

The influence of human resources information system on Talent acquisition and retention in commercial banks in Nigeria

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Abstract

The aim of this study was to examine the influence of human resources information sharing system on talent acquisition and retention in commercial banks in Nigeria. In order to complete this research, quantitative research methods were chosen for the completion of this study. This implied the use of questionnaire survey for data collection and reliance on descriptive statistics for the analysis of the data collected via structured questionnaire. Based on the findings, the research made the following conclusions. Firstly, this research concluded that the usage of human resource information systems was gradually increasing across the Nigerian banking sector. This was believed to be the case as more commercial banks became aware of the human resource information system and its subsequent advantages. Secondly, this research concluded that human resource information system positively influenced talent attraction and retention in organisations. This was achieved by creating the perfect conditions to enable employees thrive and to also consider remaining within the organization. This research also made the recommendation that the Nigerian banking sector should consider regular communication and updates to facilitate engagement of candidates and guaranteeing a pipeline of qualified candidates for future openings within the organization.

Keywords: Data Security, Resistance to Change, Customization Challenges, System Downtime, Integration Issues

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1. Introduction

1.1. Background to this research

Competitive job marketplaces, as informed by Marrybeth et al., (2019), create and provide significant job opportunities to skilled and talented individuals. Hence, Johnson, Stone and Lukaszewski (2020) opine that organisations are therefore expected to compete with other firms to attract and retain top talent. In the same vein, studies conducted by Prescott (2023) supposed that 94% of surveyed employees would remain with their current employer if there was investment in their long-term planning. Furthermore, studies conducted by Papanicholas (2022) suggested that employee turnover has been on the rise in recent years. This has contributed to employers not only losing valuable talent, but also having to deal with hiring, training and replacing lost workers. Substantiation of this view is provided by Abraham et al., (2023) who elucidate the problem of high employee turnover has not only increased the cost of business operations, but also resulted in the loss of productivity with organizations losing top talent. This is also corroborated by views of Hongal and Kinange (2020) who supposes that 77% of talent leaders make the argument the talent acquisition strategies are more about creation of total value for the company rather than realising cost savings.

In response, [Walford-Wright and Scott-Jackson \(2018\)](#) suppose that in order to enhance talent acquisition and employee retention, organisations are expected to provide competitive compensation and benefits, offer opportunities for growth and development and foster positive work environment. In the same line of argument, [Nayak, Bhatnagar and Budhwar \(2018\)](#) believe that recognising and instituting a reward performance program while also offering work life balance and fostering opportunities for autonomy and growth, organisations are able to improve talent retention. Nonetheless, it is clear that few researchers have focused on the role of human resource information systems (HRIS) in improving talent acquisition and retention for organisations.

According to [Kavanagh and Johnson \(2020\)](#) HRIS denote software and online platforms that enable organisations to manage and provide a variety of human resource functions and processes. In addition, [Menant, Gilibert and Sauvezon \(2021\)](#) argue that leveraging on HRIS empowers organisations by streamlining human resource processes, enhancing employee self-service and leveraging on centralised data management systems. At the same time, [Bilgic \(2020\)](#) identifies some of the advantages of HRIS as being improved data analysis and reporting, compliance and legal requirements and improving communication and collaboration systems.

Proceeding from this understanding, this research seeks to investigate if HRIS could add value towards improving talent acquisition and retention in organisations. Therefore, this research pursues the goal of seeking to link HRIS and talent acquisition and retention within organisations. This study is of particular interest to the researcher given that one of the career aspirations of the researcher is to work in the banking sector. Therefore, having an understanding of the critical issues of talent acquisition and retention within the banking sector would play an important role in informing the merits and demerits of choosing a career in the banking sector. This is because the findings of the study would prove valuable in providing insights into how banks look to enhance their HR practice and be attractive and be able to retain talented staff.

1.2. Research rationale

Theoretical research rationale

The background to the study has revealed that studies focusing on the present-day competitive workplace exist. For instance, [Prescott \(2023\)](#) supposes that organisations are competing for highly talented employees and are willing to offer competitive remuneration and compensation packages for organisations. In addition, the findings associated with high levels of employee turnover over the recent past have been well documented ([Papanicholas, 2022](#)). Furthermore, previous studies such as that of [Johnson, Stone and Lukaszewski \(2020\)](#), has revealed that employee turnover increases cost of doing business, reduces productivity and results in organisations losing their top talent. However, while previous studies acknowledge the value of talent acquisition and employee retention and point out that leveraging on competitive compensation and benefits, offering opportunities for growth and development and fostering positive work environment can reduce employee turnover and enhance employee retention, few studies are able to link HRIS and enhancement of talent acquisition and employee retention. This is regardless of the various benefits associated with an organisation leveraging on human resources information system. On this account, the theoretical rationale of the study is to add onto limited scholarly perspectives focusing on the influence of human resources information system on talent acquisition and retention in organisations. Similarly, this research will add value to theoretical research by adding onto studies that have narrowed down on developing countries such as Nigeria in seeking to link the relationship between human resources information system and talent acquisition and retention. Hence, the theoretical rationale of this study will seek to leverage on theories such as the resource-based view, social exchange theory and human capital theory to highlight how optimisation of the management and utilisation of human capital not only attract talented individuals, but also support their development and enhance employee retention.

Practical research rationale

From a practical standpoint, this research will prove useful in highlighting ways in which organisations in Nigeria and other countries can leverage on HRIS to enhance employee experience and engagement ([Hongal and Kinange, 2020](#)). Having established that HRIS can positively and significantly impact the experience of employees through the provision of self-service options, facilitation of communication and offer of development opportunities ([Kavanagh and Johnson, 2020](#)), this research will add practical value by emphasising how HRIS can impact talent acquisition, and retention in commercial banks. In the same line of argument, this research will have a practical significance of highlighting how organisations can increase a new dimension of attracting top talent and retaining top talent in the organisation. Beyond the perspectives of increasing compensation packages, offering work-life balance, this research will add a new perspective surrounding human resource information system as a viable approach that can be applied in improving talent acquisition and retention within organisations. Hence, organisations can leverage on the findings and recommendations of the study to uncover ways in which they can apply HRIS within their specific organisations to realise greater employee acquisition and retention.

1.3. Research aims and objectives

The main aim of this study is to explore the influence of HRIS on Talent acquisition and retention in commercial banks in Nigeria. This aim is supported by the following specific research objectives.

- (i) To determine the factors that influence the use of human resource information system on talent acquisition and retention in commercial banks in Nigeria
- (ii) To determine the effect of electronic selection and recruitment practices on talent acquisition and retention in

commercial banks in Nigeria

- (iii) To explore the effect of online training and development on talent acquisition and retention in Nigerian commercial banks

To offer suggestions on effective ways of using HRIS to promote talent acquisition and retention in Nigerian commercial banks.

1.4. Research questions

On account of the research objectives that are outlined in the previous section, the subsequent and emergent research questions are as follows:

- (i) What are the factors that influence the use of human resource information system on talent acquisition and retention in commercial banks in Nigeria?
- (ii) What is the effect of electronic selection and recruitment practices on talent acquisition and retention in commercial banks in Nigeria?
- (iii) What is the effect of online training and development on talent acquisition and retention in Nigerian commercial banks?
- (iv) What can be done by leveraging on effective ways of applying HRIS to promote talent acquisition and retention in Nigerian commercial banks?

1.5. Structure of this research

Having completed the chapter 1 of the study, the subsequent chapter 2 focusing on the literature review will provide a comprehensive review of existing literature and research that is relevant to this topic. This will play a critical role in demonstrating the knowledge of the researcher and understanding of existing scholarly perspectives associated with the research issue. Thereafter, it will identify gaps, inconsistencies and unresolved issues from previous research that need to be investigated in the present study. Moreover, the chapter 3 will focus on the methodology. This will involve a description of the research methodology and design that will be used to address the research questions. Subsequently, it will outline the overall research approach, data collection methods, sample selection, and instruments used in data collection. The chapter will also provide an explanation of how data was collected, analysed, and interpreted. The penultimate chapter will be chapter 4 that focuses on the findings and results. This will involve a presentation of the findings of the research on account of the data collected and analysed. The findings of this research will be organised logically and effectively aligned with the research objectives of the study. Hence, it will objectively report the findings, offer interpretation and discussion of the results. Lastly, the chapter 5 that is the conclusion will culminate the entire research process. It will not only identify and draw conclusions from the findings of the study, but also discuss implications, their significance, and how they contribute to the existing knowledge or are able to fill gaps identified in the literature review chapter. This chapter will also formulate recommendations, highlight limitations of the study and offer directions for future research.

2. Literature Review

2.1. Introduction

The goal of this chapter is to review previous theoretical and empirical perspectives surrounding the topic of the influence of human resources information system on Talent acquisition and retention in commercial banks in Nigeria. It is expected that upon completion of this review, existing gaps in research will be identified. Hence, the structure of this research is as follows: factors that influence the use of human resource information system on talent acquisition and retention; effect of electronic selection and recruitment practices on talent acquisition and retention; effect of online training and development on talent acquisition and retention; gaps in research; summary.

Factors that influence the use of human resource information system on talent acquisition and retention

The application of HRIS has become more prevalent across modern organisations. This, as captured by Swanson (2022), is as a result of its effectiveness in the facilitation of the management of the personal data of employees, recruitment information, and the efforts towards employee retention. On account of the significant application of HRIS within organisations, there are a number of factors that influence its application on talent acquisition and retention. Scholarly views of Swanson (2022) opine that technological advancements and infrastructure are a crucial factor that impacts on the application of HRIS towards talent acquisition and retention. Likewise, He, Zhang and Li (2021) suppose that organisations with strong IT infrastructure are able to support ongoing technology updates, and as a consequence, are likely to have a seamless integration and implementation of human resource information systems. On the flipside, Kianto, Sáenz and Aramburu (2017) make the argument that organisations lacking in technological capacity are more likely to struggle in effectively utilising human resource information system tools, and as a result, hinder their efforts towards acquiring and retaining top talent. Another factor considered integral in the use of HRIS is that of data security and privacy. Views of De Mauro et al., (2018) opine that aspects of data security and privacy concerns are fundamental when dealing with sensitive employee information. As a result, and as informed by Kavanagh and Johnson (2017),

organisations that develop and ensure their human resource management platforms adhere to the highest security standards and are able to protect against potential data breaches have a better opportunity of attracting and retaining top talent. This is because a failure to properly and effectively secure employee data could erode trust and in the long run, discourage new talent from joining or remaining within a particular organisation (Snell and Morris, 2022).

Other scholars position the aspect of user interface and experience as being influential in the use of human resource information system for the purpose of acquiring and retaining talent. According to Thite (2022) the user interface and experience of HRIS has an impact on the way talent management is adopted and managed. For instance, Stone, Cox and Gavin (2020) suppose that an intuitive and user-friendly user interface improves the experience of the user and as a result, increases the ease in which human resource professionals are able to navigate through the system. Conversely, Swanson (2022) believes that complex or unintuitive user interfaces not only increase resistance amongst human resource staff, but also affect the ability of organisations to acquire and retain top talent.

Training and support, in the view of Saeed et al., (2019), is believed to influence the use of human resource information systems, talent attraction, talent acquisition and retention. Scholarly perspectives of Guest (2017) make the argument that adequate training and ongoing support for human resource information system users is integral in maximising its potential. This implies that in the absence of proper training, human resource professionals may lack a full understanding of the capabilities of the system, and as a result, may be underutilised. At the same time, Kavanagh and Johnson (2017) suppose that consistent support is integral in ensuring the technical issues and optimisation of human resource information system functionality is achieved. Therefore, this suggests that a lack of training and support in the use of HRIS can significantly limit talent acquisition and retention efforts, and by extension, limiting the overall effectiveness of the system.

Integration with HR processes is believed to be another influential factor in the use of HRIS to realise talent acquisition and retention. According to Snell and Morris (2022), seamless integration of HRIS with prevailing human resource processes is fundamental to achieve seamless human resource management. These, as captured by Thite (2022), is a result of poor human resource information system integration with other human resource systems. Hence, this is likely to result in redundancies, data inconsistencies and delays in talent acquisition and retention initiatives. This is because HRIS are believed to enhance efficiency and reduce manual paperwork and administrative tasks. As a consequence, it enables human resource professionals to channel all their attention on strategic talent acquisition and retention initiatives, thereby saving on time and valuable resources that would otherwise be spent undertaking the manual filing of paperwork and realizing administrative tasks (Tambe, Cappelli and Yakubovich, 2019). Subsequently, views provided by De Mauro et al., (2018), suggest a smooth integration between HRIS and other human resource systems creates an environment whereby, human resource professionals are able to access real-time and accurate data to make informed decisions.

Data analytics and reporting is believed to be another influential factor in the use of HRIS to realise, talent acquisition and retention. Scholarly perspectives of Mikalef et al., (2018) make the argument that organisations able to extract meaningful insights from prevailing human resource information system data tend to be at an advantageous point in comparison to those experiencing challenges in doing so. This, as informed by Tambe, Cappelli and Yakubovich (2019), is as a result of data analytics and reporting features empowering human resource groups to determine trends, evaluate the effectiveness of prevailing recruitment systems and be in a position to forecast potential employee turnover. This is considered beneficial in releasing data centralization. Through data, centralization, Thite (2022) supposes that it enhances the accessibility and reduces data duplication. Consequently, human resource teams are able to benefit from accurate and up-to-date data when seeking recruitment and retention decisions. Though these capabilities, it helps channel the unique insights and perspectives surrounding the uniqueness of HRIS (Snell and Morris, 2022). Consequently, it is believed that organisations, able to leverage on data driven decision-making, position themselves to realise a competitive advantage in talent acquisition and retention (Guest, 2017).

Lastly, the prevailing organisational culture and leadership support plays a critical role in influencing the effectiveness of HRIS in influencing talent acquisition and attention. Drawing on the perspective of Mannion and Davies (2018), it appears that a culture that fully supports technological advancements and enable innovation amongst its employees is more likely to leverage on HRIS effectively. At the same time, Stone, Cox and Gavin (2020) suppose that leadership support is useful and necessary in enabling an organisation acquire the required resources and be in a position to advocate for the implementation of HRIS and the upgraded manner in which decisions are made. Improved decision-making is an important outcome of human resource information systems. By relying on data analytics and reporting capabilities, it improves the ability and effectiveness of decision-making (Guest, 2017). For instance, human resource professionals are positioned to analyse recruitment metrics, identify hiring patterns and access time prior to making informed decisions regarding talent acquisition and retention initiatives (Kavanagh and Johnson, 2017). Hence, this makes it easier to manage the talent pool and enable organisations to maintain a comprehensive talent pool that encompasses current employees, past applicants and forthcoming candidates in the workplace.

Effect of electronic selection and recruitment practices on talent acquisition and retention

Although there appears to be scholarly consensus that electronic selection and recruitment practices have transitioned

and transformed the approach utilized by organisations in attracting and retaining top talent, there is less consensus, with regards to the transformation being positive or negative

There seems to be consensus amongst scholars that electronic selection and recruitment practices have a positive impact on talent acquisition and retention as a result of increased reach and access to talent. According to [El Dahshan, Keshk and Dorgham \(2018\)](#) electronic recruitment practices that entail, online job profiles, digital advertisements, and social media platforms vastly increase the reach of an organisation to potential candidates. Similarly, [Hongal and Kinange \(2020\)](#) suppose that by leveraging on electronic recruitment tools, organisations are able to broaden their access to a more diverse pool of talent drawn from various geographical locations. The use of statistical research methods in the completion of these studies suggests that the findings are objective owing to the perception of quantitative studies being more objective than qualitative studies. However, [Kaleem \(2019\)](#) seems to suggest that the challenge of electronic selection and recruitment practices of talent overload and screening challenges, is as a result of the pursuit of increased reach and access to talent. This argument is based on the perspective that many potential candidates are likely to make job applications to multiple positions and this electronically results in an increase in the number of applications, and as a result, overwhelming human resource teams. The criticality applied by the article offers it a unique perspective to offer a contrasting point of view in the discussion. In further substantiating this point of view, [Johnson, Stone and Lukaszewski \(2020\)](#) make the argument that dealing with a large volume of applicants is not only time-consuming, but may also result in potentially overlooking valuable and useful candidates. Therefore, in this occurrence, the effectiveness of electronic selection and recruitment practices on talent acquisition and retention is impaired.

Scholars appear to be in agreement that improved efficiency and speed is one of the positive impacts of electronic selection and recruitment practices on talent acquisition and retention. Views of [Bondarouk, Parry and Furmueller \(2017\)](#) make the argument that relying on electronic selection and recruitment practices necessitates streamlining the application process and making it faster and more efficient for both the candidates and recruiters. At the same time, [Anwar and Abdullah \(2021\)](#) suppose that utilising automated applicant tracking systems facilitates the filtration and shortlisting of candidates. The two articles utilise qualitative research methods which could suggest the findings are based on subjective views. Nonetheless, they offer unique perspectives that help identify merits associated with electronic selection and recruitment practices. Hence, this reduces manual labor and the time that would be taken in completing initial prospective candidate screenings. Conversely, arguments, propagated by [Raub \(2018\)](#) seem to suggest that the lack of a personal connection between the recruiter and recruits is influenced by the push for improve efficiency and speed. In using electronic selection processes, it is possible that the recruiter lacks the personal touch or overlooks face-to-face interactions due to time limitations. Subsequently, and as informed by [Dany and Torchy \(2017\)](#), this negatively impacts the perception of the candidate towards the organisation. Likewise, [Van Esch, Black and Ferolie \(2019\)](#) supposes that the absence of human interaction constraints the relationship building process and engagement that is important during the recruitment process. Hence, these perspectives suggest that although electronic selection and recruitment practices improve efficiency and speed in targeting clients, it is impaired by the lack of a personal touch between the recruiter and recruits.

The ability to enhance candidate experience is believed to be a positive impact associated with electronic selection and recruitment practices on talent acquisition and retention. According to [Raub \(2018\)](#) relying on initiatives such as video interviews and online assessment enables candidates to have the flexibility to participate in the recruitment process at their convenience. In the same vein, [Dany and Torchy \(2017\)](#) suppose that the use of video interviews and online assessments have the ability to improve the experience of the candidate and positively impact organisations employer brand which is believed to lead to higher applicant satisfaction. However, [Van Esch, Black and Ferolie \(2019\)](#) differ from the above perspectives by making that argument that the push for enhanced candidate experience could result in biases and discrimination risks. This is because, even though electronic selection practices have a goal of being objective, there are instances they may be biased in the data and algorithms used. In support of this view, [Johnson, Stone and Lukaszewski \(2020\)](#) opine that in the event of inappropriate management and use of electronic selection and recruitment practices, it can propagate existing biases and inadvertently discriminate against certain employee groups. Hence, it can be argued that even though electronic selection and recruitment practices enhance the experience of the candidate, it could also inadvertently result in bias and discrimination risks.

The ability to make data driven decision-making has been positioned as one of the positive impacts of electronic selection and recruitment practices on talent acquisition and retention. According to [Kaleem \(2019\)](#), relying on electronic selection practices enables organisations to generate voluminous data on candidates' interactions and performance metrics. Likewise, [El Dahshan, Keshk and Dorgham \(2018\)](#) supposes that analysis of this voluminous data empowers organisations to make data driven decisions that result in a more informed hiring choice and increased retention of high performing employees. However, [Hongal and Kinange \(2020\)](#) suppose the advantage of data driven decision-making can prove to be disadvantages if it results in cybersecurity and data privacy concerns. This is because electronic recruitment processes, often characterise the exchange of sensitive data between candidates and organisations. Therefore, and as informed by [Raub \(2018\)](#), in the absence of proper and adequate cybersecurity measures, it can expose data to potential breaches. In this occurrence, it would result in privacy concerns and in the long run, damage the reputation of the organisation. Hence, whilst electronic selection of candidates can influence objective decision making when selecting candidates, it is

fundamentally flawed since it can result in cybersecurity and data privacy concerns.

Upon further examination of literature review perspectives, it was observed that scholarly consensus existed with regards to branding and engagement, being a positive impact of electronic selection and recruitment practices on talent acquisition and retention. According to [Van Esch, Black and Ferolie \(2019\)](#), developing an active engagement on social media and online platforms facilitated organisations to enhance their ability to brand themselves. Likewise, [Raub \(2018\)](#) was of the view that a strong online process was not only able to attract top talent, but also enabled an organisation to improve its organisational reputation and foster a culture of loyalty amongst its employees. Therefore, organizations able to leverage on electronic selection and recruitment practices, had an opportunity of improving self-branding and employee engagement, which were integral in both talent acquisition and retention. On the flipside, [Kaleem \(2019\)](#) believes that excessive reliance on electronic selection and recruitment practices had the negative impact of a skill mismatch. Although applicant tracking systems could prioritise keywords or specific qualifications, this approach could potentially overlook candidates who possess valuable transferable skills. Support for this perspective is provided by [Hongal and Kinange \(2020\)](#) who makes the argument that in overlooking valuable transferable skills, a mismatch can be developed between the job requirements and the actual capabilities of the selected candidate. In this scenario, electronic selection and recruitment practices that overlook valuable transferable skills, could have the opposite effect of pushing talent away or dissuading potential talent from joining the organisation.

Effect of online training and development on talent acquisition and retention

The ease of accessibility and flexibility provided by online training and development, has positioned it as invaluable for the modern-day organisation that seeks to acquire and retain talent. Nonetheless, the effect of online training and development and talent acquisition and retention has elicited, scholarly debate.

There seems to be a scholarly agreement that enhanced skills development is a positive effect of online training and development on talent acquisition and retention. In making this argument, [Saeed et al., \(2019\)](#) suppose that online training empowers employees with access to a wide range of courses and resources. Likewise, [Niati et al., \(2021\)](#) believes that through empowering employees to acquire new skills and knowledge relevant to their roles, it enhances their ability to be effective in their respective roles, and as a result achieve workplace satisfaction. Furthermore, [AlHamad et al., \(2022\)](#) make the argument that enhanced skills development through online training and development enables organisations to attract top talent, who, seek out opportunities for continuous learning and professional growth. However, [Bell et al., \(2017\)](#) contrast with the above perspective by making the argument that reliance on online training and development for talent acquisition and retention, often demands high levels of self-discipline and motivation. This can be disadvantages in scenarios whereby some groups of employees may struggle to stay motivated. Therefore, and as

informed by [Chaudhry et al., \(2017\)](#), these employees may struggle to stay motivated and can result in lower completion rates and less effective talent development. Nevertheless, the above perspectives point out that although online training and development can enhance skills development for prospective candidates, it can negatively affect employees struggling to stay motivated.

There is wide support amongst scholars that accessibility and flexibility is one of the primary advantages of online training and development on talent acquisition and retention. According to [Alawamleh, Al-Twait and Al-Saht \(2020\)](#), online training programs provide the convenience of being accessible from anywhere and at any time. This, in the view of [Terry, Gonsalvez and Deane \(2017\)](#), provides employees with the flexibility to learn at their own pace. Furthermore, [Kim and Hyun \(2017\)](#) suppose that accessibility of online training and development can appeal to potential candidates, and as a result, contribute to the overall decision to stay in the employment of a particular organization, owing to the perception that it provides a work life balance. Conversely, [AlHamad et al., \(2022\)](#) differ from the above perspectives based on the argument that the push for accessibility and flexibility comes at the expense of technology and access barriers. This is because of the perspective that not all employees may have equal access to the relevant technologies needed to undertake their work. Therefore, in this scenario, they may experience workplace dissatisfaction and prompt ideas to leave the organization of employment. In support of this argument, [Bell et al., \(2017\)](#) opine that online training and development can create disparities in skills development, and as a consequence, hinder talent acquisition efforts for candidates drawn from less privileged backgrounds. On this perspective, it appears that although online training and development brings about increased accessibility and flexibility in talent acquisition and retention, it may hinder employees who lack the technical know-how to utilise technological aids in the workplace. Personalised learning paths are perceived by many scholars to be a positive impact of online training and development on talent acquisition and retention. Based on the views of [Al-Hamad et al., \(2022\)](#), it appears that leveraging on online training platforms enables employees to benefit from personalised learning paths that are based on individual learning styles and needs. Similarly, [Niati, Siregar and Prayoga \(2021\)](#) suppose that customising training programs to the specific requirements of employees will not only increase engagement, but also stimulate motivation to learn. Therefore, this would result in greater employee retention. On the flipside, [Chaudhry et al., \(2017\)](#) makes the argument that even though online training and development is advantageous in creating personalised learning paths, it comes at the expense of a lack of personal interaction. This argument is based on the perspective that online training results in the absence of face-to-face interaction between learners and instructors. Support of this perspective is provided by [Bell et al., \(2017\)](#) who argues that a lack of personal interaction can contribute

to reduced employee engagement, especially amongst employees who prefer social learning and collaborative experiences in order to perform at a higher level. Therefore, the absence of social learning and collaborative experiences would result in workplace dissatisfaction and a buildup of ideas of leaving the organisation. Hence, this perspective reveals that even though online training and development is beneficial in creating personalised learning paths, it undermines the value of personal interactions.

One of the advantages that scholars associate with online training and development on talent acquisition and retention is cost effectiveness. Arguments by [Kim and Hyun \(2017\)](#) suggest that comparing online training and development to traditional in-person training, online training and development is often viewed as cost-effective. Likewise, [Niati, Siregar and Prayoga \(2021\)](#) add that focusing on organisations with geographically dispersed teams, online training and development is fundamentally more cost-effective in comparison to traditional in-person training. Subsequently, and as captured by [Alawamleh, Al-Twait and Al-Saht \(2020\)](#), by incurring lower training costs, it positions organisations to invest in other talent acquisition and retention initiatives. However, [Terry, Gonsalvez and Deane \(2017\)](#) believe that the cost effectiveness associated with online training and development comes at the expense of limited practical application. This is based on the idea that online training is more likely to focus on theoretical perspectives and learning without providing adequate opportunities for practical application. Support for this view is provided by [Saeed et al., \(2019\)](#) who elucidates that employees may struggle to transfer newly acquired skills to their place of work as a result of online training. Therefore, this failure, would adversely affect the decision of employees to remain in the employment of a particular organisation or entice employees to join the organisation. Subsequently, this perspective has pointed out that although online training and development is cost-effective, it often comes at the expense of limited opportunities for practical application.

Continuous development and adaptability are another positive impact of online training and development on talent acquisition and retention. Views of [Kim and Hyun \(2017\)](#) suppose that online training supports a culture of continuous learning within an organisation. At the same time, [Bell et al., \(2017\)](#) make the argument that employees with access to continuing development opportunities have a higher likelihood of staying with a company. This is because they feel valued and supported in their career growth journey. However, [Niati, Siregar and Prayoga \(2021\)](#) believe that even though online training and development contributes to continuous development and adaptability, it is limited in compliance and certification challenges. For instance, some industries may require specific certifications or compliance training prior to employees being allowed to practice. In support of this view, [AlHamad et al., \(2022\)](#) postulate that challenges exist in guaranteeing that online training programs are consistent with industry standards and are able to create opportunities for employees to collect valid certifications. Subsequently, the challenges that exist in acquiring compliance and certification are likely to have a negative impact on talent acquisition and attention in certain fields.

2.2. Gaps in research

Upon comprehensive scrutiny of the literature review perspective, a number of gaps in research are manifested. Firstly, while the value of HRIS in influencing talent acquisition and retention is acknowledged within this research, there is limited comprehensive empirical studies specifically focusing on the Nigerian commercial banking sector. Given this limitation, it prompts greater research requirement to explore the actual impact of HRIS implementation on talent acquisition and retention practices within the Nigerian banking sector. Secondly, there exists a gap in research when it comes to the perspective of employees. A close scrutiny of the findings utilised in the literature review reveals that it is heavily skewed towards the perspective of HR managers and organisational leaders. Therefore, this necessitates the value of having to incorporate the viewpoints of employees in order to gauge their experiences with human resource information system tools and perceptions on how this systems impact talent acquisition and retention decisions.

2.3. Summary

This chapter has identified the factors that influence the use of HRIS on talent acquisition and retention as technological advancements and infrastructure, data security and privacy, user interface and experience, training and support, integration with human resource processes, data analytics and reporting, and prevailing organisational culture and leadership. Moreover, this chapter has revealed that to a great extent, electronic selection and recruitment practices have improved the ability of organisations to acquire and retain talent. Similarly, the literature review perspectives have demonstrated that online training and development, to a great extent, has a positive impact on talent acquisition and retention.

3. Research Methodology

3.1. Introduction

The goal of this chapter is to describe the path taken by this research in providing answers to the research questions posed. To this extent, it not only rationalized but also justified the choice of research methods chosen by this study from the standpoint of the research objectives. The figure 1 below of the research onion is used to inform the structure of this chapter.

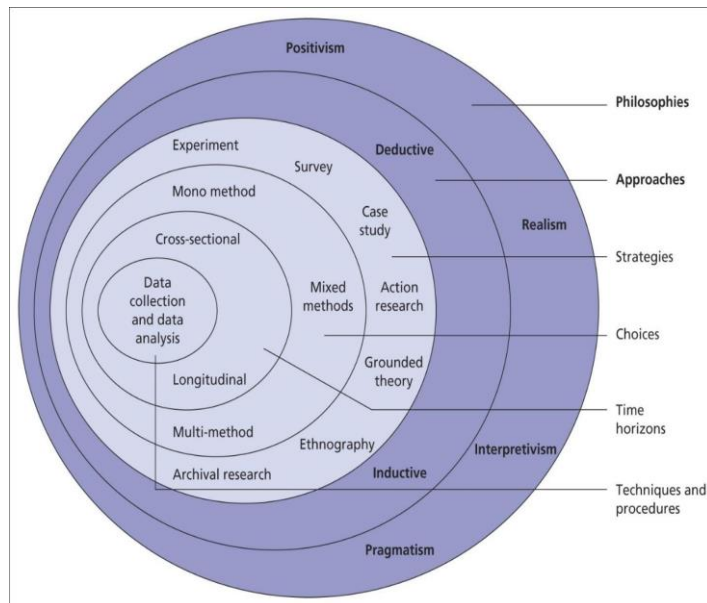


Figure 1: Research Onion (Source: Bell, Bryman and Harley (2022))

3.2. Research philosophy

After careful consideration of the positivism and interpretivism research philosophies, this research settled on the positivism research philosophy. The rationale for the choice of positivism research philosophy was influenced by the nature of the research objective. The ontology of positivism denotes the nature of reality and existence (Bell, Bryman and Harley, 2022). Therefore, in the context of this research, it implied that an exploration of the influence of HRIS on talent acquisition and retention in commercial banks in Nigeria, relied on objective reality that existed independently of human perception. Consequently, it affirmed that this reality was measurable and followed regular patterns and laws. In addition, the epistemology of positivism denotes the nature of knowledge and how knowledge is acquired. In the context of this research, it implied the application of scientific methodology status such as observation, measurement, experimentation, and statistical analysis to make sense of data (Esser and Vliegenhart, 2017). Therefore, it suggested the reliance on scientific inquiry and exploring the influence of HRIS on talent acquisition and retention in commercial banks in Nigeria.

3.3. Research approach

In the determination between inductive and deductive research approaches, this research settled on the deductive research approach. The choice of deductive research approach was influenced by the nature of the research objective. According to Bell, Bryman and Harley (2022), in a deductive research approach, the researcher commences with an established theory that offers a general explanation or framework for the phenomena and the study. In this case, the generalised assumption was that of the implementation and application of HRIS in commercial banks had an impact on talent acquisition and retention. Thereafter, the deductive research approach shifts from the generalised findings towards a more specific view, with regard to providing an answer to the research question under study. In the context of the study, the inductive research approach leveraged on statistical tests to make a determination of the significance of the relationships between HRIS factors and talent acquisition and retention metrics. Therefore, it not only rationalised this study, but also aligned it with the exploration of the specific research objectives.

3.4. Research strategy

Following the consideration of the potential research strategies of case study, survey, experiment, action research, grounded theory and ethnography (Esser and Vliegenhart, 2017), this research settled on the survey strategy. The rationale for the choice of the survey strategy was in keeping consistent with the choice of other quantitative research methods. In addition, the nature of the research objectives suggested that focusing on the breadth of the study would play an important role in collecting voluminous data that can be used to provide answers to the research questions posed by this study. Bell, Bryman and Harley (2022) characterises the survey strategy as effective in creating a sample that is representative of the larger population of interest. In this regard, by relying on the survey strategy, this research would not only utilise a sample that accurately reflect the traits of the target population but enhances the quality of data used to arrive at the conclusions on the usage of human resource information systems and influence of human resource information systems on talent acquisition and retention.

3.5. Sampling method

The population of interest for this study is the employees of the commercial banks in Nigeria. However, this research could not collect data from all the employees in the Nigerian commercial banks. Therefore, this research relied on convenience sampling method in identifying a small and manageable sample size for the study. The rationale for the

choice of convenience sampling what its quick and straightforward manner to implement (Stratton, 2021). Therefore, it facilitated the ability of this research to easily access participants from the immediate surrounding within the Nigerian banking sector. In addition, the convenience sampling method proved to be a cost-effective approach towards identifying research participants (Andrade, 2021). Since research participants were selected on account of their accessibility, convenience sampling proved to be cost-effective in comparison to other complex and resource intensive probability sampling methods. Therefore, using the convenience sampling method, this research managed to collect data from 200 research participants from the employee population of the Nigerian banking sector. This occurred after approaching the commercial banks in Nigeria via email and pitching the idea of the research and requesting them to provide access to their employees to take part in the study.

3.6. Data collection method

This research relied on the questionnaire survey method for the collection of data for this study. According to Sekaran and Bougie (2017), the questionnaire survey methods are a popular research method encompassing a collection of data from research participants using a set of structured questions. In using the questionnaire survey method, it enabled this research to collect data from a large number of participants in an efficient and quick manner. This is because it facilitated scalability which is particularly useful when studying topics encompassing diverse populations. Furthermore, in using the questionnaire survey method, this research benefited from the standardization qualities of questionnaires (Harris et al., 2019). Questionnaires provide a standardized approach to data collection whereby, the same set of questions are administered to all participants thereby, ensuring consistency and compatibility of responses. This proved useful in the analysis of trends and patterns across the data set, that enriched the quality of data exploring the influence of HRIS on talent acquisition and retention in commercial banks in Nigeria.

In order to execute the data collection process, this research designed an online questionnaire and uploaded it to the Google questionnaire. Thereafter, the researcher sent out a URL link to the research participants via email and mobile devices whereby upon clicking, they would be redirected towards the Google questionnaire and requested to fill in the questionnaire. Upon culmination of the data collection exercise, this research had collected 164 filled in questionnaires for the process of data analysis.

3.7. Data analysis methods

In the analysis of the data collected by the questionnaire survey method, descriptive statistics, correlation analysis, and regression analysis were used. Descriptive statistics involved relying on the measures of central tendency such as the mean and standard deviation to make sense of the data surrounding the influence of HRIS on talent acquisition, and retention in commercial banks in Nigeria. In addition, correlation analysis was used to measure the strength and direction of a linear relationship between two continuous variables (Sarstedt et al., 2019). In the context of this study, it implied measuring the strength and direction of the linear relationship between HRIS and talent acquisition and talent retention in commercial banks in Nigeria. Regression analysis was also used to model the relationship between one dependent variable and one or more independent variable (Gogtay and Thatte, 2017). Therefore, it proved useful in understanding how changes in the independent variable of HRIS influenced changes in the dependent variables of talent acquisition and retention amongst Nigerian commercial banks.

3.8. Research ethics

Given that this research utilises human participants, it complied with ethical guidelines of business research (Barrow, Brannan and Khandhar, 2017). For instance, it ensured the anonymity and confidentiality of research participants was provided. It also ensured voluntary participation of research participants, whereby, they had the freedom to make a determination on participation without any negative consequences. Furthermore, this research obtained informed consent from research participants prior to involving them in the study. Lastly, this research ensured the safety of research participants by minimising and eliminating the risk of harm through using an online questionnaire.

4. Research Findings and Discussion

4.1. Introduction

To start with the aim of this study was to examine the influence of HRIS on Talent acquisition and retention in commercial banks in Nigeria. Data was collected through structured questionnaires shared through Email to respective officials in commercial banks in Nigeria. Out of the potential 200 respondents, 116 questionnaires were successfully filled. This was analysed majorly using descriptive statistics. The findings were as presented in this chapter.

4.2. Respondents' Profile

Gender Profile

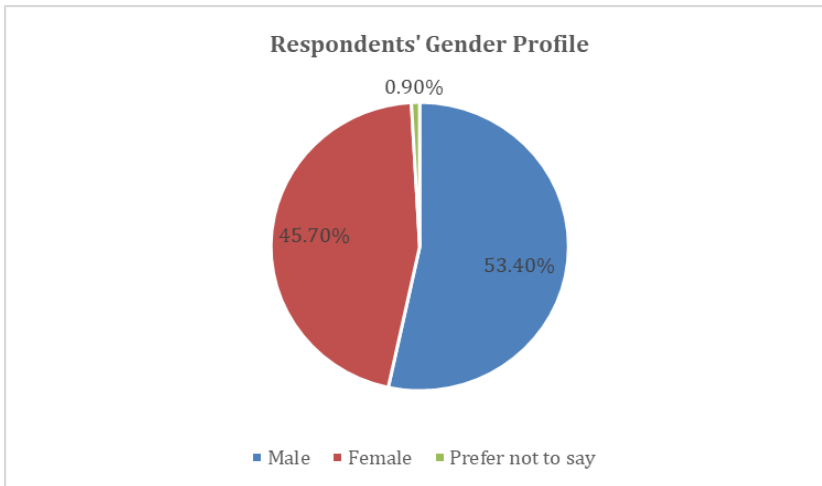


Figure 2: Respondents gender profile

As shown, the male population in this study accounted for 53.40% of the entire population size whilst the female population accounted for 45.70% of the total population involved in this study. Those who preferred not to say accounted for 0.90%. Overall the respondents fairly represented across the two genders.

Age Profile of the respondents

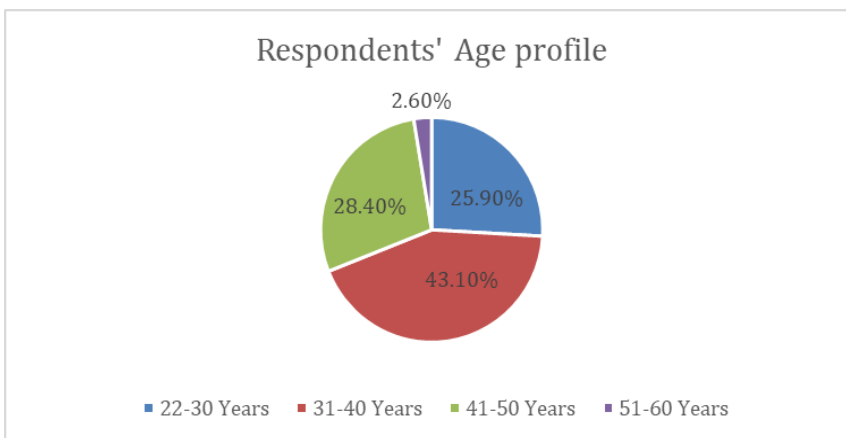


Figure 3: Respondents age profile

As shown, research participants aged 22-30 years accounted for 25.90%, those aged 31-40 years accounted for 43.10%, those aged 41-50 years accounted for 28.40% and lastly, those aged 51-60 years, accounted for 2.60%. It is clear that the majority of the research participants were aged 31-40 years. However, each age bracket was fairly represented in the study.

Years in the Banking Industry

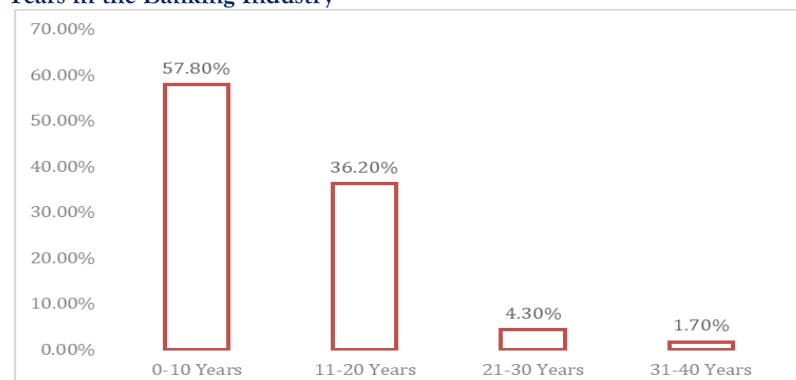


Figure 4: Years in the banking industry

As shown, research participants that had worked in the banking industry for 0-10 years stood at 57.80%, those that had worked between 11-20 years stood at 36.20%, those that had worked for 21-30 years stood at 4.30% and lastly, those that

had worked for 31-40 years stood at 1.70%. It is clear that the majority of the research participants had worked in the Nigerian banking sector for 0-10 years. Overall the participants had requisite experience to comment on the subject of research.

Table 1: Job Grade Level in the Banking Industry

Executive Trainee (ET)	9.90%
Assistant Banking Officer (ABO)	16.20%
Banking Officer (BO)	21.60%
Senior Banking Officer (SBO)	14.40%
Assistant Manager (AM)	7.20%
Deputy Manager (DM)	5.40%
Senior Manager (SM)	5.40%
Manager	9.90%
Assistant General Manager	0.90%
Deputy General Manager	2.70%
General Manager	2.70%
Executive Director	1.80%
Managing Director	1.80%

Based on the table 1 above, research participants that held the executive trainee position accounted for 9.90%. Those that held the position of assistant banking officer accounted for 16.20% while those that held the position of banking officer stood at 21.60%. Moving further, those that held the position of senior banking officer accounted for 14.40% while those that accounted for assistant manager stood at 7.20%.

The findings did show that those that held position of deputy manager accounted for 5.40% while those that held senior manager accounted for 5.40%. Those holding managerial positions represented 9.90% of all the respondents while those with assistant general manager position were 0.90%. The proportion of deputy general managerial roles stood at 2.70% while general managerial role was found to be 2.70%. Those who participated and held executive director roles stood at 1.80% while those holding managing director roles were found to be 1.80% of all the respondents.

Overall, each of the positions in the bank was fairly represented in the study and hence offered a wide range of perspectives from different bankers serving at different ranks in the bank.

4.3. Human Resources Information System (HRIS) Usage

As displayed in figure 4, 83.20% of the research participants answered in the affirmative whilst 16.80% of the research participants answered that they were not. This implied that majority of the research participants of this study were employees of the commercial bank in Nigeria.

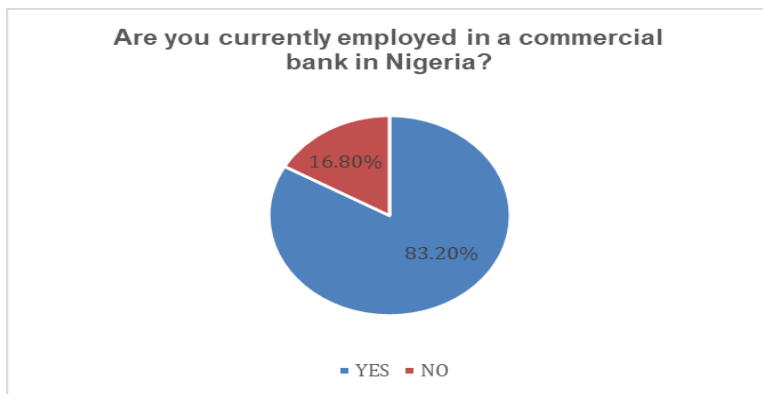


Figure 5: Are you currently employed in a commercial bank in Nigeria?

Figure 5 shows that 2.60% of the research participants indicated very low utilization, 3.50% of the research participants suggested a low utilization, 40.90% of the research participants suggested a moderate level of utilization, 46.10% of the research participants suggested a high level of utilization and lastly, 9.10% of the research participants suggested a very high level of utilization. This implied that majority of the research participants believed that there was a high level of HRIS utilization in the Nigerian banking sector.

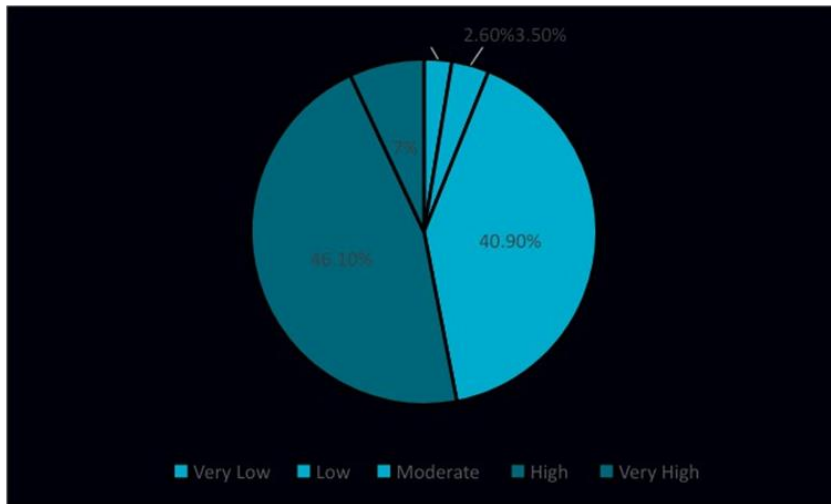


Figure 6: level of utilization of HRIS

Asked about the HRIS functionalities that are currently implemented in their organisations, the responses from the respondents were as summarised in figure 6.

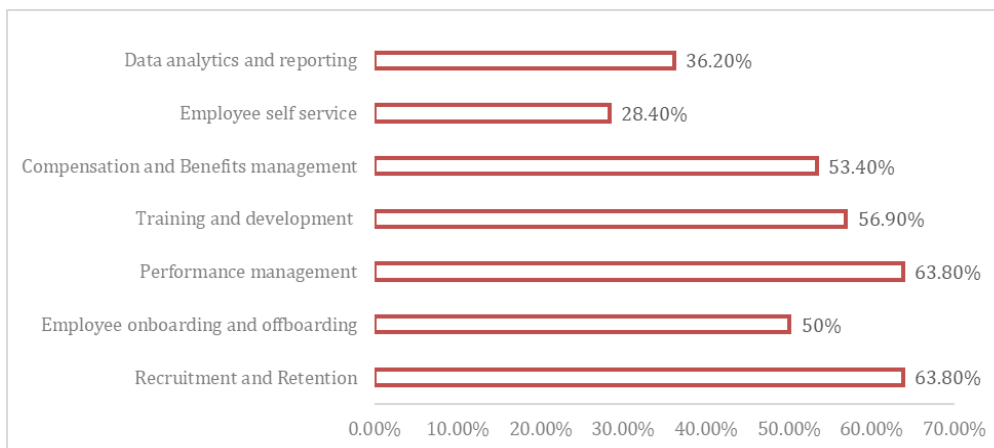


Figure 7: HRIS functionalities that are currently implemented

As shown in the figure 6, 36.20% of research participants pointed to data analytics and reporting as the functionality that has is currently implemented. 28.40% of the research participants pointed to employee self-service while 53.40% of the research participants pointed to compensation and benefits management. Further 56.90% pointed to training and development while 63.80% of the research participants pointed to performance management. 50% of the research participants pointed to employee on-boarding and off boarding and lastly, 63.80% of the research participants pointed to employee retention and recruitment. Of these, it is lucid that majority of the research participants believed that performance management (63.80%) and recruitment and retention (63.80%) stood out as the most HRIS functionalities implemented by the Nigerian banking sector. On the flipside, employee service (28.40%), was the least implemented. This perspective is aligned with Swanson (2022) who also affirms that HRIS systems enable the creation and tracking of performance goals, feedback and evaluation within the organization. This is achieved through streamlining the performance review process, and in the process, simplifying the process, by which managers and employees assess performance and set goals for the organization.

One of the question asked was on how has the implementation of HRIS affected the recruitment process in respective organizations and the findings was as in figure 7.

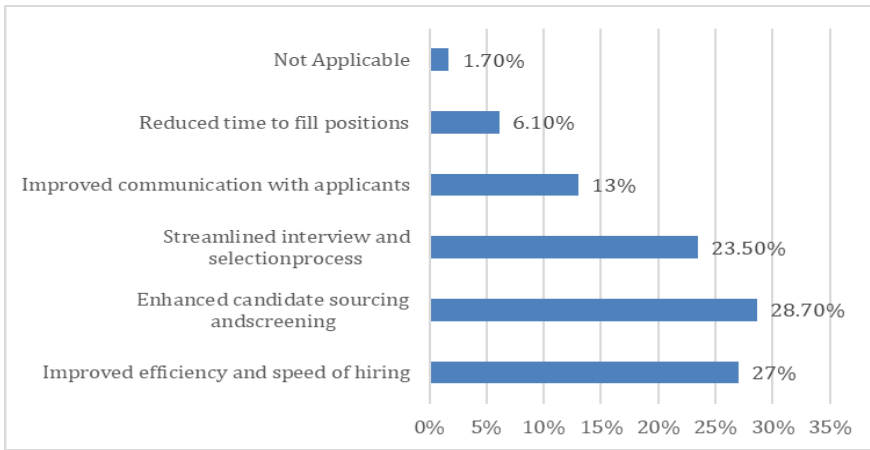


Figure 8: How the implementation of HRIS has affected the recruitment process in respective organisations

6.10% of the research participants indicated that the implemented of HRIS has reduced time to fill positions while 13% indicated that it has improved communication with applicants. 23.50% held that indicated that implementation of HRIS had streamlined interview and election process while 28.70% of the research participants indicated that it had enhanced candidate sourcing and screening in the recruitment process in their organisations. 27% of the research participants affirmed improved efficiency and speed of hiring emanating from the implementation of HRIS. It is lucid that the majority of the research participants believed that the implementation of HRIS had enhanced candidate sourcing and screening (28.40%) and was closely followed by improved efficiency and speed of hiring (27%). On the lower end of the scale, the reduced time to fill in positions (6.10%) and not applicable at (1.70%), were the least influenced by HRIS's role in the recruitment process.

The majority perspective is aligned with [He, Zhang and Li \(2021\)](#) who suppose that HRIS systems have facilitated the recruitment process of organisations by posting job openings, managing applications and tracking the progress of each candidate. Therefore, by following this approach, they have managed to enhance candidate sourcing and screening and ensuring that an organization benefits from having the best possible candidate, it can have to accomplish the job at hand.

Asked on how has the implementation of HRIS influenced talent retention in their organization, the respondents' responses were as summarized in figure 8.

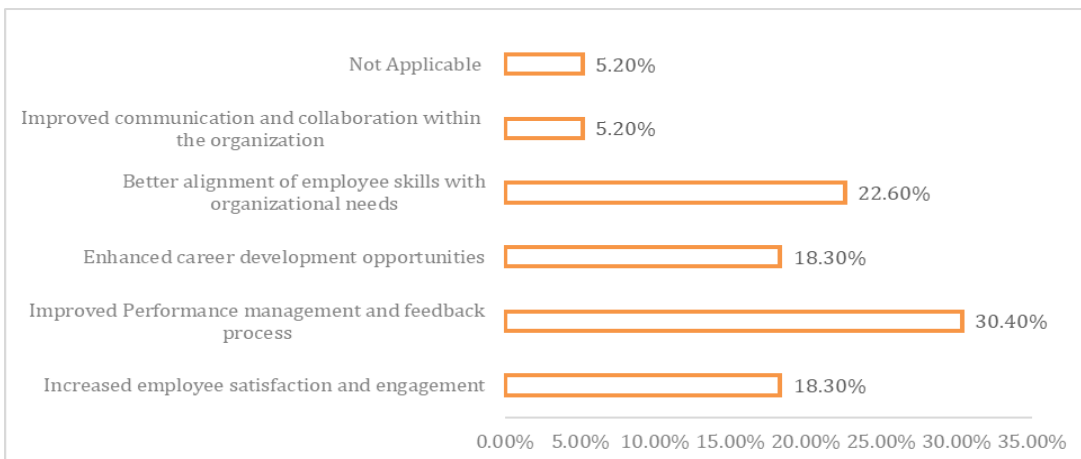


Figure 9: How the implementation of HRIS has influenced talent retention in respective organisations

5.20% of the research participants believed it HRIS implementation had improved communication and collaboration within the organisation in regards to talent retention. 22.60% of the research participants believed it enhanced career development opportunities and hence promoted talent retention. Further, 30.40% of the research participants believed that HRIS implementation had improved performance management and the feedback process. Lastly, 18.30% of the research participants believed it increased employee satisfaction and engagement and definitely this has a positive implication on talent retention. It is evident that the majority of the respondents held that

HRIS influenced talent retention by improving performance management and feedback process (30.40%). This was

followed by better alignment of employee skills with organizational needs at (22.60%). Conversely, it had a limited influence on improved communication and collaboration within the organisation. This perspective is aligned with [Kianto, Sáenz and Aramburu \(2017\)](#) who also feels that implementation of HRIS systems influences talent retention by improving performance management and feedback processes. This is achieved through the process of streamlining the performance review process, and facilitating the ability of the managers and employees collectively, to assess the performance and set goals on behalf of the organization.

Focusing at the open ended responses, some of the challenges associated with implementation of HRIS in the in talent acquisition and retention encompass communication challenges, slowness of the execution process, failure to encourage the recruitment process, poor management, failure to provide a true account of who is, and who isn't the better candidate, staff willingness and implementation arising from the use of manual ways of working that make it difficult to adopt digitalization within HR processes. These findings are aligned with [De Mauro et al., \(2018\)](#) who supposes that one of the fundamental challenges in the implementation of HRIS systems is integration and challenges. This occurs when an organization seeks to integrate its systems with other existing software systems, such as HR, accounting and time tracking systems. In the same vein, the findings concur with [Kavanagh and Johnson \(2017\)](#) who suggests that data security and privacy are a major limitation when implementing HRIS system. This occurs given that storing sensitive employee data within an HRIS system is likely to raise concerns regarding data security and privacy. On this account, it emphasizes the need by organisations to implement robust security measures that would play an integral role in preventing unauthorized access and potential data breaches.

Further views provided by the research participants suggested that there was a limitation arising from implementation of feedback, individuals waiting till the deadline to adopt or respond as opposed to using the traditional pen and paper that could be done on the spot, issues surrounding the subjective process of HRIS and the failure to adopt the knowledge development credentials associated with HRIS. In addition, the research participants provided additional views with regards to the challenges and limitations of HRIS for talent acquisition and retention. In this section, the research participants identified issues such as a change of management in the company always necessitating human resources to revalidate employee's information, the failure of the hit are iOS platform, being customized to the cultural development of the b failure with network instability, inability to understand the interface of the HRIS platform, downtime of HRIS application, resistance to change and unauthorized knowledge development within the HRIS platform. The challenge of resistance to change arising from employees is aligned with [Snell and Morris \(2022\)](#) who makes the argument that employees and managers may resist adopting new HRIS systems owing to a steep learning curve, and the perception that it is likely to disrupt the already established workflow. Similarly, the findings on the challenges of HRIS are aligned with [Thite \(2022\)](#) who makes the argument that HRIS systems often require customization options in order to align with an organization's unique process and needs. In this regard, the complexity associated with HRIS's unique process and needs, could result in a lengthier implementation process, thereby taking more time and increasing costs of implementation.

Other respondents provided further perspective. These included HRIS facilitating the speedy recruitment process for new team members but failing to actually determine the best recruitment or most competent individual for the job. Moreover, HRIS needs to be seriously improved to reduce the disparity between senior management and junior staff and some old staff members, not finding it easy to acclimatize to HRIS processes. Other research participants pointed out that the main challenge included the way the application was implemented at the very beginning that created the challenges similar to that of enterprise resource planning solution that resulted in inadequate implementation. Integration challenges are also identified to exist within the systems and processes, thereby emphasizing the value of customizing HRIS to the unique needs during talent acquisition and attention within organisations. The idea for all the staff facing a challenge in adapting to HRIS system is aligned with [Stone, Cox and Gavin \(2020\)](#) who believes the training employees and HR staff to effectively use HRIS systems could prove challenging for its successful adoption. The findings also concur with () who believes that if users lack an understanding of how HRIS system works, its potential benefits for the organization may not be fully realized. Therefore, it could result in increased costs of implementation for the organization since it is unable to realise a commensurate tangible value return based on investment made on HRIS systems.

Further perspectives provided by the research participants indicated that HRIS encountered integration challenges within existing systems and processes, technical challenges associated with system downtime could also limit the application of HRIS during talent retention, acquisition and integration within existing systems, thereby undermining data quality and accuracy. Moreover, challenges arising from attempts to customize HRIS to fit the unique needs of the organization and subsequent security and privacy concerns from employees are also some of the factors that undermined the implementation of HRIS for talent acquisition and retention within organisations. Furthermore, other research participants believed the lack of systems tailored to meet the evolving needs of the organization was also a major impediment to the implementation of HRIS. This insight is also provided by [Saeed et al., \(2019\)](#) who makes the argument that failing to keep the system up to date could result in performance issues and other vulnerabilities to its effective implementation. Therefore, challenges arising from maintenance and update can significantly hinder the ability of small organisations implementing HRIS systems.

Additional perspectives provided by the research participants indicated that a lack of expertise with dealing with HRIS

systems was a major issue. In addition, resistance from employees who believed that such change could significantly undermine the value to the organisations created an impediment to the implementation. Within the same line of argument, other research participants believed integration problems with other systems, and processes created a challenge for organisations that faced or had inadequate resources that could be implemented in new organizational processes. Therefore, the likelihood of a system failure and a lack of customisation options significantly impaired the ability of HRIS systems to influence talent retention and attraction within the Nigerian banking sector. The findings on technical challenges of the employees who are required to use HRIS systems is aligned with Guest (2017) who makes the argument that the system is challenging given that it requires ongoing training and support in order to enable users adopt new features, updates and changes in the HRIS system over a period of time. Similarly, the findings concur with Thite (2022) who supposes that in the event HRIS systems have a poor user interface or lack intuitiveness, employees may find it frustrating to use them resulting in reduced adoption and the occurrence of errors when it comes to delays in the system. Other research participants introduced new perspectives such as HRIS involving storage of sensitive employee data, thereby stimulating significant data security and privacy issues. Therefore, this could potentially undermine the ability of the Nigerian banking sector to assure its customers that their information was secure. In addition, only a few employees were provided with opportunities to improve their ability of applying HRIS systems. Therefore, the inability of HRIS systems to be applied across the entire organization implied that it undermined seamless integration of HRIS systems across multiple organisational functionalities. Additional perspectives provided by the research participants suggested that integration of the system with existing systems could prove challenging since existing workforce are likely to be complex and time-consuming. Other research participants suggested that the transfer of existing data into the new HRIS system was likely to be complex thereby resulting in data inconsistencies and occurrence of errors. Within the same vein, other research participants pointed out that poor data quality that is inputted into the system, could result in incorrect insights and decisions. Furthermore, the research participants suggested that solely focusing on the technology could result in the neglect of the human element of talent acquisition and retention strategies. In this occurrence, it is likely to impair the effectiveness of the HRIS system towards enhancing talent attention and attraction within the organization. Further insights provided from the responses of the research participants indicated that the HRIS a system required continuous updates in order to match emerging issues on human resource management. It also indicated that HRIS systems were resource intensive and were likely to focus on results. On this account, HRIS systems were unlikely to take into account the intangible values that employees bring to the organization. Therefore, its implementation was likely to be impaired given that some employees offer value on account of their intangible values and contribution to the organization.

In further providing diversity to the responses provided by the research participants, HRIS offered a merit-based approach that was unlikely to consider employee workplace diversity quotas. In other responses provided, HRIS systems were deemed to be expensive to maintain and implement for small banks operating within the Nigerian banking sector.

Drawing on the perspectives provided by the research participants, it is clear that there was diversity into perspective provided by the research participants with regard to the challenges and drawbacks associated with implementation of HRIS systems within the Nigerian banking sector. Therefore, given the diversity of perspectives and views, there was significant challenges existing when it comes to the implementation of HRIS systems within the Nigerian banking sector.

4.4. HRIS and Talent Acquisition and Retention

Asked how effective they think HRIS is in attracting top talent, the respondents' responses were as in figure 10.

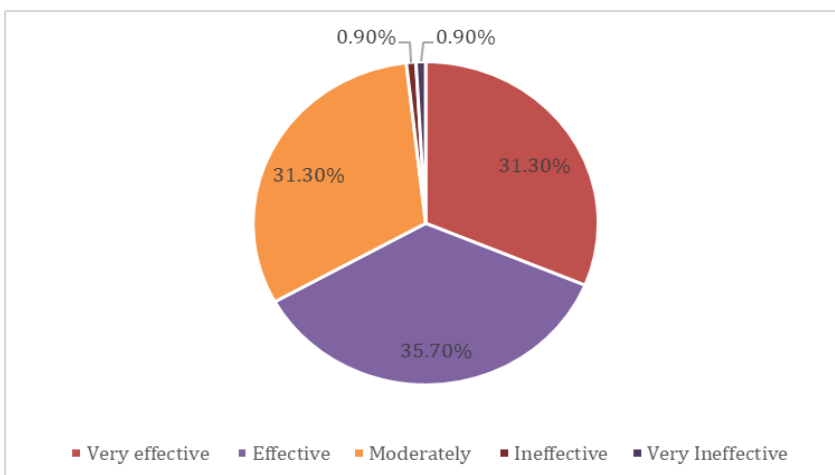


Figure 10: Effectiveness of HRIS is in attracting top talent

The findings indicated that 31.80% held that HRIS was very effective in attracting top talent while 35.70% of the research participants held that it was effective. 31.30% of the research participants believed that it was moderately effective. Only

0.90% of the research participants believed it was ineffective. Basically majority of the research participants believed that HRIS was mostly effective (35.70%) and mostly very effective (31.30%) in attracting top talent. Asked on what impact does HRIS have on the quality of new hires in their organisations, the responses were as in figure 11.

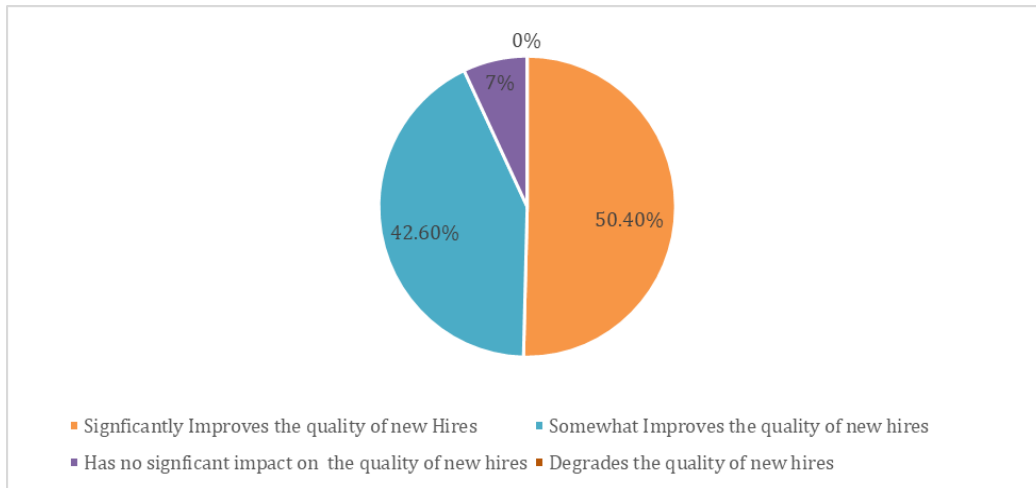


Figure 11: Impact of HRIS on the quality of new hires

The findings as summarised in figure 11 shows that 50.40% of the research participants believed that HRIS significantly improves the quality of new hires while 42.60% of the research participants believed that it somewhat improves the quality of new hires. Interestingly that 7% of the research participants believed that HRIS had no significant impact on the quality of new hires. But important to note that none of the research participants believed it degrades the quality of new hires. It is clear that majority of the research participants believed that it significantly improves the quality of new hires (50.40%).

Asked how does HRIS contribute to employee retention in their organisations, the responses were as summarised in figure 12.

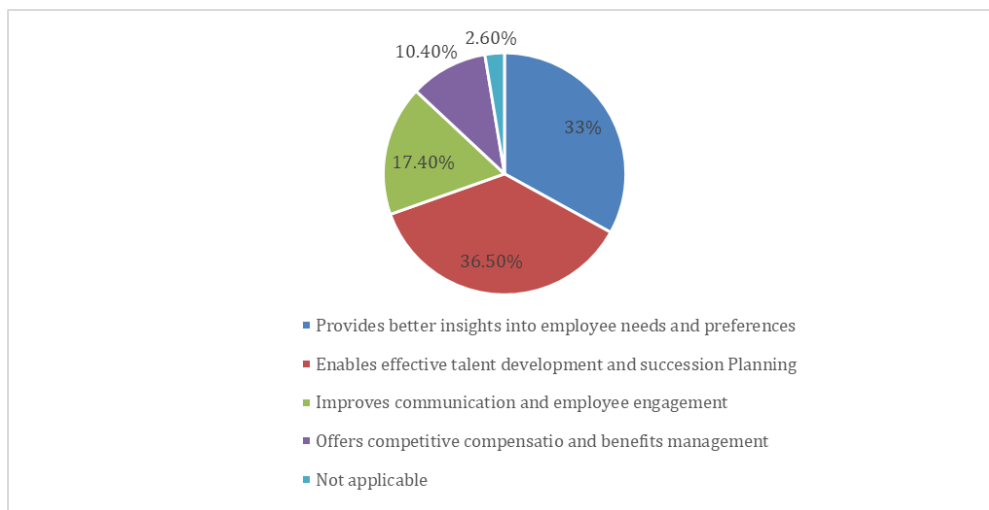


Figure 12: How HRIS contribute to employee retention

As evident in figure 12, 33% of the respondents held that HRIS provided better insights into employee needs and preferences while 36.50% of the research participants believed that it enabled effective talent development and succession planning. 17.40% of the research participants held it improves communication and employee management. 10.40% of the research participants held that it offers competitive compensation and benefits management. It is clear that majority of the respondents (36.50%) believed that it enabled effective talent development and succession planning. Conversely, few participants (10.40%) believed it offered competitive compensation and benefits management. Asked whether they observed any changes in employee turnover rates since the implementation of HRIS, the respondents responded as summarised in figure 13.



Figure 13: Observed changes in employee turnover rates since the implementation of HRIS

As shown, 25% of the research participants indicated that turnover had decreased significantly since the implementation of HRIS. 33.6% of the research participants held that the turnover had decreased slightly while 13.8% of the research participants held there was significant change in turnover following the implementation of HRIS. 15% of the research participants held that turnover had increased slightly with 12.1% of the research participants hold that turnover had increased significantly in their organisations. It is clear that the majority of the research participants (33.6%) held the turnover had decreased slightly. On the lower end of the scale, few participants (12.1%) believed that turnover had increased significantly.

Asked how satisfied they were with the overall impact of HRIS on talent acquisition and retention in their organisations, the respondents' responses were as summarised in figure 14.

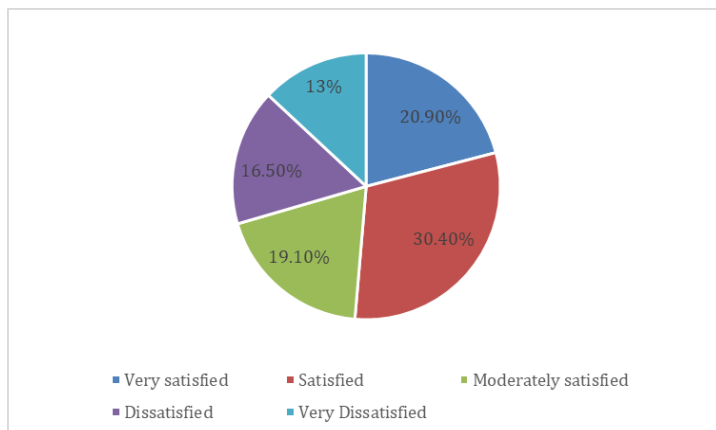


Figure 14: how satisfied are you with the overall impact of HRIS on talent acquisition and retention in your organisation?

The findings indicated that 20.90% of the research participants were very satisfied with the overall impact of HRIS on talent acquisition and retention in their organisations. 30.40% of the research participants held that they were satisfied while 19.10% of the research participants were moderately satisfied. 16.50% of the research participants were dissatisfied while 13% of the research participants were very dissatisfied. Overall majority of the research participants were either satisfied (30.40%) or very satisfied (20.90%) with the overall impact of HRIS on talent acquisition and retention in the Nigerian banking sector.

4.5. Additional Information

Scrutinising the responses provided by research participants with regards to any additional insights regarding the influence of HRIS on talent acquisition and retention in commercial banks in Nigeria, research participants provided responses such as it should be adopted by the banking institutions since it provides valuable analytics on employee performance and engagement and it should be applied by banks in identifying trends and to take proactive measures to retain top performance.

Further insights generated by research participants suggested it should be applied as a mechanism of enabling human resource initiatives streamline candidates from amongst numerous candidates to exactly meet the criteria set by the organization.

These responses are consistent with [Tambe, Cappelli and Yakubovich \(2019\)](#) who points out that HRIS systems are utilized for employee data management. This is because HRIS systems are not only centralized but also employ data management by facilitating HRIS data management and update of information regarding employees. Therefore, the

findings also support [De Mauro et al., \(2018\)](#) who suggests that they can be used to commence and update information such as personal details, contact information, employment history, and performance evaluation of the various employees. In addition, the primary findings of the study are aligned with [Mikalef et al., \(2018\)](#) who suggests that HRIS systems assist in the automation of the recruitment process. This involves providing assistance from posting job openings to the management of applications and conducting interviews. Therefore, leveraging on this process, HRIS systems appear to facilitate the onboarding process of organisations, whereby they can be streamlined through automated documentation and training modules.

Further insights provided by other research participants indicated that HRIS systems should be customized to increase staff communication with the management, be made more available and open to people especially customers and should be implemented for the purpose of streamlining the workflow of commercial banks in Nigeria. This perspective is aligned with [Guest \(2017\)](#) who indicate that HRIS systems facilitate increased employee engagement and communication. This is evidenced through HRIS systems facilitating internal communication through employee directories, messaging systems, and collaboration tools. Collectively, these enhance employee engagement and foster a more connected workplace environment that is considered integral in boosting how employees position themselves and leverage on existing work processes.

In addition, the findings, concur with [Snell and Morris \(2022\)](#) who indicates that HRIS systems play an important role in providing data analytics and reporting capabilities. These are considered important in enabling HR professionals to analyse data trends, identify patterns and make informed decisions to improve overall workforce management strategies. Therefore, they facilitate increased management of employees through seamless communication and providing employees understand and are capable of delivering value to the organization.

Other research participants, in seeking to further enrich the argument made, suggested that HRIS systems could be implemented given that they provide better insight for both management and the employees. Consequently, they could be applied in the event that organization needs to screen and its employees and ensure that they considered adding value to the organization and are able to be recruited. Furthermore, research participants suggest that Nigerian banks should leverage on HRIS systems due to the immense benefits provided on behalf of the organization. These findings concur with those of [Manion and Davies \(2018\)](#) who suggests that the volume of data provided by HRIS systems is important in understanding employee patterns, areas that require improvement and how organisations can make informed decisions that fundamentally improve overall workforce management strategies. In addition, the primary findings are aligned with [Stone, Cox and Davies \(2020\)](#) who believes that HRIS systems provide better insight for both management and employees by identifying skills gap and training needs within their organization. In so doing, it facilitates the HR department to design and implement training programs that are aligned with employee development goals. Consequently, they are able to facilitate the ability of the organization to manage its employees whilst leveraging on scientific methodology to realise improved workforce outcomes.

4.6. Discussion

This discussion section plays a critical role in the study through contextualisation of the findings, drawing conclusions and relating the results to existing knowledge while also highlighting broader implications of the work. Consequently, the progression of this discussion section follows a similar approach as that of the chapter 4. This implies that it assumes the following structure: usage of human resource information systems; human resource information systems and talent acquisition and retention; additional information.

Usage of human resource information systems

The primary findings of the study appeared to suggest an extensive usage of human resource information systems across the Nigerian commercial banking sector. For instance, evidence of the level of utilisation indicated moderate to high on account of 87% of the response rate. In addition, the primary findings indicated that HRIS was widely used in the HRM fields of performance management, recruitment and retention and training and development, compensation and benefits management. This view supported [Swanson \(2022\)](#) who suggested that the varied benefits associated with human resource information systems have played a critical role in increasing its adoption rates amongst organisations that recognise the value added to organisations. In addition, the principal findings suggested that although HRIS has proved popular across the HRM functions of an organisation, ultimately, it experienced wide and popular usage in the areas of application of human resource information systems encompassed recruitment and retention followed by performance management and training and development. These primary findings, concur with He,

[Zhang and Li \(2021\)](#) who make the argument that human resource information systems play a fundamental role in the optimisation process of recruitment and selection within an organisation. This occurs through streamlining a variety of aspects ranging from recruitment to posting job openings to onboarding new hires. At the same time, the primary findings support [De Mauro et al., \(2018\)](#) who believes that human resource information systems facilitate integration and management of job postings through provision of templates and standardised formats for the distribution of job advertisement.

In terms of the application of HRIS, the findings suggested that majority of the application was skewed in favour of enhanced candidate sourcing and screening. This was followed by improved efficiency in enhanced speed of hiring. This was also followed by streamlined interview and the selection process. Whilst other aspects of HRM inculcated HRIS, it was utilised to a lesser extent. These findings concur with [Kianto, Sáenz and Aramburu \(2017\)](#) who opine process that human resource information systems fundamentally improve candidate sourcing through provision of tools and functionalities that streamline and optimise how organisations identify, track and engage potential candidates. Likewise, the findings support [Thite \(2022\)](#) who believes that HRIS provide a centralised repository for candidate data, storage of resumes, profiles and application materials. These play an integral role in facilitating the ability of recruiters to promptly search, access and empower candidates on account of specific skills, qualifications and experience. Additionally, the main findings also indicated that implementation of HRIS influence improve performance management and feedback processes. This is because it outlined a criterion for evaluation of the performance of employees in the organisation. This was also followed by the view that it also resulted in better alignment of employees' skills with organisation needs. These views support those of [Kavanagh and Johnson \(2017\)](#) who imagined that HRIS enhanced performance management by not only keeping track of the performance but also suggest new ways in which performance could be enhanced.

Drawing on the above perspectives, there is evidence to suggest a wide usage of HRIS. This is likely to be influenced by the wide variety of benefits associated with the application of HRIS for all types of organisations. This is indeed the case on account of the evidence provided by research participants. There is an emphasis on HRIS creating value through streamlining human resource processes, improving data accuracy, enhancing the experiences of employees, and enabling strategic decision-making within the organisation. Aggregately, the specific benefits of HRIS play a critical role in influencing the wide usage of these applications.

Human resource information systems and talent acquisition and retention

The primary findings of the study pointed out at HRIS were very effective in attracting top talent and retaining the talent. This was based on the evidence that it significantly improved the quality of new hires. Moreover, it also effectively enabled talent development and succession planning within organisations. Furthermore, it has resulted in a decrease in turnover rates. This perspective, concurred with the views of [Hongal and Kinange \(2020\)](#) who supposed that HRIS facilitated better candidate relationship management. This is because HRIS enabled recruiters to maintain candidate databases, which was considered beneficial for building talent pipelines.

In addition, the major findings suggested that HRIS significantly improve the quality of new hires thereby affirming the views of [El Dahshan, Keshk and Dorgham \(2018\)](#) who supposed that HRIS aided the capacity and capability of organisations to recruit the best possible talent from the options on offer. Furthermore, the key findings indicated that HRIS, enabled effective talent development and succession planning. In making this claim, the findings corroborated those of [Kaleem \(2019\)](#) who supposed that HRIS showcased the culture of an organisation by not only providing insights to the culture of an organisation but also benefits to employees. At the same time, the initial findings also suggested that HRIS resulted in a slight decrease in employee turnover. This implied that the new dispensation brought about by HRIS has provided employees with a reason to stay with the organisation. This appears to concur with [Johnson, Stone and Lukaszewski \(2020\)](#) who supposes that HRIS is expected to improve employee management and, in the process, cut down on the turnover realised.

Furthermore, the top findings of this study also suggested that the research participants were also satisfied with the overall impact of HRIS on talent acquisition and retention within their organisation. This is evidenced by the perspective that HRIS not only enticed employees through the order brought to the employee management processes of the organisation but also entice employees to remain in the employment of the organisation. Lastly, the above findings encapsulate the view that HRIS play a fundamental role in both talent acquisition and retention strategies. As provided by the evidence from the research participants, HRIS are believed to provide value towards an effective recruitment process, enhance the experience of candidates, talent posts and pipeline, and automate the communication process. In addition, what comes out clearly from the research findings is that HRIS contribute to a data driven recruitment process. This is evidenced through provision of analytics and sourcing channels enabling organisations to identify the most crucial recruitment methods. At the same time, the findings of the study contribute to information regarding HRIS contributing to better employee data management. On account of the evidence provided by the research participants, HRIS facilitate effective employee data management. They also facilitate effective performance management and foster greater career development. Aggregately, they play a critical role in identifying growth opportunities for employees on account of their skills, aspirations and performance history. Therefore, it can be concluded that HRIS facilitate the career development journey, and to a greater extent, contribute to better talent acquisition and retention.

5. Summary, Conclusion and Recommendations

5.1. Introduction

The goal of this chapter is not only to summarise the main points but also reiterate the key points and arguments made throughout this work. Consequently, it will play an important role of enabling the reader recall the main ideas and concepts discussed. Hence, it will firstly draw out conclusions, formulate recommendations, identify limitations of the study and offer directions for future research.

5.2. Conclusion

Usage of human resource information systems

The chief findings of this study indicated a wide usage of HRIS. This was evidenced by significant utilisation of HRIS across many human resource functions. The findings also revealed that HRIS, particularly added value in the recruitment and retention initiatives of organisations. One of the fundamental human resource activities that HRIS played was that of enhanced employee sourcing and screening, which played a critical role in improving efficiency in the recruitment process of organisations. This view concurred with Swanson (2022) who suggested that the varied benefits associated with HRIS played a critical role in increasing its adoption rates amongst organisations. The findings also affirmed He, Zhang and Li (2021) who made the argument that HRIS play a fundamental role in the optimisation process of recruitment and selection within an organisation. However, the primary findings differed from those of Kianto, Sáenz and Aramburu (2017) who supposed that HRIS adoption levels were still low since the technique was not only complex but also expensive to set up. This appeared to suggest that only well-to-do organisations could implement HRIS effectively. Nonetheless, it culminated in the conclusion that to a great extent, HRIS were experiencing an upsurge in usage.

Human resource information systems and talent acquisition and retention

The findings of this study appear to suggest that HRIS positively influence talent acquisition and retention in organisations. The research participants suggest that HRIS create an enabling environment that not only enhances the ability of firms to capture talent but also retain the talent by demonstrating to them that the organization is important and they should remain to create value within the organization. This perspective, concurred with the views of Hongal and Kinange (2020) who supposed that HRIS facilitated better candidate relationship management. Similarly, the primary findings concurred with those of El Dahshan, Keshk and Dorgham (2018) who supposed that HRIS aided the capacity and capability of organisations to recruit the best possible talent from the options on offer. However, the primary findings differed from those of Kaleem (2019) who made the argument that HRIS may not influence talent acquisition and retention in scenarios whereby employee motivation is new challenge or new employment options. Nonetheless, regardless of this contrasting view, for the most part, this research makes the conclusion that HRIS positively impact talent acquisition and retention.

5.3. Recommendations

On account of the conclusions made by this study, effective mechanisms of improving talent acquisition should encompass an automated recruitment process and enhancement of candidate relationship management. Proceeding on the view that the relationship between an organisation, and its candidates is likely to be the weakest point of a system, converting the HRIS weaknesses into an advantage would signify and enhance the ability to attract and retain employees. Consequently, the Nigerian banking sector and other organisations seeking to implement HRIS should consider leveraging human resource information systems to create a talent pool of potential candidates. At the same time, the Nigerian banking sector should consider regular communication and updates to facilitate engagement of candidates and guaranteeing a pipeline of qualified candidates for future openings within the organisation. Further examination of the conclusions of the study revealed that recognition and rewards did not receive significant attention from HRIS. Nonetheless, the Nigerian banking sector should leverage on HRIS to manage recognition and reward programs. Through regular acknowledgement of the contributions of employees, the Nigerian banking sector would enhance its ability to foster a positive and appreciative work environment on behalf of its employees (Oladunni, 2025).

In order to implement the HRIS, the table 1 below provides an overview of some of the critical steps that the Nigerian banking sector should consider when setting up its human resource information system.

Table 2: Recommendations on how to implement HRIS

Recommendation	Details
Needs assessment	Banks in Nigeria should firstly assess their HR needs and processes. They should also identify pain points, inefficiencies and areas for improvement
Vendor selection	The Nigerian banks should opt for HRIS vendors that are aligned with their bank's requirements and budget. The Nigerian banks should also take into account system functionality, user interface, integration capabilities and customer support.

Customisation	After the selection of the HRIS, the Nigerian banks should customize to match specific workflows. The Nigerian banks should ensure that the HRIS is customized to realise the unique needs of the firm.
Training	The Nigerian banking sector should offer all-encompassing training to HR professionals. This would enable the Nigerian banking sector leverage on all the potential of HRIS and minimize errors.
Change management	In the event of employee resistance, the Nigerian banking sector should consider involving employees and communicating some of the benefits for improved employee management. The Nigerian banks should also address concerns and offer support during the transition process.
Integration	After the solving of any situations of employee resistance, it is important for integration of the HRIS system. Hence, the Nigerian banking sector should consider the integration credentials of HRIS and also initiate seamless integration to ensure data consistency.

Source: Summarised by this research

5.4. Limitations of this research and directions for future research

The primary limitation of the study is the inability to conduct an in-depth investigation following the choice of questionnaire data collection method. The nature of the questionnaire data collection method compromises the ability of study to collect in-depth data. This is because it utilises a structured and a non-personal approach to data collection. Therefore, in so doing, it fails in determining how individual research participants feel with regard to human resource information systems, and how these emotions could influence their responses. Therefore, in order to overcome this challenge, future research should consider utilising a mixed methods research approach. The value of a mixed methods research approach is the ability to mitigate the challenges of the quantitative research method using the qualitative research approach. By being able to overcome the limitations of either the qualitative or quantitative research methods, future studies would significantly improve their ability to conduct in-depth investigation into the study.

5.5. Reflection

The decision to undertake this research has proved transformative and effective especially to me as an individual and as a future HRM practitioner. The engagement in the study, particularly in the evaluation of the usage of HRIS, and the determination of the relationship between HRIS and talent acquisition and retention, the academic pursuit has played a critical role in enhancing my knowledge while also reshaping my perspective on a variety of factors within the HR field and on personal development. The first area of consideration that I would like to share surrounds the process of conducting research and writing this dissertation. I feel that the knowledge gained is primarily within critical thinking and problem-solving skills. For instance, focusing on the concept of HRIS and its wide application, played a critical role in the knowledge gained in dissecting complex human resource challenges. In addition, the ability to convert the gaps in research towards usable research questions and being able to link rigorous methodologies to seek answers for the research questions proved that I was improving my critical thinking and problem-solving skills. For instance, being able to link the research questions of the study to the quantitative research methods required significant critical thinking skills. This is because the linkage needed to describe how the various quantitative research methods would add value in answering the research questions. Consequently, it also entailed being able to identify the merits and the demerits of the quantitative research methods, and how they would affect the objectivity and subjectivity of the research. Demonstrating awareness of the objectivity and subjectivity associated with various research methods, played a critical role in affirming the critical thinking skills gained throughout the completion of this research. At the same time, being able to outline my ideas clearly and concisely, also demonstrated good planning skills. This was evidenced by the ability to closely monitor and follow the path taken by the study in seeking to provide answers to the research questions posed. Consequently, I am convinced that this analytical mindset gained will prove useful in my professional identity as a future HRM practitioner. For instance, I believe the knowledge and skills gained in completing this research will facilitate my ability to approach workplace issues in a systematic and evidence-based approach. Over time, as I continue building on the skills and competencies, I will be in a better position to make decisions and adopt more effective human resource strategies.

By completing this dissertation and the focus on HRIS, it has deepened my understanding of the HRM domain while exposing me the latest theories, trends, and best practices surrounding HRIS within organisations. The knowledge gained has improved my awareness, information and competence as a budding future HR professional. Perhaps, more importantly, it has stimulated and heightened my curiosity for HRIS, and further pushed me towards a path for continuous learning. Given that I did not have knowledge and awareness of the HRM concept of HRIS when beginning my course, I now recognize the value of being updated in an ever-evolving HRM field. I believe that by being cognizant to

the need of being updated, I will position myself to remain relevant and continue providing valuable contributions to my future organization of employment. Presently, I now have a good awareness of the HRM concept of HRIS. Nonetheless, I feel there is more room for growth and there are more ideas that can be gained by further exploring the HRM concepts presented within this research.

On a personal basis, completing this research has significantly tested my resilience and time management skills. Looking back, the commitment and dedication I put into completing this research project played a critical role in enhancing my ability to handle high-pressure situations and meet deadlines. For instance, I put in a lot of work in the completion of this project and often had to sleep late, travel far and research further whilst having limited resources available. In addition, I felt I was constrained for time when completing the research but eventually, I worked hard and was able to complete and submit the research before the deadline arrived. Hence, in the event of a successful grade in this research, I will gain the evidence of the qualities of resilience and time management skills gained, as invaluable and are likely to prove important in my future, especially working in a fast-paced world of HRM. At the same time, it has revealed the value of setting clear goals, remaining organized and seeking support when needed. I am convinced that all of these are transferable life skills will continue enhancing my ability and competence as a HRM professional.

Additionally, the process of completing this research has heightened my curiosity and driven a sense of intellectual curiosity that goes beyond the confines of this dissertation. Presently, I find myself more inclined to explore related areas to HRIS, and also delve deeper into various HR subdisciplines that are closely related to HR attraction and his car retention. I am convinced that adopting this approach will not only for a sense of intellectual growth, but also stimulate intellectual curiosity that I am convinced will continue adding value from a professional and personal standpoint (Alao, 2025).

Overall, looking back the journey of completing this research has not only been a source of joy, but been a source of profound self-discovery and professional development. I am not only delighted to have enriched my knowledge, sharpened my skills and put myself a step closer towards becoming a more capable and resilient HRM practitioner, but I am also happy that this journey has equipped me with the tools to tackle complex HR challenges. Consequently, I feel more ready and more willing to be a part of a challenging HR field, given that the resilience gained as a HRM practitioner has led to improved adaptability and resilience that will culminate in a mindset of continuous learning. In addition, it will also culminate in a mindset of continued flexibility and adaptability that I intend to carry forward in my career journey.

Conflict of Interest

The authors declare that they have no conflicting interests

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Ethical considerations

The article followed all ethical standards appropriate for this kind of research.

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