

Talent Development Strategies and Employee Commitment in Selected Deposit Money Banks In Lagos State, Nigeria

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Abstract

Deposit money banks are currently grappling with significant challenges in enhancing their employees' skills amidst a fiercely competitive business environment. In response, these banks have implemented various talent development strategies, such as empowerment, succession planning, and training and development, aimed at boosting employee commitment. Despite these efforts, there has been a noticeable decline in employee commitment within these institutions. This study investigated the impact of talent development strategies on employee commitment in deposit money banks located in Lagos State, Nigeria. The study employed a cross-sectional survey research design, targeting a population of 1,962 management employees from five selected Tier 1 deposit money banks in Lagos State. Using Taro Yamane's formula, a sample size of 369 was determined. Data were collected through a self-structured questionnaire, which demonstrated reliability with a Cronbach's alpha value exceeding 0.7. Both descriptive and inferential statistical tools were used for analysis, with Multiple Regression Analysis conducted using the Statistical Package for Social Science (SPSS) version 29. The findings revealed that talent development strategies have a significant effect on employee commitment. Specifically, succession planning and empowerment emerged as most critical factors influencing employee commitment, while training and development showed a less significant impact. Based on these results, the study recommends that deposit money banks prioritize talent development practices, with increased emphasis on succession planning and empowerment, to enhance employee commitment and address the current decline.

Keywords: Employee Commitment, Empowerment, Talent Development Strategies, Training and Development, Succession Planning.

1.0 Introduction

Employee commitment is a critical driver of organisational success, particularly in the banking sector, where loyalty and dedication are essential for navigating complex regulatory environments and competitive pressures. Research indicates that employees with strong organisational loyalty tend to remain with their employers longer and exhibit lower absenteeism, contributing to steady business growth (Alves et al., 2020; Harter, 2020). However, the global banking industry faces significant challenges in attracting and retaining talented employees, with issues such as stakeholder expectations, regulatory complexities, and inadequate talent development strategies leading to high turnover rates (Kurdi & Alshurideh, 2020; Ryba, 2021). In Nigeria, particularly in Lagos State, the decline in employee commitment within deposit money banks has become a pressing concern, exacerbated by factors such as economic instability, poor talent development practices, and the "JAPA syndrome,"

which describes the mass emigration of skilled professionals seeking better opportunities abroad (Popoola, 2023; Ohida et al., 2024).

Globally, employee commitment in the banking sector has been declining due to intense competition, generational shifts in workforce expectations, and inadequate adaptation to technological advancements. For instance, in the United States, only 50% of bank employees are highly committed, while in Europe, struggles with technological adaptation have further reduced job commitment (Quantum Workplace, 2021; Deepalakshmi et al., 2020). Younger employees, particularly Gen Z and millennials, prioritize flexibility and meaningful work over traditional job stability, making it challenging for banks to retain talent without aligning with these values (Sopkovich, 2024). In Africa, the banking sector's rapid growth has been accompanied by declining employee commitment, driven by job instability, retrenchments, and poor working conditions. The reliance on contract staff with low pay and job insecurity has further eroded loyalty and engagement (Almohtasb et al., 2021; Serhan et al., 2022).

In Nigeria, the banking sector has been significantly impacted by economic challenges, including inflation and currency depreciation, which have led to cost-cutting measures and job insecurity. These factors, combined with inadequate management support and recognition, have reduced employee loyalty and satisfaction (Oyinola et al., 2018; Shonubi et al., 2022). The JAPA syndrome has further exacerbated the situation, as skilled professionals emigrate in search of better opportunities, leaving remaining staff overburdened and less committed (Ohida et al., 2024). This talent drain has created a cycle of low commitment, with banks struggling to fill critical roles and maintain operational integrity (Benkarim & Imbeau, 2021).

Talent development strategies play a pivotal role in addressing these challenges. Effective talent development not only enhances employee skills but also fosters emotional and continuous commitment, which are crucial for retaining top talent (Ahsan, Zafar, & Nazir, 2019). However, Nigerian banks often fall short in implementing robust talent development programs, leading to high turnover rates and reduced employee engagement (Bamigboye & Abdulazeed, 2023). In Lagos State, the financial hub of Nigeria, deposit money banks face unique challenges in retaining skilled employees due to the competitive labor market and the allure of international opportunities. The lack of investment in talent development has resulted in a workforce that feels undervalued and underprepared to adapt to technological advancements and evolving industry demands (Panin et al., 2023).

To reverse this trend, banks must prioritize talent development initiatives that align with employee aspirations and organisational goals. This includes offering competitive remuneration, providing

opportunities for professional growth, and creating a supportive work environment that fosters loyalty and engagement (Pirogova et al., 2021). By addressing the root causes of employee disengagement and implementing effective talent development strategies, deposit money banks in Lagos State can enhance employee commitment, reduce turnover, and sustain long-term growth in an increasingly competitive industry.

2.0 Statement of the Problem

Studies on talent development strategies and employee commitment have been examined in different organisations with varied outcomes such as improved employee retention and enhanced organisational performance (Alves et al., 2020; Friday & Sunday, 2019; Ogbu & Mlangi, 2019). However, with relation to deposit money banks in Lagos State, Nigeria, these studies have not conclusively shown an effect or relationship between talent development strategies and employee commitment. Staff commitment issues have emerged in deposit money banks as a result of subpar talent development strategies, even though staff commitment is a prerequisite for deposit money bank operations and that attempts to boost it are crucial (Kamau et al., 2023). Employee loyalty to the organisation decreases when they receive inadequate training, as they frequently grow frustrated and lose interest in their work (Ametepe et al., 2023). Poor empowerment has led to a lack of commitment among bank staff, which has had several detrimental effects. Workers who perceive that they are underutilized and unequipped are likely to be less inclined to commit to their jobs, which raises the likelihood of turnover. Furthermore, because they are not as committed to their jobs, poorly trained and underpowered staff find it difficult to even remain in the organisation for so long (Ametepe et al., 2023).

Objective of the Study

To examine the effect of talent development strategies (Succession Planning, Training and Development and Empowerment) on employee commitment in selected deposit money banks in Lagos State, Nigeria

Hypotheses

H₀₁: Talent development strategies (Succession Planning, Training and Development and Empowerment) have no significant effect on employee commitment in selected deposit money banks in Lagos State, Nigeria

Literature Review

Employee Commitment

The connection workers have to their company is known as commitment. Employees who commit to their company typically have a connection with it, a sense of belonging, and an understanding of its objectives (Wainwright, 2023). It is the sense of accountability one feels for the objectives, vision, and mission of the company they are a part of. An attitude or sentiment of allegiance and devotion to a company and its goals is known as employee commitment (Saputra & Mahaputra, 2022). It is the conviction that a person has in the organisation's goals and principles, as well as their readiness to pitch in and go above and beyond to make the company successful (Saputra & Mahaputra, 2022). In the words of Jaworski et al. (2018), a sign of an employee's commitment is when they are willing to take ownership of the company's goals and objectives and apply their skills and expertise to achieve them. Employee commitment is the readiness of employees to go above and beyond the call of duty, to be a long-term part of the business, and to contribute to its success. It is based on the idea that employees are more likely to continue with a firm and contribute to its success if they have an emotional tie to it (Uddin & Islam, 2021).

Dalkrani and Dimitriadis (2018) define organisational commitment as an employee's readiness to exceed their job responsibilities and actively participate in driving the organisation toward success. Similarly, Jaworski et al. (2018) describe employee commitment as the dedication of staff to embrace the company's objectives, utilizing their skills and expertise to achieve these goals. Commitment also reflects an employee's willingness to remain with the organisation over the long term, contribute meaningfully to its growth, and perform beyond their basic duties. This concept is rooted in the belief that employees who feel emotionally connected to their organisation are more likely to remain loyal and actively support its achievements (Uddin et al., 2018)

Talent Development Strategies

Talent development refers to the systematic approach organisations employ to identify, nurture, and enhance the abilities and expertise of their employees. It is essential for matching worker development to the Organisation's strategic goals, which in turn aims to boost output and improve overall business results (Kaliannan et al., 2023). Talent development includes a range of programs, such as formal training sessions, individualized growth plans that are tailored to the strengths and career goals of each worker, and mentorship programs. The goal is not only to close skill gaps that exist now but also to prepare workers for roles and responsibilities in the future, promoting a culture of ongoing learning and engagement among workers (Tyskbo & Wikhamn, 2023).

Implementing talent development efforts successfully requires the use of talent development techniques. These tactics encompass a range of actions meant to create an atmosphere conducive to employee growth (Ghosh, 2021). Important tactics include providing a variety of learning opportunities (such as e-

learning, on-the-job training, and mentorship), setting clear Organisational objectives that complement talent development initiatives, and routinely evaluating the success of development programs using performance metrics and feedback (Cooke et al., 2019). Investing in upskilling and reskilling initiatives and encouraging a growth mentality among staff members may help firms increase employee happiness and retention while also creating a strong talent pool for future leadership positions (Tyskbo, 2024).

Succession Planning

Succession planning, as defined by Gillis et al. (2024), involves the systematic process of identifying and preparing future leaders or key personnel to fill critical roles when employees transition, resign, are terminated, retire, or pass away. This practice is applicable to organisations across both for-profit and non-profit sectors, irrespective of their size. The primary aim of succession planning is to establish a robust pipeline of qualified individuals capable of stepping into key roles seamlessly during periods of organisational change (Atwood, 2020). Effective succession planning requires identifying potential staffing gaps, setting long-term goals, and creating management strategies, such as leadership development initiatives. The human resources management (HRM) department, often referred to as HR, typically plays a central role in driving this process. Succession planning is also sometimes referred to as replacement planning (Desarno et al., 2021).

Succession planning ensures that organisations can maintain uninterrupted operations even when key personnel retire, pursue other opportunities, or pass away. This process also creates opportunities for emerging employees to gain ownership stakes in the company, fostering a sense of investment and loyalty (Danjuma et al., 2023). Furthermore, succession planning enables organisations to prepare for the advancement and growth of all employees, not just those in leadership or executive positions (Kenton et al., 2023). It serves as a strategic approach to identifying and developing future leaders for critical roles across all levels of the organisation. By positioning high-potential employees for promotion, succession planning equips the organisation to adapt to unforeseen changes and challenges (Mehreen & Ali, 2022)

The process of determining which jobs are crucial to the succeeding business and creating preparations for high-achieving individuals to be prepared to take those positions is known as succession planning (Ryba, 2023). It guarantees that the right people are in the right positions at the appropriate times both now and in the future. Effective succession planning makes firms ready for demands on talent. It detects talent risk and provides long-term guidance for talent development (Ryba, 2023). The implementation of succession planning is vital to guarantee that pivotal positions within an organisation are not unoccupied for protracted periods or occupied by individuals devoid of the requisite abilities or expertise (Jackson & Allen, 202). To keep the firm competitive and boost team morale, one therefore

need to know who is next in line for senior roles and be able to coach them to become the next generation of effective leaders (Najam et al., 2020).

Training and Development

Training and development, according to Jain and Sharma (2019), is the methodological process of improving employees' talents, knowledge, and skills through educational activities including seminars, workshops, and online courses. Training and development, in the words of Sheeba and Christopher (2020), training and development aids workers in acquiring new behaviors, information, and abilities that will enhance their job performance and raise their level of job satisfaction. It consists of exercises including in-class learning, work-related training, and role-playing (Mahomed & Rothmann, 2020). An efficient human resources plan must include both training and development. Training and development are all about gaining information, skills, and abilities that help workers carry out their jobs more successfully (Rubel & Rahman, 2018). According to Aunguroch et al et al. (2021), training and development can also include teamwork, communication, and personal growth.

In terms of characteristics, assessing training needs is critical to training and development since it makes it easier to determine the kind of training that workers require and the areas that require attention. Additionally, the creation of a program that satisfies the specified training demands is aided by the development of training programs. It includes creating the materials and resources, choosing the topic, and designing the program. Delivering training also entails carrying out the plan. It includes carrying out the program, monitoring advancement, and giving comments (Wahyuni, 2021). Moreover, the process of determining the program's efficacy is included in the evaluation of training. It entails data analysis, outcome measurement, and feedback giving (Kirsten, 2018). According to Feleke (2018), training and development are customized to meet the requirements and goals of the individual or the organisation. To guarantee that the results meet both the organisation's objectives and the skills and interests of the person, training is tailored to the individual. Training and development have to be adaptable enough to accommodate the organisation's shifting requirements (Bao et al., 2021).

In the opinion of Kaizer et al. (2020), employees may improve their skills, knowledge, and capacities via training and development. Additionally, individuals might pick up new methods and procedures that will enhance their effectiveness at work. Workers thus become more effective and productive, which enhances organisational performance (Kaizer et al., 2020). Employee motivation and morale may be raised through training and development initiatives. Employee work satisfaction and organisational commitment are positively correlated with perceptions of support and encouragement for skill development (Taatgen, 2021). Activities aimed at training and development support the development of employee loyalty. Employees are more likely to feel emotionally dedicated and devoted to their

employer if they believe it is promoting their professional development. Workers who have improved their competences and expertise can provide higher-quality results. This contributes to a rise in consumer satisfaction, which in turn boosts the company's profitability (Hur & Ha, 2019).

On the other hand, Otoo (2019) considered that training and development might be costly for companies, particularly smaller ones. The price of paying for training materials, employing instructors and trainers, and compensating staff members who attend may soon mount up (Turner et al., 2018). Additionally, both for the trainers and the individuals receiving the training, training and development can take a lot of time. Organisations with a shortage of employees or resources for training and development may find this difficult. Including staff members in the process of training and development can be challenging. Workers might lose interest in the training or lack motivation to attend it (Otoo & Mishra, 2018). In order for employees to comprehend the significance of training and development, effective communication is vital. But assessing its influence on performance is hard, which makes it hard to evaluate its efficacy and difficult for enterprises to determine its value (Messina et al., 2018).

Employee Empowerment

The practice of providing business workers with the resources, independence, authority, power, and responsibility to make decisions and finish work-related tasks is known as employee empowerment (Abuhashesh et al. 2019; Selvi & Maheswari, 2020). Its primary goals are the elimination of any obstacles standing between an employee and senior management and the development of motivation, trust, and decision-making engagement (Andika & Darmanto, 2020). Zaraket et al. (2018) added that management's recognition of the right of employees to more autonomy, control, and influence over their work is a prerequisite for employee empowerment. According to Xie et al. (2020), empowering employees entails putting specific goals in place to realize the organisation's vision and carrying out long-term projects that raise performance levels. Additionally, Islam et al. (2022), stated that employee empowerment is the intrinsic incentive that an employer gives its staff to foster a sense of fulfillment at work.

Vu (2020) defines employee empowerment as giving employees the power to decide, influence results, and accept accountability for their work. While Lassoued (2020) defined employee empowerment as investing in resources to support employees while also assisting them in gaining the skills and expertise necessary to meet the demands of their position, Ghasempour et al. (2021) and Obiekwe et al. (2019) defined it as allowing employees to freely express ideas and opinions in the workplace. On the other hand, employee empowerment encourages open lines of communication between staff members, supervisors, and other authorities. It is more important to create a supportive atmosphere that values honesty and decency (Zaraket et al., 2018). Empowerment entails teaching employees problem-solving

skills so that they may come up with answers on their own, as well as acknowledging and rewarding employees for their hard work and motivation (Andikele, 2020).

Giving workers what they need to flourish is a process that businesses call employee empowerment. This is far more involved than just assigning resources. Workers with a sense of empowerment believe they can achieve and that they can do something (Kellie, 2020). Psychologically speaking, an employee feels empowered when they have more mental capacity than just intrinsic task drive, or when they have faith in their ability to do the task at hand (Kumar & Xiaoling, 2022). The four-dimensional motivational structure of employee empowerment is characterized by Liu and Xiaopeng (2022) as meaning, competence, self-determination, and the effect of an action that demonstrates an active orientation toward work as opposed to a passive orientation. One technique used by managers to improve worker engagement and output is empowerment. It is characterized by increased internal task motivation and involves cognitive elements such as influence, competence, self-determination, and significance. It exhibits a useful understanding of the assigned work (Kumar & Xiaoling, 2022).

Theoretical Review

2.3.1 Resource-Based View (RBV) Theory

In his 1991 paper, Firm Resources and Sustained Competitive Advantage, Barney expanded the Resource-Based View (RBV) Theory, emphasizing that an organisation's competitive advantage stems from its unique resources and capabilities. He argued that firms should focus on their internal operations to identify these sources of advantage, rather than solely relying on external competitive factors.

The RBV Theory highlights that resources must be heterogeneous, meaning that organisations possess distinct capacities, skills, and assets. This diversity is crucial because if all companies had identical resources, they would be unable to develop unique strategies to outperform competitors (Lubis, 2022). Another key principle of RBV is resource immobility, which suggests that resources, particularly intangible ones such as knowledge, processes, intellectual property, and brand equity, do not easily transfer between organisations. This immobility prevents companies from replicating competitors' resources and strategies, thereby sustaining their competitive edge (Nayak et al., 2022).

The Resource-Based View (RBV) Theory has garnered support from numerous scholars who have played pivotal roles in its development and widespread acceptance. Among the key contributors is Birger Wernerfelt, whose seminal work, *The Resource-Based View of the Firm*, laid the groundwork for the theory. Additionally, Prahalad and Hamel, in their book *The Core Competence of the Corporation*, underscored the importance of identifying and utilizing an organisation's distinctive resources and capabilities, further advancing the RBV framework. Another notable figure is Barney, whose paper *Firm Resources and Sustained Competitive Advantage* reinforced the idea that a company's

competitive edge is rooted in its unique resources and capabilities. Together, these scholars, along with others, have championed the RBV Theory, which advocates for an internal focus on an organisation's unique assets and competencies as the foundation for achieving long-term competitive advantage.

There have been several criticisms of the Resource-Based View (RBV) Theory. First, it has been said that the theory is difficult for practitioners to immediately apply to strategic decision-making since it lacks obvious management implications. Secondly, detractors have emphasized that the RBV suggests indefinite regress, implying that it is hard to pinpoint the initial cause of a company's competitive advantage (Salsabila et al., 2022). Furthermore, it has been argued that the theory's premise that resources are static is impractical because they may be transferred or obtained through a variety of strategies, including partnerships, mergers, and acquisitions (Pereira et al., 2021). Concerns have also been raised regarding the RBV framework's notion of value and its vagueness in defining what resources are. These criticisms challenge the practical applicability and conceptual clarity of the RBV Theory, despite its popularity and influence in the field of strategic management (Kruesi & Bazelmans, 2023).

The Resource-Based View (RBV) Theory holds significant relevance for examining talent development strategies and employee commitment within deposit money banks in Lagos State. This theory underscores the importance of a firm's unique resources and capabilities as the foundation for achieving a competitive edge and superior performance. RBV emphasizes the development of capabilities that are challenging for competitors to replicate. By investing in tailored talent development programs, banks can cultivate distinctive competencies that not only enhance employee satisfaction and loyalty but also strengthen their ability to adapt to market dynamics and drive innovation. Furthermore, RBV highlights the value of intangible assets, such as employee expertise, skills, and organisational culture. A robust focus on talent development fosters a positive work environment, boosting employee engagement and reducing turnover rates. When employees perceive that their organisation is dedicated to their professional advancement, they are more likely to demonstrate increased commitment and job satisfaction.

Methodology

The research utilized a survey-based design, targeting a population of 1,962 employees from selected banks. The sample size of 369 was determined using the Taro Yamane formula, with participants drawn from First Bank Plc, United Bank for Africa Plc, Guaranty Trust Bank Plc, Access Bank Plc, and Zenith Bank Plc this banks are the Big 5 and are great representation of the prevailing issues in the banking sector . A multistage sampling technique was employed through purposive, convenience and simple random sampling to ensure that every member of the population had an equal chance of being selected. Data collection was conducted using a 20 item self-designed questionnaire titled Talent Development

Strategises and Employee Commitment in selected deposit money banks in Lagos State, the questionnaire was measure on the 6-point likert scale ranging from Very Low (1), Low (2), Moderately Low (ML) (3), Moderately high (MH)(4), High (H) (5) and Very High (VH) (6). Content Validity was used. Pilot study conducted. Test retest method of reliability was used to obtain the internal consistency which demonstrated reliability with a Cronbach's Alpha value exceeding 0.7. The study achieved an 81.6% response rate. To analyze the data, multiple linear regression analysis was applied to examine the relationship between the independent variable (Talent Development Strategies) and its sub-components and the dependent variable (Employee Commitment).

RESULTS AND DISCUSSIONS

A total of 369 questionnaires were distributed to permanent staff members of the selected deposit money banks operating within specific local government areas in Lagos State, Nigeria. Out of these, 301 questionnaires were returned and deemed suitable for analysis, representing a response rate of approximately 81.6%. The remaining 68 questionnaires, accounting for 18.4%, were either not returned or incompletely filled, rendering them invalid for the study. The high response rate was considered sufficient for the research, ensuring that the analysis could be conducted effectively using the collected data. The table below provides a summary of the response rate.

Restatement of Research Objective, Research Question and Research Analysis and Discussion

Research Objective: access the effect of talent development strategies on employee commitment.

Research Question: What is the effect of talent development strategies on employee commitment?

The study aimed to evaluate the impact of talent development strategies on employee commitment within deposit money banks in Lagos State, Nigeria. Respondents were asked to rate their perceptions of various aspects related to talent development strategies such as succession planning, training and development, and employee empowerment as well as employee commitment, using a six-point Likert scale. These ratings were then used as weights to calculate scores for each item under investigation.

Restatement of Hypothesis one

H₀₁: Talent Development Strategies has no significant effect on employee commitment.

In the hypothesis, the independent variables consisted of the components of talent development strategies succession planning, training and development, and employee empowerment while the dependent variable was employee commitment. To measure employee commitment, scores from all relevant survey items were aggregated to create an index or composite score. The analysis results and parameter estimates are summarised in Table A.

Table A: Summary of multiple regression analysis for the effect of Talent Development Strategies on Employee Commitment of selected DMBs in Lagos State, Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604 ^a	.364	.358	2.319

a. Predictors: (Constant), Empowerment, Succession Planning, Training and Development

N	Model	B	t	Sig.	ANOVA (Sig.)	R	R ²	Adjusted R ²	F (3, 300)
301	(Constant)	8.082	5.777	.000	0.001 ^b	0.604 ^a	0.364	0.358	56.777
	Succession Planning	.223	4.501	.000					
	Training and Development	-.029	-.447	.655					
	Empowerment	.480	7.598	.000					
a. Dependent Variable: Employee Commitment									
b. Predictors: (Constant), Empowerment, Succession Planning, Training and Development									

Source: Researcher's Field Survey, 2025

The multiple regression analysis revealed significant insights into the impact of talent development strategies on employee commitment in selected Deposit Money Banks (DMBs) in Lagos State, Nigeria. Succession planning ($\beta = .223$, $p < 0.05$) and employee empowerment ($\beta = 0.480$, $p < 0.05$) had a positive and statistically significant effect on employee commitment, while training and development (β

= -.029, $p > 0.05$) showed an insignificant negative impact. This indicates that succession planning and empowerment are key drivers of employee commitment, whereas training and development do not directly contribute in this context. The correlation coefficient ($R = 0.604$) and adjusted R^2 value (0.358) suggest a moderate yet significant relationship, with talent development strategies accounting for 35.8% of the variance in employee commitment. The baseline commitment level, without these strategies, was 8.082, indicating inherent positive commitment. A one-unit increase in succession planning and empowerment led to 0.225 and 0.448-unit increases in commitment, respectively. The F-statistic (56.777, $p < 0.05$) confirmed the model's significance, leading to the rejection of the null hypothesis (H_0). These findings emphasize the importance of prioritizing succession planning and empowerment initiatives to enhance employee commitment in DMBs. Management should focus on building leadership capabilities and fostering empowerment to strengthen organisational commitment.

Discussion of Findings

The findings from the multiple regression analysis provide valuable insights into the relationship between talent development strategies and employee commitment within selected Deposit Money Banks (DMBs) in Lagos State, Nigeria. The results highlight that not all components of talent development strategies equally influence employee commitment, underscoring the need for targeted interventions to enhance organisational loyalty and engagement.

The positive and significant impact of succession planning ($\beta = .223$, $p < 0.05$) on employee commitment suggests that employees value clear career progression pathways and the assurance of long-term opportunities within the organisation. Succession planning fosters a sense of stability and trust, as employees perceive that their contributions are recognized and that they have a future within the organisation. This aligns with existing literature, which emphasizes that career development opportunities are critical for retaining talent and boosting commitment (Ahsan, Zafar, & Nazir, 2019). For DMBs in Lagos State, investing in robust succession planning programs can help mitigate the high turnover rates and talent drain exacerbated by the "JAPA syndrome" (Ohida et al., 2024).

Employee empowerment ($\beta = 0.480$, $p < 0.05$) emerged as the most influential factor, significantly enhancing commitment levels. Empowerment initiatives, such as decision-making autonomy, recognition, and job security, enable employees to feel valued and motivated. This finding is consistent with studies that link empowerment to increased job satisfaction and organisational loyalty (Pirogova et al., 2021). In the context of Nigerian DMBs, where economic instability and job insecurity are prevalent, empowerment initiatives can serve as a counterbalance, fostering a sense of belonging and reducing disengagement.

Contrary to expectations, training and development ($\beta = -.029, p > 0.05$) had an insignificant and slightly negative impact on employee commitment. This suggests that current training programs may not align with employee needs or organisational goals, rendering them ineffective in fostering commitment. This finding highlights a critical gap in talent development strategies, as training programs are often viewed as a cornerstone of employee growth. To address this, DMBs should reevaluate their training initiatives, ensuring they are relevant, practical, and aligned with both employee aspirations and organisational objectives.

The overall model's significance (F-statistic = 56.777, $p < 0.05$) confirms that talent development strategies collectively influence employee commitment. However, the adjusted R^2 value of 0.358 indicates that 64.2% of the variance in commitment is influenced by factors outside the model, such as organisational culture, leadership style, and external economic conditions. This underscores the need for a holistic approach to talent management, integrating both internal strategies and external considerations.

Conclusion and Recommendations

The study concluded that talent development strategies significantly influence employee commitment within the selected deposit money banks in Lagos State, Nigeria. This highlights the importance of adopting effective talent development practices to enhance employee commitment in these banks. By prioritizing the implementation of such strategies, deposit money banks in Lagos State can foster a work environment that promotes employee retention, strengthens commitment, and boosts engagement. Overall, these findings underscore the critical role of talent development strategies in improving organisational outcomes within the banking sector.

Based on the study's findings, the following recommendations are proposed for the management of deposit money banks, government/policymakers, researchers, and literature. To strengthen employee commitment, organisations should focus on promoting talent development strategies that actively engage employees in their work. This can be achieved through practices such as succession planning and employee empowerment. Succession planning involves identifying and preparing internal candidates to fill key roles within the organisation. By proactively developing future leaders, banks can ensure a smooth transition during leadership changes, thereby maintaining organisational stability and morale. Additionally, implementing structured career paths provides employees with a clear roadmap for advancement, which enhances their commitment and encourages greater involvement in achieving organisational goals.

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