

## Knowledge and Awareness on the Utilization of Talent Philosophy by Banks among Staff on Contract Appointment in Commercial Banks in Ibadan, Oyo State

Lawal Comfort

Department of Business Studies, Texila American University, Guyana, USA

E-mail: simlawal@yahoo.com

### Abstract

Commercial banks rendered financial services to customers within the community. Staffing in banks can be classified broadly into permanent and contract staff. Contract staffs are key workforce in the banking sector and their awareness, knowledge and concept of talent philosophy is very paramount. This study seeks to assess the knowledge and awareness on the utilization of talent philosophy by banks among staff on contract appointment in commercial banks in Ibadan, Oyo State.

Purposive sampling technique was used to select the five local governments within Ibadan metropolis. Simple random sampling was used to select one bank each from each local government area. Base on sample size determination formula, 245 respondents were proportionately for each bank. Finding of the study revealed awareness on talent management philosophy is high (94.3%) among contract staff in commercial banks in Ibadan and 227(92.7%) of them are aware that talent management philosophy is been utilized within their organization. However, only 182(74.3%) have been trained on talent management. Knowledge of talent philosophy amount contract staff shows that overwhelming majority (96.3%) model talent as inclusive/developable; that is, that all seemingly ordinary people can become extraordinary performers through dedicated training. The Anova analysis revealed  $F_{cal}$  of 5.573 is significance, therefore contract staff with talent philosophy awareness will perform better than other staff that are not aware of talent philosophy within the banking industry and  $F_{cal}$  5.506 is significance showing that motivating talented staff will increase their performance.

**Keyword:** Knowledge, awareness, contract appointment, talent philosophy, and commercial banks.

### Introduction

Staffs members in Nigerian banks are classified as executive, senior, junior and contract staff. In 2019, it was estimated that staff members in banks rose to 104,364. The breakdown shows that junior members of staff account for 47%, senior members of staff are 27% while contract staff account for 26% of the total staff strength in Nigeria banks [1]. Contract staff members therefore play a significant role in the workforce of banks in Nigerian. According to the National Bureau of Statistics, the number of contract staff allover Nigerian banks is 46,263 in June 2019 [2], revealed that banks in Nigeria adopted the contract staffing approach to save cost and avoid vital benefits that go with employing staff on permanent appointment. Contract appointment has become a preferred employment strategy with the involved staff

members being employed mainly as front desk officers, cashiers, tellers etc. This implies that banks are increasingly depending on contract members of staff to perform daily operations [2], Explained that employee on contract appointment are not given pension, vacation pay, and other benefits that are provided by the bank to their permanent employees. Aside monetary incentive, contract staff may also suffers from communication gap, especially in terms of bank policies; such policies include the talent management policy which is the major objective of this study. This article seeks to answer germane questions relating to the awareness and knowledge of staff on contract appointment in commercial banks in Ibadan, Oyo State, Nigeria.

## Objectives

The objectives of this study is to determine whether the contract staff in banks are aware and possess adequate knowledge on the utilization of talent management philosophy by banks' managers. Also, this study seek to determine if there is a significant difference in the level of knowledge that contract staff possesses and determine if talent philosophy awareness affect their performance.

## Research Question

1. Is there a high level of awareness on talent philosophy among contract staff in commercial banks in Ibadan.
2. Is there knowledge of talent philosophy among contract staff in commercial banks in Ibadan.

## Hypotheses

Ho<sub>1</sub>: Staff with talent philosophy awareness will not perform better than others.

Ho<sub>2</sub>: motivating staff with exceptional skill will not increase staff performance.

## Conceptual Review

### Talent Definition

Talent as a term has evolved from a word meaning "weight" in ancient Greece and Rome [3] to an "inborn propensity or capability" possessed by a person [4], [5] propose a more comprehensive definition of talent as a code to the most effective leaders and managers at all levels, which can help a company achieve its goals and drive its performance.

[6] Talent is an improved mastery of methodically developed skills or abilities. Williams (2000) describes talent as a habitual demonstration of outstanding ability and the ability to attain over a range of situations and activities, or within a narrow and specialized field of expertise. A talented individual relentlessly shows high ability in areas of activity that suggest transferable, akin ability in positions where they have yet to be tested and proved to be very functional.

[7] advocate that talent is a person's customary patterns of thought, feeling, or behavior that is applied effectively [8] define talent as the implemented ability of a committed group of professionals or professional that achieve a better outcome in a given organization

and environment [9] view talent as the total of a person's abilities, skills, intrinsic gifts, knowledge, attitude, intelligence, experience, judgment, character, and drive. It also entails the ability to learn and grow [10] say talent is essentially a euphemism for people [11] opined that talent could be depicted as a multifaceted mixture of employees' skills, cognitive ability, knowledge, and potential. The core values and work preferences of an employee is also a major importance.

[13] define talented staff as a select group of staff that are rated at the top in terms of ability and performance than the whole workforce [3] also say that talented individuals are those employees that can make a difference to the performance of the organization either through their instant contribution or a longer-term demonstration of a high level of potential [14] opined that talent equals proficiency, i.e., capability to do the job, times dedication, that is the willingness to do the job and times contribution, that is finding purpose and meaning for the work [15] said talent means the total of all the experience, knowledge, behaviors, and skills that a person has and brings to work [5] describe talent as a collection of abilities that is developed and put into use, which enables a person to carry out a specific role in an excellent way.

### Talent Management Philosophy in Banks

Talent philosophies can be defined as the 'fundamental assumptions and beliefs about the value, nature, and instrumentality of talent that are determined by an organization's major decision-makers' [16] shows that talent philosophies vary significantly between individual managers within an organization.

Most notably, individuals differ on whether talent is either common or rare (inclusive versus exclusive) and on whether talent is determined by either nurture or nature (developable versus innate) [16]. Based on these two areas of disagreement, Meyers and van Woerkom (2014) designed a conceptual structure of four different talent philosophies that differ along the two dimensions, namely innate/developable and exclusive/inclusive.

Managers who hold an inclusive/developable talent philosophy presume that all apparently 'ordinary' people can become a fantastic person through devoted training [19]. Managers with

this philosophical belief that leaders and others are sitting in vital organizational positions are holding those positions because of their amassed experiences and lessons learned over time, not because they were 'born' in like manner [20].

Several studies were carried out on talent management, focusing on employee retention, talent attraction, deployment, and career development [21] conducted a study among three Sweden banks on the management of talent. They discovered that the major foundation for talent management idea is to make sure that there is a qualitative succession for major bank's positions. The study concluded that all sampled banks focus their appraisal on talent while measurements of programs' impact are left unattended to [22] Study was carried out on thirteen banks in Europe and discovered that banks' growth in Europe makes it difficult for banks to occupy significant positions with a qualified workforce. The study concluded that many of the banks are deficient in capable staff within the organization to attain vital positions because only a few bank managers occupy vital vacant positions internal talent; this shows that the progress of talented employees was not given sufficient consideration. A study on talent management among banks in India found a high job attribute scale among the banks in the following order: government banks, private banks, and cooperative banks. The result shows that government bank employees are better motivated in career development [23].

[24] Evaluated talent management policies in the Nigerian banking sector. The study's finding reveals that competitive strategy is the effective talent management strategy used by Nigerian banks for career development. Similarly, [25] explored talent management and corporate survival of the Nigerian banking sector. The study revealed that different dimensions of talent management have considerable relationships with corporate survival and career progression. Equally, Grace (2015) examines the impact talent management has on Nigerian banks' organizational performance. The study confirmed that talent management and average years of schooling of employees significantly improve Nigeria's bank performances.

Another study by [27] highlights formal and informal practices for retaining talented employees. The study shows that bank managers have a mindset for talents, which helps them to

identify the worth of available workers within their establishment. They willingly participate in talent retention practices, through identification, retention, development, and engagement of talented staff. The study also reviewed employees' perceptions and discovered that managers identified their talented internal employees through performance appraisal. Also, the intermittent evaluation has a positive effect on staff career.

Talent management is connected with the performance of an organizational which mainly focuses on identifying, measurement, and development of staff's performance to be aligned with strategic goals and objectives [28]. Once the strategic goals and objectives of an organization is achieve, employees in such organization naturally seek career advancement; in form of promotion, training and career actualization. Talent management is the implementing strategies, procedures, processes and systems to enhance organizational productivity by the developing better processes for attraction, development, retention and utilization of people with skills [29].

Talent management cannot be achieved without the policy to accomplish. According to [30], talent philosophy differs on whether talent is either common or rare (inclusive versus exclusive) and on whether talent is determined by either nurture or nature (developable versus innate). Talent philosophy is conceptualized in four separate talent philosophies that are at variance along the two dimensions, namely innate/developable and exclusive/inclusive.

The exclusive/stable talent philosophy belief that only a small percentage of workers are talented and that nature has provided these small individuals with special skills or capabilities [3]. Also, managers who hold developable/exclusive talent philosophy believe that talent is uncommon and a hidden construct that can be wasted if it is not discovered [6]. Employees will be considered as talented if he/she shows the potential to perform in a more demanding position. The inclusive/stable talent philosophy is base on positive psychology and the intrinsic supposition that every individual possesses stable positive traits [31].

Talent management as an integral part of the overall performance management process in the bank which is connected to the staff's ability. Each staff seeks career growth and

advancement. Talent management and career management are primarily considered from both the organization's and individual employees' viewpoints. Career management entails an assessment of one's work-related interests, values, competencies, and goals (Noe, 1996), while talent management is related to tasks and actions that were taken by the organization in attracting and retaining the best personnel within the organization. Career management and talent management are important to organizations with several competitors, such as the banking industry.

The banking industry is one of the fast-growing organizations in the global economy [33] declared, through available statistical, that there is a high turnover rate in the banking industry; therefore, an uninterrupted supply of loyal and capable labor forces to bring about performance is to maintain the growing industry is essential. As a result, the major challenge facing the banking sector is talent and career management.

### **Public Policy on Talent Management interaction and compliance with labor laws and standards**

The available review indicated that only a few countries have talent management policies. For example, Peterborough in the United States has Talent Management Strategy that helps to recognize a committed, capable, and skilled workforce. Talent Management involves workforce planning, attracting the right talent through recruitment and selection, developing leadership, and succession planning. Developing talent through ongoing learning opportunities, managing performance related to productivity/efficiency improvements, compensating appropriately, and recognizing and rewarding high performance. The Talent Management Strategy deliberately links the people strategies and human resource practices to the strategic goals, objectives, and priorities of the County. In planning for succession, Peterborough in the United States identifies critical positions for which succession plans are required to limit the risk to the organization should the positions become vacant for any significant period.

Through collaborative efforts of managers and human resources, a process was being undertaken to identify internal talent and a

readiness assessment to move into vacant key positions, accompanied by succession development plans. Peterborough provides progressive employment and compensation policies, programs, and practices for all employees and nurtures a culture that values and increases diversity at all levels of the organization and active support for identified talents staff. Senior management provides overall direction and oversight of the talent management strategy, ensure that talent management is an integral part of the on-going management of the department, create opportunities for employee career growth and development, engage and hold managers accountable for coaching and developing talent, ensure knowledge transfer, and differentiating performance from potentials.

Furthermore, senior managers build a talent pool of future leaders by providing current and aspiring managers the opportunity to develop competencies, communicate and champion the importance of effective talent management and evaluate on-going initiatives and results of talent management efforts. Managers at all levels are expected to participate in the competency development process, promote and apply knowledge transfer, ensure talent management objectives are reflected in work plans as well as individual learning and development plans. Managers should also link talent management strategies to program and budgetary planning to allocate appropriate resources, assess employee performance fairly and provide constructive and timely feedback to employees regularly, encourage individual career planning and coach employees on appropriate development opportunities, provide practical on-board/orientation to new employees and engage in discussions regarding organization talent development by exploring cross-functional or cross-departmental opportunities.

In Nigeria, there are service rules, policies, and regulations that are endorsed by law to guide the relationship between employers of labor and employees; these laws are under the Labour Act, which makes provision for the protection of contracts of employment, wages, terms and conditions of work, recruiting, saving provision and special classes of workers. Labour law is considered as the body of administrative rulings, rules, and precedents which address the legal rights, restrictions on workers and their

organizations. Labour law, it is argued, covers industrial relations, workplace safety and health, and standards of employment. The Ministry of Labour (MOL) was established and charged with the responsibility of promoting the best interest of job searchers, wage earners, and retirees. MOL in Nigeria is supposed to achieve this through the promotion of working conditions, advancement of opportunities for lucrative employment, protection of retirees, health care benefits, monitoring changes in employment, wages, and other national economic measures. Under the recruitment act in Nigeria Labour Law, there is no provision or specification on anything talent, talent retention, or talent management, although training of staff, especially apprentices, were in the labor law.

The labor law is equally bounding on public sectors such as banks. Public sectors within African countries are facing challenges of professionalism, mostly attributed to the context of their environment. The Nigerian public sector is not an exception to this predicament. Perceptions amongst the citizenry that recruitment into the Nigerian public sector has largely shifted from the principles of meritocracy (educational qualification and experience) towards factors such as nepotism, political patronage (godfatherism), and ethnicity. As a result, the Nigerian public sector appears to have fallen short of expectations in terms of service delivery. Customers feel confident in the organization that provide quality service and in organization that response to customer needs. However, policy documents cited by Babaru (2003) demand that three factors, namely, determine recruitment into the federal civil service of Nigeria: vacancies, qualifications, and federal character principles and also emphasize standardization, uniformity, and transparency without consideration for talent. Cole and Kelly (2011) noted that poor recruiting decisions resulting in a variety of problems within an organization such as poor performance, excessive cost to the organization, labor turnover, absenteeism, low morale, ineffective management and supervision, disciplinary issues, dismissals, possible unfair dismissal complaints, and poor manpower development.

Adequate development of manpower in human capital formation is a process which allows the firm to get and increase their manpower stock by planning, recruitment

training, and retraining. Employers develop their employees and motivate them to attain organizational goals. Training is a primary element in the development of manpower. According to Ekpo (2002), the development of manpower programs is designed to educate workers beyond the obligation of their present job status so that they can be prepared for promotion and be able to face challenges in the future. Ekpo also affirms that it is necessary to broaden the knowledge, skill, and possible talents of employees to meet the requirements, which their work may demand, especially in the future. He considers effective performance on the part of the employees as essential for the success of any organization. Observing that such performance would depend on their knowledge, skills, and talents [34] affirmed that if customer-staff relationship is broken because of key talent leaving the organization, the ability of such organization to offer quality service is severely compromised. According to Alam, [35], reduction or loss of talented staff will potentially compromise the future an organization business prowess.

However, Nigeria, according to Fajana (2009), is one of the African countries troubled by abundant labor and scare talent. Attraction, development, deployment, and retention of best talents had become a challenge. Human resource management in Nigeria can be said to be 'still in Infancy,' and a lot of academic research is still required in this area. Lack of native and complete HRM models is one of the problems facing HRM practices in Nigeria, which is why many of the practices and principles evidence in workplaces in Nigeria are all adopted from other countries. Most firms are characterized by inadequate funding for human resource management research and development. Nigeria's democracy has improved the practice of human resource management by the determination of quota of expatriates it permits. Nigeria's economy also allows for the importation of new technologies to enhance human resource management. However, training is still a bit slow, and talent management is not given any serious national attention in terms of policies. Howard and Wellins, 2012, opined that in some banking sectors in Africa, there is a substantial shortage of skills and talent to retain.

However, due to the custom of the social-cultural characteristic of Nigeria, human

resource management in Nigeria is an area open to further study. Good employer-employee relations are, therefore, critical to the sustainable development and stability of the Nigerian economy, as well as the world economy as a whole. Many other factors have affected human resource management practices in Nigeria are; deficient in manpower to complete all essential tasks, the complexity of today's business atmosphere as a result of globalization, deregulation, and technological advancements (Olofin and Folawewo, 2006).

## Methodology

This study is quantitative survey design. Data was collected using a well structured questionnaire. A structured questionnaire was used for the instrumentation because the objectives raise for this study can be achieved through questions and answers. Survey design is a method of collecting data based on questions formulated by the researcher, which study respondents provides answers. Responses from respondent are recognized to be a sample of the way the entire population of study will respond. The contract staff in bank are the population of this study, and sample size that represents the sample population was determined by sample size determination formula as follows:

$$N = \frac{z_{\alpha/2}^2 pq}{d^2}$$

$z_{\alpha/2}$  – 1.96 (standard normal deviation)

P = 0.20 (expected proportion in population)

q = 1 – p

$$q = 1 - 0.20 = 0.80$$

d = 0.05 (absolute error or precision)

$$n = (1.96)^2 \times (0.20) \times (0.80) / (0.05)^2$$

$$n = 3.8416 \times 0.20 \times 0.80$$

$$n = 0.614656 / 0.0025$$

$$n = 245 \text{ respondents}$$

Simple random sampling technique was used to select the following commercial banks in Ibadan from the five local governments within Ibadan metropolis. The five local government areas with Ibadan metropolis are: (a) Ibadan North, (b) Ibadan North-East, (c) Ibadan North-West, (d) Ibadan South-East, and (e) Ibadan South-West. Figure 1 shows the geographical location of the five selected local government in Ibadan. For each local government area one bank branch was selected for the study. The following banks were randomly selected for the study: Sterling bank, GTB, First Bank, FCMB, Access bank, Stanbic Bank, Ecobank, Union Bank, Fidelity Bank and Wema Bank.

Proportionate sampling technique was used to select appropriate number of respondents from each bank's subgroup. The proportionate sampling is useful when the population is composed of several subgroups that are different in number. The number of respondents from each subgroup is determined by their number relative to the entire sample population. Table 1 shows the proportionate sampling. The study utilized both descriptive to answer the research question and inferential statistics (Anova) to test the research hypotheses.



Figure 1. Map Showing: : Ibadan North, Ibadan North-East, Ibadan North-West, Ibadan South-East, and Ibadan South-South-West

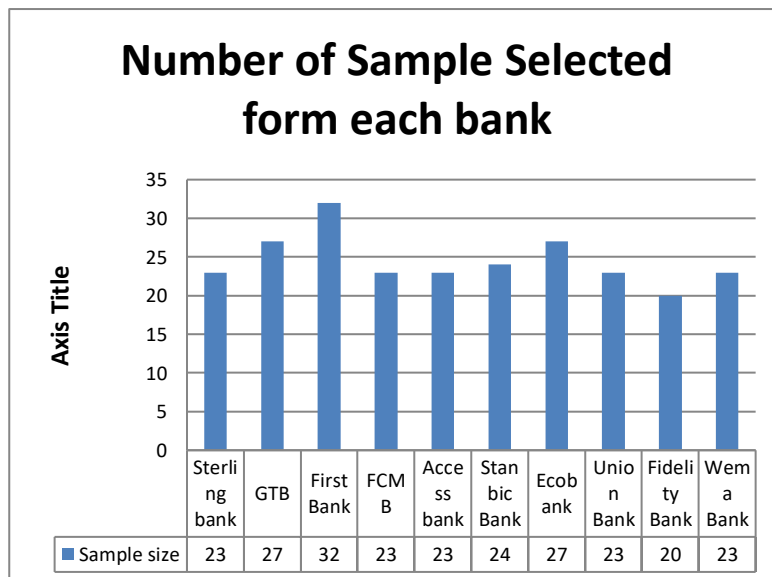
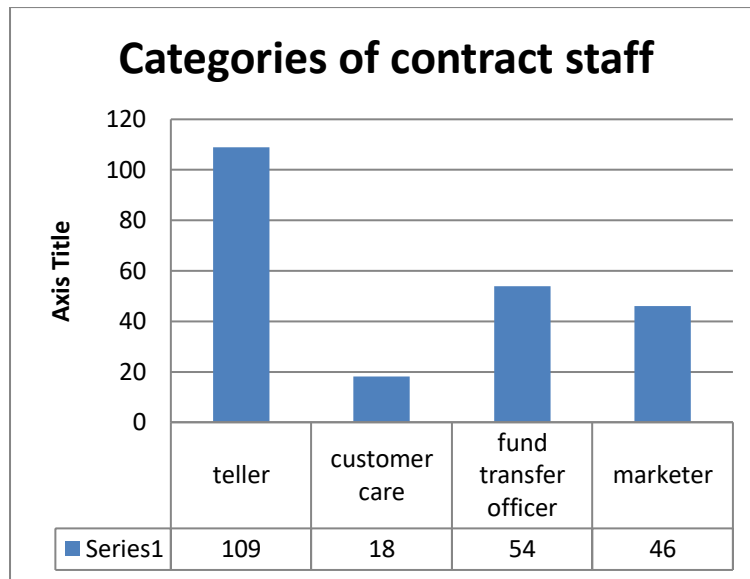


Figure 2



**Figure 3**

**Table 1.** Proportionate value of Contract Staff for Five Branches Each in Ibadan

	Bank	Contract Staff(from five branches)	Sample size
1	Sterling bank	52	23 (0.09 * 245)
2	GTB	65	27 (0.11*245)
3	First Bank	77	32 (0.13*245)
4	FCMB	56	23 (0.09*245)
5	Access bank	54	23 (0.09*245)
6	Stanbic Bank	59	24 (0.10*245)
7	Ecobank	64	27 (0.11*245)
8	Union Bank	57	23 (0.09*245)
9	Fidelity Bank	48	20



			(0.08*245)
10	Wema Bank	53	23 (0.09*245)
	Total	582	245

**Table 2.** Banks, Local Government Area, and Number of Contract Staff

<b>Banks</b>	<b>Local Government Area</b>	<b>Number of Contract Staff</b>
Sterling Bank Ibadan Secretariat	Ibadan North	11
Sterling bank Iwo road	Ibadan North East	11
Stanbic Bank Dugbe	Ibadan North West	10
Sterling Bank Oke Ado	Ibadan south East	10
Stanbic Bank Ring Road	Ibadan south West	10
<b>Sub-Total</b>		<b>52</b>
GT Bank Mokola Ibadan	Ibadan North	14
GT Bank, Agodi	Ibadan North East	17
GT Bank, Dugbe	Ibadan North West	12
GT Bank, Sango	Ibadan south East	10
GT Bank, Challenge	Ibadan south West	12
<b>Sub-Total</b>		<b>65</b>
First Bank - New Bodija	Ibadan North	16
First Bank, Iwo Road	Ibadan North East	19
First Bank Dugbe	Ibadan North West	14
First Bank, Jericho	Ibadan south East	12
First Bank, Ring-Road	Ibadan south West	16
<b>Sub-Total</b>		<b>77</b>
FCMB - Bodija Branch	Ibadan North	11
FCMB Iwo Road Branch	Ibadan North East	12
FCMB Dugbe Branch	Ibadan North West	10
FCMB Challenge	Ibadan south East	12
FCMB Ring-Road	Ibadan south West	11
<b>Sub-Total</b>		<b>56</b>

Access bank, Bodija	Ibadan North	11
Access bank, Iwo Road	Ibadan North East	12
Access bank, Dugbe	Ibadan North West	10
Access bank, Molete	Ibadan south East	11
Access bank, Ring road	Ibadan south West	10
<b>Sub-Total</b>		<b>54</b>
Stanbic Bank, Agodi	Ibadan North	13
Stanbic Bank, Iyana Church, Iwo Road	Ibadan North East	12
Stanbic Bank, Dugbe	Ibadan North West	11
Stanbic Bank, Oke-ado	Ibadan south East	12
Stanbic Bank, Oke-bola	Ibadan south West	11
<b>Sub-Total</b>		<b>59</b>
Ecobank, Dugbe	Ibadan North	13
Ecobank, Idi ape, Iwo Road	Ibadan North East	17
Ecobank, Dugbe	Ibadan North West	12
Ecobank, Molete	Ibadan south East	10
Ecobank, Challenge	Ibadan south West	12
<b>Sub-Total</b>		<b>64</b>
Union Bank, Secretariat	Ibadan North	11
Union Bank, Iwo Road	Ibadan North East	12
Union Bank, Dugbe	Ibadan North West	10
Union Bank, Molete	Ibadan south East	13
Union Bank, Challenge	Ibadan south West	11
<b>Sub-Total</b>		<b>57</b>
Fidelity Bank, Bodija	Ibadan North	12
Fidelity Bank, Iwo Road	Ibadan North East	11
Fidelity Bank, Dugbe	Ibadan North West	8
Fidelity Bank, Oke-ado	Ibadan south East	9
Fidelity Bank, Challenge	Ibadan south West	8

<b>Sub-Total</b>		<b>48</b>
Wema Bank, Old Ife Road	Ibadan North	11
Wema Bank, Secretariat	Ibadan North East	10
Wema Bank, Dugbe	Ibadan North West	10
Wema Bank, Oke Bola	Ibadan south East	13
Wema Bank, Challenge	Ibadan south West	9
<b>Sub-Total</b>		<b>53</b>

## Result

Categories of contract staffs that participated in the study are: teller, customer care, fund transfer officer and marketer. They work experiences majorly are between 2-6 years. Awareness on talent management philosophy revealed that 231(94.3%) of contract staff in commercial banks in Ibadan are aware of any talent management philosophy and 227(92.7%) of them are aware that talent management philosophy is been utilized within their organization. However, only 182 (74.3%) have been trained on talent management. Knowledge of talent philosophy shows that overwhelming majority (96.3%) of contract staff model talent as inclusive/developable; that is, that all seemingly ordinary people can become

extraordinary performers through dedicated training.

Finding from Anova analysis in table 3 shows that the F-tabulated at 0.05 level of significance for degrees of freedom 1 and 243 is 3.842. Since the F-calculated (5.573) is greater than F-tabulated at 0.05 level of significance, the null hypothesis is rejected. It is therefore concluded that staff with talent philosophy awareness will perform better than other staff that are not aware of talent philosophy within the banking industry. Also, table 4 shows the F-tabulated at 0.05 level of significance for degrees of freedom 1 and 243 is 3.842. Since the F-calculated (5.506) is greater than F-tabulated at 0.05 level of significance, the null hypothesis is rejected. It is therefore concluded that motivating staff with exceptional skill will increase staff performance.

**Table 3. ANOVA: Talent philosophy awareness and performance talent philosophy awareness**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.944	1	.944	5.573	.019
Within Groups	41.154	243	.169		
Total	42.098	244			

**Table 4. ANOVA: motivating staff with exceptional skill and performance motivation**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.307	1	1.307	5.506	.020
Within Groups	57.689	243	.237		
Total	58.996	244			

## Discussion

The talent management is essentially a major contributor towards growth and development in human resources management within the banking sector. The quality of talent within an organization creates a competitive advantage [36]. However, in banking sectors in Nigeria,

there is a significant shortage of talent in banking industry [37] because talent is considered as inclusive/developable; apparently ordinary people can become extraordinary person in banking industry through dedicated training.

It is expected that organization such as banks place value on excellence service, customers have more confident in banking service when services are rendered with professionalism. Professionalism and standard will continue to diminish when key talent leaves the organization, the ability of the organization to provide sustainable service is severely compromised [34]. If knowledge, awareness and training of talent management is not promoted especially within the banking industry, productivity and quality of service rendered to clients will reduce drastically. Therefore, as this study revealed high level of awareness and knowledge of talent philosophy among contract staff that are a major player among the workforce in Nigerian banks it could be inferred that awareness of talent management philosophy will impact productivity, efficiency and quality of service in Nigeria banking sector.

[35], affirmed that management of talent is under evaluated, many service driven organizations such as bank are battling with sustaining professionals due to lack of low satisfaction on the job, therefore it is important that banks should prioritize motivating staff with exceptional skill and talent to increase staff performance.

Contrary to some believes that considered talented people to be people in top positions, team leaders, person who have rare capability to make important and productive contribution to the organization, this study revealed that talent is inclusive/developable; people who are considered ordinary, not leading any team, or occupies top position can become extraordinary individual through dedicated training. This implies that the blend of training, skills, experience and dedication that a person possesses and brings to work qualifies the person to be described as talented. Talent, therefore, is an all encompassing word that involves continuous and dedicated training which benefit an organization. The concept of talent management has revealed by contract staff in banks in Ibadan, Oyo State Nigeria align with [29], talent management strategies entails attraction, continuous development, retention and utilization of individuals with skills and propensity to meet present and future business needs

## Conclusion

Contract staff are very critical in the banking sector as they constitute 26% of the workforce. It is therefore appropriate to understand talent management concept of contract staff because they mostly interact with the bank customers. It is evident that contract staff are aware of talent management philosophy within their organization and they possess quality knowledge on talent management philosophy. Contract staff in Ibadan mostly model talent as inclusive and developable. They opined that seemingly ordinary person can become extraordinary performers through dedicated training. Staff with talent philosophy awareness will perform better than other staff that are not aware of talent philosophy within the banking industry and motivation of talented staff will increase their performance.

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