

Effect of Human Resourcing Practices on Employees' Turnover Intention in Commercial Banks in North Central Nigeria

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ABSTRACT: This study assessed the effect of human resource practices on the employee turnover intention in commercial banks in North Central region of Nigeria. The study was motivated by the problem of high employee turnover in commercial banks in North Central region of Nigeria. The study was restricted to human resource practices components of Talent management, Performance management, Reward management and Placement in commercial banks as the independent variables of the study, while employee turnover intention in the commercial banks was the dependent variable. The study adopted a survey research design using only primary data for its analysis. The data was derived using a self-administered structured five-point Likert scale questionnaire as the research instrument for the study. The population of the study was all employees of commercial banks in North Central region of Nigeria which was undeterminable so the sample size of 463 respondents was determined using the Cochran (1971) sampling formula and 20% added to account for attrition. Partial Least Square Structural Equation Modelling (PLS-SEM) analysis was used as the technique for data analysis in the study. The major findings of the study include a negative insignificant effect of Talent management on employee turnover intention, a positive and significant effect of Performance management on employee turnover intention, a positive and significant effect of Reward management on employee turnover intention, and a positive and significant effect of Placement on employee turnover intention. The study recommended that talent management strategies in commercial banks in the North Central region of Nigeria should be adjusted while performance management, reward management and placement practices should be upheld.

Keywords: Placement, performance management, talent management, reward management, turnover intension

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INTRODUCTION

Business organizations all over the world and especially in Africa have been hit with the undisputable fact that the creation of competitive advantage lies in team of employees. Organizations have increasingly recognized the potential for their people to be a source of competitive advantage. In the past, Human Resource was the preserve of "Personnel Managers" whose duties were to recruit and select, appraise, promote and demote. These superficial duties could be performed by any manager, it therefore never seemed necessary to employ experts in human resource (HR) Practices let alone create a whole

department dedicated to Human Resources Management. Little attention was paid to human resource practices and its impact on the employees. The emphasis on traditions and socio-cultural issues injected an element of subjectivity in personnel manager's functions such as performance management, performance appraisal, promotion, demotion, and compensation (Alinno and Igwe, 2017). In today's competitive and rapidly changing business world, organizations especially in the service industry need to ensure maximum utilization of their resources including their team of

employees to their own advantage; a necessity for organizational survival (Aboosedo et al., 2018) Human Resource has transcended from policies that gather dust to practices that produce results. Human Resource practices has the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training skilled employees and directing their best efforts to cooperate within the resource bundle of the organization (El-Ghalayini, 2017). This can potentially consolidate organization performance and create competitive advantage as a result of the historical sensitivity of human resources and the social complex of policies and practices that rivals may not be able to imitate or replicate their diversity and depth.

Lately, organizations are focused on achieving superior performance through the best use of talented human resources as a strategic asset. Human Resource Practices or strategies must now be aligned to business strategies for employees' retention and organizational success. No matter the amount of technology and mechanization developed, human resource remains the singular most important resource of any success-oriented organization and employees' retention is at the paramount for long term success of any organization. (Ezejiolor, et al., 2017). Achieving better corporate performance requires successful, effective and efficient exploit of organization resources and competencies in order to create and sustain competitive position locally and globally.

Organizations have been increasingly focused on developing effective HR practices to attract and retain talented employees. HR practices refer to the set of activities, strategies, and processes employed by organizations to attract, select, develop, and retain employees. These practices are designed to ensure that the organization has the right individuals with the necessary skills, knowledge, and capabilities to meet its objectives and maintain a competitive advantage. HR practices are critical to organizational success and encompass a range of activities such as placement, performance management, talent management, and reward management (Armstrong, 2019).

Employee turnover remains a pressing concern in numerous industries, including commercial banks, as it can adversely impact organizational performance and productivity. Employee turnover intention refers to an individual's contemplation or inclination to leave their current job voluntarily. It is an important concept in the field of human resources as it reflects employees' subjective thoughts and feelings about their job and their future with the organization. While turnover intention does not necessarily translate into actual turnover, it serves as a crucial predictor and early warning sign for organizations to identify employees who may be at risk of leaving. Employee turnover intention can have significant

consequences for organizations. High turnover intention can lead to increased recruitment and training costs, decreased productivity, disruption of team dynamics, loss of institutional knowledge, and damage to the organization's reputation. Moreover, it may indicate underlying issues within the organization's human resource (HR) practices and work environment that need to be addressed. This study aims to assess the effect of HR practices on employee turnover intention in commercial banks in North Central Nigeria. By doing so, this study contributes to the existing literature on the relationship between HR practices and employee turnover intention in the banking sector.

Statement of the problem

Organizations all over the world are strategizing to effectively manage their Human resources in their bid to achieve set goals and objectives and facilitate optimal performance. The Banking sector is not left out in this quest however, high employee turnover in commercial banks in North Central Nigeria have become a growing concern for bank management. From the researcher's conversations with a number of bank branch managers in North Central Nigeria, bank employees have been leaving their jobs leading to a loss of talented and experienced personnel for the banks. This high level of turnover can impact on the banks' performance as it affects their ability to serve their customers effectively and efficiently. Research has shown that effective HR practices can have a positive impact on employee turnover intention but the researcher has found no such study on the banking sector covering North Central Nigeria. For example, a study by Boselie et al. (2005) found that the quality of performance management processes was positively associated with employee turnover intention in Dutch hospitals. Another study by Widyastuti et al. (2020) found that talent management practices were positively associated with employee engagement, which in turn was positively associated with employee turnover intention in the Indonesian banking sector.

However, the relationship between HR practices and employee turnover intention is not always straightforward. For instance, a study by Raza et al. (2018) found that the relationship between recruitment and employee turnover intention was moderated by organizational culture in the Pakistani banking sector. Similarly, a study by Ahmad et al. (2020) found that the effectiveness of talent management practices was moderated by job complexity and employee involvement in the Pakistani healthcare sector. Further, the existing studies such as Ahmed et al. (2019), Olorunleke (2019), Olorunleke (2019), Tan et al. (2020), Akindele and Adebawale (2020), Adegboye et al. (2020), and Adeyemo (2020) on the relationship between HR practices and employee turnover intention in the banking sector have yielded mixed results, with some

studies finding a positive association and others finding no significant relationship. Therefore, there is a need for further research to explore the Human resource factors that contribute to employee turnover intention in commercial banks in the North Central region of Nigeria. As such, this study explores the effect of HR practices on the employee turnover intention in commercial banks in North Central Nigeria, with particular reference to placement, performance management, talent management, and reward management in the sector.

The following null hypotheses were tested by this study:

Ho₁ There is no significant effect of placement on employee turnover intention in commercial banks in the North Central region of Nigeria.

Ho₂ Performance management does not have a significant effect on the employee turnover intention in commercial banks in the North Central region of Nigeria.

Ho₃ There is no significant effect of talent management on the employee turnover intention in commercial banks in the North Central region of Nigeria.

Ho₄ Reward management does not significantly affect the employee turnover intention in commercial banks in the North Central region of Nigeria.

LITERATURE REVIEW

Concept of human resource practices

Human resource is about the acquisition, retention, development and effective utilization of the people the organization needs. It is based on a resource strategy which is linked to the business strategy, and is the basis for Human resource or placement activities. Human resource plans are implemented by means of the key resource activities of performance management, retention planning and talent management, and by learning and development programs. The effectiveness with which Human resources are used involves providing for flexibility and controlling absenteeism. Human resource strategy defines the longer-term plans an organization needs for the acquisition, retention, development and use of its Human resources. Its rationale is the concept that the strategic capability of a firm depends on its resource capability in the shape of people (the resource-based view) as explained by Grant (1991).

Human resource (HR) practices focuses on the recruitment and release of individuals from organizations, as well as the management of their performance and potential while employed by the organization (Pilbeam & Corbridge, 2006). Human resource strategies exist to provide the people and skills required to support the

business strategy; it is concerned with any means available to meet the needs of the firm for certain skills and behaviour (Armstrong, 2010). Human resource holds the key to success of any organization since it ensures that the right person fit to do the job is acquired in the organization (Kavoo-Linge & Kiruri, 2013). It is concerned with the procedures of obtaining and retaining a workforce with the necessary skills, competences, training, attitudes, knowledge, ethics and values (Karemu et al., 2014). This is because the organization only hires and retains the right manpower in order to increase its performance (Majumber, 2012). HR practices are critical to organizational success and encompass a range of activities such as placement, performance management, talent management, and reward management (Armstrong, 2019).

Concept of placement

The concept of placement, within the realm of human resource management, is a pivotal and multifaceted process crucial for organizational success. Dwivedi (2012) defined placement as a vital component of workforce planning, highlighting its role in furnishing accurate and timely information regarding employee recruitment. In this perspective, placement emerges as a timely and integral process, contributing to the efficiency of various HR functions and mitigating additional business costs. Samwel (2018) describes placement as one of the most critical human resource practices within an organization, relying on manpower planning to determine current and future workforce needs. This definition underscores the pivotal role of placement in shaping an organization's present and future human resource landscape. Nazrul et al. (2020) contribute to the understanding of placement by emphasizing its role in the strategic alignment of human resources in organizations. They posit that effective placement involves the strategic deployment of workforce resources to meet organizational objectives, emphasizing the need for a well-executed placement strategy for optimal organizational performance. Okon et al. (2022) extend the discourse on placement, focusing on its impact on organizational effectiveness in a university setting. Their study highlights the significance of staff mix utilization, work-life balance, and motivation in influencing efficiency and service delivery. This definition broadens the understanding of placement to include elements of organizational climate and employee well-being.

Concept of performance management

Performance management, a multifaceted concept integral to organizational success, is defined in diverse ways by scholars. Stewart (2012) defined performance management as a cultural catalyst, fostering continuous improvement in business processes, individual skills,

behaviors, and contributions. Davenport et al. (2010) provide a technological perspective, defining it as a data-driven process utilizing information and analytics to enhance workforce performance. Aguinis (2019) broadens the concept, defining it as a set of interrelated practices, encompassing performance measurement, management, and improvement. Mone and London (2018) encapsulate performance management as a systematic approach for aligning individual and team efforts with organizational objectives. Bernard Marr (2016), considering the contemporary landscape, extends the definition to include the role of technology, emphasizing the integration of digital tools for continuous performance tracking and improvement.

Concept of talent management

Talent was defined by Michael et al (2011) as “the sum of a person’s abilities; his or her intrinsic gift, skills, knowledge, experience, intelligent, judgment, attitude, character and drive”. It also includes his or her ability to learn and grow. ‘Talent is what people must have in order to perform well in their roles. Talent management ensures right person is posted on right job means the job responsibilities are assigned to the workers based on their education level, acquired skills and experience so they can work efficiently and become potential source of achieving long term goals of the corporations. Organizations engaged in proper functioning of talent management vigorously compete in the market to meet expectations of customers and to achieve long term objectives of profit maximization and shareholders’ wealth maximization. For achieving the strategic goals of the corporation, talent management is considered as baseline to perform innovatively and avail external opportunities through internal strength of the corporation (Mohammed, 2015). Talent management is a strategic activity that is in line with the company’s business strategy that aims to attract, develop and retain talented employees at every level of the organizations (Hatun & Preve, 2015). Whenever organizations need to optimize their workforce, the strategic importance of talent management becomes more apparent to them (Lyria et al, 2017). Talent management is the key to the success of business in the postmodern era. As a result, it makes some kind of investment in certain individuals, as the main source of innovation and social development (Mohammed, 2015).

Concept of reward management

Armstrong and Murlis (2019) emphasize that reward management involves the formulation and implementation of strategies and policies aimed at rewarding individuals fairly and equitably based on their value to the organization. This approach recognizes the need for a systematic and just allocation of rewards,

which can motivate employees to remain engaged and committed to the organization's success. Building upon Armstrong's insights, Armstrong (2019) elaborates on the development and implementation of pay and benefit systems that acknowledge employees' contributions to achieving organizational goals. This comprehensive approach to reward management includes both financial and non-financial rewards, seeking to create a conducive environment that fosters employee motivation and enhances retention. Bratton and Gold (2017) view reward management as a set of policies, processes, and practices that facilitate the distribution of financial and non-financial rewards in exchange for employees' efforts in contributing to the organization's objectives. In essence, reward management serves as a vital mechanism to recognize and reinforce desired behaviors and outcomes. Milkovich and Newman (2020) accentuate the alignment between reward management and the organization's compensation philosophy. A well-structured reward system, tailored to the organization's strategic goals and values, can effectively attract, motivate, and retain talent. In conclusion, this study agrees with previous definitions and summarizes that reward management represents a critical aspect of HR practices that involves designing and implementing compensation and benefits systems to recognize, motivate, and retain employees.

Concept of employee turnover intention

Employee turnover intention has been defined by scholars as an individual's inclination or desire to leave their current job voluntarily. Bratton and Gold (2017) emphasized that it is a significant aspect of human resource management, directly influencing an organization's workforce stability and productivity. They described it as the psychological state in which an employee contemplates leaving their current position due to factors such as job dissatisfaction, lack of growth opportunities, or unfavorable work conditions. Milkovich and Newman (2020) discussed employee turnover intention as a key element in talent management. They viewed it as a critical concern for organizations, as high levels of turnover intention could lead to increased recruitment and training costs, as well as the potential loss of valuable talent. Milkovich and Newman emphasized the importance of understanding the drivers of turnover intention to develop effective retention strategies. Employee turnover basically occurs due to unhappiness of an individual employee from job environment. Being unhappy is not merely the reason in a job, why individuals leave one job for another job. If the employees possess the skills that are in demand, they may be awarded higher pay, better facilities or job growth prospective. So, it is very important to recognize and know the difference between those employees who leave the job because they are not satisfied with their job and

those employees who leave their job for other reasons, (Ibrahim, *et al.*, 2013). Anwar (2017), defined employee turnover as a percentage comparison of the number of individuals an organization should replace in a specific period of time to the average amount of individuals within an organization in that time period. Anwar and Shukur (2015) defined employee turnover as a rotation of individuals around the labor market; it could be between companies, states of unemployment and employment, and between occupations and jobs (Anwar and Shukur, 2015).

This study defines employee turnover intention as a complex phenomenon that involves the psychological state of employees contemplating leaving their current jobs. Scholars recognized its importance in shaping organizational outcomes and stressed the need for organizations to address turnover intention by implementing effective talent management strategies and creating a positive work environment that met employees' needs and expectations.

Reward management and employee turnover intention

Johnson *et al.* (2019) investigated the impact of total rewards, including both financial and non-financial incentives, on turnover intention among employees in a multinational corporation in the United States. Their study's scope included employees from various departments and hierarchical levels across different regions within the United States. Adopting a quantitative research design, they administered surveys to measure employees' perceptions of the rewards offered by the organization and their turnover intentions. The findings revealed a significant negative correlation between total rewards and turnover intention, indicating that a well-designed reward system can effectively reduce employees' intentions to leave the organization. However, the present study, conducted in commercial banks in North Central Nigeria, uses a structural equation modeling (SEM) approach in SmartPLS for analysis. This study seeks to provide a comprehensive understanding of how reward management influences turnover intention in the unique regional context of Nigerian commercial banks.

Chen *et al.* (2020) focused on the role of pay fairness in mitigating turnover intention in a local small-to-medium-sized enterprise (SME) in China. Their study objective was to examine how employees' perceptions of fair pay and equitable compensation influenced their intention to quit within the Chinese SME context. Employees from various departments and levels within the SME were included in the research scope. Chen *et al.* (2020) employed a mixed-methods approach, combining qualitative interviews with quantitative surveys. The results indicated that pay fairness was a critical factor affecting employee turnover intention in the Chinese SME

context. Employees who perceived their compensation as fair and commensurate with their contributions were more likely to have lower turnover intentions. However, the present study, conducted in commercial banks in North Central Nigeria, uses a structural equation modeling (SEM) approach in SmartPLS for analysis. This study seeks to provide a comprehensive understanding of how reward management influences turnover intention in the unique regional context of Nigerian commercial banks.

Talent management and employee turnover intention

Augustine *et al.* (2016) investigated the role of talent management on employee turnover intention at Ghana Revenue Authority. The study employed a purely descriptive approach with a sample size of fifty respondents selected through simple random sampling techniques. Descriptive analysis factors such as frequency tables, mean scores, and percentages were generated and thoroughly explained. The study found that talent management played a prominent role in providing employees with satisfaction, learning, and growth (Mean Score = 1.90). The second most prominent role was helping employees achieve their personal best (Mean Score = 1.72), followed by reducing employee attrition. Based on the findings, the study recommended that organizations should offer favorable working conditions to prevent employee turnover and poaching by other organizations. Selman and Halil (2021) explored the effects of talent management practices on employee engagement levels within a Turkish holding. The field study focused on the administrative departments within the holding's headquarters, using a quasi-experimental design with designated talent and control groups. Data was collected through surveys before and after the intervention, and interviews were conducted during the process. Talent matrix and talent grid were developed, and development practices were offered and partially implemented. The study revealed a significant positive impact of talent management strategy on employees' organizational engagement. Foteini *et al.* (2022) investigated talent management in the public sector context of Bahrain and tested the role of line managerial support for development (LMSD) and organizational support for development (OSD) as mechanisms through which talent management practices influence individual talent turnover. The study found that LMSD fully mediated the relationship between talent management practices and individual talent turnover indicators, except for task turnover. Additionally, the study revealed a substitution effect between LMSD and OSD, as interchangeable sources of developmental support that can enhance talent turnover in this context.

Placement and employee turnover intention

In their cross-sectional survey, Ikechukwu and Maxwell

(2017) explored the influence of placement on employee turnover intention within selected media houses in Imo State. The study, encompassing 80 respondents from various media houses, employed structured questionnaires for data collection. Utilizing Spearman's Rank Order Correlation Coefficient for analysis, the findings indicated a substantial positive correlation between placement strategies and employee turnover intention. This suggests that effective management of workforce supply and demand can play a pivotal role in influencing employee turnover intention. The study concluded that optimizing placement, specifically in terms of aligning workforce supply and demand, possesses the potential to positively impact the turnover dynamics of media houses in Imo State. Recommendations included a call for human resource managers to ensure a strategic alignment of skills and workforce size with organizational demands.

Amobi (2019) concentrated on the consequences of placement challenges on employee turnover intention within selected tertiary institutions in Anambra State. Utilizing a descriptive survey design with 356 respondents, the study explored the effects of placement on institutional survival and growth, the influence of employee training on turnover, and the impact of employee performance management on growth. Correlation analysis unveiled significant impacts of placement on the survival and growth of selected tertiary institutions, with positive effects observed for employee training and recruitment on turnover dynamics. This study highlights the intricate relationship between placement challenges and employee turnover intention in the academic sector.

Okon et al. (2022) delved into the influence of placement challenges on organizational effectiveness at Akwa Ibom State University, employing a descriptive survey design. Collecting data from 302 academic and non-academic staff, the study utilized regression and correlation analyses for data interpretation. The findings showcased a noteworthy positive effect of staff mix utilization on productivity, while work-life balance exhibited a significant negative impact on the climate. Additionally, motivation/incentive was found to influence efficiency and service delivery among university staff. Recommendations stemming from the study emphasized the necessity of reinforcing the placement development program and implementing sustainable motivational packages to enhance turnover dynamics and overall service delivery within the university.

Performance management and employee turnover intention

Adeyemi et al. (2015) investigated the influence of performance management on employee turnover intention in the context of Access Bank, Odogunyan branch. The study delved into the assessment of

performance management policies and practices, their effects on turnover dynamics, encountered challenges, and proposed ways to enhance human resource planning and development. The research collected data from twenty respondents using a structured questionnaire. The study revealed that modes of performance management, significantly influenced employee turnover. The effective implementation of performance management processes was positively associated with reduced turnover. However, the study also identified various challenges in the performance management process, indicating areas for improvement to mitigate turnover concerns.

Abdalla (2021) aimed to determine the performance management procedures in organizations, investigating the methodologies involved in the process. The study also examined how qualifications and certificates affect the recruitment process, along with the influence of criteria such as gender, race, and culture. Conducted at Telecom Companies, the survey collected data from employees through questionnaires. Findings revealed no difference in candidates' race and gender in internal promotion at Telecommunication Companies in Erbil-Kurdistan, addressing the first research question. Additionally, participants highlighted the importance of selection methods, including application forms, assessment centers, psychometric tests, interviews, CV data, references, and group interviews. Sidi (2022) aimed to discern the effect of recruitment/selection and transparency on employee turnover intention from Islamic perspectives. Conducted in Sokoto State, Nigeria, the survey gathered data from Ministry of Finance employees. Utilizing Smart PLS 3 version, 101 questionnaires out of 190 distributed were analyzed. The study uncovered a significant relationship between recruitment/selection, transparency, and employee turnover intention. Performance management of qualified and competent staff correlated with higher levels of employee turnover intention. Transparency and avoidance of misappropriation were linked to improved organizational turnover. The study suggested future research exploring Islamic perspectives on recruitment and employee turnover intention.

Expectancy theory

Expectancy theory, proposed by Victor Vroom in 1964 (Vroom, 1964), provides a valuable and comprehensive framework to understand the relationship between HR practices and employee turnover intention in commercial banks in North Central Nigeria. This motivation theory consists of three key components: expectancy, instrumentality, and valence, which collectively influence employees' decisions and behaviors. The first component, expectancy, refers to an individual's belief about the likelihood of achieving a specific level of performance (Vroom, 1964). In the context of this study, employees' perceptions of placement, talent

management, performance management, and reward management practices are crucial in shaping their expectancy. For instance, if employees perceive that the organization's placement aligns their skills and career aspirations with future opportunities, they are more likely to believe that their efforts will lead to desired outcomes such as career growth and job satisfaction. Researchers have found that employees' expectancy, which represents their belief about the likelihood of achieving specific performance levels, is a significant determinant of their motivation and job-related choices (Latham and Pinder, 2005).

The second component, instrumentality, involves an individual's belief that achieving a certain level of performance will result in specific outcomes (Vroom, 1964). In the context of the thesis, employees' instrumentality perception is affected by talent management practices, performance management processes, and the efficacy of the reward management system. For example, if employees perceive that their high performance will be recognized through rewards, promotions, and career advancement opportunities, they are more likely to believe that their efforts will lead to positive outcomes. The instrumental component of the theory, which focuses on the belief that performance will lead to certain outcomes, has been confirmed in various organizational settings (Chen & Francesco, 2003). Employees' perceptions of the link between their performance and the organization's rewards or incentives significantly impact their motivation and engagement levels (Tziner et al., 2003). The third component, valence, represents the value or attractiveness an individual place on the outcomes they may achieve (Vroom, 1964). Valence which refers to the value individuals place on the outcomes they may achieve, has been emphasized as a critical factor influencing employees' decision-making processes (Judge et al., 2001). The attractiveness of different outcomes, such as career growth opportunities, work-life balance, and financial rewards, plays a pivotal role in shaping employees' overall motivation and commitment to the organization (Tsui et al., 2007). In the context of the thesis, valence is influenced by the perceived effectiveness of HR practices in fulfilling employees' diverse needs and preferences. For instance, if employees highly value career development opportunities and work-life balance, the presence of talent management initiatives and flexible work arrangements can enhance the valence of these outcomes and subsequently motivate employees to stay in the organization.

The integration of these components in expectancy theory offers a robust framework to understand employees' motivation and their intentions to stay or leave an organization. In the context of the thesis on HR practices and employee turnover intention in commercial banks in North Central Nigeria, applying expectancy theory can provide valuable insights into how employees'

beliefs about rewards, career development, and recognition practices influence their turnover intentions (Pinder, 1998). By considering employees' expectancy, instrumentality, and valence, organizations can design effective reward management strategies to enhance employee motivation, reduce turnover intention, and foster a positive work environment (Colquitt et al., 2007). Moreover, understanding the interplay between these components can assist in the formulation of targeted talent retention initiatives tailored to the unique regional context of Nigerian commercial banks (Ramlall, 2003). The Expectancy Theory emerges is a fitting theory to describe the thesis on HR practices and employee turnover intention in commercial banks in North Central Nigeria. This theory comprehensively aligns with the core components of placement, talent management, performance management, and reward management. It explains how employees' perceptions of these practices shape their expectancy, instrumentality, and valence beliefs, influencing their motivation and intention to stay or leave the organization. The theory's focus on individual perceptions and the unique context of Nigerian commercial banks make it well-suited to provide valuable insights into employees' attitudes and behaviors, offering implications for enhancing employee retention and commitment in the banking sector.

METHODOLOGY

This study adopted a survey research design. The population of this study is all the employees of commercial banks in the North Central region of Nigeria. The total number of employees of commercial banks in North Central Nigeria is unspecified as there is no such database available. The minimum sample size for this study is therefore determined using the Cochran (1977) formula for attaining sample size from infinite or unspecified populations. In order to accommodate wrongly filled questionnaires or other discrepancies, the study adds 20% of the determined 385 to the sample size to make a total of 463. This is in line with recommendations from Bujang (2021). The minimum sample size of the study was therefore 463 respondents. This is also consistent Krejcie and Morgan (1970) sample size determination table. The study adopts a purposive sampling technique to select the respondents of the study until the sample size is attained. This means that the respondents were selected according to how they fall into the objectives of the study as employees of commercial banks in north central Nigeria who must have experienced the HR practices of the banks and are therefore, in the best position to take part in this study. Primary data was used for this study. The data was collected using self-administered five-point likert scale closed-ended questionnaire. The questionnaire was designed based on the research objectives and the items were adapted from the works of Kavanagh et al. (2013),

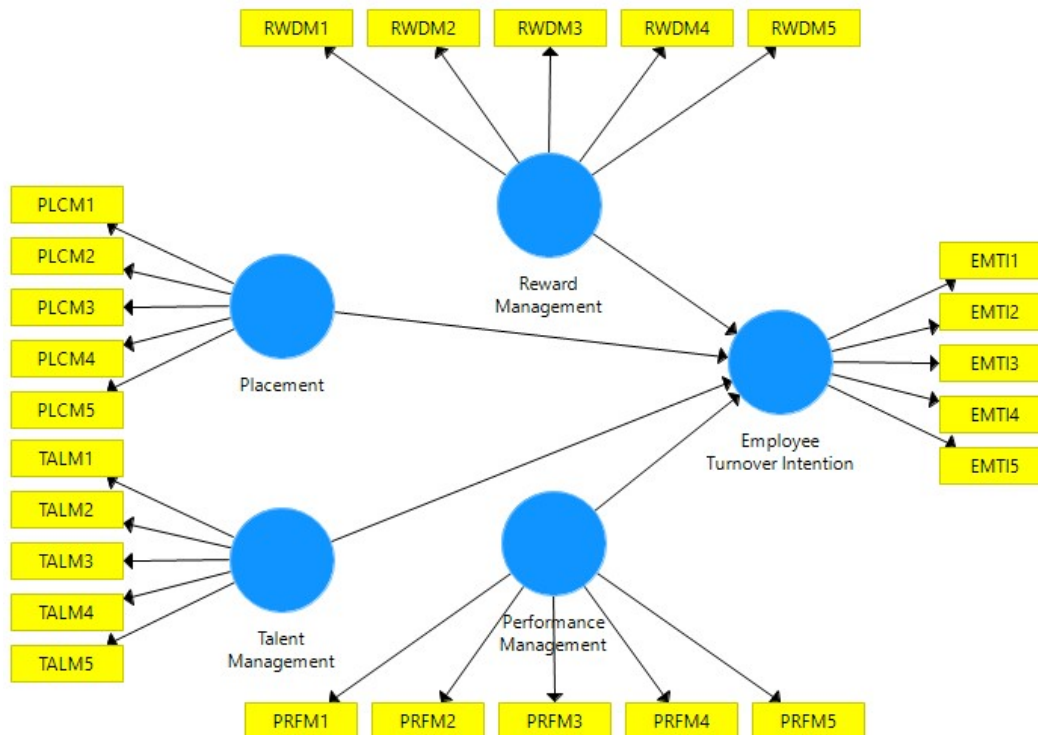


Figure 1: The Hypothesized Structural Model for the Study, **Source:** Researcher's Development in SmartPLS3 (2024)

Khatri and Gupta (2013), Sajuyigbe (2018), Shukla and Chandra (2018), and Adeyemi et al. (2018). These studies have developed and used questionnaires to measure different aspects of HR practices and employee turnover intention in the banking sector. Furthermore, their instrument all had reliability scales higher than 0.75 from internal consistency tests of Cronbach alpha.

The Partial Least Squares Structural Equation Modeling (PLS-SEM) was used for data analysis (Figure 1). The analysis was conducted in two stages: the measurement model and the structural model. The measurement model assessed the reliability and validity of the constructs, while the structural model analyzed the relationships between the constructs and test the research hypotheses (Hair et al., 2014). The analysis also included assessing the significance of the path coefficients, testing for the mediating effects of employee turnover, and conducting a sensitivity analysis to determine the robustness of the results.

RESULTS AND DISCUSSION

Table 1 shows the descriptive statistics of the measurement variables of the data collected. A total of twenty-five (25) questions were set in the questionnaire, out of which all loaded correctly after the factor analysis. No questionnaire items were removed from further analysis. The questionnaire responses were based on 5-

point Likert scales of Strongly Disagreed, Disagreed, Undecided, Agreed and Strongly Agreed. These scales were coded as 1, 2, 3, 4, and 5 respectively. The (Table 1) showed the mean responses to each of the question for all the respondents, the median, the minimum, the maximum, and the standard deviation of the responses. The median is an appropriate measure of the average in this instance because of outliers. Although, from the minimum and maximum values, there is no sign of outliers, but it is still necessary to state that the best measure of average for an ordinal response is median. Furthermore, the table also showed that there were no missing values for all the responses.

Table 1 shows that there are no missing values, all the minimum values were 1 (strongly disagree) and all the maximum values were 5 (strongly agree). All the means and medians of all the construct items were close and their rounded values are the same ranging from 3-5 (undecided, agreed and strongly agreed) with standard deviations all less than 1.2. These values do not indicate the presence of any outliers, showing that the data is good for further analyses. Table 2 shows that all item loadings exceeded the recommended value of 0.7 (Chin, et al., 2018). This indicates that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability.

To establish internal consistency reliability of the construct, Cronbach's alpha and composite reliability

Table 1: Summary statistics of the measurement variables for the study.

S/N	Item	Measurement Factor	Missing	Mean	Median	Min	Max	Standard Deviation
1	RWDM1	Competitive salaries and performance-based bonuses are provided to employees.	0	3.397	3	1	5	1.169
2	RWDM2	Non-monetary benefits like health insurance and flexible work arrangements are available.	0	4.117	5	1	5	1.117
3	RWDM3	The organization has a formal recognition program for outstanding performance.	0	3.559	4	1	5	1.168
4	RWDM4	Career development opportunities, including training and promotions, are offered.	0	3.624	4	1	5	1.143
5	RWDM5	Employees are valued and appreciated, fostering motivation and retention.	0	4.168	4	1	5	0.996
6	PLCM1	Our bank has a well-structured plan for employee placement.	0	4.482	5	1	5	0.998
7	PLCM2	The skills and knowledge required for specific roles are clearly communicated during the placement process.	0	4.238	5	1	5	0.979
8	PLCM3	Our bank effectively matches employee skills with job requirements during placement.	0	4.097	4	1	5	1.077
9	PLCM4	Regular assessments are conducted to ensure that staffing levels align with organizational needs.	0	4.201	5	1	5	1.016
10	PLCM5	Our bank takes proactive measures to address potential skills gaps when placing employees.	0	4.302	5	1	5	1.020
11	TALM1	Our bank has a formal process for identifying high-potential employees.	0	4.197	5	1	5	1.032
12	TALM2	Our bank provides regular training and development opportunities for all employees.	0	4.255	5	1	5	0.966
13	TALM3	Our bank offers flexible working arrangements to retain valuable employees.	0	4.259	5	1	5	1.034
14	TALM4	Our bank provides clear career development paths for employees.	0	4.279	5	1	5	0.963
15	TALM5	Our bank encourages and supports employees to pursue further education and qualifications.	0	4.045	4	1	5	0.975
16	PRFM1	The bank has a formal performance management system in place.	0	4.089	4	1	5	0.996
17	PRFM2	Clear performance expectations and goals are communicated to employees.	0	4.343	5	1	5	0.880
18	PRFM3	The bank provides regular feedback on employee performance.	0	4.099	4	1	5	1.024
19	PRFM4	Performance evaluations are conducted consistently and fairly across all employees.	0	4.151	4	1	5	0.938
20	PRFM5	The bank supports employees in their professional development based on performance assessments.	0	3.959	4	1	5	0.971
21	EMT11	Considering leaving the organization for better career opportunities elsewhere.	0	3.903	4	1	5	0.949
22	EMT12	Contemplating seeking alternative job options.	0	3.648	4	1	5	1.003
23	EMT13	Feeling dissatisfied with my current job and thinking about resigning.	0	3.965	4	1	5	0.898
24	EMT14	Actively searching for job opportunities outside of the organization.	0	3.702	4	1	5	1.011
25	EMT15	Seriously considering quitting my current job in the near future.	0	3.851	4	1	5	0.958

Source: *Researcher's computation in SmartPLS (2024)*

(CR) should be higher than the threshold of 0.7. It is clear from (Table 3) that all the latent indicators are reliable since their values are higher than the threshold value of 0.7. As an alternative to Cronbach's alpha and composite reliability, Dijkstra and Henseler (2015) proposed rho_A as an approximately exact measure of construct reliability, which usually lies between Cronbach's alpha and the composite reliability (Table 3). Hence, rho_A may represent a good compromise if one assumes that the factor model is correct.

Convergent validity is the extent to which the construct converges in order to explain the variance of its items. To assess convergent validity, the average variance extracted (AVE) should be larger than 0.5. In (Table 3), all the constructs value of the average variance

extracted AVE are larger than 0.5 which shows that the constructs of the study satisfied the condition of convergent validity. It also indicates that all the construct explains 50 percent or more of the variance of the items that make up the construct.

The composite reliability values, which depict the degree to which the construct indicators indicate the latent construct, exceeded the recommended value of 0.7 while average variance extracted, which reflects the overall amount of variance in the indicators accounted for by the latent construct, exceeded the recommended value of 0.5 (Hair et al., 2011). Also, the Cronbach alpha internal consistency reliability values are also all above the recommended 0.7 (Chin et al., 2018). This is

supported by the rho_A internal consistency reliability values that are also all above the recommended 0.7 (Ringle et al., 2015).

Discriminant validity is the extent to which a construct is empirically distinct from other constructs in the structural model. There are many traditional methods for discriminant validity assessment, such as cross loadings and the Fornell-Larcker criterion (Fornell & Larcker, 1981), but researchers are advised to apply the Heterotrait-Monotrait (HTMT) criterion (Henseler et al., 2014). This is because traditional methods fail to indicate a lack of discriminant validity, even when two constructs are perfectly correlated, rendering this criterion's use ineffective for empirical research. For this study, (Table 4) shows the HTMT criterion for all the latent

Table 2: Reliability of the Indicators.

	Employee Turnover Intention	Performance Management	Placement	Reward Management	Talent Management
EMT11	0.794				
EMT12	0.702				
EMT13	0.800				
EMT14	0.794				
EMT15	0.735				
PLCM1			0.808		
PLCM2			0.765		
PLCM3			0.777		
PLCM4			0.791		
PLCM5			0.776		
PRFM1		0.737			
PRFM2		0.834			
PRFM3		0.821			
PRFM4		0.867			
PRFM5		0.782			
RWDM1				0.740	
RWDM2				0.731	
RWDM3				0.719	
RWDM4				0.739	
RWDM5				0.704	
TALM1					0.749
TALM2					0.768
TALM3					0.854
TALM4					0.885
TALM5					0.823

Table 3: Construct Reliability and Validity of the Indicators.

Indicators	Cronbach (a)	rho_a	CR	AVE
Employee Turnover Intention	0.783	0.812	0.849	0.531
Performance Management	0.868	0.872	0.905	0.655
Placement	0.843	0.843	0.888	0.614
Reward Management	0.753	0.761	0.833	0.5
Talent Management	0.875	0.877	0.909	0.669
Employee Turnover Intention	0.783	0.812	0.849	0.531

Source: Researcher's computation in SmartPLS (2024)

constructs. The discriminant validity of the construct is valid if the upper bound of the 95% confidence interval of HTMT is lower than 0.9. From (Table 4), this condition is satisfied. Before assessing the structural relationships, collinearity was examined to make sure it does not bias the regression results. This was done using the Variance Inflation Factor (VIF). VIF values above 5 are indicative of probable collinearity issues among the predictor constructs, but collinearity problems can also occur at lower VIF values of 3 to 5 (Mason and Perreault 1991;

Becker et al. 2013). Ideally, the VIF values should be close to 3 and lower (Hair et al., 2014).

From (Table 5), none of the VIF values are close to 5 which shows that they are no indication of probable collinearity issues among the predictor constructs for this thesis. In summary, the study tested for possible Multicollinearity problems with the data using Variance Inflation Factor (VIF) Test and (Table 5) shows the collinearity between the items are all below the recommended 3.3 (Ringle, et al, 2015), which shows that

Table 4: Discriminant Validity (Heterotrait-Monotrait Ratio [HTMT]).

	Employee Turnover Intention	Performance Management	Placement	Reward Management
Employee Turnover Intention	0.738			
Performance Management	0.665	0.834		
Placement	0.608	0.669	0.809	
Reward Management	0.636	0.866	0.733	0.812

Source: Researcher's computation in SmartPLS (2024)

Table 5: VIF Collinearity statistics.

Items	VIF
EMT11	1.58
EMT12	1.52
EMT13	1.65
EMT14	1.486
EMT15	1.688
PLCM1	1.927
PLCM2	1.727
PLCM3	1.75
PLCM4	1.813
PLCM5	1.762
PRFM1	1.57
PRFM2	2.125
PRFM3	2.056
PRFM4	2.524
PRFM5	1.804
RWDM1	1.436
RWDM2	1.438
RWDM3	1.514
RWDM4	1.367
RWDM5	1.401
TALM1	1.837
TALM2	1.941
TALM3	3.337
TALM4	3.887
TALM5	2.256

Source: Researcher's computation in SmartPLS (2024)

Table 6: Path coefficient results extract for hypothesis one.

Hypothesis	Coefficient	T- Stats	P-Values
Performance management -> Employee turnover intention	0.442	7.181	0.000

Source: Researcher's computation in SmartPLS (2024)

there is no multicollinearity problem with the data of the study. This means that all the items used are unique and not replicated.

To assess the structural model, Hair et al. (2011) suggested looking at the R^2 , beta, and corresponding t-values via bootstrapping procedure with a resample of 5000. The resample of bootstrapping procedure was done using 5000. The bootstrapping procedure was done in order to have p-values and t-statistics that can be used to test the hypotheses of the study in order to reject the null hypotheses of the study or otherwise. Hair et al. (2011) also suggested that, in addition to these basic measures, researchers should also report the predictive relevance (Q^2). Figure 2 showed the structural model results, the loadings and the R^2 values for human resource practices and employee turnover intention. The model below shows the calculated relationships and path coefficients. The p-values from the bootstrap analysis are

displayed on the model beside the path coefficients for the inner models of latent variables. For the outer models, the t-statistics of the individual measurement items were displayed on the estimated structural model.

H₀₁ Performance management has no significant effect on employee turnover intention in commercial banks in North Central region of Nigeria.

The results in (Table 6) show that the coefficient for the effect of Performance management on Employee turnover intention is 0.442 with a p-value of 0.000 which is less than the acceptable 5% significance level showing that there is sufficient statistical evidence to reject the null hypothesis one (H_{01}) and adopt the corresponding alternative hypothesis. This means that there is a positive and significant effect of Performance management on employee turnover intention in commercial banks in North

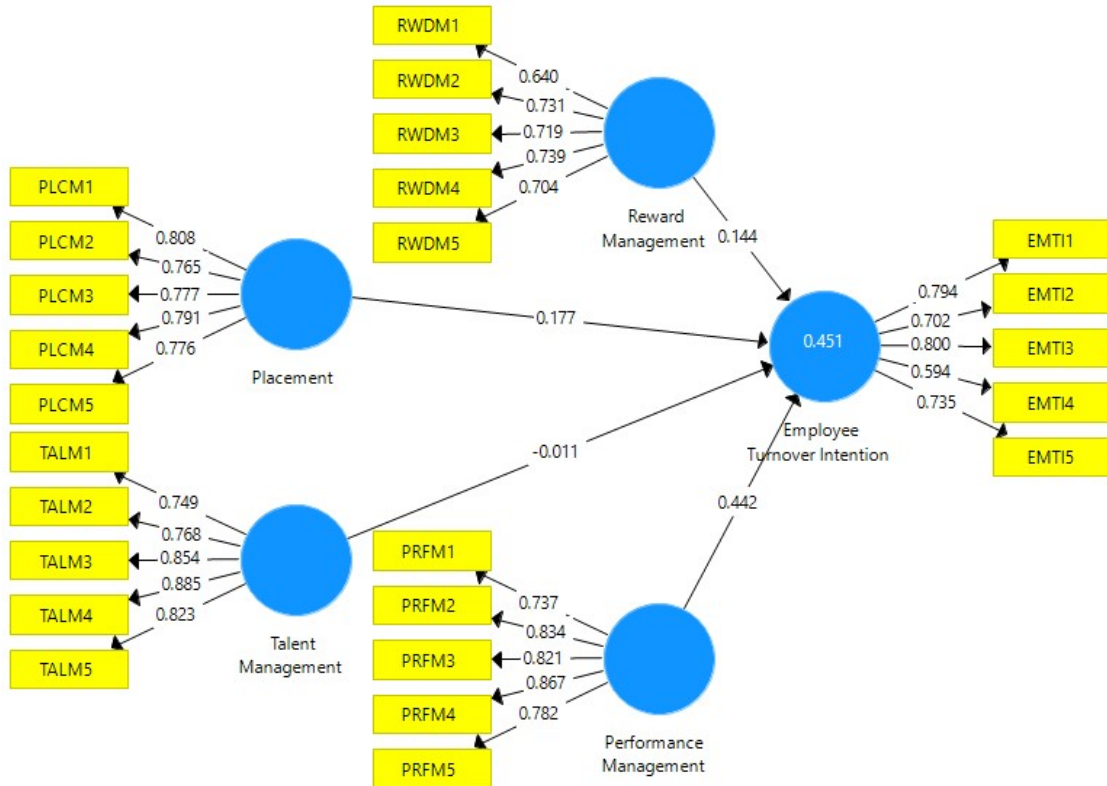


Figure 2: Estimated Structural Model for the Variables of the Study
Source: Researcher's Development in SmartPLS (2024)

Central region of Nigeria. This indicates that the banks have, to a large extent, been able to leverage performance management systems to motivate and engage their workforce. The findings suggest that the banks have established clear communication channels, provided continuous feedback, and recognized employee contributions, fostering a positive work environment. However, it also raises a cautionary note that the banks need to carefully balance these practices to avoid unintentionally creating a competitive job market, which might lead employees to explore opportunities elsewhere. This finding is consistent with that of Adeyemi *et al.* (2015) who investigated the influence of performance management on employee turnover intention in the context of Access Bank and found that performance management, significantly influenced employee turnover. Their study noted that effective implementation of performance management processes was positively associated with reduced turnover.

H₀₂ Talent management has no significant effect on employee turnover intention in commercial banks in North Central region of Nigeria.

The results in (Table 7) show that the coefficient for the effect of Talent management on Employee turnover intention is -0.011 with a p-value of 0.881 which is less than the acceptable 5% significance level showing that

there is sufficient statistical evidence to reject the null hypothesis two (H₀₂), so the study adopts the corresponding alternative hypothesis. This means that there is a negative and insignificant effect of Talent management on employee turnover intention in commercial banks in North Central region of Nigeria. This indicates that, despite efforts in talent management, the banks may not have succeeded in significantly influencing employees' decisions to stay or leave. This result highlights a potential area of improvement, indicating the need for the banks to revisit and enhance their talent management practices. It suggests that there might be gaps or misalignments in the current talent management strategies that require attention to better attract and retain high-performing individuals. This finding is consistent with that of Augustine *et al.* (2016) who investigated the role of talent management on employee turnover intention at Ghana Revenue Authority and found that talent management played a prominent role in providing employees with satisfaction, learning, and growth.

H₀₃ Reward management has no significant effect on employee turnover intention in commercial banks in North Central region of Nigeria.

The results in (Table 8) show that the coefficient for the effect of Reward management on Employee turnover

Table 7: Path coefficient results extract for hypothesis two.

Hypothesis	Coefficient	T- Stats	P-Values
Talent management -> Employee turnover intention	-0.011	0.149	0.881

Source: Researcher's computation in SmartPLS (2024)

Table 8: Path coefficient results extract for hypothesis three

Hypothesis	Coefficient	T- Stats	P-Values
Reward management -> Employee turnover intention	0.144	2.822	0.005

Source: Researcher's computation in SmartPLS (2024)

Table 9: Path coefficient results extract for hypothesis four.

Hypothesis	Coefficient	T- Stats	P-Values
Placement -> Employee turnover intention	0.177	2.540	0.011

Source: Researcher's computation in SmartPLS (2024)

Table 10: R² and predictive power of model using r² and q² predict

	R ²	Q ² predict
Employee turnover intention	0.451	0.432

Source: Researcher's computation in SmartPLS (2024)

intention is 0.144 with a p-value of 0.005 which is less than the acceptable 5% significance level showing that there is sufficient statistical evidence to reject the null hypothesis three (H₀₃) and adopt the corresponding alternative hypothesis. This means that there is a positive and significant effect of Reward management on employee turnover intention in commercial banks in North Central region of Nigeria. This implies that the banks have been successful in designing and executing reward structures, including compensation, benefits, and recognition, that align with employee expectations. The result highlights the banks' commitment to retaining valuable employees through competitive and equitable reward practices. However, it also serves as a warning signal, suggesting that any potential erosion of the competitiveness or fairness of the reward systems could lead to increased turnover intentions. The banks need to remain vigilant in regularly evaluating and adjusting their reward systems to maintain their positive impact. This finding is inconsistent with those of Johnson et al. (2019) who investigated the impact of total rewards, including both financial and non-financial incentives, on turnover intention among employees in a multinational corporation in the United States. Their findings revealed a significant negative correlation between total rewards and turnover intention, indicating that a well-designed reward system can effectively reduce employees' intentions to leave the organization.

H₀₄ Placement has no significant effect on employee turnover intention in commercial banks in North Central region of Nigeria.

The results in (Table 9) show that the coefficient for the

effect of Placement on Employee turnover intention is 0.177 with a p-value of 0.011 which is less than the acceptable 5% significance level showing that there is sufficient statistical evidence to reject the null hypothesis four (H₀₄) and adopt the corresponding alternative hypothesis. This means that there is a positive and significant effect of Placement on employee turnover intention in commercial banks in North Central region of Nigeria. This indicates that the banks have room for improvement in strategic workforce placement. It suggests that employees may perceive misalignment between their skills, roles, and career aspirations, contributing to increased turnover intentions. This result emphasizes the need for the banks to enhance their workforce planning efforts, ensuring that employees are placed in positions that not only match their skills but also align with their long-term career goals. The findings suggest that there may be opportunities for the banks to improve communication and provide better career development opportunities to mitigate the adverse effects of misplacement on employee retention. This finding is consistent with that of Ikechukwu and Maxwell (2017) who explored the influence of placement on employee turnover intention within selected media houses in Imo State and found a substantial positive correlation between placement strategies and employee turnover intention. The R-square statistics shows the level of determinism of the outcome and mediating variables by the independent variables of the study. The r-square values for the study both have moderate strengths and are higher than the recommended 40% according to Chin et al. (2018).

Table 10 shows that the study has an r-square value of 0.451 for Employee turnover intention which indicates that the independent variables used for the study account

for about 45.1% of the variability in the outcome variable (Employee turnover intention). Other factors not captured in the model may account for the remaining 54.9%. Furthermore, the Q^2 values corroborate the assertions of the R^2 results with 43.2% predictive power for employee turnover intention. The Q^2 predict is a measure for predictive power of models that goes beyond determinism of R^2 to accuracy of predictive power and is more recent and gaining increasing popularity with PLS-SEM researchers who argue that the Q^2 is presently the most efficient measure of predictive power of models (Ringle, et al, 2015). The Q^2 is usually computed in PLS-SEM analysis using PLS-predict analysis function in SmartPLS software as was done in this study.

Conclusion and recommendations

Arising from the findings of the study, the research has reached the following conclusions that the levels of Performance management, Placement and Reward management have been good to employee turnover intention of commercial banks. On the other hand, Talent management in commercial banks have not been advantageous since the cause-effect relationship was negative. The study concludes that due to the negative results, that commercial banks in North Central region of Nigeria probably do not have the right levels of Talent management. The study concludes that among the variables tested, suboptimal practice of Talent management may be the possible cause of the employee turnover problem among commercial banks in the North Central region of Nigeria. Drawing from the findings and conclusions of this study, the following recommendations are made to the commercial banks in Nigeria, particularly the North Central region where this study was conducted, with a view to improving their employee turnover situation:

Talent management strategies in commercial banks in the North Central region of Nigeria have shown a negative impact, indicating the need for a strategic reassessment and adjustment of the current talent management approaches. This involves conducting a thorough review of existing talent management practices, identifying gaps, and implementing targeted improvements to better attract, develop, and retain top talent.

Given the already positive and significant effect of performance management practices on employee turnover intention, commercial banks in the North Central region should continue. Regular evaluations, feedback mechanisms, and innovative performance recognition initiatives should be implemented to sustain and potentially improve the positive impact on employee retention.

The positive and significant effect of reward management practices suggests that commercial banks in the North Central region should steadfastly uphold these strategies. To reinforce this impact, banks should regularly review and update their reward systems, ensuring they remain competitive and aligned with employees' expectations. Consideration should be given to introducing new and creative reward mechanisms to continually motivate and engage the workforce.

With the positive and significant effect of placement practices on employee turnover intention, commercial banks in the North Central region should uphold their current placement strategies. To maximize this impact, banks should focus on enhancing communication channels related to workforce placement, providing clearer career development paths, and ensuring that employees feel adequately aligned with their roles and future career aspirations. Regular workforce planning assessments can help identify and address any potential misalignments in placement strategies.

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