EVALUATING THE USE OF DATA ANALYTICS IN TALENT ACQUISITION OF SENIOR MANAGERS IN NIGERIAN BANKS

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ABSTRACT

There is an ongoing war for talent in many industries including the banking industry. Talent acquisition is a human resource management process or procedure put in place in an organisation to fill the identified or forecasted skill gaps by seeking and hiring the right quality and quantity of candidates at the right time, for the right roles or positions, at the right compensation package, and provided with the right tools and environment to do their jobs. However, getting the right talent proves difficult, which is why modern organisations now look to data analytics to help them make the right and informed choices. Many studies have examined the use of data analytics for talent acquisition in modern organisations including banks. However, few studies have focused on the banking industry in Nigeria or researched talent acquisition as it relates to senior management of banks. The debate over the adoption of data analytics for HR activities also remains. All these gaps informed the need for this study. The research design for this study is descriptive in nature. To collect data, an online Google form was put out to which 117 participants completed. Data collected were analysed using Pearson Chi Square test. All the null hypotheses formulated for the study were rejected and the alternate hypotheses accepted because the p-value of each hypothesis was less than 0.05 significance level. It was found that the percentage data analytics use for the talent acquisition of senior managers in selected Nigerian banks is high but this was not without some challenges. Also, in the selected banks, data analytics was put to different uses apart from the talent acquisition of senior management staff. The perception of HR managers regarding the use of data analytics for the talent acquisition of senior managers was also favourable. The present study substantiates bodies of evidence in the literature which show that the use of data analytics for talent acquisition is high and favourable. But also, this is without obvious challenges. Consequently, selected banks and modern organisations are advised to train their HR managers and workforce to be proficient in the use of data analytics as this technology could prove to become the game-changer in the war for talent in the days ahead.

Keywords: Data Analytics, Talent Acquisition, Banking Industry, Senior Management, Nigeria

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1.1 Background of the Study

Talent acquisition is a human resource management process or procedure put in place in an organisation to fill the identified or forecasted skill gaps by seeking and hiring the right quality and quantity of candidates at the right time, for the right roles or positions, at the right compensation package, and provided with the right tools and environment to do their jobs (Agarwal, 2018; Armstrong and Taylor, 2014; Imhonopi and Urim, 2009).

However, finding the right candidates, in the main, has never been easy; this is even more difficult when seeking senior management workers who are meant to occupy leadership positions in the hiring organisation (Yabanci, 2020). The war for talent and the competition for skilled professionals is increasing on a global scale (Ali and Rehman, 2018).

Before the advent of digital technology, talent acquisition was done using traditional media channels and word of mouth to advertise and canvass vacancies that exist in a hiring firm (Imhonopi and Urim, 2021). Workforce diversity (or recruitment of professionals from one part of the globe to do a job in another part of the world) was also possible but at a high cost (Arogundade, 2020). But things have changed. The world has moved away from being at the cusp of technological transformation and is faced with technological disruptions every now and then (Imhonopi and Urim, 2021). Technology has continued to change our lives; the way we live, interact, socialise, solve our routine, organisational and social problems, and it has provided humanity with a lot of potentials for the improvement of our lived experiences (Ogundipe, 2020).

Traditional media has not been left out of the technological innovations which now pervade human society. Although it was once the only option for job adverts for global firms before technology invaded our lives, now, it has suffered inertia and disruptions and is facing stiff competition from social media platforms and new technologies (Utomo, Indiyati and Ramantoko, 2021; Walford-Wright and Scott-Jackson, 2018). These new technologies include big data, artificial intelligence, Internet of things and

many other news-gathering and news–dissemination innovations which now possess and parade their own loyal and committed community members who also serve as their advert audience or targets (Imhonopi, 2019). At the touch of a button on a smartphone, or sending of a tweet or posting of a video on YouTube or Instagram, real-time responses are generated. Millions of people can view the tweet, post, video or message on Facebook and the virality of that news content can continue to engage both digital and traditional news media for days on end.

Anand and Kar (2020) defined data analytics as a process which utilizes statistical or formal technics to interpret, illustrate or evaluate data; it became a hot topic recently in a variety of areas and human resources management is one of the more recent departments to adopt this strategy. Previously data analytics was only used by engineering, natural sciences and to some extent economics. There is a growing demand for innovative new concepts for data analytics that are focused on actual data retrieved from the field as opposed to theoretical prior assumptions which need to be confronted for authenticity with the experimental data (Anand and Kar, 2020).

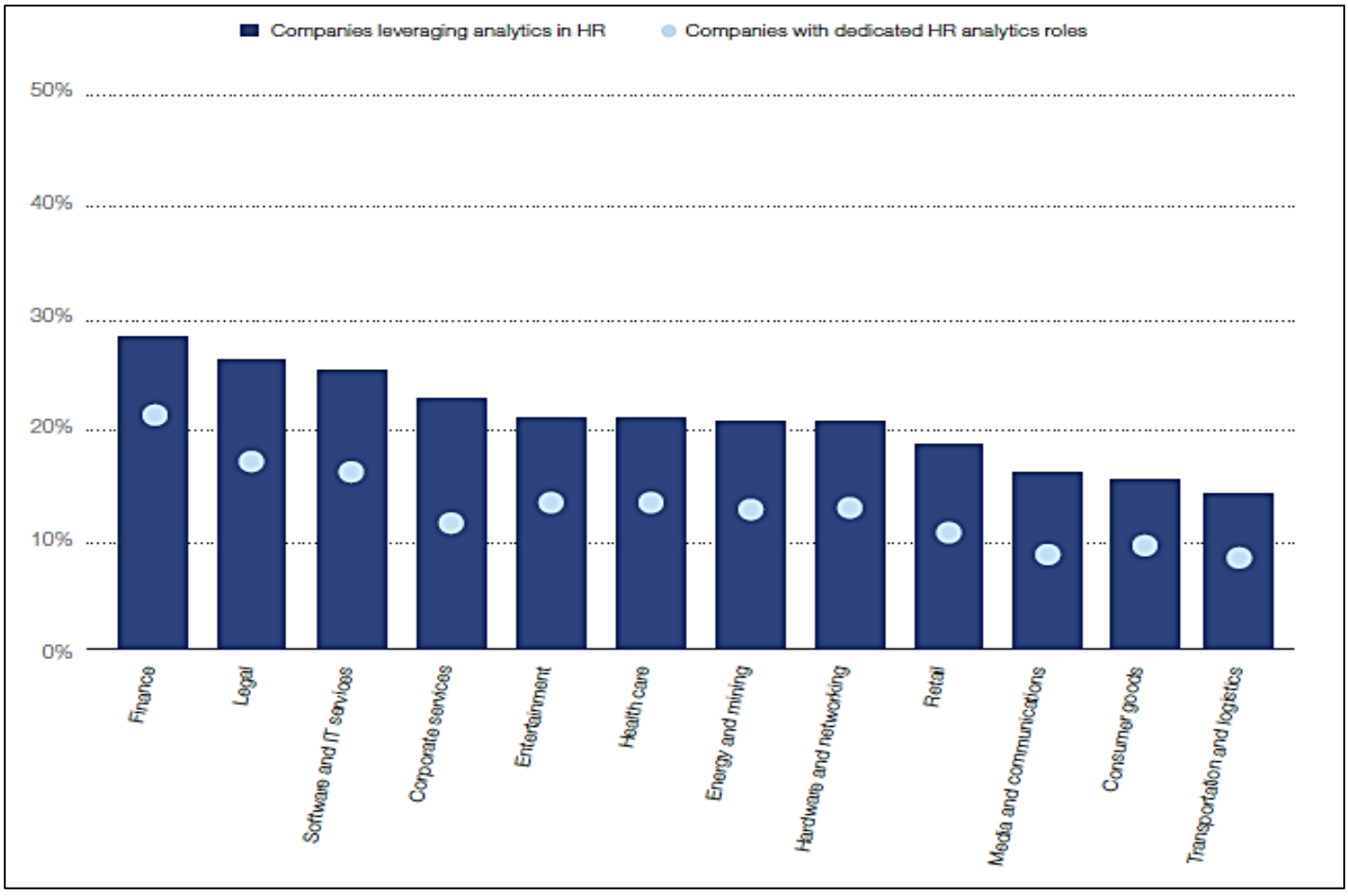
To solve the talent acquisition challenge even as competition for talent heightens, most HRM departments and managers are relying on big data and data analytics to make better and sounder hiring decisions (Ruohonen, 2015). Rather than intuition, this approach of people analytics, or predictive analytics allows HRM units to seek the right candidates, analyse their talents and skills and even predict future recruitment needs, when and how to fill them. Big data analytics is now seen as a huge game-changer for talent-hunting professionals (Agarwal, 2018). A report noted that using people analytics, many global companies are now able to hire and retain close to 60% of their job candidates while 50% of talent-hunting professionals are capable of assessing potential job candidates' skills and making better employment offers (Gartner, 2019).

Big companies like Xerox and IBM are using data analytics to harness their recruitment of the right candidates and increase their retention (PwC, 2020; Agarwal, 2018). They are also using data analytics to automate their HR tasks, predict and make better hiring decisions. According to Agarwal (2018), with data analytics global firms such as IBM hire their talents based on strategic goals and not some whim. They also get insights into potentials' lives through profiling their social media persona, post job

advertisements on technology platforms whose membership run into millions, and understand employee behaviour thereby reducing employee turnover significantly.

Studies by LinkedIn on the European, Middle Eastern and African (EMEA) markets and PriceWaterhouseCoopers also corroborate the earlier findings (WPR, 2021). According to LinkedIn, in their study on the rise of analytics in HR in an era of talent intelligence within the EMEA regional market, they find that deployment of HR analytics technology has been growing since 2014 (Chen *et al.,* 2019). The study further identified the drivers of data analytics in the EMEA region to factors such as the growth in HR innovation and technology, a progressively competitive landscape, the need to plan for the future technophile workforce, and the need to digitise their HR processes and operations.

Figure 1: EMEA Companies Adoption of HR Analytics by Industry
Source: (Chen *et al.*, 2019)



The LinkedIn research reveals that the financial services sector (See Figure 1) in the EMEA region is leading the rest of the industry pack in the region in the adoption of HR analytics by their member organisations.

This position has been validated by a recent research investigation conducted by PwC (2020) in which the global consulting company examined the power to perform, human capital 2020 and beyond. The study showed that the financial services sector is exposed to different forms of disruptions. Some of these are political, regulatory and technological disruptions which have propelled industry leaders to change their operational and organisational models, one of which is their talent acquisition processes.

Many banking institutions are not left out of the need to embrace recruitment analytics in order to stay abreast of the competition and also to be able to hire some of the best professionals they can find to run their businesses (Carter and Bollert, 2017). A case is Mercer LLC, a leading international financial services firm quoted on the Chicago, New York and London stock exchanges. Leaders of the financial services institution revealed that to survive the stiff competition facing their industry, financial companies would require new skill sets among their workforce and have to change their approach to attracting, developing and retaining talent (Carter and Bollert, 2017). One of their suggestions is the mention of the role that talent analytics is going to play in the future financial services industry.

Therefore, in this study, the aim is to focus on the use of data analytics in talent management and recruitment of senior managers in Nigerian banks. Nigerian banks are known to be the leading financial services institutions in West Africa in spite of the numerous domestic challenges they face. They are also known to be innovative in their operations. Understanding how their HR perceives and uses data analytics for their hiring decisions will go a long way in expanding literature on the subject.

1.2 Problem Statement

There have been positive arguments in favour of data analytics because of the potential it has in transforming the HR function and making it more 21st century compliant in the discharge of its strategic function in the workplace (Utomo *et al*., 2021;

Imhonopi, 2019; Walford-Wright and Scott-Jackson, 2018). However, some academics and practitioners believe that while the emergence of HR data analytics has received much interest from organisations across many industries, the growth of its adoption does not match the fervent interest shown by many HR departments, many of whom appear to still rely on intuition or the traditional way of talent acquisition and not the novel data-driven approach advocated by people analytics (Charlwood, Stuart and Trusson, 2017). The quest to understand how data analytics is adopted for the hiring of senior managers in Nigerian banks informed this study. This study will also be attempting to investigate the percentage and level of data analytics used for senior management talent acquisition by Nigerian markets, among other objectives as captured below.

1.3 Research Questions

1. What is the percentage and level of data analytics use for senior management talent acquisition in selected Nigerian banks?
2. What are the most significant challenges to the use of data analytics for senior management talent acquisition in selected Nigerian banks?
3. What are the most significant uses of data analytics in relation to senior management talent acquisition in selected Nigerian banks?
4. What are the perceptions of human resource managers in the selected Nigerian banks toward the use of data analytics for senior management talent acquisition?

1.4 Research Objectives

1. To determine the percentage and level of data analytics use for senior management talent acquisition in selected Nigerian banks.
2. To investigate the most significant challenges to the use of data analytics for senior management talent acquisition in selected Nigerian banks.
3. To identify the most significant uses of data analytics in relation to senior management talent acquisition in selected Nigerian banks.

4. To measure the perception of human resource managers in the selected Nigerian banks toward the use of data analytics for senior management talent acquisition.

1.5 Research Hypotheses

The hypotheses for this study will be formulated in the null form:

1. The percentage and level of data analytics use is not significantly associated with senior management talent acquisition in selected Nigerian banks.
2. The challenges in the use of data analytics is not significantly associated with senior management talent acquisition in selected Nigerian banks.
3. There is no significant association between the significant use of data analytics and senior management talent acquisition in selected Nigerian banks.
4. There is no significant association between the perception of human resource managers and senior management talent acquisition in selected Nigerian banks.

1.6 Organisation of the Study

This research inquiry seeks to evaluate the use of data analytics in talent management and recruitment of senior managers in Nigerian banks.

This dissertation is structured into six chapters; each chapter serving its own unique purpose.
Chapter one as a section will be providing a background to the study, identifying the problem that the research seeks to solve and capturing the research questions, objectives and hypotheses as well as the structure of the write-up.

Chapter two will be reviewing previous literature relevant to the research topic by focusing on the main variables such as talent acquisition, data analytics and its use globally within industries and the financial services sector and within Nigerian banks.

Chapter three will be discussing the research methodology that will be employed in executing the research. The chapter will highlight the target population, research

design, sampling method and technique, data collection tools and techniques, as well as the data analysis or statistical measures.

Chapter Four will be presenting the interpretation and analysis of the collected data.

Chapter Five will be discussing findings and results.

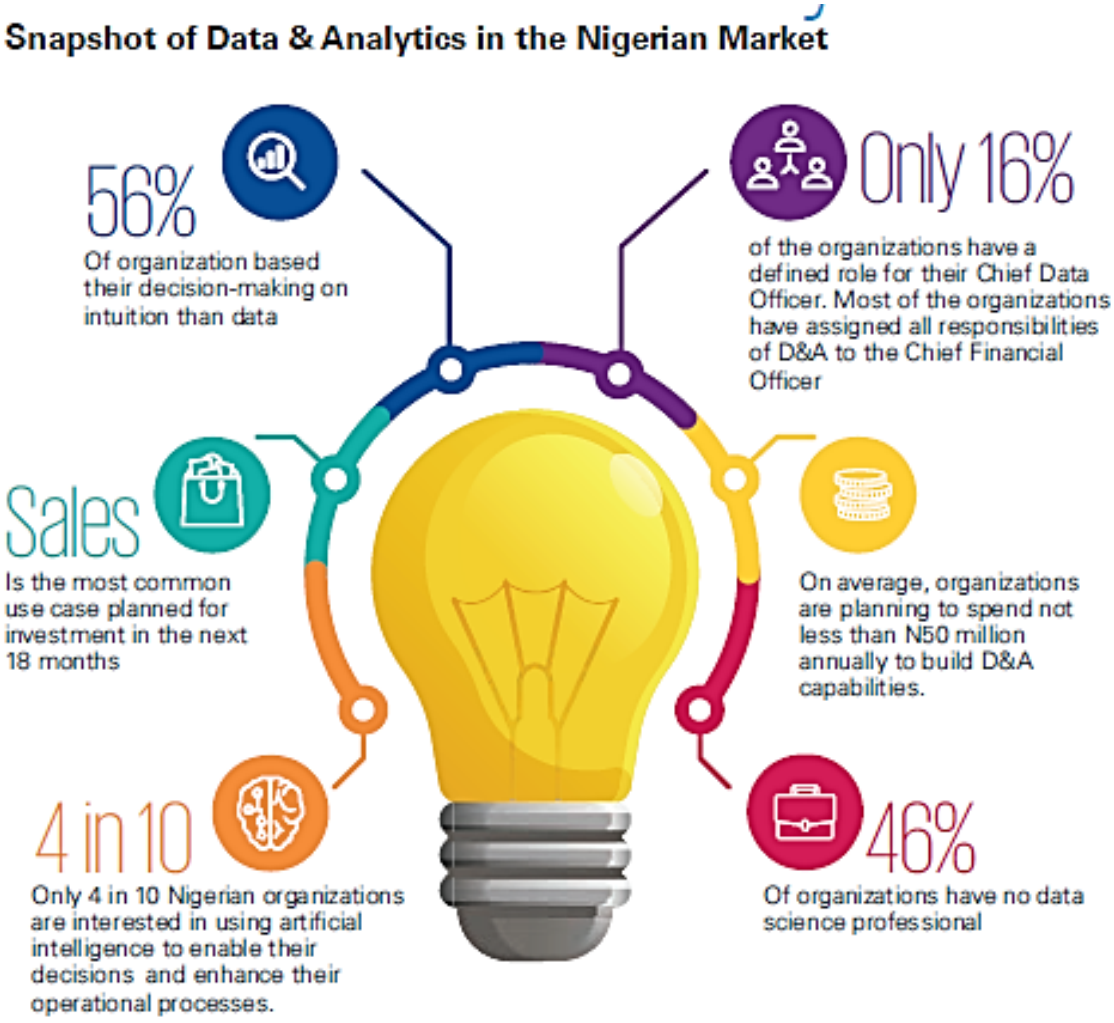
Finally, Chapter Six will summarise and conclude the study. It will also mention the limitations of the study, its future research potential and provide managerial implications and recommendations.

CHAPTER TWO

Literature Review

2.1 Introduction

This chapter focuses on evaluating the use of data analytics in talent acquisition of senior managers in Nigerian banks. The aim of this chapter is to critically analyse apposite literature in connection with the use of data analytics for talent acquisition. The banking sector in Nigeria will serve as a means of narrowing the focus of discussion from the general thesis which broadly looks at the use of data analytics for talent acquisition. The choice of the banking sector in Nigeria is because of its importance in advancing the economic objectives of government, industry and individuals and because of its numerous services to its customers (Magau and Maritz, 2020). Therefore, any improvement in the quality of banks' human resources is likely to impact the quality of services that customers receive from them (Akinremi and Adedeji, 2019; Tafamel and Akrawah, 2019). Also, according to a study by the KPMG in Nigeria in 2019, almost 60% of the organisations in the country base their decision making, including their talent acquisition processes, on intuition and not data; just four in every ten organisations are interested in the adoption of data analytics to make their decisions and enhance their operations; and only 16% of organisations have a clear job role for their Chief Data Officers while the rest leave their data and analytics responsibilities to their Chief Financial Officers (KPMG, 2019). Figure 1 below is a snapshot of their findings which covered many industries including the banking sector.



Source: KPMG (2019)

Therefore, in the light of complex, dynamic and competitive banking environment in the country, if human capital resource remains one of the few avenues through which banks in Nigeria and elsewhere can derive their competitive advantage, it will be important to point the research lens on the role data analytics can play in talent acquisition of senior managers in Nigerian banks. This is because the concept of talent in organisational setting has been strongly linked to competitive advantage (Lewwanduwage, Amarakoon and Rupasinghe, 2016). However, talent acquisition is one of the most challenging issues of the present corporate world (Liberatore and Luo, 2010; Yabanci, 2020). Consequently, talent analytics (or people analytics, hiring algorithms, HR analytics or recruitment analytics) is generally seen as the solution for tackling the challenges associated with talent acquisition (Pillai and Sivathanu, 2020; Sheng, Thiruchelvam and Kumar, 2020). However, despite the huge benefits

associated with the application of data analytics to talent acquisition, only a small number of organisations are really implementing it in practice (Walford-Wright and Scott-Jackson, 2018). This informed this study which focuses on examining how data analytics is used for talent acquisition in Nigerian banks.

2.2 The Concept of Talent

It is very important to define the concept of talent for the study and practice of talent management because the meaning of talent can be expected to vary across individuals, groups, and organisations due to its discursive nature (McDonnell and Wiblen, 2021). The understanding of talent also differs based on the field that is being considered, for example, music, education, and sports; while in business, many multi-dimensional constructs have been derived from talent (Ali Jokhio, 2018). Talent has been described as competencies which when developed and applied enables an individual to perform a task or role excellently (Beechler and Woodward, 2009). On the other hand, Cheese, Thomas and Craig (2008) believe that talent encompasses all the skills, knowledge, experience and behaviours which a person possesses and brings to the workplace. Silzer and Dowell (2010) shared that perspective when they asserted that what individuals are capable of doing or contributing to their organisation and which makes up their abilities and skills is talent. Meanwhile, a robust definition by Ulrich and Smallwood (2012) states that talent equals the same thing as competence (i.e. skills, knowledge and values required for the present and future job) times commitment (i.e. willingness to do the job) times contribution (i.e. finding purpose and meaning while doing the job). This is a rather elaborate definition which embraces important ideas that underpin the word “talent” when placed in the light of the present understanding of the concept within the organisational setting.

However, the talent debate rages on as Gallardo-Gallardo, Dries and González-Cruz (2013) divides the understanding of the concept into an object-subject model. While the object approach to the understanding of talent points to a blend of inward and acquired abilities (that is, inborn or innate capabilities including skills and knowledge systematically developed), the subject approach mentions important elements of talent which are commitment and fit with the objectives and values of the organisation as a sine qua non for excellent performance. Putting it differently, while the object approach speaks about the outstanding skills, knowledge, abilities, competencies and

exceptional characteristics which define an individual, the subject approach presents talent as a source of competitive advantage which can potentially create value for an organisation (Ali Jokhio, 2018). Employees are seen as possessing this potential of value creation in the modern business environment and of offering the needed performance which can distinguish the organisations they represent or work for in the markets or industry they are found (Thanh *et al.*, 2020). This study aligns with the subject approach which is truer in a service industry such as banking where the cumulative skills, knowledge and behaviour of the workforce and their commitment to organisational objectives can make all the difference.

The Concept of Talent Acquisition

Talent acquisition has been simply defined as the long-term planning approach for finding and acquiring skilled specialists to meet the labour requirements of an organisation (Yarger, Cobb Payton and Neupane, 2020). In defining talent acquisition, it is important to stress the fact that the term is not synonymous with recruitment. Recruitment is a subset of talent acquisition and it is encapsulated by a number of processes which include sourcing, screening, interviewing, assessing, selecting, hiring and onboarding (Kepczynski *et al.*, 2018). Talent acquisition is a subset of talent management (Necula and Strîmbei, 2019; Deters, 2018). It incorporates strategic value-adding components and processes that are integral to securing the highest value candidates for organisations. The components of talent acquisition include planning and strategy, employer branding, candidate sourcing, candidate relationship management and data analytics (Kepczynski *et al.*, 2018).

The application of data analytics in talent acquisition and retention has been regarded as one of the most urgent challenges facing human resource departments, globally (Liu, Pant and Sheng, 2020). However, there is a general dearth of research on the subject (Necula and Strîmbei, 2019; Rodney, Valaskova and Durana, 2019). This gap in literature is the main area of exploration for this study. With respect to the Nigerian banking sector, the main research question specifically relates to the role of data analysis in senior management talent acquisition. Therefore, emphasis is placed on the role of data analytics in this literature review. The challenges of implementing data analytics for talent management in the Nigerian banking sector also represents an area of emphasis in this literature review. Based on previous research, some barriers

to data analytics adoption include organisational culture, lack of analytical skills, reliable data, and executive management support (Angrave *et al*., 2016). Knowing also that the ultimate aim of talent acquisition is to improve organisational performance, emphasis is also placed on human resource metrics and other industry-specific trends. There are six main features of talent acquisition: attracting, identifying, developing, engaging, retaining, and deploying of talent.

- **Identifying Talent:** The talent gap underpinned by the critical roles of the organisation must be identified; first, these are executive and specialist roles that, if left vacant for a long period of time, could put the organisation at risk of being vulnerable. This is where succession planning helps, many organisations prepare individuals from within to fill key roles. The next line of action is identifying candidates within the company (Swailes, Downs and Orr, 2014). There are a variety of techniques to carry out this task mostly underpinned by past performance and futuristic potential, whilst developing talent pools of candidates who could take up the responsibility of critical roles in the organisation as they occur. A plethora of performance management procedure is a way to identify candidates early.
- **Attracting Talent:** The process of drawing attention of external talent depends upon how potential applicants perceive the organisation, the industry or department in which it performs its operations and whether their values are coherent with the organisation's values. Creating a modern and impeccable employee brand and employee value proposition is an imperative factor in recruiting external talent (Akter *et al.*, 2016).
- **Developing Talent:** Employee development should be connected to other learning and development plans, informal and formal learning initiatives should be adopted. Everyone involved in creating talent management initiatives tend to place emphasis on coaching, mentoring, and building networks with senior employees in the organisation. Secondment is a situation whereby an employee is loaned to another department in the organisation. In a bid to have a flatter management structure, the normalcy of promotion opportunities through a variety of line management roles are limited. Secondments create an opportunity for valuable career development and are prevalent in talent management procedures. This establishes an agile and flexible working

environment by broadening skills and knowledge across the board in the organisation (Collings and Mellahi, 2009).

- **Engaging Talent:** Employees with critical skills and who occupy essential roles with autonomy in how they work, can identify a clear correlation between their job task and the organisation's objective. If managed properly, they will not just be healthier, but happy and more satisfied, but are also likely to exceed expectations (Hughes and Rog, 2008).
- **Retaining Talent:** Investing in training and development initiatives reduce employee turnover while simultaneously improving talent retention. Salaries and recognition can also be utilised as tools for retention (Meyers, van Woerkom and Dries, 2013).
- **Deploying Talent:** Deployment is utilising employees in the most effective and efficient way. It is mostly effective when incorporated into workforce planning, long-term investment in skills and diversification in employee development programs. Organisation must recognise where the knowledge and skill gaps lie to strategize and develop the training required and deploy employees with job rotations, skill enhancement training, additional certification, secondments to help with progression and individual growth. For example, in a multi-national organisation which continuously looks to employ teams to work in different locations, the most impactful lessons might come for challenging tasks, international re-location or secondment initiatives (Kapoor and Kabra, 2014).

"Global surplus but local scarcity of talent" illustrates the modern trends in the employment market (Ariss, 2014). The need for human capital is accentuated due to investment in training and development at personnel, organisational, and national levels, but the increasing competition in the expertise economy creates a norm to be in constant pursuit for the "best", which means a constant gap in the demand and supply of talent. The International Organisation for Migration (IOM) states that because of the aging population, labour demand and supply imbalance, talent demand and lack of agility within the EU by 2050, the demand for EU migrants will trend north of 40 million (Aljawarneh *et al.*, 2020). Part of the demand will be mitigation with the EU. Therefore, talent leakage will be guaranteed in the Nigerian labour market, while organisation of industries both in recent times and the future will face deficits of talented employees locally and globally (Developing and Learning in Organizations,

2017). Talent acquisition is imperative for futuristic thinking organisations, and factors such as demographic shifts, mobility, economic climate, and transformation and the modernisation of business activities only confirms how important it is. As opined by Van Zyl, Mathafena and Ras (2017), talent acquisition is a priority in the operations of profitable organisations, particularly the private sector. To alter both worldwide challenges and exciting adverse factors within the context of business into opportunities, it is imperative to select an appropriate strategy for talent acquisition. Data analytics has proved to be useful as a strategy to ease and improve talent acquisition in modern organisations (Liberatore and Luo, 2010; Thunnissen, Boselie and Fruytier, 2013).

2.3 The Concept of Data Analytics and Its Application to Talent Acquisition

The use of information technology in talent management is getting more prevalent and crucial. Information technology enhances talent management by supporting sustainable operations, which results in an increase in organisational performance (Benitez-Amado, Llorens-Montes and Fernandez-Perez, 2015). Through the utilisation of information technology, more accurate data management would lead to making reliable decisions and so achieving better organisational performance (Russell and Bennett, 2014). There is an obvious gap in HR managers' ability to utilise data and evidence-based decision making; for instance, HR Outlook data for winter 2012-2013 suggests that while 63% of human resource leaders are of the opinion that they draw insight from data, and only about a fifth of their non-HR counterparts share the same confidence (Morley *et al.*, 2015). For several reasons, the HR skillset leans towards the less analytical side of the skills spectrum. HR managers are more comfortable with the capability to interpret ambiguity and context, breaking-down the vast cultures of companies and interactions with their staff (Pfeffer and Sutton, 2006).

Artificial Intelligence (AI) is another technology that is increasingly playing a role in talent management. It refers to machines that can perform tasks that previously could only be performed by human intelligence, such as image recognition (Lu and Pan, 2020). According to Koohang and Nord (2021), AI is an aspect of data analytics. The concept of AI is strongly tied to the concept of big data since all methods of the former are data-intensive. Big data is a term used to describe large amounts of information that can be analysed by high-performance computer systems to reveal useful patterns,

trends and associations (Jagadish *et al.*, 2020). Although there are some scholars that claim that AI is widely being adopted for talent management, Albert (2019) opined that it is unclear how many firms are implementing it and to what extent. There are generally two philosophies that guide the application of AI in organisational settings: automation and augmentation (Raisch and Krakowski, 2020). While automation is the scenario where machines take over human tasks completely, augmentation is an approach whereby humans collaborate closely with machines in performing tasks. Some organisations incorporate a combination of the two philosophies in order to achieve complementarities with benefits for both business and society.

When considering the use of technology for talent management, the limitations of machines also need to be factored in. Firstly, regardless of how advanced AI systems get, machines are considered to have no sense of self or purpose except when given one in the form of changeable objectives (Braga and Logan, 2017). Secondly, it is difficult for machine models to cover some level of complexity such as cultural fit or interpersonal relations due to lack of codified data (Raisch and Krakowski, 2020). Thirdly, machines can only function in the domain which they have been trained (Davenport and Kirby, 2016). Fourthly, machines do not have emotions, perceptions and social skills (Braga and Logan, 2017). In the light of all these limitations, it is thus advisable for organisations to go through a continuous cycle of augmentation and automation, rather than sticking to one or the other. Professor John Boudreau, a well-known US-based advocate of the need for more prevalent analytical HR function, sees the challenge to branch out of service delivery towards a decision science method as being about skills and behaviours. He is of the opinion that the flakiness and difference in approaches to measurement in HR can be significantly decreased with the thorough consistency of other departments such as finance and logistics and marketing. HR, he claims, does not utilise a science-based decision-making framework without logical data (Boudreau and Ramstad, 2007).

Data analytics is amongst the first concepts in management to aid companies perfect their activities by observing trends and predicting the outcome of projects. In HR, data analytics plays a variety of roles, it helps acquire and retain valuable talent. Data analytics aids in restructuring and fine-tuning talent acquisition and the retention process to make it predictable by drawing conclusions from set patterns that can be

utilised for the overall functioning of the company. It helps in categorizing the available talent of an organisation with its culture to optimize smooth employee succession planning and sustaining the balance between the human resource supply and demand within the organisation (Ghosh *et al.*, 2014). Furthermore, the use of data analytics in talent acquisition and management procedures integrates the quantitative methods, information technology, and decision making to improve the predictive analysis of HR data available to the organisation (Mortenson, Doherty and Robinson, 2015). A comprehensive breakdown of the eleven (11) areas where data analytics is shaping talent acquisition are summarized in **Table 2.1** below. There is no company on the list that is able to implement all eleven applications (Albert, 2019). The most common areas of application include chatbots, admin-related task automation and screening software for CVs and videos.

Areas Data Analytics Use in Talent Acquisition

Table 2.1: Areas Data Analytics Use in Talent Acquisition

AI Tool	Problem	Solution	Outcomes	Adoption	Vendors
Vacancy prediction software	Spontaneous resignations increase costs	Software identifies employees' behavioural data and makes a prediction on likeliness to leave Prediction software gives a head start, which reduces these costs	Improved talent attrition Improved employer brand Reduced time to hire	Large companies (e.g. IBM) Data-driven firms (e.g. Facebook) High candidate volume (e.g.	Workday talent insights Bamboo HR Job rate Monster talent management

				Goldman Sachs) High turnover (e.g. Call Centres)	
Job description optimisation Software	Complex jargon, boring, indirect discrimination can be off-putting Negatively affects diversity, applicant volumes and employer brand	Software provides recommendations to optimise job descriptions and tailor the language to different types of candidates	Improved diversity Reduces the risk of indirect discrimination Higher candidate engagement	Cisco American Express Johnson & Johnson Nvidia Expedia Evernote	Textio Three sourcing 15Five
Targeted job advertising optimisation	Wrong message to the wrong audience through the wrong channels is a waste of resources	Using AI, ML and data insights, firms can target accurate recommendations to relevant candidates	Improves candidate experience Maximises chances of candidate engagement Minimises advertising spend	Retail sector Newton Netflix YouTube	ClickIQ PandoLogic Recruitz Appcast

Multi-database candidate sourcing	Untapped potential of suitable passive candidates and former employees reduce talent pool quality	AI-tool scans through multiple databases (e.g. LinkedIn, Glassdoor, indeed, social media profiles) much faster and more accurately than a human recruiter	Accelerates candidate sourcing rate Frees up recruiter's time to focus on more essential tasks Improves quality and quantity of talent pool	Intel eBay Hilton Verizon IBM Accenture Warner Bros	Hiretual Pro Ideal
CV Screening Software	Reviewing CVs is time-consuming and costly Human error increases as the number of CVs increases	Software instantly reviews a large volume of CVs to filter out and rank the best ones	Reduces bias and issues associated with human fatigue Improves diversity Reduces costs Allows recruiters to focus on more essential tasks	IBM LinkedIn Hilton Goldman Sachs Amazon	IBM Kenexa Ideal. CVViZ Zoho Recruit Talent Recruit Talent Cube

AI-Powered psychometric testing	Outdated, boring and unengaging tests leads to negative candidate experience and negatively affects employer brand	Tests use AI to provide engaging tests designed to improve candidate experience while simultaneously assessing candidates	Allows recruiters to focus on more essential tasks Improves diversity in the work places Improves the candidate to hire (C2H) ratio	Unilever PwC Accenture LinkedIn Tesla	Arctic Shores Pymetrics Knack
Video screening software	Pre-screening interviews are costly, biased and timeconsuming	Software analyses video interviews to assess personorganisation and person-job fit	Reduces bias and discrimination Allows recruiters to focus on other essential tasks Improves candidate experience	Vodafone Intel Urban Outfitters IBM Hilton Unilever	HireVue Montage Wepow InterviewStream
AI-Powered background	Background checking	AI software scans through multiple	Allows recruiters to focus	Fortune 500 firms	Check's Intelligo GoodHire HireRight

checking	is time-consuming and ripe with human error Leads to problematic employee termination downstream	databases to verify candidate details such as criminal record, credit rating and references	on more essential tasks Reduces costs associated with human errors	Financial Firms Uber Axa Insurance BT McAfee	Sterling Talent Onfido
Employer branding monitoring	Reputation affects the way candidates perceive a potential employer Bad reputation leads to lower talent pool quality	Software scans through public data to assess overall sentiment and identify weak points in the hiring process	Stronger employer brand improves talent pool quality Positive image for clients Reduces T2H, staff turnover and overall costs	McKinsey & Co Oracle HP Dominos	Lexalytics Semantria Microsoft Thematic DiscoverText
Candidate engagement chatbot/CRM	Direct recruiting and relationship management are costly and time-consuming	Chatbots are tool that leverages Natural Language Processing to mimic human conversational abilities	Reduces T2H Allows recruiters to focus on more essential tasks	Sephora eBay H&M Pizza Hut Burberry	IBM Nuance NextIT Kore Inbenta Personetics Aivi Mya Beamery

	Unpredictable or high volume can lead to longer responses, dissatisfied candidates, which negatively impacts employer brand	and can be used to engage candidates, provide quick responses to questions anytime	Improves candidate experience and employer brand		
Automated scheduling	Scheduling calls, tests, interviews or meetings is time-consuming and non-essential	AI system that picks up on scheduling expressions to automatically execute these admin tasks	Allows recruiters to focus on more essential tasks	AT&T Disney Coca-Cola Walmart General Electric Survey Monkey	X.ai Troops Tact Olono
Source: (Vopat, 2020)					

2.4 Theoretical Review

The context based human resource theory is an effort to showcase the reasons companies adopt certain HR practices. Paauwe (2004) created the context based human resource theory, which explains that factors that establish policies in companies are the internal and external environmental factors, the social, legal, and cultural contexts including the dominant stakeholders. Context based human resource theory seeks to justify the choices for HR policy by examining variety of the aspects of the organisation's operational context and by bearing in mind the influence of dominant stakeholders (Buttiens and Hondeghem, 2015). Reviewing the materials for this

research deepened comprehension of the concepts and constructs of data analytics in talent acquisition and management, its usage rate, the pros and cons and best practices for utilising data analytics, and the reasons for the reluctance to adopt data analytics in HR practices despite the benefits it yields. The proposition suggested by Paauwe's context based human resource theory allowed for comprehension of how the industry and market configurational factors can potentially lead business executives and HR practitioners to take up specific HR practices, including data analytics. Context based human resource theory produces a holistic view of the internal and external factors that drive the development of organisational formations and responses. Previous researchers suggest that data analytics is context driven (Madsen and Slåtten, 2017). Human resource practitioners should understand the economic, cultural, technological, political and cultural drivers influencing their working environment, making context based human resource theory appropriate for studying data analytics in talent management and acquisition.

2.5 Recruitment of Senior Managers

The recruitment of executive members and at the strategic levels has always been challenging and there is a myriad of obstacles to overcome during the process. The level of difficulty is even greater when approaches are being made to successful potential candidates within competitors' companies. This calibre of personnel have often not even thought about making a move and present a great challenge in terms of both trying to entice and ultimately accept a counteroffer from their existing organisation (Ryan and Tippins, 2004). Historically and in recent times, the most common candidates to accept a role are either those looking to transition or have no option. The challenge is identifying and engaging their potential candidates as soon as possible. This will also involve a variety of thought processes and attitudes as the general public goes through its current population of aging individuals and a scarcity in pension funds sees individuals working for a longer term than ever planned or hoped for. There is a myriad of knowledge and talent available that are willing to work (Menkes, 2005).

The recruitment industry is now overflowing with organisations and their consultants scanning LinkedIn and job sites searching for potential employees who have given any evidence at all that they may be looking for or open to opportunities or are directly

available on the job market due to circumstances beyond their control. The recruitment organisations are now in direct competition with in house recruitment departments from organisations who would alternatively be their potential or direct employees. The result is a greater competition for a small sample size of potential candidates available in the job market at one time. There is always a scarcity of executive level candidates available, due to the pool, now the employment market is still agile for most employment seekers at the executive level. Organisational structures are now tighter and flatter than ever and organisations have developed strategies to retain and develop their major executives and identify their value in the future success of the organisation.

Menkes (2005) opined that HR departments have been poised to ensure that their salary and benefits packages are in line with the competition and this has led to a strong hold on management and senior members. The disadvantage of this can be a saturated team that lacks innovative ideas being brought to the table as team members stay in an organisation for an extended period. Organisations are now managing to train and develop potential managers internally but often lose this potential candidate to their competition when new internal executive management opportunities fail to yield results. Organisations need to constantly develop an inclusive and diverse culture to enable them create opportunities for ambitious executives. Those that do not, will become obsolete on the hunting grounds for talent. Regardless of technology, the degree of difficulty in recruiting senior executives in the global market is at an all-time high and a fresh approach is needed in this area. The key to success for recruiting senior managers is to build and develop upon the best routes that create strong long-term relationships with potential and current executive level candidates globally (Menkes, 2005).

2.6 Case Studies on the Use of Data Analytics for Talent Acquisition

Data analytics plays an increasingly important role in the corporate world. Examples of firms that strongly incorporate data analytics in talent management include Unilever (Marr, 2018), Netflix (Grant, 2018) Pfizer (Fleming, 2018). JP Morgan Chase is reportedly implementing an augmentation approach in assessing candidates for job roles (Raisch and Krakowski, 2020). The process involved a team of the firm's experienced HR managers that worked closely with an AI-based solution that could

predict candidates' future job performance based on identified reliable firm specific predictors. After about a year of intensive augmentation, the firm learnt enough lessons that enable it to switch to automation of candidates' assessment. The switch was driven by motivation for increased fairness and consistency for the candidates and for a faster and more efficient process (Riley, 2018). This pattern of first implementing augmentation and then switching to automation is commonly found in practice. However, full automation has been criticized for being less effective overtime because of the failure to effectively capture the future dynamics of job requirements due to the limitations of machines (Davenport and Kirby, 2016). The characteristics of organisations that implement data analytics in talent management include large in size firms with an abundance of resources, such as tech firms and innovative firms. Below are some of the areas where data analytics has impacted talent management.

Talent Recruitment: Talent recruitment deals with attracting and selecting the best candidates with the potential to be high-performing employees. Technology has been instrumental in contributing to the talent recruitment function. Organisations' career webpages and social media platforms like LinkedIn, Facebook and Twitter are popular for attracting potential candidates. Also, there are a variety of websites and mobile applications such as Jobs.ie and cv-library that provide the platform for job seekers and employers to connect and interact for recruitment purposes. A recruiter's job has been made significantly easier as chatbots are used to filter candidates and conduct initial interviews for candidates (Kaplan and Haenlein, 2019). Artificial intelligence tracking systems are being used as an advantage in the maintenance and management of databases of potential employee applications and conducting reliable shortlisting. As regards to conducting interviews there is a lot of web-conferencing tools that HR managers use such as Team and Skype which saves travel time and cost for potential candidates and managers (Bersin, 2018). Artificial intelligence-based selection and assessment of information that are automated provide more precise results, which are equitable (BountyJobs, 2018). The organisation's brand can be established by utilising tremendous social media presence, interactive career portals with highlights of the present staff's testimonials and organisation accomplishments, which would be useful for capturing the attention of potential candidates.

Talent Development: After recruitment, it is essential to train the staff to enhance their competencies aligned with their potential roles in the organisation and equip them with an agile working environment. Companies are prevalent in utilising technology for employee development such as e-learning and m-learning software which can be utilised for training talent hassle free anywhere and anytime (Bersin, 2018). Gamification is also deemed useful for training talent and establishes a transparent assessment. Artificial intelligence based software is utilised to evaluate employee performance and provide feedback in areas in need of improvement continuously. The software helps staff to identify their capability levels and career progression available in the company (Bulmash, 2008). A variety of tools are utilised in collaborative working such as data sharing, project managing tools and wikis, which enables talent to be updated and engaged with the current situation of the organisation at the virtual workplace (BasuMallick, 2019).

Talent Retention: Retention of valuable talent is a challenging hurdle to overcome for HR managers. These staff need to be engaged and motivated to be more productive. To build loyalty, HR managers are coming up with innovative strategies such as competitive payment structures, providing fulfilling tasks, providing employees with futuristic skillsets, training and immediate feedback as well as recognition and reward. Information technology is aiding to leverage these functions by utilising cloud based and AI- talent management software. The predictive analytics data presented by this software is identifying an early warning for HR practitioners to predict employee wear and tear (Kaplan and Haenlein, 2019). This can be prevented by early detection and intervention prior to the resignation of the staff members. Staff pulse surveys can be effectively conducted utilising technology which provides analysis of the current mindset of employees underpinned by motivational factors.

2.7 The Nigerian Banking Sector

The intensely competitive nature of the market for talent acquisition presents a continuous challenge for the Human Resources (HR) department of organisations who must thrive to employ the best candidate for the job. This challenge is no less in the Nigerian banking industry (Akinremi and Adedeji, 2019). When compared to the global banking industry, Nigerian banks are still undercapitalised, understaffed, lack the requisite modern technologies to scale their operations and compete with regional

banking giants in South Africa, among other challenges (Tafamel and Akrawah, 2019). Aside from these challenges, there are other environmental factors such as political instability, theft among senior members of staff, and insecurity which have plagued the economic front in the country for many years and which has worsened in recent times. However, Nigerian banks have been known to be resilient, committed to serving their customers professionally and some like Access Bank, Guaranty Trust Bank, UBA Plc, First Bank and a few others have planted their brands in other sub-regions within the African continent and in other continents (Nairametrics , 2021). Such bold expansion strategies will require acquiring the right type of technology to engage a global workforce that is being competed for by rivals. This is why data analytics could be helpful in repositioning banks in Nigeria with regard to talent acquisition.

2.8 The Advantage of Using Data Analytics for Talent Acquisition in Nigerian Banks

Technology has proved to be helpful to organisations when executing their HR assignments such as creating a talent pool, interviewing or screening talent, recruiting and selecting potential qualified candidates, among other benefits (Anand and Kar, 2020). The gap in identifying the right person-job fit also appears to have been bridged by technology (Deshpande, 2018). This is because organisations now have different digital platforms that potentially can give them access to quality talent all over the world.

Adopting Data Analytics in the Banking Industry in Nigeria Has the Following Advantages:

Monitoring of quality candidates or talents. Through data analytics, banks in Nigeria can benefit from using technology to monitor the quality of their hire at a lower cost (Gaur, Shukla and Verma, 2020). Such platforms as LinkedIn and other platforms with large communities of professionals can be scanned at the touch of a button while those that HR is interested in can be also be monitored using hiring algorithms. Online recruitment is the new frontier of hiring.

Recruitment and selection. The process of handling a large number of potential candidates in the past was a laborious and an expensive one for most HR departments

(Uddin and Arifin, 2016). This seems to have improved with data analytics and the ownership of social media handles and email addresses by almost all professionals; this makes it possible for recruiters to connect with these professionals or assess their professional information on social media (Ali Jokhio, 2018). In fact, as a report noted, some organisations intending to hire millennials now resort to using simulations and gaming which are part of their HR analytics strategy to discern candidates that are committed and will be willing to succeed if given a specific role (Thanh *et al*., 2020).

Interviews are now done via communication technologies. As part of the cost reduction which data analytics has brought to the HR space, when candidates are shortlisted, data analytics technology can enable video interviews between the prospective job hire and the HR manager or hiring panel from the organisation. This saves cost for the organisation concerned while also ensuring that the candidate does not have to travel long distances for interviews until they are certain that the job would be theirs (Tafamel and Akrawah, 2019).

Moving from credentials to skills

Data analytics now enables global businesses to change their focus from assessing the credentials of their future employees to assessing if they have the right skills to fill the jobs they are interested in. Job simulation software and games now dominate data analytic strategies employed by many firms including banks globally. This is likely to benefit Nigeria and solve part of its skill deficit in the banking sector (KPMG, 2019).

Workforce Diversity

Through data analytics, not only are quality talents from different parts of the world going to be acquired by banks and other organisations working in different countries and time zones, but the behaviours, cultures and propensities of these candidates can be studied through their data, thus helping to improve workplace and team bonding while playing down negative conflict associated with workplace diversity (Akinremi and Adedeji, 2019)

2.8 Challenges of Using Data Analytics

Data analytics use in talent acquisition in the Nigerian banking industry may reflect the following challenges as captured in the literature:

Lack of HR managers' knowledge of people analytics is a challenge facing its adoption particularly in developing countries such as Nigeria, where technology skill gaps are wide among the professional class (Gaur, Shukla and Verma, 2020).

Current industry information does not favour the use of data analytics for talent acquisition. A research by Forbes found that only 4 percent of organisations can ably conduct data or predictive analytics which suggests that the data many organisations are releasing are only part of their operational reports (Anand and Kar, 2020).

Accessing data stored in multiple locations and formats may prove difficult if there is a challenge to identifying an effective strategy to harness or retrieve such data for effective management of employees. This could also become a challenge that Nigerian banks would be confronted with in this era of people or HR analytics (Sheng *et al.,* 2020).

HR is confronted with numerous challenges which may make its use of data analytics difficult. These include the changes taking place in the realm of technology, globalisation, changing and diverse workforce scenarios, all which put pressure on the HR function. Managing these changes and disruptions in an era where technologies are being replaced at lightning speed could make whatever data analytics product HR managers adopt to either phase out or be replaced which might disrupt HR operations if these software or technology products are replaced every now and then (Ruohonen, 2015).

Therefore as Ruohonen (2015) observes, finding professionals who will both understand predictive analytics (i.e. people analytics) and HR business at the same time is difficult which may force companies to either keep to the manualised and rule of thumb way in acquiring talent or paying the price to either employ or train their HR function to be good at both skills.

These challenges are bound to be felt in Nigeria aside other environmental challenges such as poor electricity, poor infrastructure, expensive data and technology skill gaps among the HR workforces of banks in the country.

2.9 Conclusion

This review of literature has examined the topic evaluating the use of data analytics in talent management and recruitment of senior managers in Nigerian banks. Literature has shown that data analytics can offer the HR function benefits if well understood and applied to their talent acquisition and other HR activities. However, other challenges abound which could make the adoption of data analytics in talent acquisition difficult and expensive for many organisations. In Nigeria, there is a dearth of body of research on the use of data analytics and its usefulness or challenges for Nigerian banks even as the industry faces quality talent shortages like many organisations in other industries. This study seeks to fill this obvious gap by investigating the use of data analytics in the banking industry in Nigeria, among other gaps this study is set to address.

CHAPTER THREE

Methodology

3.1 Introduction

This chapter focuses on the research methodology that explains how the current investigation on the use of data analytics in talent management and recruitment of senior managers in Nigerian banks will be executed. The chapter will explain who the survey participants are, identify the criteria for their selection, consider the population, sample frame, sampling technique, and the sample size. The chapter will also highlight the processes for data collection and analysis which cover the research instrument or questionnaire, data analysis techniques and the research ethics.

3.2 Study Participants

The participants that will be selected for this study will be members of different HRM departments in Nigerian banks. Not less than 10 banks will be approached for the quantitative data collection. These banks will be selected based on their sterling performances in the last financial year because it can be assumed that only such banks may want to invest in data analytics for the recruitment and selection of their senior managers. Also, it is expected that these should be progressive banks with progressive ideas about talent management of their most important resource and that their participating HRM officers will be making significant contributions that will enhance the current research's robust outcomes. Most headquarters of banks are located in Lagos and that is where most of the key HRM decisions and activities are carried out. Therefore, the researcher through his trained research assistants will approach the HRM in these banks through informal channels to participate in an online Google Form survey. At least, 10 participatns are expected from each bank in order to make the total number of participants 100 in all. One hundred participants in quantitative research has been found to be suitable for quantitative research (Burmeister and Aitken, 2012).

Consequently, the sample size of 100 will be drawn from the HRM officials of the 10 leading banks in Nigeria. The participants should be supervisory or managerial staff of the banks.

3.3 Design

The study design adopted for the study is correlational research design. This research design is more suitable for the current inquiry because it will help to collect data from more participants in an objective and fair manner through a structured questionnaire. The collected data will be analysed using the appropriate statistical measures (Birke, 2019). The structured questionnaire is a tool that will be used to collect data on the sample size, to be selected from among HRM staff of at least 10 participant commercial or deposit money banks in Nigeria. Correlational studies help researchers make inferences from collected data to show the positive or negative association or relationship between a variable or a group of variables and another variable.

3.3.1 Sample size

The sample size will be made up of one hundred (100) adult participants working in the HRM departments of the 10 leading banks in Nigeria. In the selection of the participants, convenience sampling technique will be adopted because of its advantages. A sample size of 100 participants has been affirmed to be adequate for quantitative research as earlier stated (Burmeister and Aitken, 2012). The structured questionnaire to be prepared and placed in Google Form will make it easy for participants to access the online questionnaire from their respective locations. It will also make it easy for the researcher to download their responses for the data analysis. Participants will be provided with a link after agreeing to participate in the survey.

3.3.2 Sampling Method and Technique

This study will be using nonprobability sampling method because of its unique advantages which will ease the process of data collection more than the probability sampling method would (Taherdoost, 2016). Among the techniques that nonprobability sampling offers, convenience sampling technique will be adopted in this survey. This is because convenience sampling technique makes it easy to access

participants who are available and willing to participate in a research study; it is also very cost effective and useful during challenging moments like the simmering Covid-19 pandemic which is still threatening most societies of the world (Chege and Otieno, 2020). It is also useful for research studies that are yet under-researched (Venkatesh, Brown and Bala, 2013). Only members of the HRM departments of the surveyed banks who are willing to participate in the study and will give their consent will be sampled for the study. They will be given a link to access the online Google Form questionnaire. After receiving sufficiently completed number of questionnaire forms, the link will be deactivated.

3.3.3 Quantitative Data

The choice of quantitative data is informed by the following reasons: they are precise, consistent, reliable and easy to analyse, and they allow the researcher to be detached from the data collection process since the instrument is self-administered which allows for objectivity (Lawrence and Tar, 2013). Quantitative research also supports the generalisation of findings because it fosters the use of a large sample for data collection. In addition, using quantitative research makes it possible for the study to be replicated in a future study by an interested party and as mentioned earlier, it fosters research accuracy and objectivity. The quantitative data will be used to test the hypotheses and afterwards will be analysed using suitable statistical measures.

The reasons for choosing quantitative data are as follows: they are accurate, reliable, consistent, and easy to analyse; also, because instruments is self-administered, they will improve the objectivity of the processes for data collection and analysis (Lawrence and Tal, year 2013). In addition, quantitative research promotes generalisation of research results because it facilitates the use of large samples for data collection. Furthermore, the use of quantitative research allows a replication of such studies in future research because of its precision and research objectivity. Quantitative data will test the research hypotheses and then appropriate statistical methods will be used for analysis.

3.3.4 Data Collection Instrument

An online Google Form questionnaire which was prevalidated by drawing from the work of Ruohonen (2015) and Anand and Kar (2020) is the data collection tool used in this study. It contains 21 questions, divided into two parts. Part A will consist of 16 statements related to the objectives of the research; responses to the statements will be used to test the research hypotheses. Part B will consist of sociodemographic questions which will be analysed using descriptive statistics in the study. The questions in Part A will be based on the following five-level Likert scale: Strongly Agree (SA or 4), Agree (A or 3), Undecided (N or 2), Disagree (D or 1) and Strongly Disagree (SD or 0). Part B will consist 5 questions, which are related to the sociodemographic information of the participants such as their gender, age, marital status, work experience, etc.).

3.3.5 Validity of the Research Instrument

The validity of the research instrument is necessary to correct the measurement errors. When the research instrument has validity, a researcher can easily measure what they want to measure (Haradhan, 2017). In other words, when the instrument of data collection is said to have validity, it can be used to measure what the researcher wants to measure. To ensure that the data collection instrument is valid, its content and constructs will be tested. There are two types of validity. The content validity demonstrates the degree to which statements or items in a research instrument are being measured, while construct validity helps to test all the results of research instrument so that they behave in the expected way. Therefore, the accuracy of the research instrument is what guarantees its validity. To make sure that the research instrument is valid, the supervisor of this dissertation research assisted in the evaluation of the instrument being an expert in the research area. This helps to eliminate any ambiguity and improve the accuracy of the instrument.

3.3.6 Reliability of the Research Instrument

If a research investigation is to be repeated in future research work, reliability is the standard for measuring its consistency. The reliability of the research instrument contributes to the possibility of precision, credibility, repeatability and consistency. The reliability of the instrument of research can also eliminate all errors found in the instrument and achieve the consistency of all measurement items in the instrument (Haradhan, 2017). That explains the reason when the research instrument is reliable, the observed score becomes the same as actual score of the tested item. Therefore, the reliability of research instrument means that the findings in this study will be consistent in when executed or carried out in a similar context. To ensure the reliability of research tools, tests will be conducted among research colleagues to understand how they understand the problem and measure the strength and direction of the variables.

3.4 Approach

The approach of this study is a deductive study. This research approach involves a research design in which a quantitative survey is conducted on a sampled subset of the population, and the research instruments are administered separately on this sampled subset of the population to collect data. The approach begins with a review of the literature, a review of the related theory or theories, formulation of the hypothesis/hypotheses, data collection and analysis of collected data to validate the hypotheses or otherwise.

3.5 Data Analysis

When performing the data analysis, a descriptive and inferential statistical analysis will be used based on the collected quantitative data. The percentage, mean, and standard deviation of participants' sociodemographic data will be done as part of the descriptive statistics of the investigation while the Pearson correlation coefficient will be used to determine the study based on the IBM SPSS software. The value of Pearson correlation coefficient analysis is always depicted as -1.0 and +1.0, showing

two extremes which refer to perfect negative correlation when the score is -1.0 and perfect positive correlation when the score is showing +1.0.When the correlation is positive, it means the relationship between variables is positive, that is, they are all going in the same direction so that an increase in one variable will cause an increase in another variable. However, when the correlation is negative, it means that the association or relationship between the variables is negative, that is, when one variable increases, the other variable decreases (that is, they are in opposite directions).

3.6 Ethics

Research ethics provides an ethical direction to researchers during research investigations. It ensures that false statements or falsifications of data are not intentionally done and when found are eliminated, and the research process is characterised by truth (Chia, 2018). In addition, ethics ensures that in executing the research, the rights of participants are respected throughout the research process and beyond, and that confidentiality, accountability and fairness are values which guide the investigation. In order to integrate research ethics in this study, the consent of the participants will be requested before participating in the survey. In addition, the researcher agrees to conduct this research in fairness, confidentiality of participants' data and accountability to the research community by citing the sources of studies used, and by avoiding thing that may compromise the integrity of the research such as plagiarism.

CHAPTER 4

Results

4.1 Introduction

This chapter discusses the results of the statistical analysis carried out on this study. The analysis made use of statistical methods to evaluate the use of data analytics in talent management and recruitment of senior managers in Nigerian banks**.** The results are presented in two categories;

i. Descriptive Statistics
ii. Inferential Statistics

4.2 Descriptive Statistics

This section makes use of tables and charts to present numerical summaries of responses from the respondents. These are presented below:

Table 9: Frequency of Age Distribution

Units	Frequency	Percent
21 - 25	9	7.8
26 - 30	15	12.8
31 - 35	36	30.8
36 - 40	33	28.3
41 and above	24	20.5
Total	**117**	**100.0**

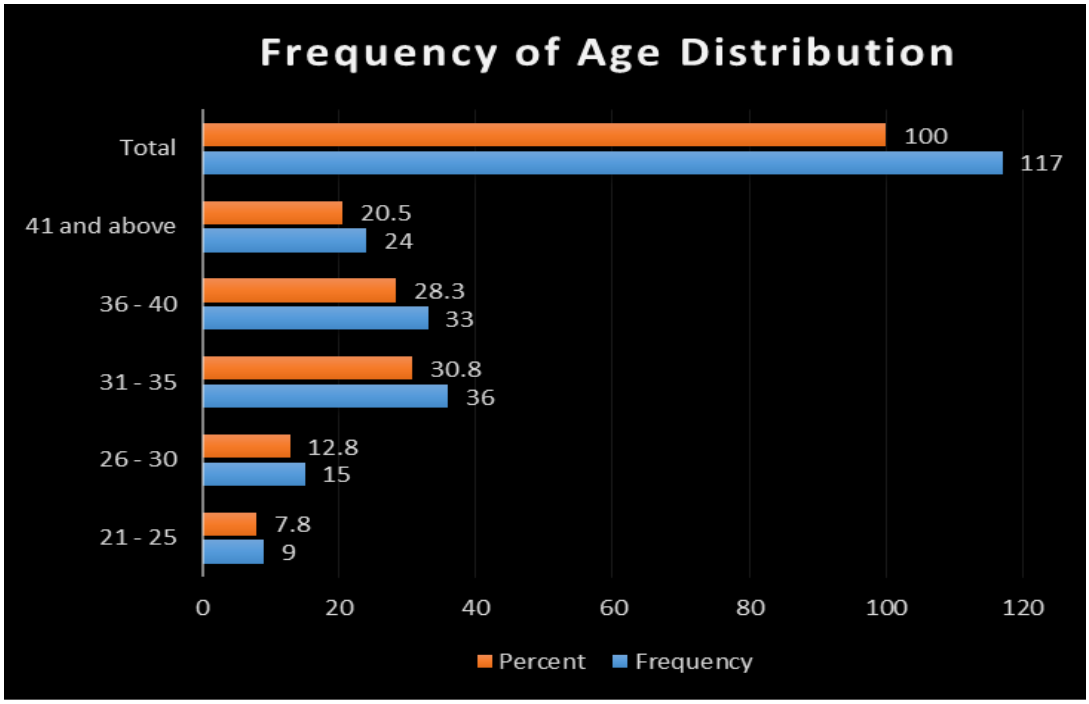


Figure 7: Bar Chart of Age Distribution

From table 1 and figure 1 above, it was observed that 117 participants had taken part in the completion of the online Google Form Questionnaire. Thirty-six participants are between the ages of 31 and 35 years being the majority; Fifteen (15) participants are between the ages of 26 and 30; 24 participants fall within the 41 years and above age category, 33 participants are between the ages of 36 and 40 while 9 participants which form the minority are within the age band of 21 and 25 years.

Table 10: Gender Distribution

Units	Frequency	Percent
Male	60	51.3
Female	48	41.0
Prefer not to say	9	7.7
Total	**117**	**100.0**

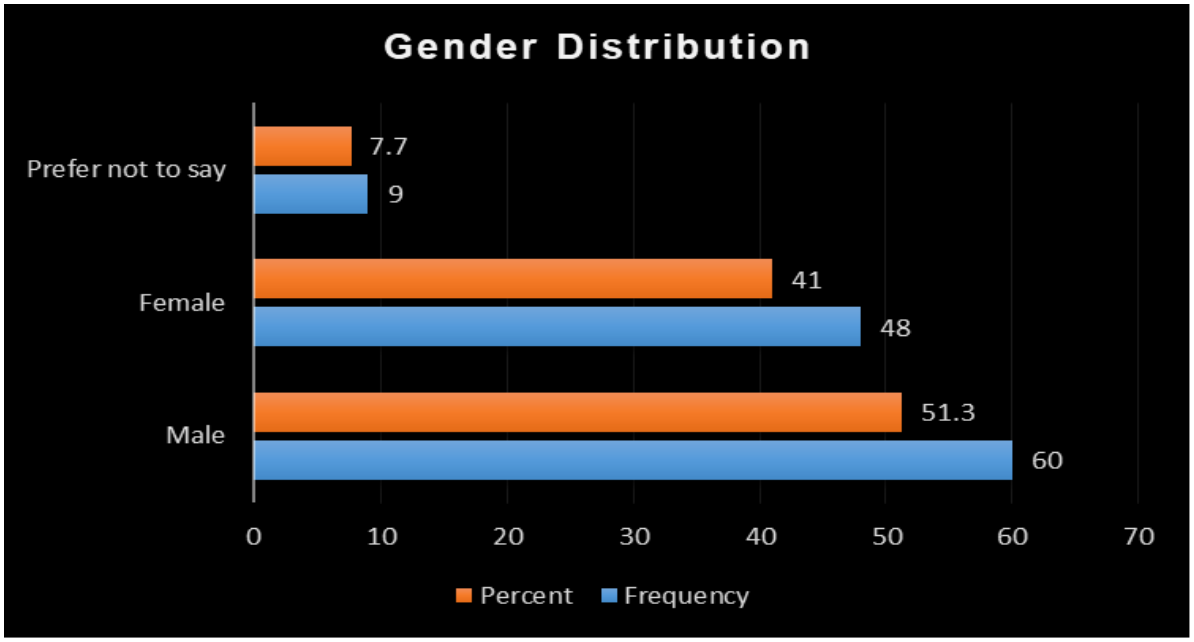


Figure 8: Gender Distribution

From table 2 and figure 2 above, it was observed that 20 of the respondents were males, 16 identified with the female gender, while 3 preferred to make their gender anonymous.

Table 11: Highest Educational Qualification

Units	Frequency	Percent
Diploma	30	25.6
Higher National Diploma/BSC	60	51.3
Master's Degree/Above	15	12.8
Other	12	10.3
Total	**117**	**100.0**

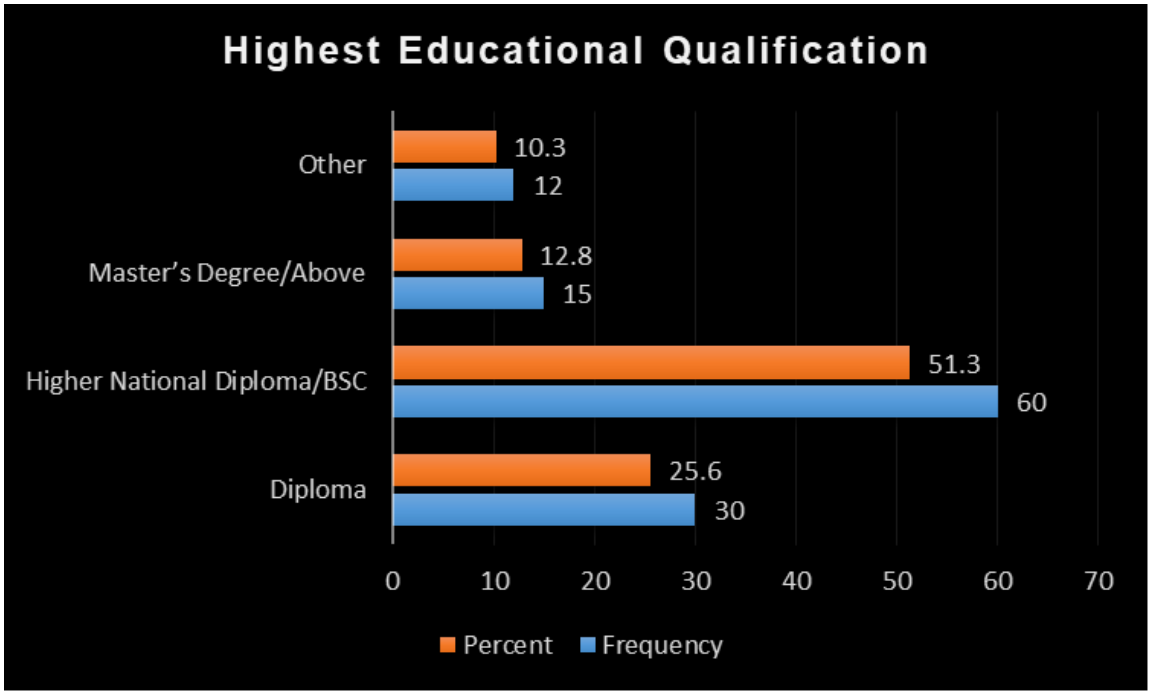


Figure 9: Highest Educational Qualification

From table and figure 3 above, it was observed that 60 participants hold a Higher National Diploma or Bachelor's degree as their highest educational qualification, 30 hold diploma certificates, 15 participants possess a Master's degree or above, while 12 had other qualifications not listed as their highest educational qualification.

Table 12: Experience on the job

Units	Frequency	Percent
Less than 1 year	24	20.5
1 - 5 years	36	30.8
6 - 10 years	15	12.8
11 - 20 years	33	28.2
Above 21 years	9	7.7
Total	117	100.0

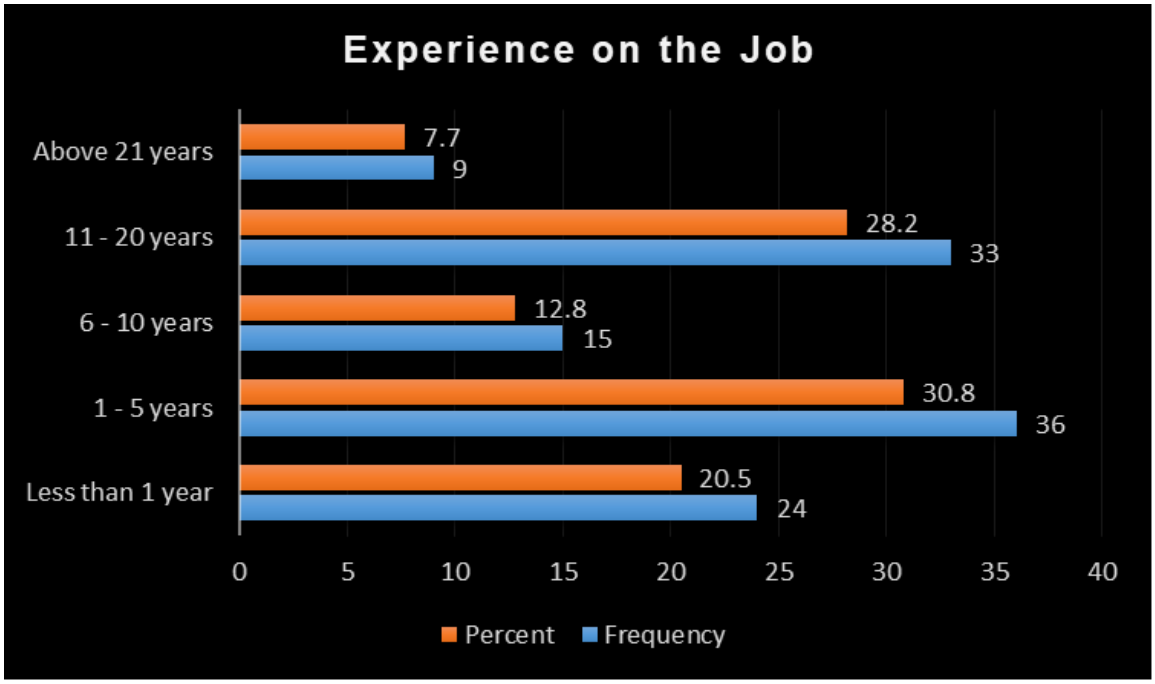


Figure 10: Experience on the job

From table 4 and figure 4 above, it was observed that 12 of the respondents (being the majority) had between 1 to 5 years of experience on their job, 11 had between 11 to 20 years, 5 had between 6 to 10 years, 3 had 21 or more years, while 8 had less than a year.

Table 13: Position/Rank

Categories	Frequency	Percent
Junior Staff	0	0
Supervisory Staff	0	0
Managerial Staff	117	100
Total	117	100.0

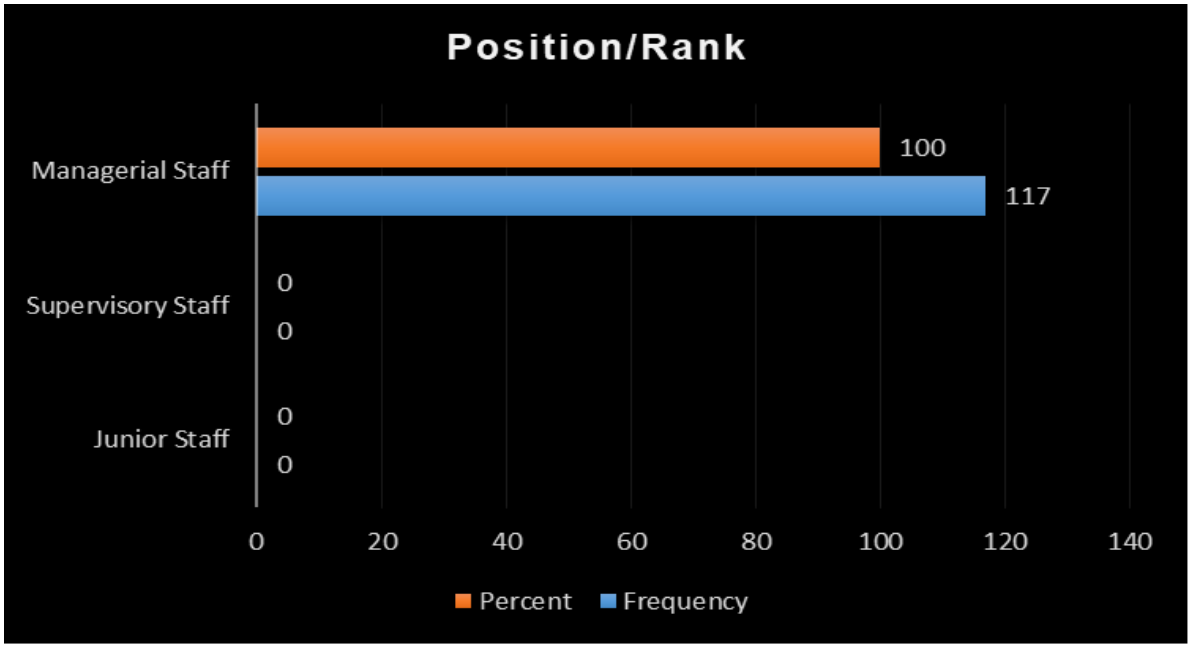


Figure 11: Position/Rank

From table and figure 5 above, it was observed that 39 respondents being the majority were managerial staff.

Table 14: What are the most significant challenges to the use of data analytics for senior management talent acquisition in selected Nigerian banks?

S/N	Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Data quality	45 38.5%	43 35.9%	18 15.4%	9 7.7%	3 2.6%
2	Data disorganisation	39 33.3%	48 41.0%	21 7.7%	3 2.6%	6 5.1%
3	Lack of management support	51 43.6%	39 33.3%	9 7.7%	12 10.3%	6 5.1%
4	Management by intuition/Rule of Thumb	39 33.3%	33 28.2%	15 12.8%	18 15.4%	12 10.3%
5	Infrastructure gap	51 43.6%	42 35.9%	12 10.3%	9 7.7%	3 2.6%

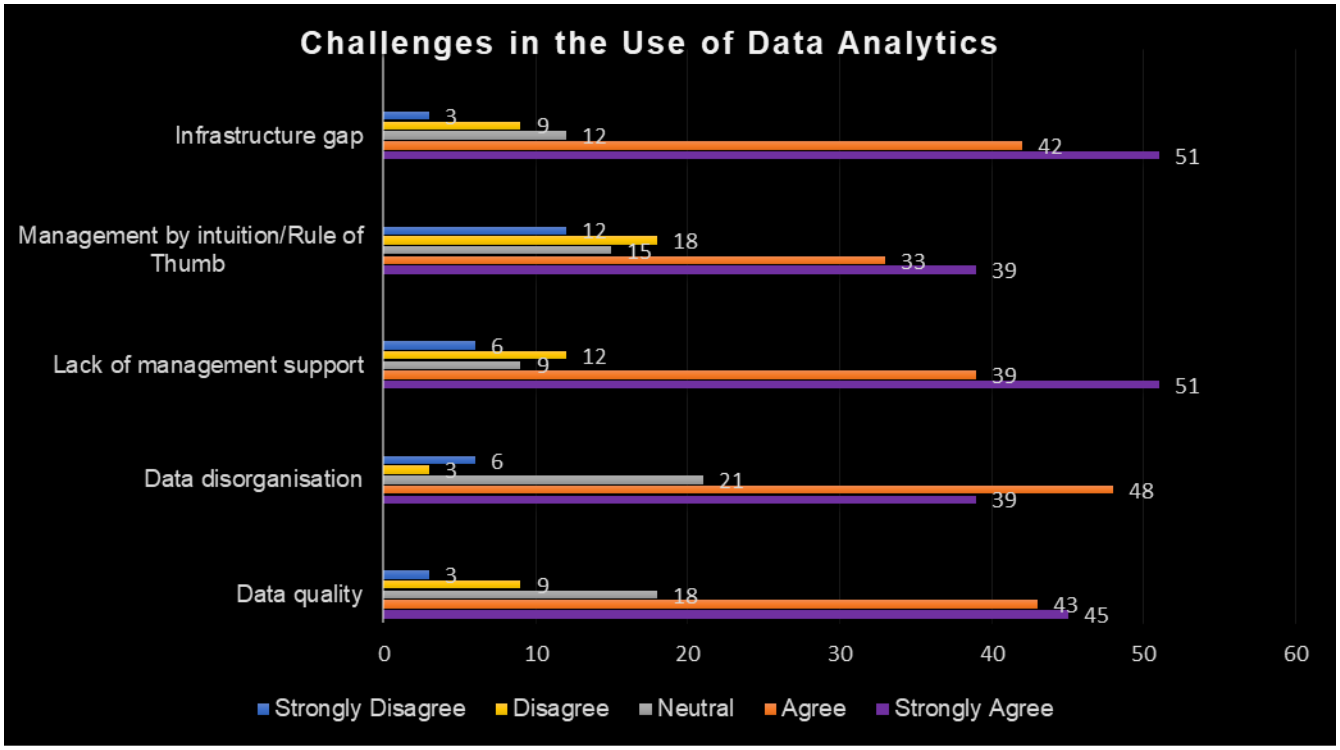


Figure 6: challenges to the use of data analytics for senior management talent acquisition in selected Nigerian banks

From Table 6 and Figure 6 above, it was observed that 51 of the respondents being the majority strongly agreed that Infrastructure gap and Lack of management support are the challenges in the use of data analytics for senior management talent acquisition in selected Nigerian banks, 39 agreed to this, 15 were neutral, 3 strongly disagreed, while 9 disagreed with the statement.

Table 7: What are the most significant uses of data analytics in relation to senior management talent acquisition in selected Nigerian banks?

S/N	Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Job description and advertising	63 53.8%	36 30.8%	6 5.1%	6 7.7%	3 2.6%
2	Finding the right candidate	54 46.2%	33 28.2%	21 17.9%	3 2.6%	6 5.1%

3	Analysing overall recruitment experience	51 43.6%	39 33.3%	9 7.7%	12 10.3%	6 5.1%
4	Help in profiling candidates	48 41%	24 20.5%	15 12.8%	18 15.4%	12 10.3%
5	Identifying best candidate sources	57 48.7%	36 30.8%	12 10.3%	9 7.7%	3 2.6%
6	Analysing market trends	39 33.3%	48 41.0%	21 17.9%	3 2.6%	6 5.1%
7	CV screening	42 35.9%	45 38.5%	15 12.8%	9 7.7%	6 5.1%
8	Employer branding	51 43.6%	39 33.3%	9 7.7%	12 10.3%	6 5.1%
9	Candidate management	39 33.3%	33 28.2%	15 12.8%	18 15.4%	12 10.3%
10	Video screening	36 30.8%	42 35.9%	12 10.3%	18 15.4%	9 7.7%
11	Psychometric testing	33 28.2%	54 46.2%	21 17.9%	3 2.6%	6 5.1%
12	Multi-database candidate sourcing	45 38.5%	42 35.9%	18 15.4%	12 7.7%	3 2.6%

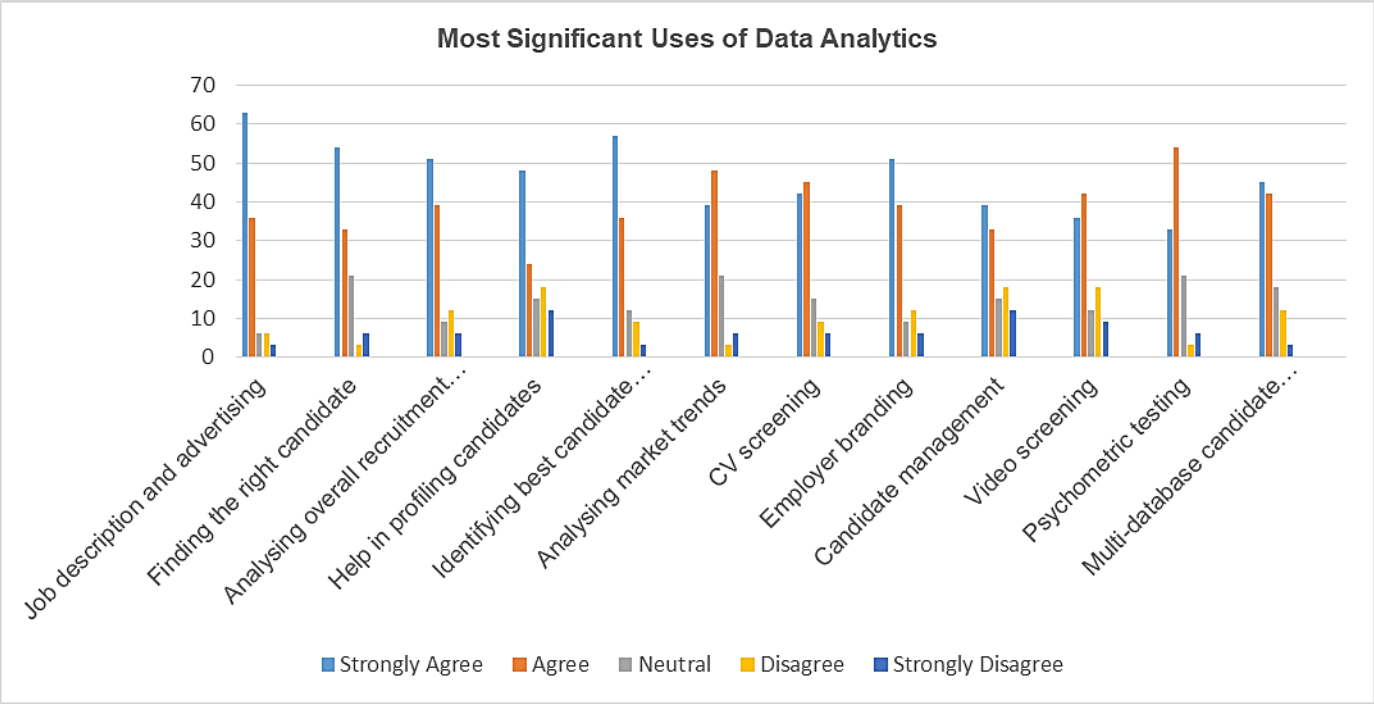


Figure 7: The most significant uses of data analytics in relation to senior management talent acquisition in selected Nigerian banks.

From Table 7 and Figure 7 above, it was observed that 63 of the respondents being the majority strongly agreed that Job description and advertising was one of the most significant uses of data analytics in relation to senior management talent acquisition in selected Nigerian banks. Meanwhile, other respondents made their choices on job description and advertising, finding the right candidate, analysing overall recruitment experience, help in profiling candidates, identifying best candidate sources, analysing market trends, CV screening, employer branding, candidate management, video screening, psychometric testing, and multi-database candidate sourcing to which 39 agreed to this, 12 were undecided, 6 strongly disagreed, while 9 disagreed with the statement.

Table 8: What is the percentage and level of data analytics use for senior management talent acquisition in selected Nigerian Banks?

S/N	Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My bank uses data analytics for the assessment of its senior management talent.	54 46.2%	51 43.6%	6 5.1%	3 2.6%	3 2.6%
2	My bank uses data analytics for the recruitment of potential senior management talent positions.	69 59%	27 23.1%	15 12.8%	6 5.1%	0 0%
3	My bank uses data analytics for the selection of its senior management talent.	51 43.6%	39 33.3%	9 7.7%	12 10.3%	6 5.1%
4	My bank uses data analytics for onboarding its senior management talent.	48 41%	39 33.3%	9 7.7%	15 12.8%	6 5.1%

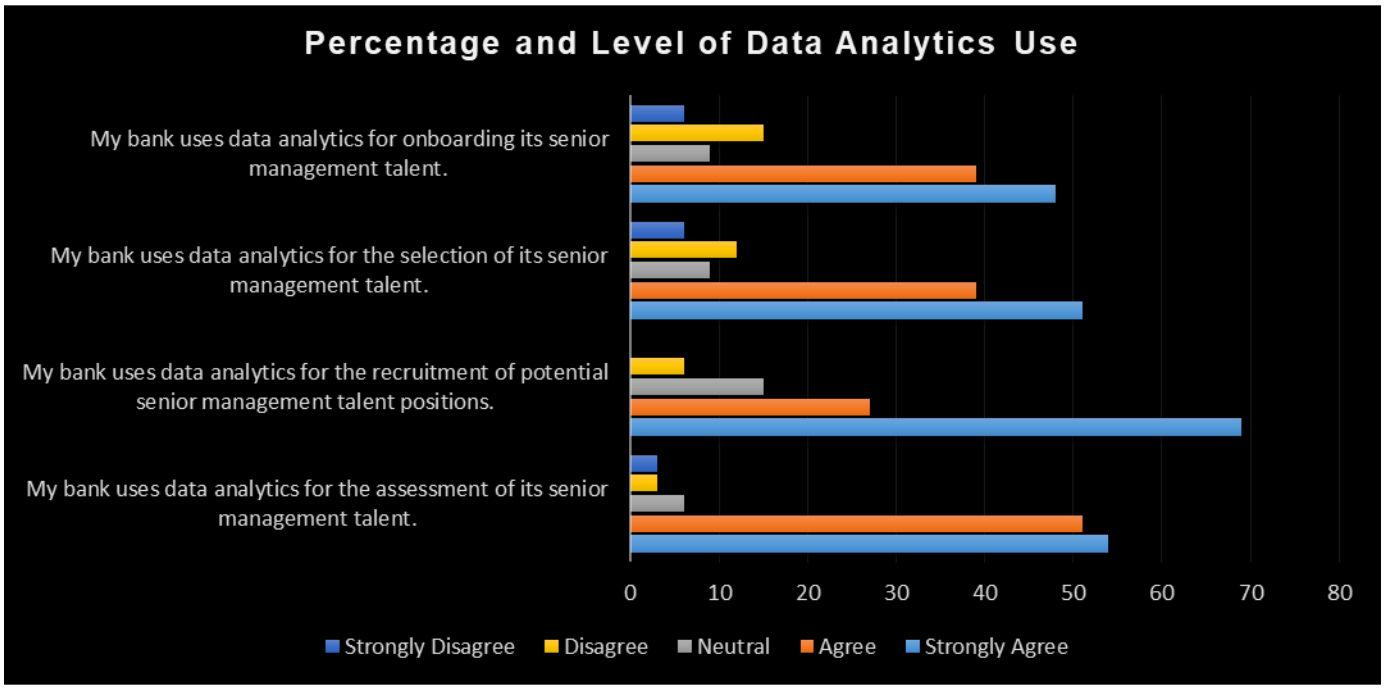


Figure 8: The most significant uses of data analytics in relation to senior management talent acquisition in selected Nigerian banks.

From table 8 and figure 8 above, it was observed that 23 of the respondents being the majority strongly agree that their bank uses data analytics for the recruitment of potential senior management talent positions. Other respondents made their choice on my bank uses data analytics for the assessment of its senior management talent, my bank uses data analytics for the selection of its senior management talent, and my bank uses data analytics for onboarding its senior management talent which 13 agreed to this, 3 were undecided, 2 strongly disagreed, while 3 disagreed to this.

Table 9: What are the perceptions of human resource managers in the selected Nigerian banks toward the use of data analytics for senior management talent acquisition?

S/N	Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Data analytics is suitable for the assessment of senior management talent in bank I work for.	69 59%	36 30.8%	6 5.1%	3 2.6%	3 2.6%
2	Data analytics will greatly help in the recruitment of potential senior management talent positions in the bank I work for.	75 64%	27 23.1%	6 5.1%	6 5.1%	3 0%
3	Data analytics will aid the selection of the senior management talent in the bank I work for.	48 41%	39 33.3%	12 10.3%	12 10.3%	6 5.1%
4	Data analytics will foster onboarding of senior management talent in the bank I work for.	57 48.7%	42 35.9%	9 7.7%	6 5.1%	3 2.6%

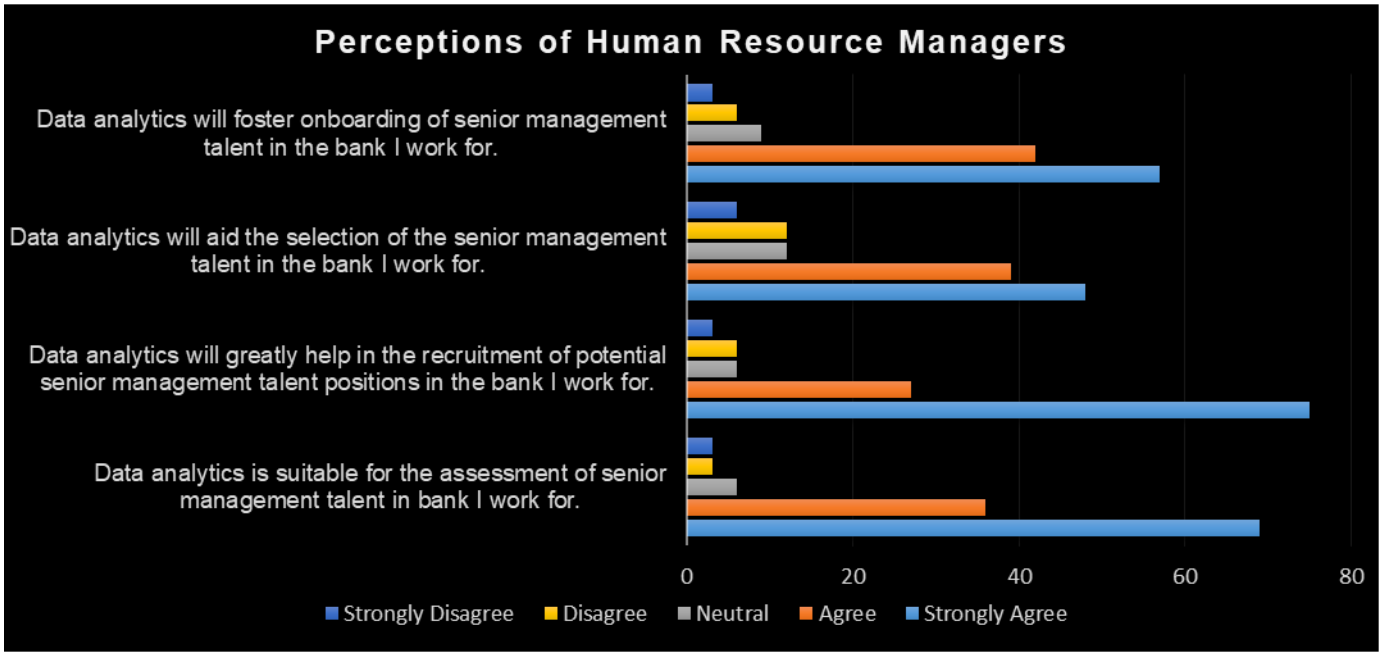


Figure 12: The most significant uses of data analytics in relation to senior management talent acquisition in selected Nigerian banks.

From table 9 and figure 9 above, it was observed that 25 of the respondents being the majority strongly agree that data analytics will greatly help in the recruitment of potential senior management talent positions in the bank, the respondents also made their choice on data analytics is suitable for the assessment of senior management talent in bank, data analytics will aid the selection of the senior management talent in the bank, and data analytics will foster onboarding of senior management talent in the bank; 13 agreed to this, 3 were undecided, 2 strongly disagreed, while 3 disagreed to this.

4.3 Inferential Statistics

This section makes use of statistical tools to validate our research hypothesis. In this instance, Chi-Square Test of correlations will be employed to check for the relationships between variables of interests, while also validating our claims about the significance of the relationship that existed between the selected variables.

4.3.1 Hypothesis Testing

Research hypothesis were designed to check for the validity of our claims. In this research, there are four hypotheses designed for this research and the results are presented in this section.

Level of Significance

$\alpha = 0.05$

Decision Rule

Reject the null hypothesis (H_0) if $\alpha > 0.05$ and conclude the alternative hypothesis (H_a). Else, do not reject H_0 and conclude H_0. This implies that there is no sufficient evidence to reject H_0.

4.3.1.1 Hypothesis 1

H_{01}: The percentage and level of data analytics use is not significantly associated with senior management talent acquisition in selected Nigerian banks.

H_{a1}: The percentage and level of data analytics use is significantly associated with senior management talent acquisition in selected Nigerian banks.

To verify this hypothesis, we shall conduct a Chi-Square Test to check for the relationship between variables “My bank uses data analytics for the assessment of its senior management talent” and “My bank uses data analytics for the recruitment of potential senior management talent positions”. The result is presented below:

Table 15: My bank uses data analytics for the assessment of its senior management talent *My bank uses data analytics for the recruitment of potential senior management talent positions

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	101.360[a]	12	.000
Likelihood Ratio	133.216	12	.000
Linear-by-Linear Association	81.322	1	.000
N of Valid Cases	39		

a. 4 cells (51.0%) have expected count less than 5.

The minimum expected count is 1.03.

From the results in tables 10, the p-value (Asymptotic Significance) = 0.000 which is less than the level of significance $\alpha = 0.05$. Hence, H_0 is rejected and we conclude that

the percentage and level of data analytics use is significantly associated with senior management talent acquisition in selected Nigerian banks.

4.3.1.2 Hypothesis 2

H_{02}: The challenges in the use of data analytics are not significantly associated with senior management talent acquisition in selected Nigerian banks.

H_{a2}: The challenges in the use of data analytics are significantly associated with senior management talent acquisition in selected Nigerian banks.

To verify this hypothesis, we shall conduct a Chi-Square Test to check for the relationship between variables “Lack of management support” and “Infrastructure gap”. The result is presented below:

Table 11: Lack of management support * and Infrastructure gap.

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	115.112[a]	12	.0001
Likelihood Ratio	145.109	12	.000
Linear-by-Linear Association	54.381	1	.000
N of Valid Cases	39		

a. 12 cells (59.0%) have expected count less than 5. The minimum expected count is 2.11.

From the above results, the p-value (Asymptotic Significance) = 0.000 which is less than the level of significance α = 0.05. Hence, H_0 is rejected and we conclude that challenges in the use of data analytics are significantly associated with senior management talent acquisition in selected Nigerian banks.

4.3.1.3 Hypothesis 3

H_{03}: There is no significant association between the significant use of data analytics and senior management talent acquisition in selected Nigerian banks.

H_{a3}: There is significant association between the significant use of data analytics and senior management talent acquisition in selected Nigerian banks.

To verify this hypothesis, we shall conduct a Chi-Square Test to check for the relationship between variables “My bank uses data analytics for the assessment of its senior management talent.” and “My bank uses data analytics for the recruitment of potential senior management talent positions”. The result is presented below:

Table 12: My bank uses data analytics for the assessment of its senior management talent * My bank uses data analytics for the recruitment of potential senior management talent positions.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	51.539[a]	12	.001
Likelihood Ratio	59.229	12	.001
Linear-by-Linear Association	41.611	1	.000
N of Valid Cases	39		

a. 4 cells (62.0%) have expected count less than 5. The minimum expected count is 1.44.

From the above results, the p-value (Asymptotic Significance) = 0.000 which is less than the level of significance α = 0.05. Hence, H_0 is rejected and we conclude that there is significant association between the significant use of data analytics and senior management talent acquisition in selected Nigerian banks.

4.3.1.4 Hypothesis 4

H_{04}: There is no significant association between the perception of human resource managers and senior management talent acquisition in selected Nigerian banks.

H_{a4}: There is significant association between the perception of human resource managers and senior management talent acquisition in selected Nigerian banks.

To verify this hypothesis, we shall conduct a Chi-Square Test to check for the relationship between variables “Data analytics is suitable for the assessment of senior management talent in bank I work for” and “Data analytics will greatly help in the recruitment of potential senior management talent positions in the bank I work for”. The result is presented below:

Table 1316: Data analytics is suitable for the assessment of senior management talent in bank I work for * Data analytics will greatly help in the recruitment of potential senior management talent positions in the bank I work for.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	71.761[a]	12	.001
Likelihood Ratio	87.217	12	.000
Linear-by-Linear Association	52.867	1	.000
N of Valid Cases	39		

a. 12 cells (51.0%) have expected count less than 5. The minimum expected count is 1.29.

From the above results, the p-value (Asymptotic Significance) = 0.000 which is less than the level of significance α = 0.05. Hence, H_0 is rejected and we conclude that there is significant association between the perception of human resource managers and senior management talent acquisition in selected Nigerian banks.

CHAPTER 5

DISCUSSION OF FINDINGS

5.1 Introduction

The focus of this research study is to evaluate the use of data analytics in talent acquisition and recruitment of senior managers in selected Nigerian banks. Four null hypotheses below were derived from the objectives of the study and tested using appropriate statistical measures (Pearson Chi Square).

H_0: The percentage and level of data analytics use is not significantly associated with senior management talent acquisition in selected Nigerian banks.

H_0: The challenges in the use of data analytics are not significantly associated with senior management talent acquisition in selected Nigerian banks.

H_0: There is no significant association between the significant use of data analytics and senior management talent acquisition in selected Nigerian banks.

H_0: There is no significant association between the perception of human resource managers and senior management talent acquisition in selected Nigerian banks.

Participants who provided the quantitative data were HRM managers selected using convenience sampling from 10 leading Nigerian banks. This chapter will summarise the findings of the current research, discuss the findings and highlight the contributions of the study.

5.2 Summary of Findings

The findings of the current study are summarised below:

i. The number of participants that took part in this study by completing the online Google Form questionnaire was 117.

ii. A majority of the participants were from the age bracket of 31-35 years (30.8%). The other age brackets for participants in a descending manner are 36-40 years (28.3%), 41 and above (20.5%), 26-30 years (12.8%) and 21-25 (7.8%) which is the minority.

iii. More male employees took part in the study (51.3%) while female employees made up 41% of the population. This could be a reflection of the gender gap in the banking industry in Nigeria or it could suggest that more male employees participated in the study than females.

iv. In terms of the highest educational qualifications held by participants, 51.3% possess a Higher National Diploma or a degree, 25.6% have a diploma, 12.8% possess a Master's degree or higher degrees while a minority hold other types of certifications. This suggests that participants were educated enough to comprehend the study and to participate informedly in it.

v. Pertaining to experience, 30.8% of the participants had between 1-5 years of experience; 28.2% had between 11-20 years of experience; 20.5% of participants less than a year of experience in the selected banks and 12.8% of the participants had between 6-10 years of experience in the selected banks.

vi. All the participants were HRM officers of various managerial categories.

vii. From the findings made, all the null hypotheses (H_0) were rejected which simply means that:

- Hypothesis 1: The percentage and level of data analytics use is significantly associated with senior management talent acquisition in selected Nigerian banks.
- Hypothesis 2: The challenges in the use of data analytics are significantly associated with senior management talent acquisition in selected Nigerian banks.
- Hypothesis 3: The use of data analytics is significantly and positively associated with senior management talent acquisition in selected Nigerian banks.

- Hypothesis 4: The perception of human resource managers is significantly and positively associated with senior management talent acquisition in selected Nigerian banks.

5.3 Discussion of Results

From the first hypothesis, results show that the percentage and level of data analytics use is significantly associated with senior management talent acquisition in selected Nigerian banks. This may be as a result of the benefits that the use of data analytics offers to the banks or the financial services industry in the country which informed its adoption in the use of talent acquisition of senior managers in the surveyed banks. This finding validates the evidence by Benitez-Amado *et al.* (2015) which shows that data analytics has become useful as a talent acquisition strategy in modern organisations.

The second hypothesis shows that there is a significant relationship regarding the challenges in the use of data analytics and senior management talent acquisition in selected Nigerian banks. This finding shows that challenges exist which also limit the use of data analytics for the talent acquisition of senior management staff in the selected Nigerian banks. This also means that while the selected banks are deploying data analytics for the talent acquisition of senior managers, they also encounter challenges such as data quality, data disorganisation, lack of management support, management by intuition/rule of thumb and infrastructure gap. This finding has been corroborated in literature in the studies of Ruohonen (2015) and Sheng *et al.* (2020).

Results from the third hypothesis shows that the use of data analytics is significantly and positively associated with senior management talent acquisition in selected Nigerian banks.

The areas selected banks find the use of data analytics beneficial includes job description and advertising, finding the right candidate, analysing overall recruitment experience, profiling candidates, identifying best candidate sources, analysing market trends, screening CVs, employer branding, candidate management, psychometric testing, among others. This finding also has been confirmed in extant literature by the work of Gaur *et al.* (2020) and Thanh *et al*. (2020).

Regarding hypothesis 4, the result revealed that the perception of human resource managers in the selected banks is significantly and positively associated with senior management talent acquisition in the banks. This favourable perception of data analytics for talent acquisition has also been acknowledged in the literature by the studies of Koohang and Nord (2021) and Morley *et al.* (2015).

5.4 Contributions of the Study

This research study makes significant contributions to the body of knowledge on the subject of data analytics for the talent acquisition of senior management in the banking industry in Nigeria.

First of all, the study confirms the use of data analytics in talent acquisition in Nigerian banks which could be as a result of the benefits that it provides to the banks. It could also be that the selected banks are compelled to adopt this technology to harness their talent acquisition activities in order to remain competitive in war for talent.

Second, this study expands literature regarding the challenges that face the adoption of data analytics for senior management talent acquisition in Nigerian banks. Understanding these challenges and mitigating might help industry practitioners particularly those in the HR function

who are yet to adopt data analytics to know what challenges they are likely to face and how to address them.

This study further unveils the different areas that data analytics can be used by the HR function and this can prove useful for the financial services sector in the country and future research in this area. It can also help organisations that have not made up their minds to understand the various uses data analytics can be put to enhance their HR functions and outcomes.

Lastly, the current research has validated several studies in literature which argue from findings also made in their study that the perception of HR managers regarding talent acquisition and other HR functions is positive. Going forward, in spite of the challenges that the adoption of data analytics might show, this proves that modern organisations may only be able to win the war of talent if they tap the benefits that data analytics provides.

CHAPTER 6

CONCLUSION

6.1 Introduction

This study has investigated **the use of data analytics in talent acquisition of senior managers in selected Nigerian banks**. About 117 participants took part in the online Google Form questionnaires in which they expressed their opinions regarding the questions/statements posed to them. Pearson Chi Square statistical measure was used for the data analysis to test the hypotheses formulated for the study. All the hypotheses when tested show significant and positive relationship between data analytics use and senior management talent acquisition in selected Nigerian banks. Findings reveal that the percentage of data analytics use for the talent acquisition of senior managers in selected Nigerian banks is high. But this high percentage was not without the challenges that the use of data analytics posed to the HR function in regard to the talent acquisition of senior managers in the selected banks. In addition, the results of the current research also revealed that the selected banks put their data analytics use to different HR activities. Finally, findings further demonstrated that the perception of HR managers regarding the use of data analytics for the talent acquisition of senior managers was positive in the selected Nigerian banks. These results have been corroborated in the literature.

6.2 Recommendations

Arising from the results recorded in this research, the following recommendations are proposed:

The war for talent is raging on and organisations are working hard to attract the best talent that they can find in order to enhance their competitive edge. While the use of data analytics might be fraught with challenges, just like the internet and modern

technologies which were initially ignored or scoffed at, in few years down the road, it could be that the gold standard for HR performance will be based on the effective use of data analytics. This is why getting into it this early, training HR staff to learn predictive analytics and exposing the workforce to relevant skill sets which can make the adoption of data analytics easy in the selected banks can give the organisations a head start if effectively and timely done.

Also, it is important that the selected banks and other organisations do not ignore the challenges that data analytics use pose for the HR function. Understanding the challenges that HR managers may encounter in their use of data analytics and providing risk management strategies and mitigants can help to make the process of adoption easier and more beneficial.

The digital world seems to be swallowing up the hitherto manual way of life. Therefore, the earlier that the selected banks and other modern organisations begin on the path of adopting and deploying data analytics for their talent acquisition objectives, the better it would be for them, the HR function and their strategic competence in their industries.

6.3 Limitations of the Study/Future Research

This study is limited by the following factors. Its choice of quantitative research means that context rich findings which qualitative studies are known to elicit may be missing in this research. Also the weakness of quantitative research method which is overreliance on statistical measures limits findings to what statistical analysis shows without interrogating why. This is why for future research, the use of mixed method might become more suitable to balance the weaknesses of both quantitative and qualitative research and enhance their strengths.

6.4 Conclusion

This study has interrogated the research topic on the use of data analytics in talent acquisition and recruitment of senior managers in selected Nigerian banks. The study formulated and tested four hypotheses which reflected the objectives of the research. The four hypotheses were found to be significant and positive. In all, the percentage and level of use of data analytics for talent acquisition of senior management in

selected Nigerian banks was found to be high. Data analytics was also found to have been put to use for different HR activities in the selected banks even as the findings reveal that the process was not without its challenges.

Going forward, while skill gaps exist in the selected banks and in many industries regarding having HR managers who know HR business and understand data analytics at the same time, like the internet and other forms of technology which pervade our lives today, wishing away the use of data analytics within the HR function will amount to wishing away the digital age or the internet. Therefore, serious organisations including the selected banks should invest more in their people by training them to acquire relevant data analytics skills in order to be efficient in its use for talent acquisition and other HR tasks. Not doing this now may cost the selected banks or modern organisations the competitive edge they require to stay dominant and successful in their industries. Not also adopting data analytics may make these firms lose the war of talent, which still rages on.

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List of Appendices

Questionnaire

National College of Ireland

M.A. HUMAN RESOURCE MANAGEMENT

EVALUATING THE USE OF DATA ANALYTICS IN TALENT MANAGEMENT AND RECRUITMENT OF SENIOR MANAGERS IN NIGERIAN BANKS

INFORMATION SHEET FOR PARTICIPANTS

Hi,

My name is **Osagie Osemwota**. I am a postgraduate student of the National College of Ireland where I am undergoing a programme in M.A. Human Resource Management. I am writing my final dissertation.

You are being asked to take part in a research inquiry on Evaluating the Use of Data Analytics in Talent Management and Recruitment of Senior Managers in Nigerian Banks.

You will be asked to answer a few questions regarding the research topic above.

Your participation will be limited to the answers you will be providing to the questionnaire and will only take a few minutes.

You have the right to discontinue your participation in this survey at any point in time without having to provide any explanation. It is your right to ask that any data you have provided to that point be destroyed or withdrawn and it is your right to also refuse to answer or omit any question that is asked of you. In addition, before the survey begins,

you are free to ask the researcher any questions as a result of reading this information sheet.

The data you will be providing which are only to be used for my dissertation purposes only will not contain any of your personal details except your demographic information (e.g. gender, marital status, education, experience and rank at work). Your anonymity will be guaranteed during and after your completion of this questionnaire.

You may contact me at x19172788@student.ncirl.ie if you need further information.

INFORMED CONSENT FORM

PROJECT TITLE: EVALUATING THE USE OF DATA ANALYTICS IN TALENT MANAGEMENT AND RECRUITMENT OF SENIOR MANAGERS IN NIGERIAN BANKS.

PROJECT SUMMARY: This dissertation seeks to evaluate the use of data analytics in talent management and recruitment of senior managers in Nigerian banks.

By completing this questionnaire below, you are agreeing that: (1) you have read and understood the Participant Information Sheet on page 1 above, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily.

Thank you.

Osagie Osemwata

RESEARCH QUESTIONNAIRE

SECTION A

Please rate the following statements based on your understanding of the use of data analytics in talent management and recruitment of senior managers in Nigerian banks.

Tick (✓) the appropriate answer based on how closely each of the following statements represents your view:

STATEMENTS	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
My bank uses data analytics for the assessment of its senior management talent.					
My bank uses data analytics for the recruitment of potential senior management talent positions.					
My bank uses data analytics for the selection of its senior management talent.					
My bank uses data analytics for onboarding its senior management talent.					
Please select the most significant challenges facing the use of data analytics for senior					

management talent acquisition in Nigerian banks:					
• Skills gap					
• Lack of data analytics professionals					
• Lack of tools					
• Data quality					
• Data disorganisation					
• Lack of management support					
• Management by intuition/Rule of Thumb					
• Infrastructure gap					
The significant uses of data analytics in relation to management of talent acquisition in selected banks are as follows:					
• Job description and advertising					
• Finding the right candidate					
• Analysing overall recruitment experience					
• Help in profiling candidates					
• Identifying best candidate sources					
• Analysing market trends					
• Multi-database candidate sourcing					
• CV screening					
• Psychometric testing					
• Video screening					
• Candidate management					
• Employer branding					
Data analytics is suitable for the assessment of senior management talent in bank I work for.					
Data analytics will greatly help in the recruitment of potential senior management talent positions in the bank I work for.					
Data analytics will aid the selection of the senior management talent in the bank I work for.					
Data analytics will foster onboarding of senior management talent in the bank I work for.					

SECTION B

Please tick (✓) where appropriate

1. Age ( ) 21-25 ( ) 26-30 ( ) 31-35 ( ) 36-40 ( ) 41 and above
2. Gender ( ) Male ( ) Female ( ) Prefer not to say ( ) Other
3. Highest educational qualification ( ) Diploma ( ) Higher National Diploma/BSC ( ) Master's Degree/Above ( ) Other
4. Experience on the job ( ) Less than 1 year ( ) 1-5 years ( ) 6-10 years ( ) 11-20 years ( ) Above 21 years
5. Position/Rank ( ) Junior Staff ( ) Supervisory Staff ( ) Managerial Staff