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Talent Management and Employee Performance of Deposit Money Banks in Anambra State, Nigeria

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ABSTRACT: The study aimed at investigating talent management and employee Performance of Selected deposit money banks in Anambra State, Nigeria. The specific objectives were to; To determine the degree of relationship between employee engagement on work efficiency in selected deposit money banks in Anambra State, Nigeria; To investigate the degree to which recruitment and selection affects quality of work in selected deposit money banks in Anambra State, Nigeria; The research work was anchored on Resource-Based theory. Survey research design was adopted. The population of the study was 1442. The statistical formula devised by Borg and Gall (1973), was employed to arrive at a sample size of 277. Pearson product moment correlation coefficient formula was used in testing the hypotheses. The result of the hypotheses showed that Employee engagement has a significant positive effect on work efficiency in selected deposit money banks in Anambra State with T_{cal}= 3.053 > T_{tab}=2.35. Recruitment and selection has a significant positive effect on affect quality of work in selected deposit money banks in Anambra State with a T_{cal}= 3.36 > T_{tab}=2.35The study concluded that talent management has a positive influence on employee performance in selected deposit money banks in Anambra State, Nigeria. The study recommended that Organizations should adopt open, two-way communication channels where employees can easily share concerns, receive feedback, and stay informed about organizational goals. Regular team meetings, digital communication platforms, and feedback loops promote transparency and trust. Management should follow a standardized recruitment process that includes advertising vacancies widely, screening applicants objectively, and ensuring fairness at each stage. Consistency increases reliability and reduces bias.

Keywords: Talent management, employee performance, recruitment and selection, employee engagement, deposit money banks

INTRODUCTION

The most valuable asset in any organization is the employees. Satisfied, highly-motivated and loyal employees represent the basis of any competitive company. The growth of satisfaction is to be reflected in the increase of productivity, improvement of the products‟ quality or rendered services and higher number of innovations. Satisfied employees form positive reference to the employer and thus increase its attractiveness for potential job seekers and strengthen its competitive position in the market (Wandabwa and Makokha, 2021). Employees are regarded as the blood life in an organization regardless of their carder and the task role given. In the 21st century, human resource is considered as an important asset as this employees who are considered to

be part of an organization must be able to drive the organization to its milestone and peak of success (Joof and Olanipekun, 2022).The failure to retain talented employees can interrupt production and working processes, as the organization will be suffering from the loss of key talent who hold the know-how of production (Velso, et al. 2014).

Rapando and Juma (2020) noted that for organizations to remain stable they must work much harder on their competitive qualities to create sustainable long term strategies. Such organizations should put resources into talent management strategies for their employees. Performance of talented employees play a key role towards maintaining a competitive lead. By engaging employees in improving their performance, a successful and highly productive organization can be achieved. Therefore in order to sustain the competitive advantage, employees should be able to exhibit total commitment to the performance standards that are required (Zahargier and Balasundaram, 2011). Thus, performance of talented employees play a crucial role towards maintaining competitive lead of organization in challenging situations (Mkamburi & Kamaara, 2017).

The banking industry is extremely competitive; banks are constantly looking for ways to gain an advantage over their competitors. Thus, banks that invest in Talent Management are better positioned to weather economic ups and downs and adapt to changing customer needs. They also have a better chance of attracting and retaining top talent (Ugadiya and Olanike, 2023). Deposit money banks have made efforts to effectively implement Talent Management strategies. Nowadays, practices to manage talent has received greater attention owing to its capability towards creating and maintaining competitive lead for organization over its competitors. (Bibi, 2019). Talent management is an important activity in that it enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of the firm. Competition for unique talents has become a challenge and threat to many organizations globally; a development which is said to be an outcome of changing work environment (Muthina, 2017). Organizations are facing difficulties in attracting pool of talented employees, their learning and development and retention of talent to meet the anticipated needs in continuously changing environment, keeping in view the changing context, management of talent thus, turn out to be a principal factor for department of human resource management within organization to meet the present and future demand of talented workforce (Collings, Scullion, & Vaiman, 2015).

Several researches have been conducted over the decade as it relates to talent management and employee performance. Despite these numbers of studies, little empirical studies exist on talent management and employee performance in selected deposit money banks in Anambra State, Nigeria especially in a developing country like Nigeria. This research work therefore examined talent management and employee performance in selected deposit money banks in Anambra State, Nigeria.

Statement of the Problem

Over the few couple of decades, a significant evolution in competitiveness among professionals has been observed across all industries. Organizations around the world are competing for the same pool of talents and this is seen as a global labour market for talents. Trend of global integration shows organizations‟ standardizations in talent recruitment, development and management, to ensure their competitive position and consistency. Despite knowledge of talent management strategies, many organizations are failing to put in place the kind of human capital development and retention strategies that will bear appropriate outcomes.

The assumption underpinning the practice of talent management in organization is that people are the organization's key resource, and organizational performance and productivity largely depends on them. If therefore, an appropriate range of talent management processes and policies are planned, developed and implemented effectively, employees" productivity will make a substantial impact on firm performance. Over the years, it has been shown that Deposit Money Banks in Nigeria have made efforts to improve the rewards of their employees at all levels to boost their morale. However, these efforts have not yielded the desired results, as lack of training, career development onboarding, employee engagement and rewards aspects of talent management, have been identified as the major cause of high employee turnover in those banks. Deposit money banks in Nigeria have not positively given adequate attention to talent management review as a tool for employees' retention and competitive advantage as suggested by the recent studies that organizations benefit more from it..

Effective strategies have been developed to combat the excesses of talent management such as excessive external hiring costs, corporate bloats and unrealistic aspiration and dissatisfaction due to lack of poor growth facilities,. Despite this, organizations in recent times are still faced with all these challenges. It is against this backdrop that the study is poised to examine talent management and employee performance in selected deposit money banks in Anambra State, Nigeria.

Objectives of the Study

The overall objective of this research investigated talent management and employee performance in selected deposit money banks in Anambra State, Nigeria. In order to achieve this, the study seeks to;

1. To determine the degree of relationship between employee engagement on work efficiency in selected deposit money banks in Anambra State, Nigeria.
2. To investigate the degree to which recruitment and selection affects quality of work in selected deposit money banks in Anambra State, Nigeria.

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Talent Management

According to Muthina (2017), talent management is the act of putting in mind the number of employees that the organization wishes to have while putting in place plans on how to get them. Talent management involves the aspect of managing all the entire work life of an employee through identification of the main need so that one can be able to manage the present and the future demand of the employees by ensuring equal accomplishment of both the employee the organizational plan (Mendes & Stander, 2011). "Talent management can be defined as the implementation of integrated human resource strategies to attract, develop, retain and productively utilize employees with the required skills and abilities to meet current and future business needs (Akar and Sharma, 2024). According to Nosike and Okeke (2022), talent management is the development of enhanced processes for attracting, developing, retaining, and utilizing individuals with the necessary aptitude and skills to satisfy present and future corporate needs. This definition considers talent management as one of the most important issues in businesses due to the high attrition rates experienced by several organisations in the recent period.

Talent is defined as an individual's inherent ability to perform a specific task in a specific manner. The sum of an individual's abilities is viewed as talent, which includes intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also takes into account the individual's ability to learn and grow (Oranefo, 2022). Talented

employees are an important asset towards realization of the organization's goals and objectives. The organizations needs to establish an effective human resource department that recruits, hire, retain and motivate a competent workforce that is efficient and professional to the organization. Talent management has recently gained attention especially with the advent of stiff competition among commercial banks (Hemalatha and Nagajothi, 2019).

2.1.2 Employee Engagement

Employee engagement refers to the level of commitment and involvement of the employees towards their organization and its values (Vasani and Pillai, 2019). Employee engagement is the extent to which employee feel passionate about their jobs, are committed to organization and put their work. Engaged employees look at the whole of the company and understand their purpose, where and how they fit in (Modi and 2022). Employee engagement is a complex, broad construct that absorbed lots of well researched ideas such as satisfaction, commitment, loyalty and role behaviour. An engaged employee tends to take initiative, the organization's needs, strengthens and supports the organization's culture and values, stay focused and alerted, and he or she can make a difference (Harun and Ling, 2020).

Besides, employee engagement acts a measurement tool for the employee's actions, passions, energy and their obligation in harnessing success to their institutions and organizations. It has been agreed that business entities with higher levels of engaged employees are more profitable and productive, while disengagement causes decrease in motivation and commitment of employees to their organization (Rajendran & Doraisamy, 2022).

The dimensions of employee engagement-emotional, intellectual, and social-are intricately linked and mutually reinforcing, are forming a cohesive framework that enhances organizational effectiveness. Emotional engagement serves as the cornerstone, cultivating a sense of purpose and commitment among employees, which is essential for fostering a positive work environment (Atolagbe, et al. 2024). The success of any organization depends on human resource. An organization may have equipment's and resources but cannot succeed without people. Employee engagement is therefore done to bring about a situation in which the employee by free choice has an intrinsic desire to work in the best interest of the organization (Githinji and Muli, 2018).

2.1.3 Recruitment and Selection

Recruitment refers to the process of identifying, attracting, and encouraging qualified people to apply for job vacancies in an organisation. According to **Armstrong (2020),** recruitment ensures that a firm has a sufficient pool of applicants from which the best candidates can be chosen. It involves activities such as job analysis, advertising, sourcing candidates, and employer branding.

Selection, on the other hand, is the stage where organisations evaluate applicants and choose the most suitable individuals for the job. **Dessler (2020)** states that selection typically includes screening applications, conducting tests, holding interviews, checking references, and making hiring decisions. The goal is to ensure that the candidate's skills, personality and values fit the job and organisation. **Mathis and Jackson (2019)** explain that recruitment and selection are strategic HR functions because attracting and choosing the right employees improves productivity and reduces turnover. Effective recruitment brings a quality pool of candidates, while selection helps organisations identify individuals with the best potential to perform.

2.1.6 Work efficiency

Work efficiency refers to the ability of an individual or organisation to achieve

maximum output with minimum input, including time, effort, and resources. It is a measure of how effectively tasks are performed and resources are utilized to achieve desired outcomes. According to **Robbins and Coulter (2018),** efficiency emphasizes doing tasks in the right manner, focusing on the optimal use of resources. Meanwhile, **Griffin (2019)** notes that higher work efficiency not only increases productivity but also reduces costs and operational waste. Factors influencing work efficiency include employee motivation, skills, organizational structure, technology, and workplace environment (Mathis & Jackson, 2019). Effective management practices, such as clear goal-setting, proper task allocation, and continuous performance monitoring, are critical to improving efficiency (Drucker, 2007).

Work efficiency is a key determinant of both individual and organisational performance, reflecting how effectively resources such as time, labor, and materials are utilized to achieve desired outcomes. It focuses on maximizing output while minimizing waste and unnecessary effort, thus ensuring optimal productivity (Robbins & Coulter, 2018). Studies indicate that work efficiency is significantly influenced by factors such as employee skills, motivation, technological support, and the organisational environment (Griffin, 2019; Mathis & Jackson, 2019). Moreover, effective management practices, including goal setting, task delegation, and performance monitoring, enhance efficiency by ensuring that employees focus on high-priority activities and work in a coordinated manner (Drucker, 2007). Organisations that consistently prioritize work efficiency benefit from reduced operational costs, higher productivity, and improved competitiveness in their respective industries.

2.1.7 Quality of work

Quality of work refers to the degree to which tasks, outputs, or services meet established standards of excellence, accuracy, and reliability. It is a critical indicator of individual and organisational performance. According to **Robbins and Coulter (2018)**, quality of work encompasses accuracy, completeness, timeliness, and consistency in task performance. **Griffin (2019)** emphasizes that high-quality work enhances organisational reputation, customer satisfaction, and long-term competitiveness. Factors influencing work quality include employee skills, motivation, supervision, workplace environment, and availability of resources (Mathis & Jackson, 2019). Additionally, continuous training, feedback mechanisms, and effective performance management systems have been identified as key strategies to improve work quality (Drucker, 2007).

Quality of work is a crucial determinant of both individual and organisational success, reflecting the extent to which outputs meet established standards of accuracy, completeness, and reliability. High-quality work ensures that organisational goals are met effectively while fostering customer satisfaction and enhancing corporate reputation (Robbins & Coulter, 2018; Griffin, 2019). Several factors influence the quality of work, including employee skills, motivation, supervision, and access to necessary resources (Mathis & Jackson, 2019). Organisations that implement continuous training programs, provide regular feedback, and maintain effective performance management systems are better positioned to ensure consistently high-quality outputs (Drucker, 2007). Consequently, maintaining quality of work not only improves operational efficiency but also strengthens organisational competitiveness in dynamic business environments.

2.1.8 Employee Performance

Employee performance refers to the effectiveness of an employee's job-related activities that lead to the achievement of organizational goals in line with predetermined

goals; it is characterized as the way a job task is carried out in accordance with the job description. Employee output is described by Mulela and Sang (2020) as the achievement or execution of something organized or undertaken. They also observed that performance encompasses both behaviours and outcomes, with behaviour stemming from a performer's transformation of performance from idea to action (Akor, et al. 2024). Employee performance on the other hand, can be decomposed using employee commitment, meeting deadlines, achievement, quality of output/work, responsibility, operational efficiency and effectiveness, positive attitude to work, excellent customer service delivery, rare cases of absenteeism, job satisfaction, increased productivity, working with less supervision, growth, low turnover of top talents and harmonious work relationships amongst others (Nzewi, et al. 2016). Employee is a person who is hired for a wage, salary, fee or payment to perform work for an employer (Balyan, 2012). Both private and public sector organization are established to achieve corporate goals using resources such as men, machines, materials and money. All these resources are important, but most important among them, are the employees.

Nowadays, majority of firms are competing favorably with one another in business environment to maintain large market shares and firms who valued their employees always takes the lead in its market. The role of employees on the job is vital for the growth of any organization. The performance of employees on different jobs through mutual effort is needed for the success of any unit/department (Ugwu and Osisioma, 2017). Employee performance is a multi-dimensional concept with two components: the behavioural (process) and outcome (result) dimensions. The behavioural aspect is derived from what people do at work, while the outcome aspect is derived from the person's behaviour's outcomes (Chumari, Were and Rintari 2018).

2.2 Theoretical Framework

This study is anchored on two theories; Resource-Based theory.

Resource-Based Theory

Resource-Based Theory (RBT) was first put forward by Penrose (2009), who proposed a model on the effective management of firms' resources, diversification strategy, and productive opportunities. Penrose's publication was the first to propose conceptualizing a firm as a coordinated bundle of resources to address and tackle how it can achieve its goals and strategic behaviour (Penrose, 2009). RBT began to take shape in the 1980s. The antecedent of RBT was the Theory of the Growth of the Firm. Later, during the 1990s, Jay Barney's work was critical to the emergence of RBT and became the dominant paradigm in strategic management and strategic planning. RBT provides a framework to highlight and predict the fundamentals of organization performance and competitive advantage. The focus of RBT on the firm's performance based on meso perspectives was a reaction to the earlier managerial interest in the industry structure, a more macro perspective. RBT addresses an internally-driven approach by focusing on internal organisation resources, as opposed to externally driven approaches to understanding the accomplishment or failure of leveraging organisational activities (Kozlenkova, Samaha & Palmatier, 2014). It aims to elaborate on imperfectly imitable firm resources that could potentially become the source of sustained competitive advantage (Barney, 1991).

While numerous propositions have been developed, four are particularly important to resource- based logic (Peteraf, 1993). These propositions show the relationship between factor market competition and the possible situations of competitiveness. These can be imagined along a continuous line, which extends from temporary rents to sustained

competitive advantage (Barney and Arikan, 2001). The relationship between this theory to organizations is that it ensures new hires quickly become valuable assets and productive, effective manage and leverage their human resources contributing to the firms overall competitive advantage.

2.3 Empirical Review

Egwakhe, et al (2023) analysed the effect of talent management on competitive advantage through workplace culture moderation. The data was collected from 425 full-time employees from the top ten deposit money banks in Lagos State using a questionnaire as a data collection tool. This research uses a quantitative approach with a survey method. Respondents were selected from the top ten deposit money banks in Lagos State through a stratified random sampling technique. The collected data were analysed using hierarchical regression analysis (HRA) to test the hypothesis and evaluate the regression model specified. These findings show that the effect of talent management on competitive advantage was significantly moderated by workplace culture (β = -0.015, R2 Δ = 0.003, FΔ = 13.865, $p<0.05$). It was concluded that workplace culture moderated the relationship between talent management and competitive advantage in the selected deposit money banks in Lagos State. A recommendation was anchored on management to create a positive workplace culture that supports talent management practices to achieve sustainable competitive advantage.

Akor, et al. (2024) examined the mediating role of job satisfaction in the relationship between these three talent management practices (recruitment and selection, training and development, and performance management) and commercial banks' employees' performance in Nigeria. The study employed the proportionate random sampling method. The study identified thirteen (13) commercial banks in Nigeria that are listed on the Nigerian Stock exchange. PLS-SEM path modelling was employed to analyze the data. Six hypotheses were developed in alternate form and result supported the hypotheses. Statistical evidence shows that there is a significant relationship between recruitment and selection and employee performance. it also shows that there is a significant relationship between, training and development, performance management, and employee performance. Finally, the study found that job satisfaction mediates the relationship between talent management practices and job satisfaction. The study therefore recommends that bank managers should adopt and recommend green recruitment and selection process for their banks' employee as this will reveal new ways of recruitment and selection pattern that devour of influence and favouritism given to friends and relatives. It also recommends that managers give due consideration to the performance management, training and development, and job satisfaction of employee as this may still generate a positive impact on the organization performance on the long round.

Okeke, et al (2018) examined the effect of talent management on employee productivity in selected banks in Anambra State. The study reviewed relevant conceptual, theoretical and empirical literatures. It was anchored on management process approach and human capital theory. Talent Retention, performance management systems, training and development and talent attraction were employed as the explanatory variables while employee productivity was the dependent variable. The study adopted survey research design. The population of the study comprised 353 staff of the selected banks in Anambra State. The sample size was 353(using the entire population). Questionnaire was employed as the main instrument of data collection. The data generated were analyzed using frequency,

percentage analysis, descriptive statistics, correlation analysis and multiple regression analysis. The study found that talent retention had a significant influence on employee productivity. Performance management systems had a significant effect on employee productivity. Training and development had a significant influence on employee productivity and talent attraction had a significant effect on employee productivity. The study concluded that talent management had a significant effect on employee productivity. The study therefore recommended that management should establish talent retention strategies and make them known to all employees. Management and employees should be involved in the entire process of performance appraisal. To enhance employee productivity, it is imperative that the organization focuses on training and development programs that are not only essential but enhance employees‟ competitiveness. Programs should be designed by both managers and employees. Talent attraction such as competitive salary packages and rewards should be established as a policy in every organization.

Unnar, et al. (2022) examined how talent management (TM) and recruitment strategies are applied in the financial sector, and specifically in the banking sector. The goals of this paper are to provide a comprehensive analysis of TM research in the financial sector, identify and debate major research topics, and suggest future research possibilities. The study examines publications that were published between 2000 and 2021, which were obtained from the databases Web of Science and Scopus. According to the findings, academics are becoming more interested in TM in the banking sector, which appears to be linked to the severe scarcity of skilled people who possess required talents. The findings are relevant to both academia and the banking sector, as the paper provides data relating to what has already been researched in academia, while also highlighting the need for more research into how TM is understood, valued and implemented. Consequently, this paper paves the way for academics to conduct empirical research on TM and recruitment tactics in the banking sector and the financial sector as a whole. This paper is structured according to the PRISMA requirements for systematic literature reviews.

Nzewi, et al. (2016) assessed the relationship between talent management and employee performance in selected commercial banks in Asaba, Delta State. Descriptive survey design was adopted. Data were generated from Guaranteed Trust Bank, Plc and First Bank of Nigeria, Plc Staff on a 5-point Likert scale structured questionnaire. Hypothesis was tested with Pearson Product Moment Correlation coefficient. Regression technique was used to analyze the data collected. The findings revealed a positive relationship between talent management and employee performance. The study concluded that talent management was significantly related to employee performance.

The authors advocated that the banks and other corporate organizations should enrich job contents and offer growth opportunities, in order to retain their top talents. Besides, talented employees are productive resources capable of adding value and competitiveness in organizations.

Ugwu and Osisioma (2017) investigated the extent of the relationship between Talent Management and Performance of Selected Commercial Banks in Owerri, Imo State, Nigeria. The survey research design was adopted and primary data was collected through a questionnaire. The target population of the study includes the members of staff of Access Bank and Fidelity Bank Plc, Owerri, Nigeria, with staff strength of 100 and 83 respectively, giving a total population size of one hundred and eighty (183). Also, the research hypothesis was tested using Multiple Regression with the aid of SPSS package. The

result of hypothesis which stated that, there is no significant relationship between Talent Management (employee personal attributes) and Organization Performance (competitiveness) was rejected at 5% level of significance. The result therefore established that, there is a significant relationship between Talent Management and Organizational Performance. This study recommends that organizations should assist employees in the process of Talent Development programmes by adopting a work-based learning programme and technique as the best and the most effective in improving employee incompetency and performance. Again, Organization should create opportunities for manpower training so as to give every employee equal opportunity for career growth and development.

METHODOLOGY

The researcher adopted a Specific and Scientific Procedure in carrying out this research which is the survey method. This study was conducted in deposit money banks in Anambra State, Nigeria. With respect to this work, the researcher used primary and secondary sources of data. In connection with this study, the population drawn from the selected deposit money banks in Anambra State, Nigeria is 1442. The sample size for the study was determined using Borg and Gall (1973) formula which states as follows:

$n = (2^a x)^2 (e) [N]$

where:

n = sample size to be determined
$2(^a x)$ = confidence level (1.960) at 0.05
e = error margin (0.05)
N = Population of interest (1442)
a = significant level
Therefore, $n = (1.960)^2 (0.05) [1442]$
n = 277
Hence the sample size is calculated to be 277

Stratified sampling technique was used to narrow the deposit money banks from the three senatorial districts in Anambra State, Nigeria. The firms were selected using simple random sampling technique. The research instrument that was used for the study is the questionnaire. The need to enhance easy comprehension and analysis prompted the use of descriptive statistical method of analysis like the frequency distribution table, simple percentages. Furthermore, the Pearson product moment correlation coefficient formula was used:

$$r = \frac{n\sum xy - \sum x.\sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y^2)]}}$$

Nevertheless, T-test for test of significance was adopted to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null or alternative hypothesis would still remain valid after the test.

$$T_{cal} = \sqrt{\frac{n-2}{1-(r)^2}}$$

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

277 copies of the same questionnaire were distributed, out of which 250 copies were returned and out the returned copies, 10 copies were not properly filled, while 3 copies were spoilt. So the percentages of returned copies is 83%, unreturned copies 3%, spoilt copies 1% and the 237 number of questionnaire used which for the analysis was 84%. The analysis is based on frequency distribution and simple percentages.

4.1 Presentation of Data

The responses provided by the staff of the selected deposit money banks in Anambra State as contained in the questionnaire are presented and discussed in the sections below;

Section A

Table 4.1.1: Demographic Profile of the Respondents.

This table represents the analysis of the socio-economic profile of staff of the selected deposit money banks in Anambra State, Nigeria.

Table 4.1.1 Demographic Data of Respondents

ITEM	RANGE (YEARS)	FREQUENCY	PERCENTAGE
			%
No: Males	-	161	68
Females	-	76	32
Total	-	237	100
AGE	Below 25 years	32	13
	26-35 years	56	24
	36-40 years	85	36
	41 years and above	64	27
TOTAL	-	237	100
Marital status	Single	92	39
	Married	145	61
Total	-	237	100
Educational Qualification	GCE/WASCE	48	20
	A' LEVEL/OND	71	30
	BSC/HND/BA	94	40
	MSC/MBA	24	10
TOTAL	-	237	100
Work status	Manager	-	

	Senior administrative staff	71	30
	Junior administrative staff	145	61
	Others	21	9
TOTAL		237	100
Work Experience	1 year	18	7
	1-5 years	101	43
	6 years and above	118	50
Total	-	237	100

SOURCE: FIELD SURVEY, 2026

Table 4.1.1 indicates that 161staff are males while 76 are females. This is presented by 68% and 32% respectively. Concerning the age, majority is within the age range of 36-40 and 41 years and above. These are represented by 85 respondents and 36% and 64 respondents and 27%. The minorities are within the range of 26-35 years represented by 56 and 24% and below 25 years represented by 32 and 13%. Concerning the educational qualification, majority of the workers shows that they obtained tertiary educational qualification. This is represented by 40%. Concerning the work status, 71% are senior administrative staff, 145% are junior administrative staff while others are 21%. About work experience, most of the staff has about 6 years' experience and it is represented by 118 respondents and 50%. The minorities are within the range of > 1 year represented by 18 and 7% and 1-5 years represented by 101 and 43%.

Section B: Analysis of Survey Question

Research Question 1: To what degree does employee engagement affect work efficiency in selected deposit money banks in Anambra State?

Table 4.1.2: Employee engagement and work efficiency in selected deposit money banks in Anambra State.

	SCALE					
	SA,	A,	U,	D,	SD	TOTAL
Engaged employees look at the whole of the company and understand their purpose, where and how they fit in	104 (44)	96 (41)	12 (5)	18 (7)	7 (3)	237 (100)
An engaged employee tends to take initiative, the organization's needs, strengthens and supports the organization's culture and values	102 (43)	78 (33)	10 (4)	26 (11)	21 (9)	237 (100)
When an employee is engaged, he is aware of business content, and works with others to improve performance to benefit the organization.	109 (46)	90 (38)	4 (2)	14 (6)	20 (8)	237 (100)

Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success	106 (45)	87 (37)	15 (6)	17 (7)	12 (5)	237 (100)
Employees who have a high level of engagement will have a high emotional attachment to the company, so that it will have an effect on completing work and tend to have satisfactory work quality	102 (43)	88 (37)	9 (4)	25 (11)	13 (5)	237 (100)
Total	105 (44.2)	88 (37.2)	10 (4.2)	20 (8.4)	14 (6)	237 (100)

Note: The figures in Parenthesis are Percentages
Source field: Survey, 2026

The table above shows the opinion of respondents on employee engagement and work efficiency in selected deposit money banks in Anambra State. As could be seen from the table, five test questions were posed. The first test question was to determine if engaged employees look at the whole of the company and understand their purpose, where and how they fit in. From the responses, 44% strongly agreed, 41% agreed, 5% remained undecided, 7% disagreed and 3% strongly disagreed.

The second test question was to determine if engaged employee tends to take initiative, the organization's needs, strengthens and supports the organization's culture and values. From the responses, 43% strongly agreed, 33% agreed, 4% remained undecided, 11% disagreed and 9% strongly disagreed.

The third test question was posed to determine if when an employee is engaged, he is aware of business content, and works with others to improve performance to benefit the organization From the responses, 46% strongly agreed, 38% agreed, 2% remained undecided, 6% disagreed and 8% strongly disagreed.

The fourth test question was posed to determine if engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success. From the responses, 45% strongly agreed, 37% agreed, 6% remained undecided, 7% disagreed and 5% strongly disagreed.

The fifth test question sought out to determine if employees who have a high level of engagement will have a high emotional attachment to the company, so that it will have an effect on completing work and tend to have satisfactory work quality From the responses, 43% strongly agreed, 37% agreed, 4% remained undecided, 11% disagreed and 5% strongly disagreed.

The table shows that 44.2% of the respondents on the average strongly agreed with the Statement of the items, 37.2% agreed, 4.2 were undecided, 8.4% disagreed and 6% strongly disagreed. Highlight of the Statement of the items shows that employee engagement affect work efficiency in selected deposit money banks in Anambra State.

Research Question Two: To what degree does recruitment and selection affect quality of work in selected deposit money banks in Anambra State?

Table 4.1.3: Responses on recruitment and selection affect quality of work in selected deposit money banks in Anambra State.

	SCALE					
	SA,	A,	U,	D,	SD	TOTAL
Recruitment and selection are critical human resource functions that ensure organizations attract and employ the most qualified personnel.	109 (46)	81 (34)	8 (3)	21 (9)	18 (8)	237 (100)
Effective recruitment and selection are strategic activities that enhance organisational performance by ensuring the right people are in the right roles	108 (46)	100 (42)	9 (4)	16 (7)	4 (2)	237 (100)
It reduces turnover and improving productivity	105 (44)	97 (41)	7 (3)	19 (8)	9 (4)	237 (100)
It increases higher employee engagement.	129 (55)	81 (34)	9 (4)	10 (4)	8 (3)	237 (100)
It also ensures that employees are capable, committed, and aligned with the long-term objectives of the organisation.	119 (50)	83 (35)	5 (2)	28 (12)	2 (1)	237 (100)
Total	114 (48)	88 (37)	8 (3)	19 (8)	8 (4)	237 (100)

Note: The figures in Parenthesis are Percentages
Source field: Survey, 2026

The table above shows the opinion of respondents on recruitment and selection affect quality of work in selected deposit money banks in Anambra State. As could be seen from the table, five test questions were posed. The first test question was to determine if recruitment and selection are critical human resource functions that ensure organizations attract and employ the most qualified personnel**.** From the responses, 46% strongly agreed, 34% agreed, 3% remained undecided, 9% disagreed and 8% strongly disagreed.

The second test question was to determine if effective recruitment and selection are strategic activities that enhance organisational performance by ensuring the right people are in the right roles. From the responses, 46% strongly agreed, 42% agreed, 4% remained undecided, 7% disagreed and 2% strongly disagreed.

The third test question was posed to determine if it reduces turnover and improving productivity. From the responses, 44% strongly agreed, 41% agreed, 3% remained undecided, 8% disagreed and 4% strongly disagreed.

The fourth test question was posed to determine if it increases higher employee engagement. From the responses, 55% strongly agreed, 34% agreed, 4% remained undecided, 4% disagreed and 3% strongly disagreed.

The fifth test question sought out to determine if it also ensures that employees are capable, committed, and aligned with the long-term objectives of the organisation. From the responses, 50% strongly agreed, 35% agreed, 2% remained undecided, 12% disagreed and 1% strongly disagreed.

The table shows that 48% of the respondents on the average strongly agreed with the Statement of the items, 37% agreed, 3% were undecided, 8% disagreed and 4% strongly disagreed. Highlight of the Statement of the items shows that recruitment affect selection affect quality of work in selected deposit money banks in Anambra State.

4.2 Testing Of Hypotheses

Under this section, the research hypotheses was tested.

Hypothesis One

Hypothesis one sought out to determine if employee engagement affect work efficiency in selected deposit money banks in Anambra State.

Ho: Employee engagement has no significant effect on work efficiency in selected deposit money banks in Anambra State.

Hi: Employee engagement has a significant effect on work efficiency in selected deposit money banks in Anambra State.

To test the null hypothesis, relevant data that suggest opinions of the respondents on the issue of how employee engagement has an effect on work efficiency in selected deposit money banks in Anambra State.

Table 4.2.1 Calculation of Correlation Coefficient for Hypothesis one

S/N	OPTIONS	X POINTS	Y RESPONSES	XY	X^2	Y^2
1	Strongly Agree	5	105	525	25	11025
2	Agree	4	88	352	16	7744
3	Undecided	3	10	30	9	100
4	Disagree	2	20	40	4	400
5	Strongly Disagree	1	14	14	1	196
	TOTAL	15	237	961	55	19465

SOURCE: FIELD SURVEY, 2026

Using the Pearson product moment correlation coefficient formula given as:

$$r = \frac{n\sum xy - \sum x.\sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

From the data of table 4.1.2, we have

$$r = \frac{5(961) - (15).(237)}{\sqrt{[5(55) - (225)[5(19465) - (56169)]}}$$

$$\mathbf{r} = \frac{1250}{\mathbf{1435}}$$

R= 0.87

The correlation coefficient r= 0.87 as shown above is an indication that Employee engagement has a significant positive effect on work efficiency in selected deposit money banks in Anambra State. Nevertheless, there was a need to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null hypothesis would still remain valid after the test. T-test for test of significance was adopted as follows:

$$T_{cal} = 0.87\sqrt{\frac{5-2}{1-(0.87)^2}}$$

T_{cal}= 3.053

But $t_{0.05}$, 3= 2.35

Therefore the null hypothesis was rejected since T_{cal}= 3.053 > T_{tab}=2.35, and the alternative which suggest that employee engagement has a significant positive effect on work efficiency in selected deposit money banks in Anambra State will be accepted.

Hypothesis Two

Hypothesis two sought out to determine if recruitment and selection affect quality of work in selected deposit money banks in Anambra State.

Ho: Recruitment and selection has no significant effect on affect quality of work in selected deposit money banks in Anambra State.

Hi: Recruitment and selection has a significant effect on affect quality of work in selected deposit money banks in Anambra State.

To test the null hypothesis, relevant data that suggest opinions of the respondents on the issue of how recruitment and selection affect quality of work in selected deposit money banks in Anambra State.

Table 4.2.3 Calculation of Correlation Coefficient for Hypothesis two

S/N	OPTIONS	X POINTS	Y RESPONSES	XY	X^2	Y^2
1	Strongly Agree	5	114	570	25	12996
2	Agree	4	88	352	16	7744
3	Undecided	3	8	24	9	64

4	Disagree	2	19	38	4	361
5	Strongly Disagree	1	8	8	1	64
	TOTAL	15	237	992	55	21229

Source: Field Survey, 2026

Using the Pearson product moment correlation coefficient formula given as:

$$r= \frac{n\sum xy-\sum x.\sum y}{\sqrt{[n\sum x^2-(\sum x)^2[n\sum y^2-(\sum y)^2]}}$$

$$r= \frac{5(992)-(15).(237)}{\sqrt{[5(55)-(225)[5(21229)-(56169)]}}$$

$$\mathbf{r= \frac{1405}{1581}}$$

R= 0.89

The correlation coefficient r= 0.89 as shown above is an indication that Recruitment and selection has a significant positive effect on quality of work in selected deposit money banks in Anambra State.. Nevertheless, there was a need to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null hypothesis would still remain valid after the test. T-test for test of significance was adopted as follows:

$$T_{cal}= \sqrt{\frac{n-2}{1-(r)^2}}$$

Substituting the value of the correlation coefficient r= 0.87 in the above formula. We obtained the result:

$$T_{cal}= 0.89\sqrt{\frac{5-2}{1-(0.89)^2}}$$

T_{cal}= 3.36
But $t_{0.05}$, 3= 2.35

Therefore the null hypothesis was rejected since T_{cal}= 3.36 > T_{tab}=2.35, and the alternative which suggest that recruitment and selection has a significant positive effect on affect quality of work in selected deposit money banks in Anambra State..

4.3 Discussion of Results

The results of the hypotheses tests formulated from the four objectives of this study were discussed below;

The first is that employee engagement has a significant positive effect on work efficiency

in selected deposit money banks in Anambra State. However a further test to ascertain whether the claim of the null hypothesis would still remain valid using T-test for test of significance was adopted and it showed validity. This is consistent with the views of Oyebanji, et al. (2023), that employee engagement and job satisfaction have positive significant relationships with organizational performance. This is also consistent with the findings of Atolagbe,, et al (2024), Akanpaadgi and Binpimbu (2021), Rajendran and Doraisamy (2022) confirmed the positive relationship between employee engagement and organizational performance.

The second result of the hypothesis shows that recruitment and selection has a significant positive effect on affect quality of work in selected deposit money banks in Anambra State. A further test to ascertain whether the claim of the null hypothesis would still remain valid using T-test for test of significance was adopted and it showed validity. This tallies with the view of Thirulogasundaram, et al. (2023) that recruitment and selection affects performance positively.

Summary of Findings

The major findings of the research work were summarized below:

i. Employee engagement has a significant positive effect on work efficiency in selected deposit money banks in Anambra State with T_{cal}= 3.053 > T_{tab}=2.35.
ii. Recruitment and selection has a significant positive effect on affect quality of work in selected deposit money banks in Anambra State with a T_{cal}= 3.36 > T_{tab}=2.35.

CONCLUSION

The study concluded that talent management has a positive influence on employee performance in selected deposit money banks in Anambra State. The contribution that talent management to employees' performance in our present good business atmosphere is a crucial business strategy that must be employed by deposit money banks in order to improve quality of personnel, reduce cost and enhance organizational growth. Talent management (TM) is vital for boosting employee performance, satisfaction, and retention, directly impacting organizational success through strategic hiring, development, and retention practices, leading to higher productivity, better engagement, reduced turnover, and a significant competitive edge for organizations that integrate TM into their core strategy. Effective TM acts as a continuous pipeline, aligning individual growth with business goals for sustainable growth, rather than isolated HR functions. In view of the findings, the following recommendations were made;

1. Organizations should adopt open, two-way communication channels where employees can easily share concerns, receive feedback, and stay informed about organizational goals. Regular team meetings, digital communication platforms, and feedback loops promote transparency and trust.
2. Management should follow a standardized recruitment process that includes advertising vacancies widely, screening applicants objectively, and ensuring fairness at each stage. Consistency increases reliability and reduces bias.

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