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Talent Management Practices and Organizational Performance of Microfinance Banks in Uyo, Akwa Ibom State

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Abstract

This study examines the relationship between talent management practices and performance of microfinance banks in Uyo, Akwa Ibom State. A cross-sectional survey of 193 respondents was conducted from the 375 staff of microfinance banks in Uyo to obtain data. Simple percentage and regression models were used to analyze the research questions and hypotheses. The results revealed positive and significant relationship between variables of talent management practices and performance of microfinance banks in Uyo, Akwa Ibom State. Based on the findings, the study recommended that the microfinance banks in Uyo, Akwa Ibom State should adopt a structured and competency-based recruitment process to ensure alignment between job roles and candidates' skills. They should implement robust employee retention strategies such as competitive compensation packages, clear career progression paths, and regular employee engagement initiatives, introduce a transparent and continuous performance appraisal system that includes regular feedback, goal setting, and performance reviews.

1. Introduction

1.1 Background of the Study

In the dynamic financial landscape of Uyo, Akwa Ibom State, microfinance banks play a pivotal role in providing financial services to underserved populations, thereby fostering economic development. The success of these institutions is directly related to the quality of their human resources, and talent management is a key factor in their organizational efficacy and sustainability (Usoro, Inyang & Abaikpa 2025). Talent management is a set of practices for attracting, developing, retaining, and deploying, to operationalize, employees to accomplish organizational objectives. Successful acquisition of talent is a cornerstone for the formation of a talented and able workforce to bring about organizational success. In microfinance banks located in Uyo, implementation of effective recruitment methods are critical to select individuals with the needed technical and cultural compatibility. However, (Emeakayi 2020, Abaikpa, Thomas & Daniel 2022) document how personnel recruitment can lead to a change in the level of business innovativeness and competitiveness in microfinance banks, and thus, argue for the need to develop strategic recruitment strategies to improve performance. Sustained employee development is essential for competitiveness and for the responsiveness of the financial sector to a changing landscape (Thomas, Abaikpa, Daniel & Akpan 2022). Training and development programs furnish staff with current knowledge and skills, which, in turn, enhance service delivery and operational effectiveness. Research indicates that organizations investing in employee development experience higher levels of organizational effectiveness, as well-trained employees are better positioned to meet performance expectations and contribute to organizational goals.

Successful retention of skillful personnel is essential to preserve organizational knowledge, and to ensure continuous satisfactory level of service. Observations of microfinance banks in Akwa Ibom State revealed that compensation management practices such as, performance bonuses and fringe benefits, has a major role in employee attrition, which subsequently plays its part in the stability and performance of the organization. Correlating individual performance to organizational goals is accomplished by good performance management systems. These systems are characterized by the specification of relevant performance goals, the repeated delivery of feedback and the assessment of the results, in order to verify that employee activities are aligned with organizational needs. Talent management practices are integral to the organizational performance of microfinance banks in Uyo, Akwa Ibom State. Through strategic selection of human resources, continuous employee training and improvement, strong retention efforts, and strong performance management structures, these establishments can increase their operational efficiency, encourage innovation, and sustain growth within the competitive financial world.

1.2 Problem Statement

Microfinance banks (MFBs) in Uyo, Akwa Ibom State, are vital for promoting financial inclusion and aiding small and medium-sized enterprises (SMEs). Their effectiveness in this role, however, is heavily dependent on the quality of their human capital management. Although talent management practices like recruitment, employee growth, retention efforts, and performance evaluation are acknowledged as essential, numerous microfinance banks in Uyo grapple with challenges such as elevated employee turnover, a lack of necessary skills, and reduced workforce productivity (Emeakayi, 2020). A significant obstacle for MFBs is the ineffectiveness of their talent acquisition approaches, leading to the recruitment of personnel who do not possess the required skills and competencies to achieve organizational objectives. This impacts the quality of services and overall performance of the banks. Furthermore, many of these organizations inadequately invest in employee development initiatives, hindering their capacity to enhance worker skills and improve job performance (Obialor, 2022). Another crucial problem is the retention of employees and their commitment. Numerous MFBs in Uyo grapple with high staff turnover stemming from substandard working conditions, insufficient remuneration, and a scarcity of opportunities for career progression. This situation not only disrupts operations but also escalates recruitment expenditures and diminishes the quality of service delivery (Nkutt, 2020).

Furthermore, the lack of a formalized performance management system in numerous banks leads to disjointed employee endeavors, diminished morale, and hindered goal achievement (Ile, Otti, & Mbah, 2023). Although research on talent management and organizational effectiveness is expanding, there is a scarcity of concrete data specifically concerning microfinance banks in Uyo, Akwa Ibom State. This research seeks to fill this void by investigating the correlation between talent management practices and the performance of microfinance banks in this area. Comprehending these interactions will offer crucial perspectives for policymakers, HR practitioners, and bank leaders to formulate strategies that boost employee productivity and enhance organizational results.

1.3 Objectives of the Study

The main purpose of this study is to examine the relationship between talent management practices and organizational performance in microfinance banks in Uyo, Akwa Ibom State. Specific objectives of this study include:

- To examine the relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State.
- To evaluate the relationship between retention strategies and performance of microfinance banks in Uyo, Akwa Ibom State.
- To ascertain the relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State.

1.4 Research Questions

From the objectives of the study, the following research questions were poised to guide the study:

- What is the relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State?
- What is the relationship between retention strategies and performance of microfinance banks in Uyo, Akwa Ibom State?
- What is the relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State?

1.5 Research Hypotheses

From the objectives of this study, the following research hypotheses were formulated to guide the study:

- There is no significant relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State.
- Retention strategies has no significant relationship with performance of microfinance banks in Uyo, Akwa Ibom State.
- There is no significant relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State.

1.6 Significance of the Study

This study on Talent Management Practices and Organizational Performance of Microfinance Banks in Uyo, Akwa Ibom State is significant in several ways:

- This research adds to the current knowledge base regarding talent management practices and their impact on organizational performance, with a specific focus on microfinance banks in Uyo, Akwa Ibom State. Although a considerable amount of research on talent management has concentrated on large commercial banks or multinational corporations, a notable deficiency exists in studies that investigate small-scale financial institutions, such as microfinance banks. This study addresses this gap by examining talent management practices like talent acquisition, retention strategies, employee development initiatives, and performance management. Through this focus, it provides a comprehensive insight into how these practices affect organizational performance within microfinance institutions in Uyo.
- Microfinance banks in Uyo, Akwa Ibom State, encounter difficulties in attracting and keeping skilled employees, mainly because of competition from bigger financial institutions and the absence of well-organized talent management practices. This research will offer practical suggestions on how microfinance banks can improve their human resource management approaches to boost organizational effectiveness. It will specifically investigate how strategies for hiring and keeping talent, performance evaluation systems, and employee growth initiatives can result in higher efficiency, greater customer satisfaction, and overall business triumph. The results will help management teams implement the best practices, leading to enhanced service delivery, lower employee turnover, and higher profitability.
- The findings of this study will be crucial for policymakers, especially those in the microfinance field, as they formulate regulations to promote the adoption of successful talent management approaches. By establishing a connection between talent management and an organization's performance, the research will emphasize to policymakers the need for environments that foster talent growth and retention. Additionally, this study can act as a reference point for regulatory organizations in Akwa Ibom State and other regions, assisting them in fostering and directing microfinance banks

toward practices that improve both human resource management and the overall effectiveness of the organization.

1.7 Scope of the Study

- Unit scope: The study focused on the 193 staff of selected microfinance banks in Uyo, Akwa Ibom State.
- Content scope: The content scope of this study is confined to literature on talent management practices and performance of microfinance banks in Uyo, Akwa Ibom State.
- Geographical scope: This study focused on selected microfinance banks in Uyo, Akwa Ibom State.

2 Review of Related Literature

2.1 Concept of Talent Management Practices

Talent Management (TM) represents a strategic methodology focused on attracting, cultivating, retaining, and deploying personnel who possess the essential skills and competencies needed to achieve an organization's objectives (Collings, Scullion, & Vaiman, 2022). This ongoing process synchronizes workforce planning with the overarching business strategy, thereby enabling organizations to uphold a competitive advantage within constantly evolving contexts.

Components of Talent Management Practices

- Talent Acquisition & Recruitment: Organizations engage in structured recruitment strategies to attract high-potential employees (Gallardo-Gallardo, Thunnissen, & Scullion, 2023). This includes employer branding, proactive sourcing, and competency-based selection.
- Talent Development: Employee learning, training, and career development programs are key to improving skills and competencies (King, 2023). Organizations use coaching, mentoring, and leadership development to prepare employees for higher responsibilities.
- Performance Management: Performance appraisal systems, key performance indicators (KPIs), and continuous feedback mechanisms help track employee performance and align it with business goals (De Boeck, Meyers, & Dries, 2022).
- Employee Engagement & Retention: High-performing organizations implement strategies to retain top talent through job satisfaction, career progression, and competitive rewards (Thunnissen, 2023).
- Succession Planning: Identifying and preparing employees for future leadership roles ensures business continuity and minimizes talent gaps (Collings & Mellahi, 2022).

Significance of Talent Management

- Enhances Competitive Advantage: Organizations with strong TM practices maintain a skilled workforce that drives innovation (Vaiman, Sparrow, & Collings, 2023).
- Boosts Employee Productivity: When employees are well-managed, trained, and motivated, they contribute effectively to organizational success (King, 2023).
- Reduces Turnover: Effective talent management minimizes employee attrition and improves retention rates (Gallardo-Gallardo et al., 2023).

Talent Management Practices and Organizational Performance

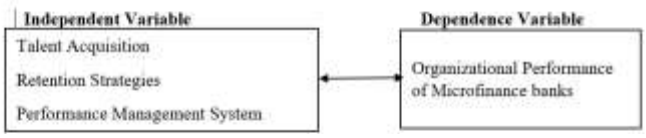

Figure 1: Research Model.
(Source: Researcher, 2025)

Talent Management Practices and Organizational performance

Talent acquisition (TA) is a strategic process that involves attracting, selecting, and onboarding skilled employees who align with an organization's long-term goals. Effective talent acquisition enhances organizational performance by ensuring that individuals with the appropriate skills are placed in suitable roles (Collings, Scullion, & Vaiman, 2022). Organizations that invest in structured talent acquisition processes recruit highly skilled employees who contribute to increased productivity and innovation (Vaiman, Sparrow, & Collings, 2023). Effective hiring practices reduce employee turnover by ensuring a fit with the organizational culture and required competencies (Thunnissen, 2023). High retention rates result in lower hiring costs and a more stable workforce, which positively impacts performance. Recruiting employees with the right skills and experience reduces training costs and enhances operational efficiency (Gallardo-Gallardo, Thunnissen, & Scullion, 2023). Staff members are readily able to adjust to new positions and produce outcomes. Businesses with robust talent acquisition approaches draw in high-caliber personnel, enhancing their competitive standing and ability to innovate (King, 2023). A strategic approach to hiring guarantees that firms stay flexible amidst evolving business landscapes. Talent acquisition is vital for recognizing future leaders who will propel lasting achievements (Collings & Mellahi, 2022). Companies that actively pursue leadership hiring encounter growth that is sustainable. Research conducted by De Boeck, Meyers, and Dries (2022) revealed that organizations implementing well-organized talent acquisition procedures saw a 20% enhancement in staff retention and a 15% boost in performance effectiveness. Thunnissen (2023) underscored that talent acquisition tactics are directly linked to innovation, employee contentment, and financial gains. Firms that integrate talent acquisition (TA) with their business strategy surpass competitors in both financial performance and market share, according to Vaiman et al. (2023). Organizational performance is significantly influenced by talent acquisition. Strategic recruitment investments lead to enhanced employee engagement, productivity, and a stronger competitive stance for companies. Furthermore, research indicates that a properly implemented talent acquisition strategy contributes to sustained business success (Collings et al., 2022; Thunnissen, 2023).

Retention Strategies and Organizational performance of Microfinance Banks

Several works have extensively examined the connection between employee retention strategies and organizational performance within Microfinance Banks (MFBs). Crucial to enhancing performance, retention strategies like competitive compensation, career development opportunities, work-life balance initiatives, and a positive organizational culture minimize turnover, elevate service delivery standards, and bolster financial stability. In fact, the correlation between retention strategies and organizational performance in MFBs is a pivotal area of research, as robust retention practices can significantly boost performance, whereas inadequate retention can have adverse consequences. Specifically, elevated employee turnover rates within MFBs can negatively impact both social outreach efforts and financial effectiveness. Siebert and Zubanov's (2009) research revealed that high employee turnover negatively impacts client relationships and raises operational expenses, ultimately obstructing a bank's mission and profitability.

Peltokorpi et al. (2015) demonstrated that leaders who adopt transformational approaches boost employee engagement and diminish the desire to leave, resulting in enhanced performance for MFBs. Enhancing employee retention hinges on investments in their training and development. Omoikhudu's (2017) study showed that MFBs fostering ongoing learning opportunities are more successful in retaining skilled personnel, which in turn yields superior service delivery and organizational effectiveness. Elevated employee engagement correlates with superior retention. Nyberg and Ployhart's (2013) work indicates that engaged staff exhibit greater organizational commitment, causing reduced turnover and augmented performance within MFBs. Nonetheless, the success of implementing effective retention practices, including development of transformational leadership, human capital training and development, and employee engagement are critical factors in optimizing the performance of Microfinance Banks and, thereby, to optimizing the functions of their management teams. With an emphasis on these dimensions, MFBs may be able to decrease attrition, preserve client loyalty, and ultimately meet their business and charity goals.

Performance Management System and Organizational performance of Microfinance Banks

The link between Performance Management Systems (PMS) and the performance of Microfinance Banks (MFBs) is crucial for enhancing productivity, financial stability, and service quality. A well-designed PMS aligns employee goals with the organization's objectives, boosting overall performance. Adewale (2019) points out that effective performance management in MFBs raises employee motivation, resulting in higher productivity and better customer service. By setting clear goals, offering regular feedback, and aligning efforts with company aims, MFBs can improve their performance. Feedback plays a key role in PMS, as emphasized by Muda, Rafiki, and Harahap (2014). It improves employee and organizational performance by helping MFBs identify areas needing improvement and supporting employee development, which leads to better service and client satisfaction. According to Okafor and Nwosu (2023), PMS ensures that individual goals align with the strategic objectives of MFBs, aiding in achieving long-term financial goals and improving client satisfaction. MFBs with well-aligned PMS gain financial stability and increased market share.

Chukwu and Eze (2023) argue that effective PMS implementation enhances motivation by rewarding high performers and providing growth opportunities for others, cultivating a high-performance culture. Ibrahim and Yusuf (2023) highlight that training and development are crucial components of PMS, particularly in MFBs. Regular training programs enhance employee skills, leading to better performance, higher service quality, and improved financial outcomes. Performance management systems are essential for the success of MFBs. Through strategic alignment, motivation, training, and feedback, a well-executed PMS ensures that the bank achieves its goals, leading to better service quality and financial performance. The research by Adewale (2019), Muda et al. (2014), Okafor and Nwosu (2023), Chukwu and Eze (2023), and Ibrahim and Yusuf (2023) illustrates the importance of a strong PMS in driving MFB success.

Organizational Performance of Microfinance Banks

Microfinance banks (MFBs) play a crucial role in providing financial services to low-income individuals, small businesses, and marginalized communities. Their organizational performance is measured by financial stability, outreach, efficiency, and social impact.

Key Factors Influencing Organizational Performance of Microfinance Banks

Financial Performance: Financial performance is a primary measure of MFB success. It includes profitability, sustainability, and asset quality.

- Profitability: Return on Assets (ROA) and Return on Equity (ROE) indicate how effectively an MFB generates income. According to Ledgerwood (2013), profitability is essential for long-term sustainability.
- Sustainability: MFBs must maintain financial sustainability to continue operations. Hermes et al. (2011) argue that financial self-sufficiency is more critical than donor dependence.
- Portfolio Quality: The level of Non-Performing Loans (NPLs) affects financial health. Cull, Demirgüç-Kunt, and Morduch (2009) found that higher repayment rates improve sustainability.

Operational Efficiency: Operational efficiency determines how well MFBs manage costs and resources to serve clients.

- Cost Efficiency: MFBs must minimize operating costs while maximizing outreach. Armendáriz and Morduch (2010) suggest that technology adoption improves cost efficiency.
- Staff Productivity: The number of clients served per loan officer is a key metric. Karlan and Zinman (2011) found that well-trained loan officers increase loan repayment rates.

Outreach and Social Impact: Beyond financial performance, MFBs aim to promote financial inclusion.

- Client Outreach: The number of active borrowers and savers measures outreach. Robinson (2001) emphasized that deep outreach ensures access for the poorest segments.
- Women Empowerment: Many MFBs focus on female clients. Mayoux (2005) found that microfinance enhances women's economic and social empowerment.

Regulatory and Governance Factors: Regulatory frameworks and governance structures shape MFB performance.

- Regulation Compliance: Strong regulatory policies prevent fraud and ensure stability. Christen, Lyman, and Rosenberg (2003) highlighted the need for balanced regulation.
- Corporate Governance: Good governance improves transparency and accountability. Hartarska (2005) found that independent boards enhance

MFB effectiveness.

Challenges Facing Microfinance Banks: Despite their benefits, MFBs face several challenges affecting performance:

- High Default Rates: Unsecured lending leads to high loan defaults (Morduch, 1999).
- Funding Constraints: Dependence on external funding limits expansion (Cull et al., 2018). Technological Barriers: Limited digital banking adoption reduces efficiency (Beck & Cull, 2013).

Strategies for Improving Organizational Performance:

- Strengthening Risk Management – Enhancing loan screening and credit monitoring (Ledgerwood, 2013).
- Leveraging Technology – Using digital banking to reduce costs and improve accessibility (Cull et al., 2018).
- Enhancing Capacity Building – Providing staff training to improve efficiency (Karlan & Zinman, 2011).
- Diversifying Revenue Sources – Reducing reliance on donor funding through savings mobilization (Hermes et al., 2011).

2.2 Theoretical Review

In studying the relationship between talent management practices and organizational performance in Microfinance Banks (MFBs), several theories can help explain and provide a solid framework for understanding how effective talent management impacts the performance of organizations in this sector. Below are key theories that support this study:

Human Capital Theory

Human Capital Theory highlights that when companies put resources into educating and training their employees, it enhances their skills and knowledge. This leads to better job performance and increases the company's success. In 1964, Becker emphasized that human capital, which includes the employees' skills and knowledge, is vital for boosting productivity and innovation. For Microfinance Banks (MFBs), good talent management means hiring skilled workers, helping them develop, and keeping them in the company. This approach to focusing on skilled employees leads to significant improvements in how well the organization performs overall.

Resource-Based View (RBV)

According to the Resource-Based View (RBV), organizations that possess valuable, rare, inimitable, and non-substitutable resources (such as talent) can achieve a sustained competitive advantage (Barney, 1991). Talent management practices are seen as a strategic resource that enables MFBs to outperform competitors. By managing talent effectively, MFBs can create a competitive advantage in terms of service delivery, customer satisfaction, and operational efficiency.

High-Performance Work System (HPWS) Theory

HPWS Theory suggests that organizations that implement high-performance work systems - such as effective recruitment, training, development, and retention strategies - tend to achieve higher levels of organizational performance, Kaufman (2001). This theory posits that talent management practices that focus on developing employees' skills and fostering employee engagement lead to improved job performance, productivity, and overall organizational effectiveness.

Transformational Leadership Theory

Transformational Leadership Theory posits that leaders who inspire, motivate, and support their employees can foster a high-performance culture within organizations. By utilizing talent management practices such as coaching and mentoring, transformational leaders in MFBs can enhance employee engagement, creativity, and job satisfaction, all of which contribute to better organizational performance (Bass, 1985).

Summary

These theories provide a comprehensive understanding of how talent management practices influence the organizational performance of Microfinance Banks (MFBs). By focusing on human capital, strategic alignment, and leadership, MFBs can enhance their operational efficiency, customer satisfaction, and competitive advantage. The theories discussed - Human Capital Theory, Resource-Based View (RBV), High-Performance Work Systems (HPWS) Theory and Transformational Leadership Theory - offer a solid foundation for studying how talent management practices contribute to organizational success. However, the study depended chiefly on these four theories since they have direct and strong relationship with the study variables.

2.3 Empirical Review

The relationship between talent management and performance in Microfinance Banks (MFBs) has been studied extensively, focusing on hiring, retention, performance management, and employee development. Hiring is about selecting individuals with the right skills to boost bank performance. Effective recruitment, like competency-based approaches, helps align new hires with bank goals, enhancing overall performance. Research by Ibrahim and Yusuf (2023) found that robust hiring practices contribute to bank success. Similarly, Adebayo and Olajide (2022) showed that using structured interviews and assessment centers leads to better job alignment and satisfaction, which in turn boosts performance. Retention strategies are designed to keep talented employees by offering benefits, opportunities for career growth, and fostering a positive work environment, thus preventing them from leaving for competitors. These strategies are essential for maintaining long-term performance in MFBs. Okafor and Nwosu (2023) discovered that providing competitive compensation, career advancement opportunities, and a supportive environment increases employee commitment and enhances bank performance. Muda et al. (2014) emphasized that focusing on employee well-being and recognition boosts morale and subsequently improves performance. Performance Management Systems (PMS) are crucial for ensuring employee actions align with the bank's objectives. Through regular appraisals, feedback, and coaching, PMS aids in achieving strategic goals. Adewale (2019) found that employing clear performance indicators and performance-based rewards improves productivity and efficiency. Chukwu and Eze (2023) noted that well-implemented PMS boosts motivation and organizational outcomes. MFBs that adopt comprehensive PMS see higher customer satisfaction and financial success. Employee development programs focus on enhancing skills and knowledge, improving job performance. These programs are crucial for long-term growth, as they increase capabilities, job satisfaction, and employee engagement. Ibrahim and Yusuf (2023) found that investing in continuous training and career development leads to better productivity and customer service. Aminu and Bello (2024) demonstrated that effective training enhances employee competence, resulting in increased profitability and customer retention. In summary, research highlights the importance of strategic practices in talent management, covering hiring, retention, performance management, and development within MFBs. Implementing effective practices in these areas results in better employee productivity, greater customer satisfaction, and improved financial outcomes for Microfinance Banks.

Effective hiring practices significantly influence organizational performance in MFBs. According to Nwankwo and Eze (2021), competency-based recruitment ensures that employees possess the necessary skills and cultural fit, which directly correlates with improved operational efficiency and customer satisfaction. Retention strategies that emphasize employee engagement reduce turnover and enhance performance. Oladele and Adeyemi (2020) found that MFBs implementing mentorship programs and flexible work arrangements experienced higher employee loyalty and better financial outcomes. Performance management systems that incorporate continuous feedback improve employee productivity. According to Chima and Okeke (2022), MFBs with real-time performance tracking and coaching reported a 15% increase in loan recovery rates and customer service quality. Training and development programs are critical for sustaining competitive advantage in MFBs. Ezeani and Ugochukwu (2023) demonstrated that ongoing skills development leads to innovation in product offerings and improved client retention. Strategic talent management positively impacts financial performance in MFBs. A study by Bello and Musa (2021) revealed that banks with integrated talent management frameworks recorded higher return on assets (ROA) and lower non-performing loan ratios. Employee well-being initiatives contribute to enhanced job satisfaction and organizational commitment. According to Ifeanyi and Chukwuma (2022), MFBs that prioritize mental health support and work-life balance see reduced absenteeism and improved service delivery. Structured recruitment processes reduce hiring biases and improve workforce diversity. Ajayi and Olufemi (2020) found that diverse teams in MFBs foster creativity and better problem-solving, which translates into superior performance metrics. Linking performance management to reward systems motivates employees to exceed targets. According to Okeke and Nnamdi (2023), performance-based incentives in MFBs led to a 20% increase in loan disbursement efficiency. Career development opportunities enhance employee retention and skill acquisition. A study by Fatima and Usman (2024) showed that MFBs offering clear career paths and leadership training experienced lower turnover rates and higher employee engagement. Talent management practices influence customer satisfaction and loyalty in MFBs. According to Adeyinka and Olaitan (2022), banks that invest in employee development and recognition programs report higher customer retention and positive word-of-mouth referrals.

2.4 Gaps in Literature and Knowledge

Many existing research often provides only a short-term view due to its cross-sectional nature. Long-term studies are crucial to evaluating how talent management practices influence performance over time, as these practices and their effects evolve. Chukwu & Eze (2023) highlighted the importance of conducting longitudinal research to understand the ongoing impact of talent management on MFBs. Some studies tend to focus on financial metrics, such as profitability, to gauge MFBs' performance, overlooking non-financial factors like employee and customer satisfaction. A holistic framework that incorporates both financial and non-financial measures is necessary to fully assess organizational performance. Adewale (2019) emphasized the need for such comprehensive evaluation criteria. Several studies frequently ignores how regional and cultural differences affect talent management practices. Microfinance banks operate across diverse regions, each with unique socio-economic conditions that can influence management strategies. What works in one area may not be effective in another. Nwachukwu et al. (2022) noted the need to explore how regional and cultural contexts affect the success of talent management.

3 Research Methodology

Research Design

This study employed a cross-sectional survey. The plan was to enable the researcher to describe and access current features of the population.

The Study Area

This study was conducted in Uyo, Akwa Ibom State. The study covered ten microfinance banks namely: Akwa microfinance bank, Uyo microfinance bank, Ekaette microfinance bank, Ibom microfinance bank, Urua microfinance bank, Nsikak microfinance bank, Mfon microfinance bank, Nwanne microfinance bank, Akwa Ibom State microfinance bank and Hope microfinance bank all in Akwa Ibom State. These microfinance banks were selected according to relevance and operations basis. Akwa Ibom State is in the South-South zone of Nigeria with its capital at Uyo. The State is the largest oil producing state in Nigeria. The population of the State is estimated at about 309, 573 as of 2006 (NPC, 2006 report). It has an area of 95 km2 (36. 7sq.ml) and a land area of 95km2 (36. 7sq.ml), Wikipedia encyclopedia (2007). The people in the area are predominantly Ibibio; others include Annang, Oron, Eket, Obolo, Ibeno and other speaking tribes in Nigeria. Akwa Ibom State is inhabited by people of different walks of life such as teachers, businessmen, students, traders, civil servants and unemployed youths among others. The choice of this study area was driven by the relevance of the research topic.

Population

The population of this study consisted 375 staff of the selected microfinance banks using their staff nominal roll of 2025. The distribution of the population is as shown in table below:

Table 1: Distribution of population by Microfinance Banks

S/n	Microfinance Banks	Population
1.	Akwa microfinance bank	30
2.	Uyo microfinance bank	50
3.	Ekaette microfinance bank	25
4.	Ibom microfinance bank	40
5.	Urua microfinance bank	20
6.	Nsikak microfinance bank	30
7.	Mfon microfinance bank	20
8.	Nwanne microfinance bank	30
9.	Akwa Ibom State microfinance bank	100
10.	Hope microfinance bank	30
	Total	325

Source: Record of staff' nominal roll, 2025.

Sample Size/Sampling Technique

As a result of the inability of the researcher to effectively study the entire staff population of the selected microfinance banks, a representative number of ... was chosen as sample size population. The sample size was calculated using Taro Yamane's scientific formula which is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N	=	Population
1	=	constant
e	=	Level of significance
n	=	sample size

$$n = \frac{375}{1 + 375\,(0.0025)}$$

$$n = \frac{375}{1.9375}$$

$$n = 193$$

Sources of Data Collection

Data for this research work were collected through two sources – primary and secondary sources. The primary data were obtained by the researcher through questionnaire administration. Secondary data were obtained from published reports, books, journals, newspapers, magazines and internet.

Instrument for Data Collection

The instrument for data collection was "Talent management Practices and Organizational Performance of Microfinance Banks" (TMPOPMFBQ). The questionnaire was divided into two sections. Section A and section B. Section A sought for information on the demographic data of the respondents. Section B was the main body of the questionnaire. This section contained twenty-five (25) closed-ended questions using a five-point Likert' scale instrument through which the opinions of the respondents were expressed. Their responses were measured by means of a five-category rating system as follows:

SA	-	Strongly agree
A	-	Agree
D	-	Disagree
SD	-	Strongly disagree
U	-	Undecided

Methods of Data Analysis

The statistical methods adopted for data analysis were simple percentages and simple regression. The data were analyzed with the help of a statistical tool using SPSS.

4 Data Presentation, Analysis and Interpretation

4.1 Descriptive Results

Table 2: Questionnaire Retrieval Rate

Copies of questionnaire administered	193
Copies of questionnaire retrieved	179
Percentage of questionnaire retrieved	92%

Source: Field Survey (2025)

From Table 2, a total of 193 copies of the questionnaire were administered to respondents and a total of 179 copies, representing 92% were retrieved.

Table 3: Demographic Profile of Respondents

Gender Distribution of the Respondents	Frequency	Percent
Male	113	63.5
Female	65	36.5
Total	179	100
Age Distribution of the Respondents	Frequency	Percent
20 - 30 years	17	9.6
31-40 years	44	24.7
41 - 50 years	71	39.9
51 years and above	46	25.8
Total	179	100
Academic Qualification	Frequency	Percent
SSCE	7	3.9
OND	8	4.4
HND/B.Sc	125	69.8
M.Sc	99	55.3
P.hD	32	17.8
Total	179	100

Source: Fieldwork, 2025

From table 3 out of the 179 respondents, 113 respondents representing 63.5% were Male and 65 respondents representing 36.5% were Female.

With regards to the age distribution of the respondents, 17 respondents representing 9.6% were 20 - 30 years, 44 respondents representing 24.7% were 31 – 40 years, 71 respondents representing 39.9% were 41 – 50 years and 46 respondents representing 25.8% were 51 years and above.

Table 4: Analysis of Responses

S/N	Talent Acquisition Strategies Dimension	SA	A	UN	D	SD	Total
1	Our microfinance bank's talent acquisition strategies attract highly skilled and qualified candidates.	80 (44.9%)	64 (36.0%)	15 (8.4%)	12 (6.7%)	7 (3.9%)	179 (100%)
2	The recruitment process in our microfinance bank is efficient and contributes to improved organizational performance.	78 (43.8%)	47 (26.4%)	15 (16.9%)	8 (8.4%)	15 (16.9%)	179 (100%)
3	The use of modern recruitment tools and techniques enhances the quality of hires in our microfinance bank.	72 (40.4%)	74 (41.6%)	17 (9.6%)	6 (3.4%)	9 (5.1%)	179 (100%)
4	Our microfinance bank's talent acquisition strategies align with its long-term performance goals.	83 (46.6%)	56 (31.5%)	15 (16.9%)	16 (9.0%)	8 (4.5%)	179 (100%)
5	The recruitment and selection process in our microfinance bank ensures the hiring of employees who fit the organizational culture.	73 (41.0%)	44 (24.7%)	32 (18.0%)	21 (11.8%)	8 (4.5%)	179 (100%)

Source: Researcher's Compilation (2025)

The analysis in Table 4 shows that a total of 80 respondents representing 44.9% strongly agreed to the question one on the table. A total of 64 respondents representing 36.0% ticked agree, 15 (8.4%) kicked undecided, 12 (6.7%) respondents ticked disagree and 7 (3.9%) respondents ticked strongly disagree. With regards to the second question on the table, a total of 78 respondents representing 43.8% strongly agreed. A total of 47 respondents representing (26.4%) ticked agree, 15 (16.9%) were undecided, 8 (8.4%) respondents ticked disagree and 15 (16.9%) respondents ticked strongly disagree. With regards to the question three in the table above, 72 respondents representing 40.4% strongly agreed. A total of 74 respondents representing (41.6%) ticked agree, 17 (9.6%) were undecided, 6 (3.4%) respondents ticked disagree and 9 (5.1%) respondents ticketed strongly disagree. With regards to the fourth question on the table, a total of 83 respondents representing 46.6% strongly agreed. A total of 56 respondents representing (31.5%) ticked agree, 15 (16.9%) were undecided, 16 (9.0%) respondents ticked disagree and 8 (4.5%) respondents ticked strongly disagree. Finally, with regards to the question five in the table above, 73 respondents representing 41.0% strongly agreed. A total of 44 respondents representing (24.7%) ticked agree, 32 (18.0%) were undecided, 21 (11.8%) respondents ticked disagree and 9 (4.5%) respondents ticketed strongly disagree.

Table 5: Analysis of Responses

S/N	Retention Strategies Dimension	SA	A	UN	D	SD	Total
1	Retention strategies, such as competitive salaries and benefits, improve employee satisfaction and performance in our microfinance bank.	90 (50.3%)	55 (30.9%)	4 (2.2%)	26 (14.6%)	3 (1.7%)	179 (100%)
2	Our microfinance bank has effective retention strategies that reduce employee turnover.	87 (48.9%)	48 (27.0%)	24 (13.5%)	12 (6.7%)	7 (3.9%)	179 (100%)
3	The retention strategies implemented in our microfinance bank foster employee loyalty and commitment.	77 (43.3%)	56 (31.5%)	12 (6.7%)	24 (13.5%)	9 (5.1%)	179 (100%)
4	Retention strategies in our microfinance bank contribute to the achievement of organizational performance targets.	77 (43.3%)	58 (32.6%)	10 (5.6%)	24 (13.5%)	9 (5.1%)	179 (100%)
5	Our microfinance bank provides a conducive work environment that encourages employees to stay long-term.	83 (46.6%)	56 (31.5%)	15 (16.9%)	16 (9.0%)	8 (4.5%)	179 (100%)

Source: Researcher's Compilation (2025)

The analysis in Table 5 shows that a total of 90 respondents representing 50.3% strongly agreed to the question one on the table. A total of 55 respondents representing 30.9% ticked agree, 4 (2.2%) kicked undecided, 26 (14.6%) respondents ticked disagree and 3 (1.7%) respondents ticked strongly disagree. With regards to the second question on the table, a total of 87 respondents representing 48.9% strongly agreed. A total of 48 respondents representing (27.0%) ticked agree, 24 (13.5%) were undecided, 12 (6.7%) respondents ticked disagree and 7 (3.9%) respondents ticked strongly disagree. With regards to the question three in the table above, 77 respondents representing 43.3% strongly agreed. A total of 56 respondents representing (31.5%) ticked agree, 12 (6.7%) were undecided, 24 (13.5%) respondents ticked disagree and 9 (5.1%) respondents ticketed strongly disagree. With regards to the question four in the table above 77 respondents representing 43.3% strongly agreed to the question one on the table. A total of 58 respondents representing 32.6% ticked agree, 10 (5.6%) kicked undecided, 24 (13.5%) respondents ticked disagree and 9 (5.1%) respondents ticked strongly disagree. With regards to the five questions on the table, a total of 83 respondents representing 46.6% strongly agreed. A total of 56 respondents representing (31.5%) ticked agree, 15 (16.9%) were undecided, 16 (9.0%) respondents ticked disagree and 8 (4.5%) respondents ticked strongly disagree.

Table 6: Analysis of Responses

S/N	Performance Management System Dimension	SA	A	UN	D	SD	Total
1	The performance management system in our microfinance bank effectively tracks and evaluates employee contributions.	77 (43.3%)	58 (32.6%)	10 (5.6%)	24 (13.5%)	9 (5.1%)	179 (100%)
2	Regular performance appraisals in our microfinance bank improve employee productivity and organizational performance.	83 (46.6%)	56 (31.5%)	15 (16.9%)	16 (9.0%)	8 (4.5%)	179 (100%)
3	The performance management system in our microfinance bank aligns employee goals with organizational objectives.	73 (41.0%)	44 (24.7%)	32 (18.0%)	21 (11.8%)	8 (4.5%)	179 (100%)
4	Feedback provided through the performance management system helps employees improve their performance.	87 (48.9%)	48 (27.0%)	24 (13.5%)	12 (6.7%)	7 (3.9%)	179 (100%)
5	The performance management system in our microfinance bank is fair and transparent, leading to better organizational outcomes.	77 (43.3%)	56 (31.5%)	12 (6.7%)	24 (13.5%)	9 (5.1%)	179 (100%)

Source: Researcher's Compilation (2025)

The analysis in Table 6 shows that a total of 77 respondents representing 43.3% strongly agreed to the question one on the table. A total of 58 respondents representing 32.6% ticked agree, 10 (5.6%) kicked undecided, 24 (13.5%) respondents ticked disagree and 9 (5.1%) respondents ticked strongly disagree. With regards to the second question on the table, a total of 83 respondents representing 46.6% strongly agreed. A total of 56 respondents representing (31.5%) ticked agree, 15 (16.9%) were undecided, 16 (9.0%) respondents ticked disagree and 8 (4.5%) respondents ticked strongly disagree. Finally, with regards to the question three in the table above, 73 respondents representing 41.0% strongly agreed. A total of 44 respondents representing (24.7%) ticked agree, 32 (18.0%) were undecided, 21 (11.8%) respondents ticked disagree and 9 (4.5%) respondents ticketed strongly disagree. With regards to the four on the table, a total of 87 respondents representing 48.9% strongly agreed. A total of 48 respondents representing (27.0%) ticked agree, 24 (13.5%) were undecided, 12 (6.7%) respondents ticked disagree and 7 (3.9%) respondents ticked strongly disagree. With regards to the question five in the table above, 77 respondents representing 43.3% strongly agreed. A total of 56 respondents representing (31.5%) ticked agree, 12 (6.7%) were undecided, 24 (13.5%) respondents ticked disagree and 9 (5.1%) respondents ticketed strongly disagree.

Table 7: Analysis of Responses

S/N	PERFORMANCE OF MICROFINANCE BANKS DIMENSION	SA	A	UN	D	SD	Total
1	The microfinance bank achieves its performance goals in terms of customer satisfaction and retention.	87 (48.9%)	48 (27.0%)	24 (13.5%)	12 (6.7%)	7 (3.9%)	179 (100%)
2	The performance of our microfinance bank aligns with the expectations of stakeholders (e.g., customers, employees, regulators).	77 (43.3%)	56 (31.5%)	12 (6.7%)	24 (13.5%)	9 (5.1%)	179 (100%)
3	Operational efficiency in our microfinance bank has significantly improved over the past year.	78 (43.8%)	47 (26.4%)	15 (16.9%)	8 (8.4%)	15 (16.9%)	179 (100%)
4	The financial performance (e.g., profitability, revenue growth) of our microfinance bank is satisfactory.	72 (40.4%)	74 (41.6%)	17 (9.6%)	6 (3.4%)	9 (5.1%)	179 (100%)
5	The talent management practices in our microfinance bank directly contribute to its overall performance improvement.	83 (46.6%)	56 (31.5%)	15 (16.9%)	16 (9.0%)	8 (4.5%)	179 (100%)

Source: Researcher's Compilation (2025)

With regards to the four on the tables, a total of 87 respondents representing 48.9% strongly agreed. A total of 48 respondents representing (27.0%) ticked agree, 24 (13.5%) were undecided, 12 (6.7%) respondents ticked disagree and 7 (3.9%) respondents ticked strongly disagree. With regards to the question five in the table above, 77 respondents representing 43.3% strongly agreed. A total of 56 respondents representing (31.5%) ticked agree, 12 (6.7%) were undecided, 24 (13.5%) respondents ticked disagree and 9 (5.1%) respondents ticketed strongly disagree. With regards to the second question on the table, a total of 78 respondents representing 43.8% strongly agreed. A total of 47 respondents representing (26.4%) ticked agree, 15 (16.9%) were undecided, 8 (8.4%) respondents ticked disagree and 15 (16.9%) respondents ticked strongly disagree. With regards to the question three in the table above, 72 respondents representing 40.4% strongly agreed. A total of 74 respondents representing (41.6%) ticked agree, 17 (9.6%) were undecided, 6 (3.4%) respondents ticked disagree and 9 (5.1%) respondents ticketed strongly disagree. With regards to the fourth question on the table, a total of 83 respondents representing 46.6% strongly agreed. A total of 56 respondents representing (31.5%) ticked agree, 15 (16.9%) were undecided, 16 (9.0%) respondents ticked disagree and 8 (4.5%) respondents ticked strongly disagree.

4.2 Testing of Hypotheses

Hypothesis One:

There is no significant relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State. Regression Analysis was used to analysis the data in order to determine the relationship between the variables using Statistical Package Social Science (SPSS version 21).

Table 8: Regression Statistics - Talent Acquisition Strategies

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754[a]	.569	.567	.40088

a. Predictors: (Constant), talent acquisition strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.366	1	37.366	232.511	.000[b]
	Residual	28.284	176	.161		
	Total	65.651	177			

a. Dependent Variable: performance
b. Predictors: (Constant), talent acquisition strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.788	.157		5.030	.000
	talent acquisition strategies	.736	.048	.754	15.248	.000

a. Dependent Variable: performance

From the result in Table above, R-square of the regression analysis is .569. This finding suggests that 56.9 % of the variance in performance of microfinance banks in Uyo, Akwa Ibom State is explained by talent acquisition strategies variables. The analysis of variance (ANOVA) confirmed the existence of a positive significant impact and the study found that the regression model is best fit for predicting the relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State [F = 232.511, t = 5.030 and p<0.05]. Given this result, the null hypothesis is rejected. Therefore, there is positive and significant relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State. Similarly, the study revealed that every unit change in talent acquisition strategies would cause a variance of 75.4% in performance of microfinance banks in Uyo, Akwa Ibom State (Beta= .754, p=0.000).

Hypothesis Two:

Retention strategies has no significant relationship with performance of microfinance banks in Uyo, Akwa Ibom State. Regression Analysis was used to analysis the data in order to determine the relationship between the variables using Statistical Package Social Science (SPSS version 21).

Table 9: Regression Statistics - Retention strategies

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901[a]	.811	.810	.26532

a. Predictors: (Constant), Retention strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.261	1	53.261	756.609	.000[b]
	Residual	12.389	176	.070		
	Total	65.651	177			

a. Dependent Variable: Performance
b. Predictors: (Constant), Retention strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.177	.109		1.625	.106
	Retention strategies	.940	.034	.901	27.507	.000

a. Dependent Variable: Performance

From the result in Table above, R-square of the regression analysis is .811. This finding suggests that 81.1 % of the variance in performance of microfinance banks in Uyo, Akwa Ibom State is explained by Retention strategies variables. The analysis of variance (ANOVA) confirmed the existence of a positive significant impact and the study found that the regression model is best fit for predicting the relationship between Retention strategies and performance of microfinance banks in Uyo, Akwa Ibom State [F = 756.609, t = 1.625 and p<0.05]. Given this result, the null hypothesis is rejected. Therefore, there is positive and significant relationship between Retention strategies and performance of microfinance banks in Uyo, Akwa Ibom State. Similarly, the study revealed that every unit change in Retention strategies would cause a variance of 90.1% in performance of microfinance banks in Uyo, Akwa Ibom State (Beta= .901, p=0.000).

Hypothesis Three:

There is no significant relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State. Regression Analysis was used to analysis the data in order to determine the relationship between the variables using Statistical Package Social Science (SPSS version 21).

Table 10: Regression Statistics - Performance Management System

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929[a]	.863	.862	.22635

a. Predictors: (Constant), performance management system

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.633	1	56.633	1105.334	.000[b]
	Residual	9.018	176	.051		
	Total	65.651	177			

a. Dependent Variable: Performance

b. Predictors: (Constant), performance management system

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.176	.090		1.947	.053
	performance management system	.939	.028	.929	33.247	.000

a. Dependent Variable: Performance

From the result in Table above, R-square of the regression analysis is .863. This finding suggests that 86.3 % of the variance in performance of microfinance banks in Uyo, Akwa Ibom State is explained by performance management system variables. The analysis of variance (ANOVA) confirmed the existence of a positive significant impact and the study found that the regression model is best fit for predicting the relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State [F = 1105.334, t = 1.947 and p<0.05]. Given this result, the null hypothesis is rejected. Therefore, there is positive and significant relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State. Similarly, the study revealed that every unit change in performance management system would cause a variance of 92.9% in performance of microfinance banks in Uyo, Akwa Ibom State (Beta= .929, p=0.000).

4.3 Discussion of Findings

The main aim of this study was to examine the relationship between talent management practices and performance of microfinance banks in uyo, Akwa Ibom State. This section is concerned with the discussion of findings that emerged from the result of data analysis. However, they are discussed under specific objectives of the study: The first objective was to examine the relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State. The result shows there is positive and significant relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State. Similarly, the study revealed that every unit change in talent acquisition strategies would cause a variance of 75.4% in performance of microfinance banks in Uyo, Akwa Ibom State (Beta= .754, p=0.000). This collaborate with the study and finding of Collings, Scullion, & Vaiman, (2022) who opined that effective talent acquisition enhances organizational performance by ensuring that individuals with the appropriate skills are placed in suitable roles This finding is consistent with the study of Vaiman, Sparrow, & Collings, (2023) who believed that organizations that invest in structured talent acquisition processes recruit highly skilled employees who contribute to increased productivity and innovation. The finding agrees with that of King, (2023) who asserted that businesses with robust talent acquisition approaches draw in high-caliber personnel, enhancing their competitive standing and ability to innovate.

The second objective was to examine the relationship between employee retention strategies and organizational performance of microfinance banks in Uyo, Akwa Ibom State. The result shows there is positive and significant relationship between retention strategies and performance of microfinance banks in Uyo, Akwa Ibom State. Similarly, the study revealed that every unit change in retention strategies would cause a variance of 90.1% in performance of microfinance banks in Uyo, Akwa Ibom State (Beta= .901, p=0.000). This is in agreement with the study and findings of Siebert and Zubanov's (2009) who reported that high employee turnover negatively impacts client relationships and raises operational expenses, ultimately obstructing a bank's mission and profitability. The finding also corroborates that of Nyberg and Ployhart (2013) who indicated that engaged staff exhibit greater organizational commitment, causing reduced turnover and augmented performance within microfinance banks. The third objective was to ascertain the relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State. The result shows there is positive and significant relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State. Similarly, the study revealed that every unit change in performance management system would cause a variance of 92.9% in performance of microfinance banks in Uyo, Akwa Ibom State (Beta= .929, p=0.000). This is in agreement with the study and findings of Okafor and Nwosu (2023), who averred that PMS ensure individual's goals alignment with the strategic objectives of MFBs, which aids in achieving long-term financial goals and improve client satisfaction. The finding is supported by that of Chukwu and Eze (2023) who argue that effective PMS implementation enhances motivation by rewarding high performers and providing growth opportunities for others, cultivating a high-performance culture. The finding further corroborates with that of Ibrahim and Yusuf (2023) who highlight that training and development are crucial components of PMS, particularly in MFBs believing that regular training programs enhance employee skills, leading to better performance, higher service quality, and improved financial outcomes.

5 Conclusion and Recommendations

5.1 Summary of the Findings

The main purpose of this study is to examine the relationship between talent management practices and organizational performance in Uyo, Akwa Ibom State. Specific objectives of this study include, to examine the relationship between talent acquisition strategies and performance of microfinance banks in Uyo, Akwa Ibom State, to evaluate the relationship between retention strategies and performance of microfinance banks in Uyo, Akwa Ibom State, and to ascertain the relationship between performance management system and performance of microfinance banks in Uyo, Akwa Ibom State Three hypotheses were formulated and tested in this study. The researcher employed the use of a cross-sectional survey in which primary data were obtained through questionnaire administration. Data for this study were obtained from both primary and secondary sources. Primary data were obtained through a structured questionnaire. The questions were closed-ended, and directed to collect relevant data from the respondents. Secondary sources were information from existing literatures such as relevant textbooks, Journals and internet. The researcher employed tables and simple percentage method to analyze the research questions. However, the regression technique was used to test the hypotheses. The results of the regression analysis presented consistent findings which showed positive and significant relationship between variables of talent management practices and performance of microfinance banks in Uyo, Akwa Ibom State.

5.2 Conclusion

In conclusion, this study has demonstrated a positive and significant relationship between talent management practices and the performance of microfinance banks in Uyo, Akwa Ibom State. The findings underscore the critical importance of adopting structured, competency-based recruitment processes, effective employee retention strategies and transparent performance appraisal systems. By implementing these talent management practices, microfinance banks can enhance their organizational performance and sustain competitive advantage in the dynamic financial sector.

5.3 Recommendations

From the findings of the study, the following recommendations were made:

- Microfinance banks in Uyo should adopt a structured and competency-based recruitment process to ensure alignment between job roles and candidates' skills. This can include leveraging psychometric testing and structured interviews to identify candidates who not only meet technical requirements but also align with the organization's culture and long-term goals. Additionally, partnerships with local educational institutions can help create a pipeline of skilled talent.
- Microfinance banks in Uyo should implement robust employee retention strategies such as competitive compensation packages, clear career progression paths, and regular employee engagement initiatives. Microfinance banks should also focus on creating a supportive work environment that fosters job satisfaction and loyalty.
- Microfinance banks in Uyo should introduce a transparent and continuous performance appraisal system that includes regular feedback, goal setting, and performance reviews. This system should be tied to rewards and recognition programs to motivate employees and align their efforts with organizational objectives.

Declaration of Competing Interests

The authors declare that they not aware of any competing financial interests or personal relationships that may have influenced the work described in this document.

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Ethical considerations

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

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APPENDIX I

1. SECTION A: DEMOGRAPHIC DATA
2. Please kindly tick ( ) or complete the following provided below:
3. Gender: Male [ ] Female [ ]
4. Indicate your age group: 15-20 [ ] 21-30 [ ] 31- 35 [ ] 36 – 40 [ ] 41 – 50 [ ] 51 and above [ ]
5. Indicate your marital Status: Single [ ] Married [ ] Separated [ ] Divorced [ ] Widowed [ ]
6. Indicate your educational Qualification: SSCE [ ] OND/NCE [ ] HND/B.Sc. [ ] M.Sc./MBA [ ] Ph.D. [ ]
7. Indicate your years of Service/Experience: 0 – 2 [ ] 3 – 5 [ ] 6 – 8 [ ] 9 – 11 [ ] 12 – 14 [ ] 15 and above [ ]
8. Indicate your rank: Management Staff [ ] Senior Staff [ ] Junior Staff [ ]

SECTION A: QUESTIONNAIRE

Please read carefully each of the statement below and tick to indicate your agreement or disagreement to each item. Each item has to do with the level of relationship between talent management practices and organizational performance of microfinance banks. The level or degrees of your responses are: Strongly agree (SA), Agree (A), strongly disagree (SD), disagree (D) and Neutral (N).

S/N	TALENT MANAGEMENT PRACTICES DIMENSION	SA	A	SD	D	N
A	Talent Acquisition Strategies					
7	Our microfinance bank's talent acquisition strategies attract highly skilled and qualified candidates.					
8	The recruitment process in our microfinance bank is efficient and contributes to improved organizational performance.					
9	The use of modern recruitment tools and techniques enhances the quality of hires in our microfinance bank.					
10	Our microfinance bank's talent acquisition strategies align with its long-term performance goals.					
11	The recruitment and selection process in our microfinance bank ensures the hiring of employees who fit the organizational culture.					
B	Retention Strategies					
12	Retention strategies, such as competitive salaries and benefits, improve employee satisfaction and performance in our microfinance bank.					
13	Our microfinance bank has effective retention strategies that reduce employee turnover.					
14	The retention strategies implemented in our microfinance bank foster employee loyalty and commitment.					
15	Retention strategies in our microfinance bank contribute to the achievement of organizational performance targets.					
16	Our microfinance bank provides a conducive work environment that encourages employees to stay long-term.					
C	Performance Management System					

17	The performance management system in our microfinance bank effectively tracks and evaluates employee contributions.					
18	Regular performance appraisals in our microfinance bank improve employee productivity and organizational performance.					
19	The performance management system in our microfinance bank aligns employee goals with organizational objectives.					
20	Feedback provided through the performance management system helps employees improve their performance.					
21	The performance management system in our microfinance bank is fair and transparent, leading to better organizational outcomes.					
D	Employee Development Programs					
22	Employee development programs in our microfinance bank enhance employee skills and competencies.					
23	Training and development initiatives in our microfinance bank contribute to improved organizational performance.					
24	Our microfinance bank invests adequately in employee development programs to meet future organizational needs.					
25	Employee development programs in our microfinance bank foster innovation and creativity among employees.					
26	The employee development programs in our microfinance bank are aligned with its strategic performance goals.					
E	PERFORMANCE OF MICROFINANCE BANKS DIMENSION					
27	The microfinance bank achieves its performance goals in terms of customer satisfaction and retention.					
28	The performance of our microfinance bank aligns with the expectations of stakeholders (e.g., customers, employees, regulators).					
29	Operational efficiency in our microfinance bank has significantly improved over the past year.					
30	The financial performance (e.g., profitability, revenue growth) of our microfinance bank is satisfactory.					
31	The talent management practices in our microfinance bank directly contribute to its overall performance improvement.					