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Article in *Industrial and Commercial Training* · July 2022

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Talent management: the way out of poor task performance

Lukman Adams Jimoh and Daisy Mui Hung Kee

Abstract

Purpose – *The paper investigates how talent management influences employee performance in the banking industry in Nigeria. Despite various economic policies of the Central Bank of Nigeria aimed at reshaping the banking industry, talent management and development for the digital age is the concern of the most bank. Rapid digital transformation has been affecting the banking industry, which requires the banking industry to rethink a strategic way to achieve inclusive, resilient, and sustainable growth.*

Design/methodology/approach – *The questionnaires were used to obtain information from 302 full-time employees of the top five banks in the Nigerian banking industry. The collected data were analyzed using the Partial Least Square-Structural Equation Model (PLS-SEM).*

Findings – *This study shows that talent attraction and development significantly and positively influence task performance. In comparison, talent retention was found to have no significant effect on task performance. This study found that work engagement positively mediates talent attraction, development and task performance. Work engagement did not mediate the relationship between talent retention and task performance.*

Originality/value – *For the industry to motivate high-performing employees in this digital economy, talent management will need to be carefully designed to create the most enduring competitive advantage. In conclusion, this study will benefit the Nigerian banking industry by apprehending the predictors of task performance so that the prevalence of poor task performance among the employees is well managed.*

Keywords Talent management, Talent attraction, Talent retention, Talent development, Task performance

Paper type Research paper

Lukman Adams Jimoh is based at Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria. Daisy Mui Hung Kee is based at School of Management, Universiti Sains Malaysia, Penang, Malaysia.

Introduction

The Nigerian banking industry is competing while striving to be globally competitive. This desire to be globally competitive has continued to make the job of bank managers and executive officers ever changing, challenging and intriguing (Alruwaili, 2018). To this extent, bank managers contend with economic and political uncertainties, ethical issues, human resource shortfalls and technological as well as workplace changes (Abubakar *et al.*, 2019; Bello, 2018). These changes result from fierce international competitive pressure faced by banks operating in the global workplace (Bolarinwa *et al.*, 2019). However, to make sure that these banks perform up to expectations, it is becoming essential for the bank management to take cognizant of how to attract, retain, train, develop and manage their talented employees to achieve optimal task performance. The banking industry around the world targets talented employees because they know that talented employees can be a vital source of competitive advantage and improve bank performance.

The banks usually focus on best practices for selection and human capital development (Sa'id, 2020). Banking industry use talent management purposely to recruit and develop talented employees to better fit organizations' requirements. The banking industry sources talented employees primarily because they intend to improve the likelihood of recruiting the right person for the right job at the right time (Ozili and Outa, 2019). This has demonstrated

Received 17 March 2022
Revised 17 June 2022
Accepted 3 July 2022

that the importance of task performance as an organization's success depends on how well employees perform their tasks. We argue that task performance is crucial because it reflects how well an employee fulfills the task requirements. Task performance refers to the degree of accomplishment of the tasks by an employee. Given that employee task performance is always measured with results, many banking organizations have become result oriented and emphasize measuring employee task performance (Shin *et al.*, 2020).

Talent attraction, retention and development assist the industry in identifying individuals who may be able to take on leadership responsibilities in the future. This strategy focuses on cultivating talent pools with leadership skills (Monandi and Ombui, 2019). Therefore, talent management is of the essence because banks can successfully attract and maintain necessary talent that, in the short run, enables them to achieve optimal task performance and increase their profit maximization. Furthermore, talent management practices positively affect employee task performance (Bayona *et al.*, 2020; Abubakar *et al.*, 2019). Similarly, talent management is linked to task performance (Abazeed, 2018). Task performance is the primary criterion used by managers to determine the outstanding performance of their subordinates (Bish and Kabanoff, 2014). Task performance can be referred to as the positive contribution of an employee to the organization's performance (Abubakar *et al.*, 2019). Employees' task performance is critical to the bank's overall success (Bolarinwa *et al.*, 2019). Organizations can tap into employees' full potential by managing them properly and providing them with the necessary tools to succeed. Therefore, the management must understand the relevance of employee performance, and because of its high relevance to businesses, task performance is an issue that has received considerable attention. Employers need employees that can get the task done. To promote employee task performance, some employers use voice endorsement (Wu *et al.*, 2021) and a psychosocial safety climate in the workplace (Teoh *et al.*, 2021). This action has clearly signaled that employee task performance is critical to the overall success of an organization. An organization's success depends on how well employees perform their tasks, so organizations must understand task performance and improve employee performance.

Task performance has a positive spillover effect on organizational performance and the survival of the banking industry (Lukman and Kee, 2020; Motlokoa *et al.*, 2018). To promote job performance, we argue that talent management is fundamental for banking industry to shed light on improving employee task performance and desired positive organizational outcomes (Anlesinya *et al.*, 2019). Zahra and Kee (2019) suggested that task performance predictors include emotional intelligence, psychological capital and proactive personality. These predictors reveal the importance of talent management practices in the workplace. We propose that talent management helps address task performance challenges and allows organizations to thrive.

Literature review

Relationship between talent management and task performance

This scale is built on the premise that identifying critical positions is fundamental to any talent management system. According to Dokko and Jiang (2017), identifying and attracting talented employees is the first stage in any talent management process. Organizations recognize the need for differentiation of roles within organizations. The roles are differentiated based on the strength of the impact of roles that contribute to organizational performance (Shin *et al.*, 2020). Organizations focus on strategic over nonstrategic roles (Becker and Huselid, 2016). Each essential role is assessed to see if its profile meets the talent criteria for achieving the current business objectives. Most businesses are predicting an economic recovery and planning for aggressive revenue growth. Organizations manage business targets such as "new revenue growth" to achieve this scenario.

Each essential position would be assessed to see if its profile meets the talent needs or has competencies to meet the organizational goals. As the head of a unit, some roles are critical because the responsibilities cannot realistically be shared with others (Goestjahjanti *et al.*, 2020). In such cases, they may not eliminate the impact of losing the person in that position; however, they can only reduce the impact by identifying and training a replacement who can step in temporarily until a replacement is found. Talent management is conceived as a mechanism that turns an input into an output. Critical positions are defined as critical inputs. Talent attraction and growth are essential to enhance performance for organizations (Snell and Bohlander, 2010). The management of these inputs is assisted by implementing effective policies on human resources. Talent management practitioners claim that creating a talent pool by finding and recruiting qualified people to fill critical positions would ensure acceptable behaviors for the organization's triumphant success (Jayaraman *et al.*, 2018). The resulting product is desirable people behaviors contributing to the organization's success. Therefore, we hypothesize that talent attraction may positively correlate with task performance:

H1. Talent attraction is positively related to task performance.

Talent development includes the continuing generation and exchange of knowledge and experience and is the critical driver of value growth in any organization (Claus, 2019). It encourages vertical and horizontal movement across the organization, in the form of employees given the roles they prefer or as part of a promotion exercise, which helps reduce employee turnover (Adel *et al.*, 2018). Throughout the process, the talented employees perceive their careers to grow and develop within the organization. Possibly, they will be more committed to their employment and the organization for a lengthier duration (Jyoti and Rani, 2017). It is one of the essential functions of human resource management. Employee development as a form of retention strategy consists of individual or employee and overall growth of the employee, as when employees of the organization develop the organization, the organization will be more flourished and improve their task performance (Jabbar *et al.*, 2020; Antonacopoulou, 2020; Isiaka *et al.*, 2017).

There is a direct relationship between talent retention and task performance (Nestor *et al.*, 2019). When employees are more developed, they would be more satisfied with the job, more committed to it and willing to stay in the organization. An increase in task performance may lead to the organization's effectiveness (Champathes, 2006). The overall intent of talent retention is to ensure talented employees remain with the organization for as long as possible to optimize employees' competence, regardless of whether that increased competence would be used for doing present or future work (Jacobs and Washington, 2003). We, therefore, predict that talent retention is positively related to task performance:

H2. Talent retention is positively related to task performance.

Talent development is critical for enhancing productivity and enhancing performance. As a result, organizations are better positioned to face competition and remain at the top (Olaleye and Ozegbe, 2020). Employee task performance is a function of organizational performance, and employee task performance influences overall organizational performance. Some studies have focused on employee performance (Alwekaisi, 2015; Teck-Hua and Catherine, 2015), whereas others have broadened their scope to include an overall view of organizational performance (Elnaga and Imran, 2013; Iqbal *et al.*, 2014). Therefore, the two are linked. Mubarak and Putra (2018) reported that training impacts employee performance. As a result, it argues that there is a considerable difference between businesses that teach their employees and businesses that do not.

Talent development has been shown to help both the employee and the organization by favorably influencing employee performance by developing employee knowledge, skills, ability, competence and conduct (Manning, 2015; Treven *et al.*, 2015). Haryonoa *et al.* (2020) noted that employee competencies change through effective training programs.

Moreover, other studies, for example, by [Halawi and Haydar \(2018\)](#), elaborate on training to deal with skill deficits and performance gaps to improve employee performance. According to [Jyoti and Rani \(2017\)](#), bridging the performance gap refers to executing an appropriate training intervention to improve specific skills and abilities of employees and boost employee performance. As a result, it not only improves employees' total performance to do their existing duties but also improves workers' knowledge, skills and attitude, all of which contribute to improved organizational performance. Based on the above literature, the present study hypothesizes that talent development positively correlates with task performance:

H3. Talent development is positively related to task performance.

Mediating role of work engagement

The present study proposes that work engagement is a potential mediator between talent management and job performance. Past studies suggested a link between work engagement and job performance ([Zahra and Kee, 2022](#); [Shin et al., 2020](#); [Elahinejad and Gholami, 2015](#); [Hafez et al., 2017](#)). Regardless of the limited studies that used work engagement as a mediating variable between talent management and task performance. Some previous studies still explored the research gap, but their studies still did not reveal a clear picture of the mediating role of work engagement on talent management and job performance. According to [Humaid \(2018\)](#), the Bank of Palestine has a moderate level of talent management techniques, a high level of organizational performance and a moderate level of employee engagement.

[Alias et al.'s \(2014\)](#) study revealed that employee engagement mediates the relationship between talent management practice (employee talent development, rewards and recognition) and employee retention. Besides, the results showed that employee engagement partially mediates the relationship between talent management practices and organizational performance. [De Silva and Tharanganie's \(2018\)](#) findings show a partial mediating role of employee engagement in talent management and task performance. As such, we hypothesize that:

H4. Work engagement mediates the relationship between talent attraction and task performance.

H5. Work engagement mediates the relationship between talent retention and task performance.

H6. Work engagement mediates the relationship between talent development and task performance.

Methodology

The study used a descriptive survey research design whereby all the study variables will be measured simultaneously ([Sekaran and Bougie, 2016](#)). The reason behind this is to investigate the relationship between the predictor variables: talent management (talent attraction, talent retention and talent development) and task performance. The population of this present study is full-time employees who are presently working in the top five commercial banks in Lagos State, Nigeria. There are 24 commercial banks in Nigeria. Nigeria's top five commercial banks are Zenith Bank, GTbank, Access Bank, Stanbic IBTC Bank Plc and First Bank ([Larnyoh, 2021](#)). The reason for selecting these banks is that they are the top-rated banks, among the oldest generation banks, they have a large number of full-time employees and they are also the first five oldest banks in the Nigerian banking industry ([Newswire, 2020](#)).

The study using purposive sampling is justified when a specific target group is needed to obtain the required information ([Sekaran and Bougie, 2016](#)). Therefore, the criteria for the

respondents are as follows: The respondents are full-time employees of the top five commercial banks in Nigeria's banking industry. The respondents were employees who had worked at the bank for at least one year. The minimum sample size calculated using G-power is 109 and a medium effect size of 0.15 based on [Green \(1991\)](#), while the power needed for the calculation is set at 0.8, all the items of the variables were adapted from past studies. Meanwhile, the unit of analysis for the present study is at the individual level. The employees of the top five banks in Nigeria's banking industry serve as the study's unit of analysis. They are also full-time employees and have worked for more than one year in the banking industry.

Measures of the variables

This study used measurement instruments previously used in other studies to obtain data. [Table 1](#) below illustrates the various items adapted from different studies and their Cronbach's alpha.

Statistical techniques and data analysis

To test hypotheses and analyze data, the Statistical Package for Social Science software (version 26) and the partial least squares with SmartPLS 3.3.3 structural equation model was used in this study.

Data analysis and results

The response rate in this study is considered good. Of the 400 questionnaires distributed, 315 were returned, equivalent to a 78.8% response rate. However, after the data screening process, only 302 questionnaires were usable. The unusable questionnaire was because of some incomplete data. The final usable response rate for this study was 75.5% response rate. [Table 2](#) summarizes the number of participating banks and the response rates.

Table 1 Measures of the study

Constructs	Items	Cronbach's alpha	Sources	Scale
Talent attraction	5	0.77	Lyria (2014)	5 point
Talent retention	5	0.92	Loganathan (2019)	5 point
Talent development	5	0.89	Loganathan (2019)	5 point
Task performance	7	0.91	Williams and Anderson (1991)	5 point
Work engagement	3	0.90	Schaufeli et al. (2017)	5 point
Total	25			

Table 2 Summary of the number of participating banks and response rates

State	Questionnaire distributed	Responses	Response rate (%)
First Bank Plc	80	63	20.8
GT Bank Plc	80	61	20.2
Zenith Bank Plc	80	58	19.2
Access Bank Plc	80	60	19.9
Stanbic IBTC Bank	80	60	19.9
Total	400	302	100

Measurement model

Hair *et al.* (2010) proposed that convergent validity applies to the measures of a specific construct that converge or share a significant proportion of similar variance. Convergent validity is obtained when the outer loadings are highly loaded on the calculated variable but lower on other variables (Hair *et al.*, 2017). The rule of thumb is that the loadings should be either greater than 0.708 (Hair *et al.*, 2017) or 0.70 (Hair *et al.*, 2014). When the items loaded highly (above 0.70) on two or more variables, cross-loadings become significant (Ramayah *et al.*, 2011). Furthermore, item loadings of less than 0.40 should be eliminated (Hair *et al.*, 2014; Hulland, 1999).

Details of the properties of the measurement model are displayed in Table 3. It includes the outer loadings, the average variance extracted (AVE) and each selected variable's composite reliability (CR). Talent development is measured by five items and has the highest CR, that is, 0.931. The second strongest variable, talent attraction, is measured by five items and has a CR value of 0.927. A five-item scale measures task performance and its CR is 0.924. Talent retention has five items, and the CR value is 0.910, respectively. Chin (1998), Hulland (1999) and Hair *et al.* (2010, 2014) proposed the use of AVE in examining the reliability of the variables and that all the AVE values must be above 0.5. Items with outer loadings lower than 0.5 need to be removed. It is shown that the AVE for all constructs was higher than 0.50. Hence, it was concluded that the measurement used in this study displayed adequate convergence validity.

Mean and standard deviation scores of the variables

The variables' mean and standard deviation scores were determined after running the SmartPLS algorithm, using the unstandardized latent variable scores. The mean (*M*) and standard deviation (*SD*) ratings for each of the variables are shown in Table 4. Talent attraction (*M* = 3.3841, *SD* = 0.96380) was measured on a five-point Likert scale. The mean

Table 3 Reliability and convergent validity assessments

Construct	Items	Loading	CR	AVE
Talent development	TD1	0.823	0.927	0.718
	TD2	0.882		
	TD3	0.858		
	TD4	0.853		
	TD5	0.851		
Task performance	TP1	0.832	0.91	0.67
	TP2	0.859		
	TP3	0.863		
	TP4	0.836		
	TP5	0.818		
Talent retention	TR1	0.795	0.924	0.708
	TR2	0.814		
	TR3	0.866		
	TR4	0.854		
	TR5	0.760		
Talent attraction	TA1	0.770	0.931	0.729
	TA2	0.896		
	TA3	0.851		
	TA4	0.842		
	TA5	0.873		
Work engagement	WE1	0.903	0.900	0.751
	WE2	0.888		
	WE3	0.804		

Notes: Items TP6 and TP7 were deleted because of low loading. CR: Composite reliability; AVE: Average variance extracted

Table 4 Mean and standard deviation scores of the variables

Variables	Mean	SD
Talent attraction	3.3841	0.96380
Talent retention	4.0026	0.70555
Talent development	4.0093	0.72555
Task performance	3.8515	0.68722
Work engagement	3.4713	0.87693

score reported was moderately within the midpoint score, indicating that employees of the five top commercial banks moderately agreed with the talent attraction practices in their respective banks. Talent retention ($M = 4.0026$, $SD = 0.7055$) was also measured on a five-point Likert scale. The mean score revealed was slightly above the midpoint score, and this implied that the employees of the five top commercial banks found their bank's talent retention practices to be slightly above average. The mean score for talent development was 4.0096 ($SD = 0.7255$), which was also measured on a five-point scale and was slightly above the midpoint score. This finding signified that the employees perceived the level of talent development of the five top commercial banks to be moderate. Task performance ($M = 3.8515$, $SD = 0.6872$) was measured on a five-point scale, and the mean score was slightly higher than the midpoint score. Consequently, this result denotes that the employees of the five top commercial banks recognized task performance among themselves to be slightly on the high end.

Structural model

A total of six hypotheses were tested in the structural model. A total of four out of six hypotheses were supported. Out of the six hypotheses, three were direct effect relationships, whereas the remaining three were indirect effect relationships.

Direct effect of talent management on task performance

The path coefficients, standard errors, R^2 value and the results of the hypotheses testing talent attraction on task performance are presented in Table 5. The R^2 for task performance was 0.375, indicating that 37.5% of the variance in task performance was explained by talent attraction. Based on Cohen's (1988) rule of thumb, the R^2 for task performance was considered large because it exceeded 26%. The R^2 for task performance was 0.375, which indicates that 37.5% of the variance in task performance was explained by talent retention. Based on Cohen's (1988) rule of thumb, the R^2 for task performance was considered large because it exceeded 26%. The results of $H3$ were also presented in Table 5. The R^2 for task performance was 0.375, indicating that talent development explained 37.5% of the variance in task performance.

Table 5 shows the path coefficients, standard errors and the results of the hypotheses testing for the relationship between talent management and task performance. The path coefficient values and the t values should be greater than or equal to 1.96 at a 5%

Table 5 Direct effect of talent management on task performance

H	Relationship	β	Std error	t-values	p-values	R^2	Decision
H1	TA $\rightarrow$ TP	0.224	0.235	6.318*	$p < 0.01$	0.375	Supported
H2	TR $\rightarrow$ TP	0.054	0.04	1.360	0.17	0.375	Not supported
H3	TD $\rightarrow$ TP	0.188	0.056	3.627**	$p < 0.01$	0.375	Supported

Notes: * $p < 0.05$; ** $p < 0.01$. OCBI = TA: Talent attraction; TR: Talent retention; TD: Talent development; TP: Task performance

significance level, with a 95% confidence interval bias (Hair *et al.*, 2017). It was realized from each individual structural path that talent attraction has a significant effect on task performance ($\beta = 0.224$, $t = 6.318$, $p < 0.01$). Hence, *H1* was supported. Contrary to the significant direct effect of talent attraction on task performance, the effect of talent retention on task performance ($\beta = 0.054$, $t = 1.360$, $p = 0.17$) was insignificant. Therefore, *H2* was not supported. Finally, based on Cohen's (1988) rule of thumb, the R^2 for task performance was considered large because it exceeded 26%. It was realized from each individual structural path that talent development has a significant effect on task performance ($\beta = 0.188$, $t = 3.627$, $p < 0.01$). Hence, *H3* was supported.

Mediating effect of work engagement on talent management and task performance

The path coefficients, standard errors and the results of the hypotheses testing for the indirect effect of work engagement on the relationship between talent attraction and task performance are shown in Table 6. It was found that work engagement mediates the relationship between talent attraction and task performance ($\beta = 0.091$, $t = 2.588$, $p < 0.001$). The study also discovered that there was no zero straddling between the lower and upper confidence limits (LL = 0.046, UL = 0.0.193). Therefore, it can be concluded that work engagement significantly mediates the relationship between talent attraction and task performance. Hence, *H4* was supported. The study also found that work engagement did not mediate the relationship between talent retention and task performance ($\beta = 0.024$, $t = 0.911$, $p = 0.36$; LL = -0.02, UL = 0.082). Therefore, *H5* was not supported. Finally, the results indicated that work engagement mediates the relationship between talent development and task performance ($\beta = 0.122$, $t = 2.472$, $p = 0.014$; LL = 0.04, UL = 0.236). Therefore, it can be concluded that work engagement mediates the relationship between talent development and task performance. Hence, *H6* was supported.

Discussion of findings

Relationship between talent management and task performance

To answer the first research question, "Does talent management (talent attraction, talent retention and talent development) has a positive relationship with task performance?", a total of three hypotheses were developed based on the theoretical and empirical literature review. Two of the three direct hypotheses (*H1* and *H3*) were found to have a significant positive association, that is, both dimensions of talent management (talent attraction and talent development) were found to relate positively and significantly with task performance. However, the findings failed to support the hypothesized relationship between talent retention and task performance which was the second hypothesis.

The findings of this research seem to project both talent attraction and talent development as influencing employees' task performance in the Nigerian banking industry. This finding is consistent with the evidence from previous studies such as Cheraisi and Busolo (2020), Humaid (2018), Abazeed (2018), who also found that talent attraction has a positive effect on employee task performance. In addition, the findings on the positive relationship between talent development and task performance are consistent with the findings of

Table 6 Mediating effect of work engagement on talent management and task performance

H	Relationship	β	Std error	t-values	p-values	5% LL	95% UL	Decision
<i>H4</i>	TA $\rightarrow$ WE $\rightarrow$ TP	0.091	0.035	2.588*	$p < 0.01$	0.046	0.193	Mediation
<i>H5</i>	TR $\rightarrow$ WE $\rightarrow$ TP	0.024	0.027	0.911	0.36	-0.02	0.082	No mediation
<i>H6</i>	TD $\rightarrow$ WE $\rightarrow$ TP	0.122	0.049	2.472**	0.014	0.054	0.221	Mediation

Notes: * $p < 0.05$; ** $p < 0.01$. TR: Talent retention; TP: Task performance; WE: Work engagement

Jabbar *et al.* (2020), Haryonoa *et al.* (2020) and Huang *et al.* (2019). Mubarok and Putra (2018) noted that the attraction of talented employees was of paramount importance to the success of businesses. Therefore, to ensure survival and growth in the banking industry, an organization must focus on attracting, developing and managing talented employees, which aligns with the Nigerian bank's strategy to attract talented employees.

On the other hand, talent retention does not appear to be a good predictor of employees' task performance in the Nigerian banking industry, as the results obtained in this research failed to support *H2*. This finding is in line with the current norms that it has become a great challenge for an organization to attract the right talent and even greater to retain them for a longer period. Employee retention is a challenging issue, particularly in situations where the employees are mainly millennials and Gen Z, in contrast to the baby boomers and Gen X. Baby boomers and Gen X generally stay with their employers for a longer period. Compared to talent retention, talent attraction and talent development stand out as stronger positive predictors of various performance outcomes. This research measures the individual employee's task performance. It creates an opportunity for future research to probe into this aspect for better understanding and evidence to validate the explanation above further.

Mediating role of work engagement in talent management and task performance

To answer the second research question, "Does work engagement mediate the relationship between talent management (talent attraction, talent retention and talent development) and task performance?", three hypotheses were developed based on the theoretical and empirical literature review. The results supported two hypotheses (*H4* and *H6*), which supported the notion that work engagement mediates the relationship between both dimensions of talent management (talent attraction and talent development) and task performance.

Hence, the present study's findings support the findings of Bayona (2020) and Abazeed (2018), who also found a significant and positive effect of employee engagement on the relationship between talent attraction and task performance. Studies by Olaleye and Ozegbe (2020), De Silva and Tharanganie (2018), Abazeed (2018) and Karatepe and Olugbade (2016) noted that work engagement mediates the relationship between talent development and task performance. Furthermore, an engaged workforce ensures lower turnover, which helps the organization attract talent. Talented employees can help the organization build a knowledge base and gain a competitive advantage (Albrecht *et al.*, 2015). However, most past studies on the Nigerian banking industry found a partial mediating effect of work engagement on talent attraction and task performance. Mensah and Bawole (2017) also noted a partially mediated connection between talent attraction and task performance. De Silva and Tharanganie (2018) suggested that employee engagement has bridged the difference between talent attraction–performance relationships, resulting in a partial mediation.

Engaged employees are more satisfied and attached to their jobs and the organization. They are more excited about their work, which explains the overall higher task performance of the employees. Therefore, to ensure that the new hires integrate smoothly into the Nigerian banking industry, the management should deliver a range of initiatives to get to know the new employees and link them to the bank's strategic goals via their onboarding program and job conversations. They should take the time to understand their employees' long-term goals, laying the groundwork for a mutually beneficial relationship between the new employees and the bank.

On the contrary, the findings from this study failed to support the hypothesis that work engagement mediates the relationship between talent retention and task performance. It can be said that work engagement does not mediate the relationship between talent

retention and task performance in the Nigerian banking industry. These findings are not consistent with the findings of Abazeed (2018) and Alias *et al.* (2014), who proposed that employee engagement mediated the relationship between talent retention and task performance. Hence, work engagement does not influence the relationship between talent retention and task performance in the Nigerian banking industry. This is a result of the nature of the assigned tasks, workload and hours of work in the industry, which do not encourage talented employees to stay for an extended period.

Conclusion

The purpose of this study was to investigate the connections between talent management and task performance, as well as to assess the role of work engagement. In addition, the findings on the direct effects revealed that talent attraction positively influences task performance. However, it was found that talent retention failed to influence task performance. Talent development also impacts positively and significantly on task performance. Work engagement was discovered to mediate the association between talent attraction, talent development and task performance, but not between talent retention and task performance.

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Corresponding author

Lukman Adams Jimoh can be contacted at: jimoh@student.usm.my

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