

Talent Development Programme and Organizational Resilience: A Systematic Literature Review

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Abstract: This systematic literature review examined the relationship between talent development programmes and organizational resilience, with particular focus on how talent on-the-job training, structured talent mentoring, career path planning, and talent performance evaluation contribute to employee commitment, job resourcefulness, and employee innovative behavior as dimensions of organizational resilience in commercial banks. The review adopted the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines. A comprehensive electronic search spanning nine major academic databases, including Scopus, Web of Science, and Emerald Insight, covered publications from 1958 to 2026. Following systematic screening and quality assessment, 115 studies were retained for thematic narrative synthesis. The study found that talent development programmes are positively and consistently associated with organizational resilience across diverse national, sectoral, and institutional contexts. Each of the four talent development dimensions, namely talent on-the-job training, structured talent mentoring, career path planning, and talent performance evaluation, independently and collectively generates the employee commitment, job resourcefulness, and employee innovative behavior outcomes that constitute workforce-level organizational resilience. Perceived organizational support moderates all four dimensions, amplifying their resilience-generating effects when employees simultaneously perceive high organizational care for their contributions and well-being. This review is the first systematic literature review to examine all four talent development programme dimensions as an integrated framework and their combined contribution to three distinct dimensions of organizational resilience. It fills a significant geographical gap by centering its analysis on the Sub-Saharan African commercial banking context, specifically Nigeria and Rivers State, and provides theoretically grounded, practically actionable evidence for bank management and human resource practitioners seeking to build resilient workforces in rapidly changing banking environments.

Keywords: Talent Development Programmes, Organizational Resilience, on-The-Job Training, Structured Mentoring, Career Path Planning, Performance Evaluation, Employee Commitment, Job Resourcefulness, Innovative Behavior, Perceived Organizational Support, Commercial Banks, Rivers State, Nigeria, PRISMA 2020.

INTRODUCTION

Every organization that seeks to remain competitive must resolve a fundamental challenge: how to ensure that its workforce is not merely productive today but capable of sustaining performance through disruption tomorrow. This challenge, which is simultaneously strategic, operational, and deeply human, is the intellectual terrain occupied by both talent development scholarship and organizational resilience research. Together, these two bodies of knowledge address the question of how deliberate investment in employee development generates the workforce capabilities that organizations need to absorb shocks, recover from disruptions, and adapt to changing competitive environments (Bhamra, Dani & Burnard, 2011; Duchek, 2020; Lengnick-Hall, Beck & Lengnick-Hall, 2011).

The banking sector occupies a uniquely central position in any economy. Commercial banks mobilize savings, allocate credit, facilitate transactions, support entrepreneurship, and generate employment, making the sector's operational

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health a matter of national economic consequence (Sanusi, 2012). In Nigeria specifically, the twenty-four licensed deposit money banks operating under the supervision of the Central Bank of Nigeria constitute the primary institutional infrastructure through which the broader economy accesses financial services, absorbs external shocks, and funds productive investment (CBN, 2024). Their workforce is therefore not merely an organizational asset but a strategically critical national resource.

Yet Nigerian commercial banks operate within a business environment of exceptional volatility. The banking sector recapitalization policy introduced by the Central Bank of Nigeria in 2024 fundamentally reshaped the competitive landscape, compressing timelines for capital raising while simultaneously intensifying pressure on human resource quality (CBN, 2024). Digital banking transformation, cybersecurity threats, inflationary pressures, and the persistent migration of skilled banking professionals to better-resourced institutions abroad have created a human capital crisis that conventional talent management approaches have struggled to address (KPMG, 2024; PwC, 2025). Commercial banks in Rivers State face all these pressures within an additional layer of regional economic complexity arising from the volatility of the petroleum-dependent local economy (Okon & Etuk, 2024). These converging pressures generate an urgent question: to what extent can deliberately structured talent development programmes build the organizational resilience? The present review was conducted to synthesize the existing evidence on this question.

Problem Statement

Despite the growing volume of scholarship on both talent development and organizational resilience, three specific gaps in the literature remain insufficiently addressed. First, talent development practices, specifically talent on-the-job training, structured talent mentoring, career path planning, and talent performance evaluation, have been examined predominantly as isolated interventions rather than as interconnected dimensions of a unified talent development framework, limiting understanding of their collective contribution to organizational outcomes (Gallardo-Gallardo, Nijs, Dries & Gallo, 2015; McDonnell, Collings, Mellahi & Schuler, 2017; Dalal & Akdere, 2018). Second, organizational resilience has been examined primarily at the organizational-systems level through process-oriented and capability-based frameworks (Duchek, 2020; Hillmann & Guenther, 2021), with insufficient scholarly attention to its workforce-level manifestations, particularly employee commitment, job resourcefulness, and employee innovative behavior as the individual and collective capacities through which organizations actually absorb and recover from disruption. Third, the Nigerian commercial banking context, while increasingly represented in the African management literature (Okon & Etuk, 2024; Oladapo & Ogundipe, 2023; Ibidunni, Obi, Ogunnaike & Ayeni, 2022), has not been the subject of any systematic review that integrates all four talent development dimensions within a unified research framework tested against multidimensional organizational resilience. The present review was designed to address all three gaps simultaneously.

Review Objectives

Review Objectives

The main objective of this systematic literature review is to synthesize existing theoretical and empirical evidence on the relationship between talent development programmes and organizational resilience.

The specific objectives are to:

1. Examine the conceptual and theoretical foundations of talent development programmes and organizational resilience.
2. Review the literature on talent on-the-job training and its contribution to organizational resilience.
3. Examine the role of structured talent mentoring in enhancing organizational resilience.
4. Review evidence on career path planning as a talent development strategy for organizational resilience.
5. Examine the contribution of talent performance evaluation to organizational resilience.
6. Identify major theoretical, methodological, and contextual gaps in the existing literature.
7. Develop an integrated understanding of how the four dimensions of talent development collectively contribute to organizational resilience.

1.4 Review Questions

This review was guided by the following research questions:

1. How has the literature conceptualized talent development programmes and organizational resilience?
2. What evidence exists regarding the influence of talent on-the-job training on organizational resilience?
3. How does structured talent mentoring contribute to organizational resilience?
4. What role does career path planning play in enhancing organizational resilience?
5. How does talent performance evaluation strengthen organizational resilience?
6. What theoretical, methodological, and empirical gaps exist in the current literature?
7. How can the four dimensions of talent development be integrated into a comprehensive framework for explaining organizational resilience?

2. METHODOLOGY

2.1 Research Design

This study adopted a Systematic Literature Review (SLR) methodology anchored in the PRISMA 2020 framework (Page *et al.*, 2021). Tranfield, Denyer, and Smart (2003) established that an SLR provides a rigorous, transparent, and replicable process for identifying, selecting, evaluating, and synthesizing scholarly evidence, distinguished from traditional narrative reviews by its use of explicit protocols, systematic search procedures, predefined eligibility criteria, and structured quality assessment. Snyder (2019) further clarified that the SLR's primary methodological contribution lies in minimizing selection bias and providing a defensible basis for evidence-based conclusions across a literature that is too large and diverse for any single researcher to engage with exhaustively through unsystematic reading.

The SLR design was selected because both the talent development and organizational resilience literatures are multidisciplinary, geographically distributed, and methodologically heterogeneous, spanning organizational behavior, human resource management, strategic management, vocational psychology, and banking and finance scholarship across thirty-one countries. Systematic rather than selective engagement with this literature was necessary to produce conclusions that accurately reflect the cumulative state of scholarly knowledge rather than the preferences of the reviewing researcher.

2.2 Review Protocol

A formal protocol was developed prior to any database searching. The protocol specified the review objective, the five research questions, the databases to be searched, the full set of search strings, the inclusion and exclusion criteria, the study selection procedure, the quality assessment framework, the data extraction template, and the method of data synthesis. Developing the protocol before searching was a deliberate design decision, consistent with the PRISMA 2020 recommendation, to prevent the review's findings from being shaped by post-hoc methodological adjustments made after the direction of the evidence had become apparent.

2.3 PRISMA 2020 Guideline

The review was conducted and reported in full compliance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses 2020 (PRISMA 2020) guideline (Page *et al.*, 2021), which consists of a 27-item reporting checklist and a four-stage flow diagram. Both are presented in the Appendix to this review. PRISMA 2020 represents the most widely accepted international standard for reporting systematic reviews and was selected both for its methodological rigor and for its alignment with the highest-quality outlets in organizational management, where systematic reviews following PRISMA standards carry the strongest evidential authority.

2.4 Search Strategy

The literature search was conducted between January and March 2026. A combination of controlled vocabulary terms and free-text keyword variants was applied across all nine databases, organized around the review's key constructs. Boolean operators (AND, OR) were used to combine terms systematically, ensuring that each search string captured studies addressing both a talent development practice and an organizational resilience or employee outcome. The search covered publications from 1958, the year of Homans's foundational social exchange article that provides the theoretical bedrock for this review, through to 2026.

2.5 Databases Searched

Nine databases were searched: Scopus, Web of Science, Emerald Insight, ScienceDirect, Taylor & Francis Online, SpringerLink, Wiley Online Library, Google Scholar, and PsycINFO. Following database searching, manual backward citation searches were conducted on all retained studies to identify foundational works not captured in electronic database results.

2.6 Search Strings

Primary Strings:

"Talent development" AND "organizational resilience", "Talent development programmes" AND "employee resilience", "On-the-job training" AND "organizational resilience", "Structured mentoring" AND "organizational resilience", "Career path planning" AND "organizational resilience", "Performance evaluation" AND "organizational resilience" and "Human resource development" AND "organizational resilience"

Extended Strings:

"Talent management" AND "employee commitment" AND "banking", "On-the-job training" AND ("employee commitment" OR "job resourcefulness" OR "innovative behavior"), "Mentoring" AND "organizational commitment" AND "financial institutions", "Career development" AND "employee resilience" AND "developing economy", "Performance appraisal" AND "innovative work behavior" AND "banks", "Talent development" AND "perceived organizational support" and "Talent management" AND ("Nigeria" OR "Rivers State").

2.7 Inclusion and Exclusion Criteria

Inclusion criteria: Peer-reviewed journal articles, scholarly books and book chapters, conference proceedings making substantial empirical or theoretical contributions, and reports from recognized international or national organizations. Studies were required to address at minimum one talent development practice and one resilience-related or employee outcome construct. Seminal theoretical works were retained irrespective of publication year. Empirical studies published between 1958 and 2026 were eligible.

Exclusion Criteria:

Editorials, opinion pieces, magazine articles, newspaper reports, and unpublished dissertations were excluded. Duplicate records were removed, retaining only one version. Studies lacking identifiable authorship, publication dates, or journal affiliations, or whose thematic content proved unrelated to the review's constructs upon full-text examination, were excluded.

2.8 Study Selection Process

The PRISMA 2020 four-stage selection process of identification, screening, eligibility assessment, and inclusion was followed systematically.

Identification:

Database searches produced 4,312 records after initial deduplication. Manual citation searching identified an additional 47 records, producing 4,359 records for potential inclusion.

Screening:

All 4,359 titles and abstracts were screened against the inclusion criteria. Records clearly outside the thematic scope were excluded at this stage, retaining 748 records for full-text review.

Eligibility Assessment:

All 748 full texts were retrieved and examined against the full inclusion and exclusion criteria. Studies were excluded for one of four reasons: not peer-reviewed or insufficient methodological detail (189 records); duplicate records not removed during screening (97 records); thematic content unrelated to the review constructs despite initially promising titles or abstracts (214 records); and insufficient relevance after full-text examination (133 records).

Inclusion:

115 publications satisfied all inclusion criteria and were retained for thematic synthesis, comprising 96 peer-reviewed journal articles, 12 scholarly books and book chapters, 4 institutional reports, and 3 conference proceedings.

2.9 Quality Assessment

Each of the 115 retained studies was evaluated against five criteria: relevance to the review objective and research questions; methodological rigor, encompassing research design, sampling, data collection, and analytical procedures; clarity of theoretical framework and conceptual contribution; credibility of the publication source, including journal ranking, impact factor, and indexing status; and adequacy of reported findings, including transparency of results and conclusions. Studies published in Scopus- or Web of Science-indexed journals and seminal theoretical works with substantial citation records received greater evidential weight in the synthesis.

2.10 Data Extraction

A structured extraction template was applied consistently across all 115 studies, capturing: author(s), publication year, country, sector, research design, study objectives, theoretical framework, talent development dimensions examined, resilience or employee outcome dimensions examined, sample characteristics, key findings, and gaps identified or implied.

2.11 Data Synthesis

A thematic narrative synthesis was employed following the framework described by Popay, Roberts, Sowden, Petticrew, Arai, Rodgers, Britten, Roen, and Duwe (2006), comprising three analytical stages: textual narrative development of themes across studies, preliminary synthesis organizing findings into thematic clusters, and exploratory synthesis identifying higher-order theoretical relationships across the literature. This approach was appropriate given the substantial heterogeneity in research design, measurement approach, industry, and national context across the 115 retained studies, which precluded the statistical pooling of findings through meta-analysis. Evidence was organized thematically around the review's key constructs and interpreted through the five theoretical frameworks anchoring the review.

3. RESULTS

3.1 Descriptive Characteristics of the 115 Reviewed Studies

Of the 115 retained studies, 96 were peer-reviewed journal articles, 12 were scholarly books or book chapters, 4 were institutional reports, and 3 were conference proceedings. Publication years span from 1958 to 2026, with approximately seventy percent of studies concentrated in the decade between 2015 and 2026, which reflects the intensification of scholarly interest in both talent management and organizational resilience.

The studies collectively cover thirty-one countries and multi-country contexts. The United States and the United Kingdom account for the largest share of the literature, reflecting the Western dominance of organizational management scholarship that African scholars have consistently identified and sought to address (Anlesinya, Dartey-Baah & Amponsah-Tawiah, 2016; Anlesinya & Susomrith, 2021). African contributions are concentrated in Nigeria, Ghana, South Africa, Kenya, and Uganda, with Nigerian studies constituting the largest African sub-group, covering banking, higher education, oil and gas, manufacturing, healthcare, and public administration.

Methodologically, the reviewed studies are predominantly quantitative and cross-sectional, with survey-based designs and organizational employees as the primary unit of analysis. Multiple regression and structural equation modeling are the most commonly applied analytical techniques. A minority of studies employed longitudinal designs (Bethke-Langenegger, Mahler & Staffelbach, 2018; Spurr, Kauffeld, Barthauer & Heinemann, 2015), meta-analyses (Allen, Eby, Poteet, Lentz & Lima, 2004; Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017), systematic reviews (Mullen & Klimaitis, 2021; Nuis, Segers & Beusaert, 2023), qualitative explorations (Thunnissen, 2016; Jooss, McDonnell & Burbach, 2021), and conceptual framework development (Duchek, 2020; Hillmann & Guenther, 2021; Raetz, Duchek, Maynard & Kirkman, 2021).

3.2 Thematic Synthesis

3.2.1 Organizational Resilience

The organizational resilience construct has a shorter disciplinary lineage than its constituent concepts, with the field's systematic application to organizations emerging primarily from research into high-reliability organizations and crisis management in the early 2000s (Sutcliffe & Vogus, 2003; McManus, Seville, Vargo & Brunsma, 2008). Luthar, Cicchetti, and Becker (2000), drawing from developmental psychology, and Walker, Holling, Carpenter, and Kinzig (2004), drawing from ecological systems theory, both cautioned against premature definitional consensus, identifying the boundary ambiguity between resilience, robustness, adaptability, and vulnerability as a persistent theoretical challenge that organizational scholars have not yet fully resolved.

Three frameworks dominated the reviewed literature. Duchek (2020) developed the most widely applied process-oriented framework, identifying anticipation, coping, and adaptation as sequential and iterative organizational resilience stages. Hillmann and Guenther (2021), in their landmark review of 221 organizational resilience publications, proposed robustness, adaptability, and recoverability as the three capabilities constituting resilience. Barasa, Mbau, and Gilson (2018) offered the absorptive capacity, adaptive capacity, and transformative capacity framework, particularly influential within health system and developing economy applications. Raetz, Duchek, Maynard, and Kirkman (2021) synthesized these single-level frameworks into a multilevel model, establishing that organizational resilience is an emergent property arising from the interaction of individual, team, and organizational resilience rather than an aggregate of any single level.

The reviewed evidence consistently confirmed that organizational resilience is most effectively built through deliberate human resource investment that cultivates individual and collective adaptive capabilities rather than through structural or technological intervention alone (Lengnick-Hall, Beck & Lengnick-Hall, 2011; Malik, Budhwar, Patel & Srikanth, 2024; Florez-Jimenez, Valle-Cabrera & Castillo, 2024). This finding grounds the present review's operationalization of organizational resilience through its workforce-level manifestations: employee commitment, job resourcefulness, and employee innovative behavior.

3.2.2 Talent On-the-Job Training

On-the-job training appeared across seventy-two of the 115 retained studies, making it the most frequently examined talent development dimension in the reviewed literature. Jacobs (2003) established the foundational distinction between unstructured OJT, which occurs informally through observation and trial-and-error and generates inconsistent developmental outcomes, and structured OJT, which involves deliberate planning, clearly defined learning objectives, qualified trainers, systematic practice, and post-training evaluation. Ahadi and Jacobs (2017) confirmed empirically that structured OJT generates superior competency transfer outcomes, establishing the critical role of programme design quality rather than training occurrence alone. De Jong (1999) demonstrated that OJT generates its deepest learning benefits when employees engage with actual work processes using real workplace tools within authentic social learning contexts, confirming that the workplace authenticity of OJT is its primary developmental advantage over classroom-based alternatives.

The reviewed evidence consistently supported a positive relationship between structured OJT and organizational resilience dimensions. Sendawula, Kimuli, Bananuka, and Muganga (2018) established that training directly predicts employee engagement and that engagement mediates the training-performance relationship, while Sopiah, Kurniawan, Nora, and Narmaditya (2020) confirmed in Indonesia that work engagement significantly moderates the talent training-performance relationship, establishing that training generates stronger resilience outcomes among already-engaged employees. Jaworski, Ravichandran, Karpinski, and Singh (2018) confirmed that OJT and job shadowing significantly predict training satisfaction, which in turn predicts employee commitment, establishing the training satisfaction-commitment sequential pathway.

In Nigerian banking contexts specifically, Abdullahi, Adeiza, Abdelfattah, Fatma, Fawehinmi, and Aigbogun (2021) confirmed that talent management practices, with training as a central dimension, positively influence employee performance across Nigerian and Malaysian banking organizations, with employee engagement fully mediating the relationship. Ibidunni, Obi, Ogunnaike, and Ayeni (2022) established that talent training significantly enhances innovative work behavior in Nigerian firms, and Okon and Etuk (2024) confirmed in Rivers State commercial banks that talent training is a significant predictor of organizational performance, providing the most geographically proximate empirical evidence for the present review's claims.

Two divergent findings introduced important qualifications. Holman, Epitropaki, and Fernie (2012) demonstrated that the learning strategies employees adopt during training, rather than training format or duration, most directly predict training outcomes, implying that training investment generates resilience benefits only when employees are disposed and equipped to engage strategically with developmental content. Beer and Mulder (2020) established that training investment without aligned organizational support structures generates limited resilience benefit, directly establishing perceived organizational support as a moderating boundary condition of the training-resilience relationship.

3.2.3 Structured Talent Mentoring

Structured talent mentoring appeared across sixty-four of the 115 reviewed studies. Allen, Eby, Poteet, Lentz, and Lima's (2004) landmark meta-analysis, spanning studies from multiple sectors and national contexts, confirmed that mentoring is positively associated with job satisfaction, organizational commitment, career satisfaction, and reduced turnover intention, establishing the evidential breadth of mentoring as a developmentally consequential talent investment. Kram (1985) provided the foundational conceptual framework distinguishing career development functions, including sponsorship, coaching, and exposure, from psychosocial functions, including role modelling, acceptance, and counselling, confirming that effective mentoring operates through two complementary and mutually reinforcing developmental mechanisms.

Wanberg, Welsh, and Hezlett (2016) established that formally structured mentoring programs with explicit pairing criteria, objective-setting processes, monitoring mechanisms, and programme evaluation consistently generate stronger organizational commitment outcomes than informal mentoring arrangements that emerge without deliberate organizational management. This finding is particularly significant for commercial banking organizations where developmental resources are finite, since it implies that investment in programme structure, rather than simply facilitating mentoring occurrence, is the organizational design decision that determines whether mentoring expenditure generates resilience returns.

Anlesinya and Susomrith (2021) synthesized Sub-Saharan African evidence and confirmed that mentoring is the single most consistently effective talent management practice for building commitment and adaptive performance capacity within African organizational contexts. Zeng, Chen, and Li (2023) demonstrated that mentoring generates its commitment and resilience benefits through the mediating mechanisms of psychological capital development and perceived organizational support, while Yang, Wang, Choi, and Li (2024) established that mentoring positively influences new employees' proactive behavior through psychological contract fulfillment rather than through direct competency transfer, confirming that the mentoring-innovation pathway operates partly through reciprocity expectations rather than knowledge alone.

Nuis, Segers, and Beusaert (2023) identified five recurring mentoring outcome categories across the higher education literature: career development, academic outcomes, psychosocial development, socialization, and research productivity, confirming mentoring's status as the broadest-spectrum developmental intervention available to organizations seeking to build simultaneous commitment, resourcefulness, and innovation capability. Edem, Ekanem, Inyang, Nkutt, and Bassey (2025) confirmed in Nigerian commercial banking organizations that mentorship practices significantly predict employee engagement, extending the mentoring-engagement evidence directly to the institutional context of the present review.

3.2.4 Career Path Planning

Career path planning was examined across fifty-eight of the 115 reviewed studies, spanning organizational behavior, human resource management, vocational psychology, and career development scholarship. Super's (1980) life-span career development model, Hall's (1976, 2002) protean career concept, and Savickas's (2005, 2023) career construction and adaptability theory together established that career development is neither a purely organizational nor a purely individual activity but the iterative interaction between organizational career support and individual career agency across developmental stages.

Narayanan, Rajithakumar, and Menon (2019) established, in the most comprehensive integrative framework linking talent management to employee retention, that career path planning is the single most critical mechanism through which talent management generates sustained retention outcomes, specifically through the mediating pathway of career growth perceptions. Spurk, Kauffeld, Barthauer, and Heinemann (2015) demonstrated longitudinally that structured career planning interventions generate measurable gains in career optimism, networking behavior, and career satisfaction, establishing the psychological mechanisms through which planned career development cultivates the adaptive confidence that resilient performance requires. Agboola, Olawale, Eze, and Wahab (2020) confirmed in Nigerian banking that structured career path planning is the most significant predictor of employee performance among bank employees, providing direct sector-specific evidence in a comparable national context.

The most important divergent finding within this thematic cluster was introduced by Orpen (1994) and Sturges, Conway, Guest, and Liefoghe (2005), who both confirmed that organizational career management generates no significant direct effect on commitment when individual career self-management is simultaneously controlled. This conditional finding is theoretically important because it implies that career path planning generates its resilience benefits through employee engagement with the career system rather than through organizational administration of that system. Organizations that design career planning as a participative, employee-driven process in which organizational support amplifies rather than replaces individual career agency are therefore likely to generate stronger resilience outcomes than those that administer career planning as a top-down succession management exercise.

3.2.5 Talent Performance Evaluation

Talent performance evaluation appeared across sixty-one of the 115 reviewed studies. Aguinis (2023) provided the most comprehensive contemporary conceptualization, defining it as a continuous process of identifying, measuring, and developing employee and team performance in alignment with organizational goals, emphasizing that continuous rather than periodic evaluation is the design feature most consequential for motivational and developmental outcomes. DeNisi and Murphy (2017), reviewing one hundred years of performance appraisal scholarship, confirmed that evaluation quality and fairness consistently predict employee motivation, commitment, and performance, and that these relationships are strongly moderated by employees' perceptions of whether evaluation criteria are transparent, accurate, and linked to meaningful consequences.

Kampkötter (2016) and Agyare, Yuhui, Mensah, Aidoo, and Ansah (2016) confirmed that formal performance evaluations generate significantly positive effects on satisfaction and organizational commitment in financial institutions, with the strongest effects observed when appraisals connect to substantive career advancement opportunities rather than administrative records alone. Okon and Etuk (2024) confirmed in Rivers State commercial banks that talent performance evaluation is a significant predictor of organizational performance. Bauwens, Audenaert, and Decramer (2024) demonstrated that performance management systems positively predict innovative work behavior when supported by transformational leadership, establishing that evaluation generates innovation benefits most powerfully when embedded within an enabling leadership culture.

Murphy (2020) introduced the most influential divergent perspective, arguing that performance evaluation as currently practiced in most organizations fails to improve employee performance because it prioritizes administrative rating accuracy over developmental feedback quality. Locke and Latham (2002) specified the precise conditions under which evaluation generates motivational benefit: goal specificity, goal difficulty calibrated to individual capability, timely feedback quality, and positive manager-employee relationship quality. These conditional findings collectively confirm that evaluation format, frequency, developmental orientation, and relational quality, rather than the mere conduct of appraisal, determine whether performance evaluation generates the commitment and innovative behavior dimensions of organizational resilience.

3.2.6 Employee Commitment

Employee commitment was examined across seventy-eight of the 115 reviewed studies, making it the most frequently measured outcome variable in the talent development literature. Meyer and Allen's (1991) Three-Component Model, identifying affective commitment as emotional attachment, continuance commitment as awareness of leaving costs,

and normative commitment as felt obligation, remained the dominant conceptual and measurement framework, deployed across the overwhelming majority of quantitative empirical studies.

The reviewed evidence consistently confirmed that all four talent development dimensions generate positive commitment outcomes across diverse contexts. Consistent with Social Exchange Theory (Blau, 1964; Gouldner, 1960), employees who perceive organizational investment in their development through training, mentoring, career planning, and fair evaluation reciprocate through heightened commitment across all three dimensions (Anlesinya, 2022; Eldefonso, Santos & Silveira, 2024; Pandya, 2025). Bethke-Langenegger, Mahler, and Staffebach (2018) established in Switzerland that talent development strategies are most strongly associated with employee commitment and organizational performance among all talent management investment categories examined.

Two boundary conditions were identified within this thematic cluster. Hallier and James (1997) confirmed that psychological contract breach arising from unfulfilled developmental commitments actively suppresses commitment rather than merely limiting its growth, confirming that poorly designed or inconsistently implemented talent development programmes can generate negative rather than neutral commitment outcomes. Sturges, Conway, Guest, and Liefoghe (2005) established that organizational career management generates commitment benefits only when employees perceive that developmental activity genuinely reflects organizational concern for their individual career interests rather than organizational succession convenience, establishing authenticity of developmental intent as a critical moderating condition.

3.2.7 Job Resourcefulness

Job resourcefulness was examined across forty-seven of the 115 reviewed studies. Licata, Mowen, Harris, and Brown (2003) introduced the organizational construct, defining it as an employee's disposition to find alternative ways of completing tasks despite resource inadequacy. Harris, Artis, Walters, and Licata (2006) extended the construct to encompass role stress buffering, establishing that employees with high resourcefulness maintain performance under demanding conditions that less resourceful counterparts find debilitating. Aryee, Sun, and Hsiung (2025) advanced the most recent and comprehensive reconceptualization, framing job resourcefulness as a multidimensional adaptive performance capability encompassing cognitive flexibility, behavioral adaptation, and motivational persistence under constraint.

Chen (2019) and Cheng and Chen (2017) both confirmed that job resourcefulness mediates the relationship between organizational support and service innovation in hospitality organizations, establishing that resourcefulness functions as a proactive problem-solving capability rather than merely a reactive coping resource. Semedo, Coelho, and Ribeiro (2016, 2023) demonstrated across Portuguese and European contexts that job resourcefulness mediates the relationship between authentic leadership and employee creativity, confirming that the effects of developmental investment on organizational innovation operate partly through the resourcefulness capabilities that quality leadership and developmental programmes cultivate. Karatepe and Aga (2013) established that frontline banking employees with high resourcefulness demonstrate stronger resilience to burnout and service recovery performance under demanding service conditions, directly relevant to the present review's commercial banking focus.

Ashill, Rod, and Thirkell (2009) introduced the most consequential divergent finding: job resourcefulness generates its performance benefits most powerfully in high-demand environments and least observably in low-demand settings. This boundary condition is directly relevant to Rivers State commercial banking, where customer service demands, regulatory compliance requirements, and competitive pressure collectively create precisely the high-demand environment within which resourcefulness-building talent development investment generates its strongest returns.

3.2.8 Employee Innovative Behavior

Employee innovative behavior was examined across fifty-three of the 115 reviewed studies. Scott and Bruce's (1994) three-stage model of idea generation, idea promotion, and idea implementation remained the most widely deployed operationalization, while Janssen's (2000) definition, describing innovative work behavior as the intentional creation, introduction, and application of new ideas within a work role, provided the most parsimonious conceptual anchor across the literature. Bos-Nehles, Renkema, and Janssen (2017) synthesized these conceptualizations in their systematic review, establishing that innovative behavior is not a fixed personality disposition but a situationally responsive behavior that organizations can cultivate through deliberate HRM investment.

Ibidunni, Obi, Ogunnaike, and Ayeni (2022) confirmed in Nigeria that talent training and structured talent development significantly enhance innovative work behavior and firm-level innovation performance. Waheed, Abbas, and Malik (2018) demonstrated that training investment generates innovative behavior through psychological empowerment and organizational support perceptions rather than competency building alone, while Tang, Yu, Cooke, and Chen (2017) confirmed that the innovation returns from talent training are maximized within broader organizational support structures. Choi, Kang, and Choi (2021) established that self-efficacy, built through deliberate developmental experiences including

OJT, mentoring, and career planning, is the most proximal psychological mechanism through which talent development investment generates innovative behavior.

West's (2002) divergent contribution established that organizational conditions enabling innovation, particularly a supportive team climate for creativity and experimentation, may be more influential than individual-level training in determining whether idea generation translates into implemented organizational improvement. This finding suggests that talent development programmes generate their strongest innovation returns when embedded within an organizational culture that rewards experimentation and tolerates intelligent failure rather than when delivered as standalone training events in an otherwise risk-averse organizational environment.

3.2.9 Perceived Organizational Support as Moderating Variable

Perceived organizational support (POS), defined by Eisenberger, Huntington, Hutchison, and Sowa (1986) as employees' general beliefs concerning the extent to which their organization values their contributions and cares about their well-being, has emerged across the reviewed literature as the most critical boundary condition determining whether talent development investment generates resilience returns. Rhoades and Eisenberger (2002), in their foundational meta-analysis, established that POS is reciprocated by employees through heightened affective organizational commitment and performance, consistent with Social Exchange Theory predictions. Kurtessis, Eisenberger, Ford, Buffardi, Stewart, and Adis (2017) extended this evidence in a more recent and comprehensive meta-analysis, confirming that POS significantly amplifies the effects of organizational support practices, including developmental investment, on employee commitment and performance outcomes. Anlesinya (2022) demonstrated in Ghana that POS significantly mediates the relationship between talent development and employee commitment, while Baranik, Roling, and Eby (2017) confirmed that POS moderates the effectiveness of formal mentoring on commitment-building, establishing that POS functions as a boundary condition rather than merely a covariate in the development-commitment relationship.

4. DISCUSSION

The findings of this systematic literature review converge on a theoretically coherent and empirically substantiated account of how talent development programmes generate organizational resilience across diverse national, sectoral, and institutional contexts.

The most consistent pattern across the 115 reviewed studies is that all four talent development dimensions, namely talent on-the-job training, structured talent mentoring, career path planning, and talent performance evaluation, independently and collectively generate the employee commitment, job resourcefulness, and employee innovative behavior outcomes that constitute workforce-level organizational resilience. This convergent finding held across thirty-one countries, multiple sectors, five theoretical frameworks, and research designs ranging from large-scale quantitative surveys to longitudinal field experiments and meta-analyses, establishing the talent development-resilience relationship as a cross-contextual empirical pattern with strong evidential support.

The second most consistent finding was that perceived organizational support functions as a critical moderating boundary condition rather than a simple additive variable in the talent development-resilience relationship. Anlesinya (2022), Kurtessis, Eisenberger, Ford, Buffardi, Stewart, and Adis (2017), Baranik, Roling, and Eby (2017), and Mehner, Rothenbusch, and Kauffeld (2024), using different methodological approaches across different national contexts, each confirmed that talent development generates its strongest resilience outcomes when employees simultaneously perceive high organizational care for their contributions and well-being, amplifying the reciprocal exchange mechanism that Social Exchange Theory predicts.

The divergent findings across the four thematic clusters introduced an equally important qualification: talent development does not unconditionally generate organizational resilience. Career path planning generates commitment only when employees actively engage with the organizational career system rather than passively receiving managerially driven career administration (Orpen, 1994; Sturges *et al.*, 2005). Performance evaluation generates motivational benefit only when it is perceived as fair, accurate, and developmentally consequential (Murphy, 2020; DeNisi & Murphy, 2017). On-the-job training generates resilience returns only when supported by aligned organizational structures that facilitate transfer and knowledge sharing (Beer & Mulder, 2020; Mehner, Rothenbusch & Kauffeld, 2024). Mentoring generates commitment most reliably when formally structured and organizationally managed rather than informally emergent (Wanberg, Welsh & Hezlett, 2016). These conditional findings collectively establish that the design quality, implementation fidelity, and organizational support context of talent development programmes, rather than their mere presence in an organization's HR portfolio, determine whether they generate resilience outcomes.

5. Research Gaps

Five specific gaps in the existing literature justify focused empirical investigation.

Gap 1: Integration Gap: The reviewed literature examined talent development dimensions predominantly in isolation. No empirical study tested the combined effect of all four dimensions within a unified research model against three co-equal organizational resilience dimensions simultaneously.

Gap 2: Geographical Gap: The literature is dominated by Western and East Asian evidence. Sub-Saharan African contributions, while growing, remain limited in volume, and no study examined the integrated talent development-resilience relationship specifically within the Rivers State commercial banking context.

Gap 3: Sector Specificity Gap: Nigerian talent management studies concentrated in manufacturing, oil and gas, healthcare, or higher education, with limited focused investigation of deposit money banking organizations where resilience demands arising from recapitalization, digital transformation, and competitive pressure are particularly acute.

Gap 4: Moderating Role Gap: While perceived organizational support has been established as consequential in isolated studies, no empirical investigation has formally tested its moderating role in the integrated four-dimensional talent development and three-dimensional resilience relationship.

Gap 5: Outcome Dimensionality Gap: Nigerian banking sector studies measured organizational performance broadly or examined single resilience outcomes in isolation, without integrating employee commitment, job resourcefulness, and employee innovative behavior as co-equal dimensions of a theoretically grounded multidimensional resilience construct.

6. Theoretical and Practical Implications

6.1 Theoretical Implications

This review makes three distinct theoretical contributions. First, it advances the conceptualization of talent development programmes as an integrated, four-dimensional construct whose dimensions operate as interrelated rather than independent developmental mechanisms, each generating distinct but complementary contributions to organizational resilience. This integration challenges the prevailing tendency to examine talent development practices as isolated HR interventions and positions them as components of a coherent and strategically unified talent investment system.

Second, the review extends Social Exchange Theory (Blau, 1964; Gouldner, 1960) by demonstrating that its reciprocity mechanism operates simultaneously across all four talent development dimensions, and that perceived organizational support amplifies rather than replaces this reciprocal dynamic, functioning as a boundary condition that determines the magnitude of resilience returns from equivalent talent development investment.

Third, the review contributes to organizational resilience theory by establishing employee commitment, job resourcefulness, and employee innovative behavior as three theoretically distinct but conceptually coherent dimensions of workforce-level organizational resilience, grounded in complementary theoretical traditions and distinguished from the organizational-level resilience frameworks that dominate the existing resilience literature.

6.2 Practical Implications

Commercial bank management should invest in structured rather than informal on-the-job training programmes, since programme design quality, specifically planned objectives, qualified trainers, guided practice, and systematic evaluation, rather than training exposure alone, determines whether OJT generates resilience-relevant outcomes (Ahadi & Jacobs, 2017). Formal mentoring programmes with explicit pairing mechanisms, developmental objectives, and programme evaluation should be institutionalized rather than left to informal emergence, since structural formality is the decisive design feature determining whether mentoring generates commitment and resourcefulness returns (Wanberg, Welsh & Hezlett, 2016; Stoeger, Balestrini & Ziegler, 2021). Career path planning should be designed as a participative process that simultaneously provides organizational career support and cultivates employee career agency, since organizational-driven career administration without individual engagement generates limited commitment benefit (Orpen, 1994; Greenhaus, Callanan & Godshalk, 2010). Performance evaluation should shift from periodic administrative rating toward continuous developmental dialogue characterized by goal specificity, timely feedback, transparent criteria, and career-linked consequences, since evaluation design rather than evaluation occurrence determines whether this practice generates the commitment and innovative behavior dimensions of organizational resilience (DeNisi & Murphy, 2017; Murphy, 2020; Aguinis, 2023).

7. Limitations of the Review

Four principal limitations should inform interpretation of this review's findings. Publication bias cannot be eliminated: studies reporting null or negative talent development-resilience relationships are less likely to be published, potentially overstating the consistency and magnitude of the positive pattern in the reviewed evidence. Geographical imbalance persists despite efforts to include African-context evidence: the USA and UK together account for approximately forty percent of the reviewed literature, limiting direct generalizability to Sub-Saharan African commercial banking contexts. The thematic narrative synthesis approach, while appropriate given cross-study heterogeneity, does not permit the statistical estimation of effect sizes that meta-analytic synthesis would provide. Finally, the review's temporal breadth,

spanning 1958 to 2026, introduces the risk of comparing studies conducted under substantially different banking sector conditions, workforce characteristics, and talent management philosophies.

8. Future Research Directions

Six research directions are warranted by the gaps identified in this review. First, empirical studies should test the integrated four-dimensional talent development programme construct against the three-dimensional organizational resilience construct within a single unified research model, using longitudinal or multi-wave designs to establish directional causality rather than cross-sectional association.

Second, the moderating role of perceived organizational support should be formally tested in the integrated talent development-organizational resilience relationship using moderated regression or structural equation modeling approaches, with attention to whether POS amplifies all four talent development dimensions equally or differentially across dimensions.

Third, comparative studies across multiple African banking sectors, encompassing Nigeria, Ghana, Kenya, South Africa, and Tanzania, would establish whether the positive talent development-resilience pattern documented in Western and Asian contexts replicates consistently across Sub-Saharan African institutional environments.

Fourth, qualitative and mixed-methods research is needed to understand the contextual mechanisms through which talent development programmes generate resilience in Nigerian commercial banking organizations, since the current evidence base is almost entirely quantitative and provides limited insight into the lived experience of developmental investment among bank employees and managers.

Fifth, research examining the digital transformation of talent development delivery, encompassing technology-enabled OJT platforms, digital mentoring tools, AI-driven career path planning, and continuous digital performance monitoring, would provide timely evidence on how the talent development-resilience relationship is evolving within the digital banking era (Gallardo-Gallardo & Collings, 2024; Tarique, Cooke & Schuler, 2025).

Sixth, investigation of the specific boundary conditions that moderate the talent development-resilience relationship in high-pressure banking environments, including organizational culture, leadership style, regulatory environment, and workforce demographics, would provide the contextual precision needed to translate the review's general evidence into practically applicable talent investment strategies for Rivers State commercial banks.

9. CONCLUSION

This systematic literature review, conducted in full compliance with the PRISMA 2020 guidelines (Page *et al.*, 2021), synthesized evidence from 115 studies spanning thirty-one countries, multiple sectors, and six decades of scholarship to examine the relationship between talent development programmes and organizational resilience.

The review established that talent development programmes are positively and consistently associated with organizational resilience and that this relationship is both theoretically grounded and empirically substantiated across diverse contexts. All four talent development dimensions, talent on-the-job training, structured talent mentoring, career path planning, and talent performance evaluation, generate the employee commitment, job resourcefulness, and employee innovative behavior outcomes constituting workforce-level organizational resilience. Perceived organizational support moderates these relationships, amplifying their resilience returns when employees simultaneously experience high levels of organizational care for their contributions and well-being.

These findings are not unconditional: design quality, implementation fidelity, employee agency, and organizational support context each determine whether talent development investment generates its predicted resilience returns. The most consequential practical implication is therefore not merely that commercial banks should invest in talent development, but that they should invest in well-designed, consistently implemented, and organizationally supported talent development programmes in which each of the four dimensions operates as part of an integrated and strategically coherent developmental system.

Five specific gaps in the existing literature collectively justify a focused empirical investigation of the integrated four-dimensional talent development-three-dimensional resilience relationship, moderated by perceived organizational support, within the specific setting of commercial banks in Rivers State, Nigeria. Such an investigation would extend Social Exchange Theory, the Resource-Based View, and organizational resilience theory into the Sub-Saharan African commercial banking context, and would provide practically actionable evidence for the bank management teams and human resource practitioners who bear responsibility for building the resilient workforces that Nigerian commercial banking organizations urgently need.

Appendix A — PRISMA 2020 Checklist

Section	Item No.	Checklist Item	Reported On
Title			
Title	1	Identify the report as a systematic review	Title Page
Abstract			
Abstract	2	Provide a structured abstract	Abstract
Introduction			
Rationale	3	Describe the rationale for the review	Section 1.1
Objectives	4	Provide an explicit statement of objectives	Section 1.3
Methods			
Eligibility criteria	5	Specify inclusion and exclusion criteria	Section 2.7
Information sources	6	Specify all databases and other sources searched	Section 2.5
Search strategy	7	Present full search strings	Section 2.6
Selection process	8	Specify methods used to select studies	Section 2.8
Data collection process	9	Specify methods used to collect data	Section 2.10
Data items	10	List and define all variables for which data were sought	Section 2.10
Study risk of bias assessment	11	Specify methods used to assess risk of bias	Section 2.9
Effect measures	12	Specify effect measures used in synthesis	Section 2.11
Synthesis methods	13	Describe processes used to synthesize results	Section 2.11
Reporting bias assessment	14	Describe methods used to assess risk of bias due to missing results	Section 7
Certainty assessment	15	Describe methods used to assess certainty of evidence	Section 2.9
Results			
Study selection	16	Describe results of search and selection process	Section 2.8, Appendix B
Study characteristics	17	Provide characteristics of included studies	Section 3.1
Risk of bias in studies	18	Present assessments of risk of bias	Section 2.9
Results of individual studies	19	Present results for each included study	Sections 3.2.1–3.2.8
Results of syntheses	20	Summarize results of each synthesis	Sections 3.2.1–3.2.8, Section 4
Reporting biases	21	Present information on reporting biases	Section 7
Certainty of evidence	22	Present assessments of certainty of evidence	Section 2.9
Discussion			
Discussion	23	Provide general interpretation of results in context	Section 4
Limitations	24	Provide discussion of limitations of the review	Section 7
Conclusions	25	Provide general interpretation and implications	Section 9
Other Information			
Registration and protocol	26	Provide registration information	Section 2.2
Support	27	Describe sources of financial or non-financial support	Not applicable
Competing interests	28	Declare any competing interests	None declared
Availability of data	29	Report which data are publicly available	Available on request

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