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UNIVERSITY

ILISHAN-REMO, OGUN STATE, NIGERIA

COLLEGE OF POSTGRADUATE STUDIES

2022/2023 PhD Thesis Abstract

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RT: Talent Management and Competitive Advantage in Selected Deposit Money Banks in Lagos State, Nigeria

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AB: Competitive advantage is important in achieving success in the banking industry. Thus, Deposit Money Banks (DMBs) have been paying attention to factors that improve competitive advantage in the marketplace. Literature have established that DMBs are faced with challenges of low competitive advantage in terms of poor cost leadership, weak product differentiation, ineffective focus strategy, declined service quality and slow time to market probably due to insufficient investment in talent management in the organisation. Studies have focused more on talent management in developed economies and other sectors with little attention to developing economies and the banking industry. This study investigated talent management and competitive advantage in selected deposit money banks in Lagos State, Nigeria.

Survey research design was adopted. The population was 2,169 senior employees and managers of selected deposit money banks in Nigeria. Stratified random sampling technique was adopted. The sample size of 425 was determined using Raosoft online sample size calculator. A validated structured and adapted questionnaire was used to obtain data for the study. Cronbach's alpha reliability coefficients for the constructs ranged from 0.82 to 0.98. The response rate was 87.5%. Data were analysed using descriptive and inferential (multiple and hierarchical regression) statistics at 5% significance level.

Findings revealed that talent management dimension had significant effect on competitive advantage of selected deposit money banks in Lagos State, Nigeria ($Adj.R^2 = 0.90$, $F(5, 366) = 687.89$, $p < 0.05$). Talent management dimension further had significant effect on cost leadership ($Adj.R^2 = 0.80$, $F(5, 366) = 293.58$, $p < 0.05$), product differentiation ($Adj.R^2 = 0.78$, $F(5, 366) = 261.56$, $p < 0.05$), focus strategy ($Adj.R^2 = 0.73$, $F(5, 366) = 202.50$, $p < 0.05$), service quality ($Adj.R^2 = 0.79$, $F(5, 366) = 274.62$, $p < 0.05$) and time to market ($Adj.R^2 = 0.71$, $F(5, 366) = 179.89$, $p < 0.05$). Also, workplace culture ($\beta = -0.02$, $\Delta R = 0.00$, $\Delta F = 13.87$, $p < 0.05$) and workplace flexibility negatively and significantly moderated the effect of talent management on competitive advantage.

This study concluded that talent management enhanced competitive advantage of the deposit money banks in Nigeria. It was recommended that the managers of deposit money banks in Lagos State should prioritise talent management in order to achieve competitive advantage.

Keywords: Competitive advantage, Talent development, Talent management, Talent planning, Talent reward, Workplace culture, Work flexibility

Word Count: 368

Abbreviations: *RFN: Researcher's Full Name, RD: Researcher's Department, RS: Researcher's School, RE: Researcher's Email, RAE: Researcher's Alternate Email, RP: Researcher's Phone Contact, RT: Registered Title, MS: Main Supervisor, ME: Main Supervisor's E-mail Address, SP: Main Supervisor's Phone Contact, CS: Co-Supervisor, CE: Co-Supervisor's E-mail Address, CP: Co-Supervisor's Phone Contact, AB: Abstract*

Suggested Citation: Ajala, O.P., Egwakhe, J.A. and Adeoye, S.O. 2023. Talent Management and Competitive Advantage in Selected Deposit Money Banks in Lagos State, Nigeria. PhD Thesis Abstract, College of Postgraduate Studies, Babcock University. [https://doi.org/10.61867/pcub.1\(5\).106](https://doi.org/10.61867/pcub.1(5).106)