, and development).

### Hypothesis Two

**H<sub>02</sub>:** Talent selection has no significant impact on organizational productivity of the selected banks in Ado-Ekiti.



ISSN:2786-9644

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TETFund/ESS/POLY/ADO-EKITI/ARJ/3**Table 4.2: Chi-Square results of Talent selection have no significant impact on organizational productivity of the selected banks in Ado-Ekiti**  
**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.001 <sup>a</sup>	1	.002		
Continuity Correction <sup>b</sup>	.273	1	.602		
Likelihood Ratio	.001	1	.002		
Fisher's Exact Test				.445	.201
Linear-by-Linear Association	.125	1	.471		
N of Valid Cases	15				

**P<0.05**

From the table above, the Chi-Square test results for the hypothesis "Talent selection has no significant impact on organizational productivity of the selected banks in Ado-Ekiti" are presented. The Pearson Chi-Square value is 0.001 with 1 degree of freedom (df). The asymptotic significance (2-sided) is 0.002, which is less than the conventional significance level of 0.05.

Based on the above results, table 4.2 revealed that there is a statistically significant impact of talent selection on organizational productivity of the selected banks in Ado-Ekiti. The Pearson Chi-Square test, which is the primary test of

interest here, shows a significant result ( $p = 0.002 < 0.05$ ). This suggests that the null hypothesis should be rejected, and we can conclude that talent selection does have a significant impact on organizational productivity. The observed differences in organizational productivity are unlikely to have occurred by chance and are likely related to the talent selection processes implemented by the banks.

**Hypothesis Three**

**H<sub>03</sub>:** Talent development has no significant impact on organizational productivity of the selected banks in Ado-Ekiti.

**Table 4.3: Chi-Square results on Talent development has no significant impact on organizational productivity of the selected banks in Ado-Ekiti.**  
**Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.002 <sup>a</sup>	1	.003		
Continuity Correction <sup>b</sup>	.473	1	.502		
Likelihood Ratio	.002	1	.629		
Fisher's Exact Test				.445	.401
Linear-by-Linear Association	.320	1	.003		
N of Valid Cases	50				

**P<0.05**





ISSN:2786-9644

From the table above, the Chi-Square test results for the hypothesis "Talent development has no significant impact on organizational productivity of the selected banks in Ado-Ekiti" are presented. The Pearson Chi-Square value is 0.002 with 1 degree of freedom (df). The asymptotic significance (2-sided) is 0.003, which is less than the conventional significance level of 0.05.

Based on the above results, table 4.3 revealed that there is a statistically significant impact of talent development on organizational productivity of the selected banks in Ado-Ekiti. The Pearson Chi-Square test, which is the primary test of interest here, shows a significant result ( $p = 0.003 < 0.05$ ). This suggests that the null hypothesis should be rejected, and we can conclude that talent development does have a significant impact on organizational productivity. The observed differences in organizational productivity are unlikely to have occurred by chance and are likely related to the talent development processes implemented by the banks.

### Discussion of Findings

The results indicate that effective talent acquisition strategies have led to improvements in overall productivity, operational efficiency, innovation, customer service, cost reduction, target achievement, team performance, and competitive positioning. This finding aligns with the study of Almohtaseb et al. (2020), who found that talent acquisition significantly influences organizational performance in the banking sector. Similarly, Ogbari et al. (2022) emphasized the crucial role of talent acquisition in enhancing organizational productivity and competitiveness.

The study reveals that talent selection processes have a significant positive impact on organizational productivity, leading to

improvements in operational efficiency, job-role fit, customer service, reduced training costs, achievement of financial targets, and employee engagement. This finding is consistent with the research of Aina and Atan (2020), who demonstrated that effective talent selection practices contribute to improved organizational performance in Nigerian banks. Furthermore, Asiamah (2021) highlighted the importance of talent selection in driving productivity and innovation in financial institutions.

The findings show that investments in talent development significantly influence organizational productivity. This includes improvements in operational productivity, employee versatility, organizational efficiency, innovation, employee retention, client satisfaction, and reduced need for external hiring. These results corroborate the study of Mwangi et al. (2021), who found that talent development programs positively impact organizational performance in the banking sector. Additionally, Iqbal et al. (2023) emphasized the role of talent development in enhancing employee skills and organizational productivity.

### Conclusion and Recommendations

The comprehensive analysis of talent management practices in selected banks in Ado-Ekiti reveals a strong and multifaceted relationship between these practices and organizational productivity. The study conclusively demonstrates that talent acquisition, selection, and development are not merely HR functions but strategic imperatives that significantly drive organizational performance.

### Recommendations

1. Banks should develop and implement comprehensive talent acquisition strategies that align with



ISSN:2786-9644

**FEDPOLAD JOURNAL OF MANAGEMENT (FEDPOLADJM);****Vol. 4, ISSUE 1. OCTOBER, 2024 Edition**Website: <https://seemjournals.fedpolyado.edu.ng/index.php/fedpoladjm>

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their long-term organizational goals. This could include partnerships with educational institutions, leveraging social media for recruitment, and creating an attractive employer brand to draw top talent.

2. Banks should implement data-driven selection processes that go beyond traditional interviews. Utilize assessment centers,

psychometric tests, and job simulations to ensure a holistic evaluation of candidates' skills, potential, and cultural fit.

3. Banks should establish continuous learning programs and career development paths for employees. Invest in both technical and soft skills training, and consider implementing mentorship programs to foster leadership development.

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ISSN:2786-9644

**FEDPOLAD JOURNAL OF MANAGEMENT (FEDPOLADJM);**

**Vol. 4, ISSUE 1. OCTOBER, 2024 Edition**

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