

Employer Branding and Employee Value Proposition as Determinants of Talent Attraction and Retention: Evidence from Zenith Bank Plc

Ubong Nna Isong¹; Dr. Sunday, Musa Onalo²

¹Doctorate Degree Program; Faculty of Management Sciences, Department of Business Administration
Veritas University, Bwari, Abuja Nigeria

²Faculty of Management Sciences, Department of Business Administration Veritas, University, Abuja

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Abstract: This study examined the implication of employer branding and employee value proposition on talent attraction and retention of Zenith Bank PLC. The study aimed at understanding the relationship between organizational reputation value, social value and diversity value on talent attraction and retention in banking industry. The study was anchored on the Resource Based Theory which explain how organizational resources can facilitates employees job acceptance and retention. A descriptive survey was utilized in this study. 125 respondents were selected from the total population of 415 staff in Abuja branches of Zenith Bank PLC using the simple random technique. Data was collected with questionnaire and analysed with SPSS “Explore” descriptive statistics procedure was used to capture the means, mode, and standard deviation to help answer the research questions. The study concluded that organizational reputation value, social value and cultural diversity play significant impact on talent attraction and retention in financial industry. The study recommended that organizational especially financial institutions where there is high rate of employee job turnaround should adopt significant brand positioning strategies to stand out in the raking table of commercial banks with good public reputation. Financial institution should adopt recent and global practices of social responsibility and social welfare packages to attract and retain their employees in this competitive labour market. Financial institution should under the cultural dimension of Nigeria and the influence in employee value proposition and talent attraction and retention.

Keywords: *Impact, Employer Branding, Employee Value Proposition, Talent Attraction. Retention.*

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I. INTRODUCTION

In the face of competition, every business pushes to accomplish its organizational objectives. According to Bali & Dixit (2016), hiring skilled employees has become a critical HR requirement in order to gain a competitive edge. Given to this understanding, John & Raj (2020) noted that the main result of employee value proposition and employer branding is to attract talented and skilled individuals who would work in that organization to achieve the objective of that organization.

In clear understanding, employer branding refers to a company's good will perceived by the public especially the skilled employees. In a comment, Yadav et al. (2020), argued that employer branding encompasses all aspects of a company that present a positive image to the public, particularly to prospective employees. Indicating that every

business must have a strong brand in order to compete with different workers in the labour market. This is why Davis et al (2018) stated that companies need to activate their reputation in order to favour the aspiration of the intending employees in the labour market.

As a result, a firm using employee-centered EVP methods can draw top talent from the underprivileged labour market (Cascio, 2014). Yadav et al. (2020), further mentioned that employer branding reflects the reputation of the organization as viewed by the potential employee to stimulate their preference and dedication. Consequently, Tanwar & Prasad (2016) observed that many employees are ready to adapt to the demands and expectations of the company with strong employer branding. This is predicated on the employees' perception of the company's prominence. However, to achieve a significant employer branding, the companies needs to be doing well consistently over a period

of years for employees to learn about, understand, and engage with the business and its image. People develop the company's brand during the course of their careers (Cascio, 2014).

This brings the subject of employee value proposition (EVP). This is referred as the benefits that an employee receives from their efforts, skills, knowledge, experience, and abilities that they provide to a firm, (Anitha, 2014). This suggests that the benefits employees receive in exchange for their efforts to the company are known as EVP. Agbo & Akande (2021) clearly assert that the EVP variables are the factors that employees considered to join and stay with a company. This is why many organizations strategic engagement brand strategies to attract the best candidates. While achieving this, the companies continue to project a good employer branding because, upcoming candidates would have a sense of joining the company. According to Davis et al. (2018), businesses accomplish this by guaranteeing their employees the greatest chances, experiences, and working conditions. For this reason, EVP aids employers in expanding their market reach. Further commenting, Yadav et al. (2020) asserted that the EVP helps workers express their own objectives, helping the HR division make sure that workers' personal and professional objectives are successfully achieved.

Banking sector in one of the most industries that have competitive labour market. The categorization of banks in tiers have prompted this competitive. This cover talent hunting, recruitment and retention. This is why Bali & Dixit (2023) mentioned that the expansion of EB and EVP is crucial. This is due to the fact that in the competitive world of talent acquisition and retention. In a similar vein, Davies et al. (2018) contended that firms should be able to attract and keep top employees in order to improve employee value proposition. This gives other talented candidates a positive impression of the organization's reputation. Employer branding gives staff members all the information and resources they need to produce an interesting EVP (Cascio, 2014). Employers and HR specialists can use EB and EVP to establish their business as a desired employer (Tanwar & Prasad 2016).

Employee Value Proposition (EVP) and Employer Branding (EB) strategies are employed in modern HR to attract, engage, and retain top personnel in the banking sector (Yadav et al. 2020). From the standpoint of EB AND EVP contributions to the organization, Bali & Dixit (2016) expressly noted that EVP refers to the unique benefits and ideals that an organization delivers its employees in exchange for their skills and efforts. Projecting the company to top personnel is one of the goals of corporations (Davies et al. 2018). According to Tanwar & Prasad (2016), improving the organization's reputation must guarantee that EB is seen as a standard and best practice in the banking sector in order to accomplish this goal. For this reason, Cascio (2014) noted that EB and EVP strategic decision-making results from an all-encompassing strategy to enhanced talent engagement.

➤ *Statement of the Problem*

Employer branding has emerged as a crucial strategic tool for luring and keeping top people in a global economy that is becoming more competitive and talent-driven. According to Ambler & Barrow (1996), employer branding acts as a promise to prospective and current employees about the work experiences and organizational ideals given the array of functional, financial, and psychological benefits offered by the organization. It is crucial in forming opinions about a company, which has a big impact on recruitment results as well as employee engagement and retention.

Even while employer branding and employee value proposition are widely recognized as being important, there is still a lack of awareness about their consequences for hiring in Nigerian banks. High turnover rates, low application-to-hire ratios, unfavorable candidate experiences, and trouble drawing in top talent are some of the issues that Nigerian financial institutions must deal with (Okafor & Udu, 2020). A poor web presence, little investment in employer brand communication, and a lack of well-defined employee value propositions (EVPs) all contribute to these issues. Failing to create and convey a strong employer brand can result in missed opportunities and reputational hazards in a digitally connected world where candidates actively study possible employers and respect corporate culture and purpose.

Therefore, in an era where digital platforms, peer reviews, and brand storytelling play crucial roles in candidate decision-making, it is necessary to critically examine how employer branding practices impact recruitment outcomes within Nigerian financial institutions (Sivertzen, Nilsen & Olafsen, 2013).

➤ *Objective of the Problem*

The main objective of the study is to examine the implication of employer branding and employee value proposition (EVP) on talent attraction and retention adopting Zenith Bank Plc. To achieve this main objective, the followings are the specific objectives:

- To ascertain the impact of reputation Value on talent attraction and retention among staff of Zenith Bank Plc
- To ascertain the impact of diversity value on talent attraction and retention among staff of Zenith Bank Plc,
- To ascertain the impact of social Value on talent attraction and retention among staff of Zenith Bank Plc.

➤ *Research Questions*

- What is the impact of reputation Value on talent attraction and retention among staff of Zenith Bank Plc?
- What is the impact of diversity value on talent attraction and retention among staff of Zenith Bank Plc?
- What is the impact of social Value on talent attraction and retention among staff of Zenith Bank Plc?

➤ *Research Hypotheses*

- H₀₂ There is no significant impact of reputation Value on talent attraction and retention among staff of Zenith Bank Plc.
- H₀₂ There is no significant impact of diversity value on talent attraction and retention among staff of Zenith Bank Plc.
- H₀₃ There is no significant impact of social Value on talent attraction and retention among staff of Zenith Bank Plc.

II. LITERATURE REVIEW AND THEORETICAL FOUNDATION

➤ *Conceptual Review*

• *Concept of Reputation Value (RV)*

Reputational value of an organization is an intangible asset that can meet stakeholder expectations. Maintaining and enhancing an organization's reputation can have a greater impact on customer value and loyalty (Sivertzen, Nilsen & Olafsen, 2013). Consequently, this could result in a clear competitive advantage. Reputation of organizations mostly enhances consumers' opinions towards the value of products and services offering by the organization. As a result, employees evaluate the products and services and spread good word of mouth (WOM). Consequently, brand identity, image, and organization value increase along with stakeholder trust and the stock price (Sivertzen, Nilsen & Olafsen, 2013, Okafor & Udu, 2020). All these variables are build into the employee branding.

• *Diversity Value (DV)*

Another aspect of employer branding and employee value proposition in this study is the diversity value. Diversity values show that each organization's workforce is unique and diverse, (Yadav et al. (2020). Consequently, companies hire a wide range of individuals because they value their individuality. The value placed on these talents goes a long way to determine how the people in the labour market perceived the organization. Therefore, diversity in an organization enhances employee creativity, empathy, innovation, and problem-solving abilities within the context of the human resource management. Sutherland et al. (2002) found that care nurturing and thoughtful planning cultural diversity in an organization is required in other to stimulate the preference of potential employees towards a particular organization. Employers can take a different approach to ensure that their employees are regarded in their positions, and they can add diversity to the workplace by assigning them a range of challenging and fascinating tasks that will enhance team work.

• *Social Value (SV)*

Every meaningful organization push towards promoting the resilience and long-term well-being of employees, communities, and society at large they serve. This characterized the social responsibility of the business entity. Maintaining good relationships between coworkers and the

company is essential, (Sutherland et al. 2002). An organization can promote social ideals by providing an induction program for new personnel. Additionally, businesses can validate an employee wellness program and ensure a happy and stimulating workplace (Okafor & Udu, 2020). These kinds of efforts can help coworkers develop a strong and supportive sense of teamwork. When these values conflict, there will be major issues that could lead to the company losing clients and having a higher employee turnover rate (Yadav et al. 2020).

• *The Implication of Employer Branding and Employee Value Proposition (EVP) on Talent Attraction and Retention*

Employee perceptions of a certain organization are influenced by team components, job design, employee emotional states, leadership, and organizational interventions, (Slavković et al. (2018). These elements greatly influence an employee's decision to accept an offer of employment. These elements provide a crucial explanation of how EB and EVP can significantly influence high-profile employees' acceptance, job preference, and retention especially in the banking Industry where there is significant talent turn around rate (Anitha, 2014). Various financial and non-financial incentives that employees receive at work are another aspect of employer branding that should be taken into account, according to previous research.

These elements may lead to long-term employee retention in that company. These monetary and non-monetary rewards include things like pay, bonuses, health benefits, and paid time off (Anitha, 2014, Tanwar & Prasad, 2016). According to Yadav et al. (2020), employer branding has a positive correlation with employee engagement and a negative correlation with turnover intention. In support, Tanwar & Prasad (2016), stated that employee branding is viewed as a talent attraction and engagement strategy for both current and prospective employees. It is crucial for banks to create strategies that not only attract qualified workers but also cultivate positive relationships with them, given the growing talent shortage and the ongoing "war for talent" in a dynamic service-based economy like the banking sector (Srivastava & Bhatnagar, 2010).

Banks now have a crucial duty to draw in and retain the talented pool of human capital. Experienced and knowledgeable staff members give the bank a big competitive advantage. Employee retention is the choice banks make to retain key personnel in their organizations (Aranami & Krishna, 2019). Rappaport et al. (2003) define talent retention as an employer's attempt to keep desirable people in order to accomplish business objectives. In today's banking workplace, skilled, productive employees are highly sought after. Companies need to consider the risk that their talented employees may leave in pursuit of better chances elsewhere.

Today, acquiring and retaining a strong workforce is a top priority for many firms. According to Bali & Dixit (2016), companies must differentiate themselves from the competition and market their brand to prospective employees in order to efficiently and promptly meet their talent needs.

An employer brand may help banks compete successfully in the labor market and cultivate employee loyalty through effective recruitment, engagement, and retention tactics. Cascio (2014) asserts that business branding and management efficacy significantly influence employee retention. According to Sutherland et al. (2002), staff retention is directly impacted by employer branding. John & Raj (2020) suggested employer branding as a strategy for companies to deal with the problems of talent acquisition, employee engagement, and retention.

Focusing on employee retention is a crucial tactic for obtaining a competitive edge, (Easa & Bazzi, 2020). According to Bussin & Mouton (2019), employees' opinions of the company's branding are positively correlated with higher retention rates and lower compensation expectations. A key indicator of talent retention is employer branding, which encompasses leadership and development, employee satisfaction, and reward strategy. Employee happiness is linked to improved interpersonal relationships, higher production, and reduced absenteeism and fluctuation rates (Slavković et al., 2018). Strong employer brands have an impact on workers' psychological contracts and job satisfaction, (Tanwar & Prasad, 2016).

Under the assumption that employees are satisfied with their employers, Kaur & Syal (2013) concluded that businesses with an effective internal and external branding strategy are better able to influence employees' delivery of the promised brand.

Job satisfaction is positively correlated with employer branding and employee value proposition. According to Chiu et al. (2020), employees' desire to resign will decrease if they are satisfied with their jobs. According to Slavković et al. (2018), a strong employer brand is essential for a successful hiring process because it also affects employee happiness. Employers may increase employee satisfaction and attract more competent candidates by investing in the development of their brand.

According to Davies (2008), an image of agreeableness—that is, friendliness, concern, and honesty promotes employee contentment and can increase employees' propensity to accept or remain with a favored bank.

➤ *Theoretical Framework*

View Based on Resources (RBV) A solid theoretical framework for comprehending employer branding is offered by the Resource-Based View (RBV). According to RBV, having valuable, uncommon, unique, and non-replaceable resources gives an organization a long-term competitive advantage (Barney, 1991). Human capital is seen as a strategic resource when it comes to competent, driven, and devoted workers. According to RBV, employer branding serves as a tool for businesses to draw in and keep this talent, resulting in a workforce that is both capable and in line with corporate objectives. As a result, companies with strong employer brands are able to outperform rivals by retaining a steady and productive workforce that is hard to imitate.

➤ *Empirical Review*

Employer branding, employee value proposition, and talent acquisition and retention are positively correlated, according to a number of empirical research. Among these are the following: Nwanebo (2025) examined the connection between employer branding and recruitment results in Nigerian financial institutions, concentrating on the ways that organizational culture, social responsibility, employee value proposition (EVP), and brand image impact talent acquisition and retention. The study investigates how employer brand perceptions impact important recruitment metrics and candidate decision-making, drawing on the resource-based view (RBV). A mixed-methods research strategy was used in the study. While interviews with HR managers provided qualitative insights, formal questionnaires were used to collect quantitative data from human resource professionals and job applicants at certain Nigerian banks and financial organizations.

Multiple regression, correlation, and descriptive statistics were used to examine the data. The results showed a significant correlation between company branding and recruitment outcomes, including employee retention, offer acceptance rates, and applicant quality. More qualified and culturally compatible applicants are typically drawn to financial institutions that actively market their brand through inclusive work cultures, career development programs, and corporate social responsibility (CSR) efforts. Additionally, it was discovered that job seekers' impressions and interest in applying were influenced by digital employer branding platforms like Glassdoor and LinkedIn. The study comes to the conclusion that effective hiring in Nigeria's banking sector requires a strong and genuine employer brand. Enhancing internal brand alignment, utilizing employee advocacy for brand amplification, and integrating employer branding with recruitment strategy are some of the recommendations.

According to a survey by Chacko & Zacharias (2020), keeping brilliant workers is a top concern for many businesses and the primary differentiator in human capital management. Today, even large IT firms struggle to hold onto their people in order to compete in international markets. Retaining highly talented employees is crucial in the current competitive business environment because they positively impact organizational productivity. People, intellectual capital, and talent are increasingly important to an organization's strategic success and survival. As a result, businesses are looking for efficient ways to boost employee retention. As a result, an employee's opinion of their employer is crucial, and companies are concentrating on creating a new employee experience. Therefore, it is important to analyze how corporate branding affects employee retention.

Additionally, employer branding lowers recruiting lead times and raises job acceptance rates among Nigerian financial institutions, according to a study by Adediran and Okonkwo (2022). These results highlight how crucial branding is to enhancing hiring results, particularly in a service-oriented industry like finance. Although previous

research confirms the importance of employer branding, there are significant gaps in the Nigerian context. First, little study has been done expressly on the relationship between branding strategies and recruitment metrics like time-to-hire and cost per hiring. Second, rather than using longitudinal data on actual recruitment outcomes, the majority of studies focus on the views of job seekers. Third, not much research has been done on the relationship between employer branding and other HR tasks in the financial industry, such as on-boarding and retention. Lastly, despite their different hiring practices, there is a dearth of industry-specific insights comparing commercial banks, fintechs, and insurance companies.

Similarly, employer branding has a beneficial impact on candidates' attraction and organizational commitment, according to research by Agbo and Akande (2021) in the Nigerian banking industry. Tanwar and Prasad (2016) discovered that aspects of corporate branding like pay, career advancement, and work-life balance have a big impact on job searchers' intentions. brand tactics and consumer expectations. Sakro (2012) looked into whether employers utilize branding in their businesses and how it affects hiring and employee retention in Ghana's banking industry. For the study, a descriptive survey design was chosen. For the study, a handy sample of 87 individuals, including both junior and senior personnel, was used. Both descriptive and inferential statistics were used to analyze the data. According to the study's findings, companies can use employer branding strategies to draw in both clients and staff. Additionally, it was discovered that employees' decisions to join and remain with a company might be strongly influenced by its brand. Therefore, it was recommended that companies provide a favorable workplace with conditions that allow employees to feel at ease and stay with the company.

III. RESEARCH METHOD

This study used a descriptive survey design. A descriptive survey is a methodical, non-experimental descriptive research technique used to collect data from (a sample of) individuals in order to describe the characteristics of the larger population that the individuals belong to. When a researcher wishes to gather information about events that cannot be directly observed, surveys might be helpful. All Zenith Bank Plc personnel in Abuja made up the study's target population. For the study, the Bank was a convenient choice. Zenith Bank was chosen because to its enormous workforce and status as one of Nigeria's top banks.

This implied that the bank would be a good representative of banks in the financial industry and that it was more likely to have all the characteristics of the other banks. Using the basic random selection technique, study participants were chosen at random from their departments. Out of 415 employees, 125 participants 48 senior employees and 77 junior employees participated in the study. For the study, a series of questionnaires created by the researchers were used. Twelve closed-ended questions made up the instrument, which was designed to gather data on employee branding, employee value proposition, and employee attraction and retention.

A 4-Likert scale, ranging from 1 (strongly agree) to 4 (strongly disagree), was used to rate the items' answers to the research topic. To help address the study topics, the means, mode, and standard deviation were recorded using the SPSS "Explore" descriptive statistics tool. For the demographic categorical data, percentages and frequencies were also calculated.

IV. DATA ANALYSIS AND DISCUSSION OF FINDINGS

➤ Respondents Demographic Characteristics

Table 1 Respondents Demographic Characteristics

Gender Distributions of Participants		
Response Category	Frequency Count	Percentage of Frequency (%)
Male	61	48.8
Female	63	50.4
Others	1	0.8
Do not wish to discuss	-	-
Age Distributions of Participants		
25 to 35 years	38	30.4
36-45 years	27	21.6
46- 55 years	35	28.0
56 years and above	25	20.0
Marital Status Distributions of Participants		
Singles	20	16.0
Married/Cohabiting	85	52.0
Separated	14	11.2
Widow/widower	26	20.8
Others	-	-
Department Distributions of Participants		
Marketing	43	34.4
Operations	31	24.8
Corporate Communication	16	2.8
Audit	19	15.2
Others	16	12.8
Religious Background Distributions of Participants		
Christianity	74	59.2
Islam	30	24.0
African Tradition	21	16.8
Others	-	-

Table 1 show demographic positions of the participants. Out from the 125 participants, 61 (48.8%) were male, 63 (50.4%) of the participants were female and 1 (0.8%) claimed others. This implies that they are more female that participate in the exercise. For age distribution, 38 (30.4%) of the participants were 25-35 years, 27 (21.6%) were between 36 to 45 years, 35 (28.0%) were between 46 to 55 and 25 (20.0%) were above 56 years. This implies that there more participants less than 35 years. For marital status distribution, 20 (16.0%) of the participants were singles, 85 (52.0%) were married/cohabiting. 14 (11.2%) were separated and 26 (20.8%) were widow/widower. For department distribution,

43 (34.4%) of the participants were marketing, 31 (24.8%) were operation, 16 (12.8%) were Corporate Communication, 19 (15.2%) were Audit and 16 (12.8%) claimed other departments. This implies that there are more marketing staff than other department. For religious background, 74 (59.2%) were of the Christians background, 30 (24.0%) were of the Muslim background and 21 (16.8%) were of African tradition. This implies that there are more Christians than other religious background. This is because, the region is dominantly a Christian region.

➤ *Data Analysis Based on Research Questions*

Table 2 Impact of Reputation Value on Talent Attraction and Retention

Descriptive Statistics based on Impact of Reputation Value on talent attraction and retention					
Factors	Total Score	No	Mean	Standard Deviation	Decision
A strong organizational reputation makes me more likely to apply for a job in that organization	378	125	3.024	.32325	Accepted
I am more willing to remain in an organization that is highly respected in its industry	352	125	2.816	.31325	Accepted
An organization;s public reputation significantly influences my decision to accept a job offer	365	125	2.920	.33681	Accepted
Negative reputation or public perception of an organization would make me consider leaving	365	125	2.920	.33234	Accepted
Grand Mean & Decision		125	2.92		Accepted

Table 2 showed the analysis of the impact of reputation value on talent attraction and retention in Zenith Bank. All items in the table score above the bench mark of 2.5 mean score of acceptance. In summary that respondents accepted that a strong organizational reputation makes them more likely to apply for a job in that organization with a mean score 3.024, that they are more willing to remain in an organization that is highly respected in its industry with mean score of

2.816, that an organization’s public reputation significantly influences they decision to accept a job offer with mean score of 2.92 and that negative reputation or public perception of an organization would make them consider leaving with mean score of 2.920. This implies that there is total agreement that reputation value under the employee branding and employee value proposition with grand mean score of 2.900.

Table 3 Impact of Social Value on Talent Attraction and Retention

Descriptive Statistics based on Impact of Social Value on talent attraction and retention					
Factors	Total Score	No	Mean	Standard Deviation	Decision
I am more likely to apply to organization that demonstrate strong social responsibility and community impact	370	125	2.96	.31321	Accepted
An organization commitment to social causes influences my decision to accept a job offer	380	125	3.04	.33325	Accepted
I prefer to stay longer in organization that actively contribute to societal development	359	125	2.87	.3068	Accepted
Organizations that promote ethical practices and social values attracts more talented employees	390	125	3.12	.34234	Accepted
Grand Mean & Decision		125	2.99		Accepted

Table 3 showed the analysis of the impact of social value on talent attraction and retention in Zenith Bank. All items in the table score above the bench mark of 2.5 mean score of acceptance. In summary that respondents accepted that they are more likely to apply to organization that demonstrate strong social responsibility and community impact with with mean score 2.96, that an organization commitment to social causes influences them decision to

accept a job offer with mean score 3.04, that they they prefer to stay longer in organization that actively contribute to societal development with more score with 2.87 and that organizations that promote ethical practices and social values attracts more talented employees with mean score of 3.12. This implies there is impact of impact of social value on talent attraction and retention with a grand mean score of 2.99.

Table 4 Impact of Diversity Value on Talent Attraction and Retention

Descriptive Statistics based on Impact of Diversity Value on talent attraction and retention					
Factors	Total Score	No	Mean	Standard Deviation	Decision
I am more likely to apply to organizations that promotes diversity and inclusion in the workplace	372	125	2.976	.32225	Accepted
An organization commitment to diversity influences my decision to accept a job offer	373	125	2.984	.32325	Accepted
I am more willing to remain n an organization that values and respects diverse backgrounds.	369	125	2.952	.33681	Accepted
Organization that priorities diversity and inclusion attract a wider pool of talent individuals.	381	125	3.048	.33244	Accepted
Grand Mean & Decision		125	2.92		Accepted

Table 4 showed the analysis of the impact of social value on talent attraction and retention in Zenith Bank. All items in the table score above the bench mark of 2.5 mean score of acceptance. In summary that respondents accepted, they are more likely to apply to organizations that promotes diversity and inclusion in the workplace with mean score 2.976, an organization commitment to diversity influences their decision to accept a job offer with mean score of 2.984, that there they am more willing to remain an organization that

values and respects diverse backgrounds with mean score of 2,952 and that organization that priorities diversity and inclusion attract a wider pool of talent individuals with mean score of 3.048. This implies that impact of social value on talent attraction and retention in Zenith Bank with grand mean score of 2.92.

➤ *Testing of Hypotheses*

Table 5 There is Significant Impact of Reputation Value on Talent Attraction and Retention

Independents Smaple Test										
		Level of test for equal variance		T-test for equality of mean						
		F	Sig	t	Df	Sig 2(tailed)	Mean difference	Std equal difference	95% confidence interval of difference	
Retention	Equal Variance	0.71	.791	1.640	83		.17787	.10905	.39574	03800
	Equal Variance not Assumed			1.688	81.493	.009	.17787	.10726	.39222	03448

Table 5 presents the independent samples t-test used to examine where reputation value has a significant impact on talent attraction and retention. The Levene’s test for equity of variance shows an F-value of 0.72 with a significance level of 0.791, which is greater than 0.05. This indicates that the assumption of equal variance is not violated, therefore, the

equal variance assumed row would normally be used for interpretation. This study finds a sufficient evidence to support the alternative hypothesis. Therefore, it is concluded that reputation value has a significant impact on talent attraction and retention among the respondents.

Table 6 There is no Significant Impact of Social Value on Talent Attraction and Retention

Independents Smaple Test										
		Level of test for equal variance		T-test for equality of mean						
		F	Sig	t	Df	Sig 2(tailed)	Mean difference	Std equal difference	95% confidence interval of difference	
Retention	Equal Variance	0.71	.791	1.640	83		.17887	.10904	.39575	03800
	Equal Variance not Assumed			1.688	81.493	.009	.17887	.10723	.39221	03448

Table 6 presents the independent samples t-test used to examine where social value has a significant impact on talent attraction and retention. The Levene’s test for equity of variance shows an F-value of 0.71 with a significance level of 0.791, which is greater than 0.05. This indicates that the assumption of equal variance is not violated, therefore, the

equal variance assumed row would normally be used for interpretation. This study finds a sufficient evidence to support the alternative hypothesis. Therefore, it is concluded that social value has a significant impact on talent attraction and retention among the respondents.

Table 7 There is no Significant Impact of Diversity Value on Talent Attraction and Retention

		Independents Sample Test								
		Level of test for equal variance		T-test for equality of mean						
		F	Sig	t	Df	Sig 2(tailed)	Mean difference	Std equal difference	95% confidence interval of difference	
Retention	Equal Variance	0.71	.791	1.640	83		.17887	.10901	.39573	03800
	Equal Variance not Assumed			1.688	81.493	.009	.17887	.10721	.39223	03448

Table 7 presents the independent samples t-test used to examine where diversity value has a significant impact on talent attraction and retention. The Levene’s test for equity of variance shows an F-value of 0.71 with a significance level of 0.791, which is greater than 0.05. This indicates that the assumption of equal variance is not violated, therefore, the equal variance assumed row would normally be used for interpretation. This study finds a sufficient evidence to support the alternative hypothesis. Therefore, it is concluded that diversity value has a significant impact on talent attraction and retention among the respondents.

➤ Discussion of Findings

• Discussion of the Findings Based on Research Question One: Impact of Reputation Value on Talent Attraction and Retention in Zenith Bank

The result of finding indicated that employee agreed that reputation value of organization has significant impact in attraction and retention of employees to a particular organization. This finding aligned with existing studies reviewed in the literature section. Employee perceptions of a certain organization are influenced by team components, job design, employee emotional states, leadership, and organizational interventions, (Slavković et al. (2018). These elements greatly influence an employee's decision to accept an offer of employment. These elements provide a crucial explanation of how EB and EVP can significantly influence high-profile employees' acceptance, job preference, and retention especially in the banking Industry where there is significant talent turn around rate (Anitha, 2014). Various financial and non-financial incentives that employees receive at work are another aspect of employer branding that should be taken into account, according to previous research.

• Discussion of the Findings Based on Research Question Two: Impact of Social Value on Talent Attraction and Retention in Zenith Bank

The result of finding revealed that social value influences employees to consider apply to a new job or stay in the present employment. The result agreed with existing studies as Bussin & Mouton (2019), noted that employees' opinions of the company's branding are positively correlated with higher retention rates and lower compensation expectations. A key indicator of talent retention is employer branding, which encompasses leadership and development, employee satisfaction, and reward strategy. Employee happiness is linked to improved interpersonal relationships, higher production, and reduced absenteeism and fluctuation

rates (Slavković et al., 2018). Strong employer brands have an impact on workers' psychological contracts and job satisfaction, (Tanwar & Prasad, 2016).

• Discussion of the Findings Based on Research Question Two: Impact of Social Value on Talent Attraction and Retention in Zenith Bank

The finding for research question three indicated that there is significant impact of social value on talent attraction and retention in Zenith Bank. This align with existing studies. Other employer branding to be considered which existing studies had mentioned are variety of financial and non-financial incentives that employees receive at work are what lead to employee engagement. Pay, bonuses, health benefits, and paid time off are just a few examples of these monetary and non-monetary rewards, (Anitha, 2014, Tanwar & Prasad, 2016). Employer branding is adversely correlated with turnover intention and positively correlated with employee engagement, (Yadav et al. 2020).

V. CONCLUSION

Based on the outcome of the study, the study concluded that there is significant impact of employee branding and employee value preposition on talent attraction and retention in the banking Industry in Nigeria. Furthermore, the following are the variable conclusion of the study.

- Organizational reputation value of financial institution in Nigeria significant affect talents attraction and retention. Given that the organizations that demonstrate good public reputation have chance to attract best talents as well as retain them for low turnaround rate of employees.
- Organizational social value of financial institution in Nigeria significant impact talents attraction and retention. Therefore, organizations that consider social responsibility have chance to attract best talents as well as retain them for low turnaround rate of employees.
- Organizational diversity value of banks in Nigeria significant contribution to talents attraction and retention. So, organizations that demonstrate appeal to exclusive cultural diversity have chance to attract best talents as well as retain them for low turnaround rate of employees.

RECOMMENDATIONS

- Organizational especially financial institutions where there is high rate of employee job turnaround should adopt significant brand positioning strategies to stand out in the

raking table of commercial banks with good public reputation.

- Financial institution should adopt recent and global practices of social responsibility and social welfare packages to attract and retain their employees in this competitive labour market.
- Financial institution should under the cultural dimension of Nigeria and the influence in employee value proposition and talent attraction and retention.

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