

Innovations in Strategic Management: Navigating Complexity and Driving Organizational Success

In-depth exploration of talent management strategies within banking environments

Syed Shahid Raza^a   | Shreya Mathur^b  | Varsha Agarwal^c  |
Garima Srivastava^d  | Mithhil Arora^e ^aDepartment of Business Analytics, Jain (Deemed to be University), Bangalore, Karnataka, India.^bDepartment of Management Studies, Vivekananda Global University, Jaipur, India.^cDepartment of ISME, ATLAS SkillTech University, Mumbai, Maharashtra, India.^dMaharishi School of Business Management, Maharishi University of Information Technology, Uttar Pradesh, India.^eCentre of Research Impact and Outcome, Chitkara University, Rajpura, Punjab, India.

Abstract The banking industry, marked by dynamic market conditions and evolving customer expectations, encounters distinctive challenges in talent management. Talent management, covering recruitment, development, and retention, plays a crucial role in ensuring the competitiveness of banks. This research conducts an in-depth exploration of talent management strategies in banking environments to unveil the nuances contributing to organizational success. The primary objective is to investigate and assess the effectiveness of talent management strategies by banks to attract, nurture and retain skilled professionals. The paper examines relevant publications, utilizing a methodological approach that spans from 2018 to 2023. Data are extracted from scientific literature databases to ensure a comprehensive analysis. The findings indicate heightened academic interest in talent management within the banking sector, emphasizing the urgent need for further research. The paper provides valuable insights for academia and the banking sector, serving as a foundation for future Data-driven research on talent management and hiring strategies in the banking industry and the broader financial domain.

Keywords: talent management, organizational resilience, recruitment and retention, talent acquisition, recruitment strategies

1. Introduction

In the evolving banking sector, characterized by continuous creativity, competition and modifications to regulations, the effective management of employees has become an essential component of long-term success (Al Aina and Atan 2020). Talent management is an intentional way of recruiting, developing, and maintaining highly qualified employees who possess the ability to understand the complexities of the financial industry (Alhajjar et al 2019). Despite the present period of advancements in technology and evolving client demands, financial institutions must implement strong personnel management techniques to maintain their competitive advantage (Dang et al 2020). The core idea of managing individuals in banking situations is that understanding people is the most important resource. Considering the substantial reliance on the intellectual abilities of its employees, banks are allocating resources to methods that expand beyond conventional recruiting, including every aspect of the employee lifetime (Meyers et al 2020). A crucial aspect is the hiring procedure itself because organizations are looking for individuals with technical abilities but also highly valued applicants who possess a combination of economic knowledge, flexibility, and an in-depth understanding of developing advancements (Rawashdeh 2018). In the face of globalization and digital change, banks must adopt a proactive strategy for the growth of talent. This involves offering regular training sessions but also fostering an environment of continuous learning inside the organization (Dang et al 2020). Bank personnel need to have the knowledge and abilities to handle the complex issues of cybersecurity, data analysis and artificial intelligence, which have become vital components of contemporary financial services (Racolța-Paina and ClaudiaBucur 2019). Organizations that prioritize training and development initiatives establish themselves as preferred employees who are capable of adjusting to changes in the industry. Banks have a continuous problem in maintaining highly skilled employees due to the attractiveness of customers in other sectors and the need for specific skills. Consequently, initiatives to maintain talented workers have become a crucial aspect of successful personnel management in bank environments. In addition to providing competitive wage packages, institutions are emphasizing the creation of employment cultures that promote collaboration, innovation, and a strong sense of mission.

This includes numerous initiatives such as mentoring programs, growth in leadership routes, and work schedules that are in line with the changing demands of the workforce. The finance industry is understanding the significance of inclusion and

diversity as vital components of effective talent management. Despite fulfilling legal obligations, banks are actively adopting diversity as a driving force for creativity and improved decision-making (Zafar et al. 2023). Banks may improve their capacity to understand distinctive consumer requirements and adapt to a competitive market by developing a workforce that encompasses a wide range of backgrounds, experiences, and opinions. Efforts focused on promoting diversity and inclusion extend beyond the implementation of recruiting criteria (Hosen et al 2018). They encompass the creation of a supportive environment that ensures that each employee is valued and provided with equitable prospects for development. The emergence of financial technology and the evolving dynamics of customer relationships have compelled an evolution in the skill set required by the banking industry. Organizations must create adaptable staff management strategies that can adapt to the increasing needs of the sector as they navigate the incorporation of technological advances. This involves identifying emerging skill deficiencies, retraining current employees, and creating an innovative environment that motivates employees to explore and implement creative ideas. Financial institutions that manage this process ensure the long-term viability of their employees but also establish themselves as leaders in the evolving financial environment (Collings et al 2019).

The study aims to offer important ideas that might influence tactical choices, improve workforce capabilities, and support the overall resilience and competitiveness of banking institutions in the contemporary business landscape.

2. Methods

This study collected data on technology management (TM) and the banking sector to determine the current understanding of the issue and identify the ideas that have been utilized (Wang 2018). Furthermore, the study aims to investigate different notions in this particular domain. This article will carry out a systematic examination of the literature, which will be performed in three separate phases, as shown in Figure 1.

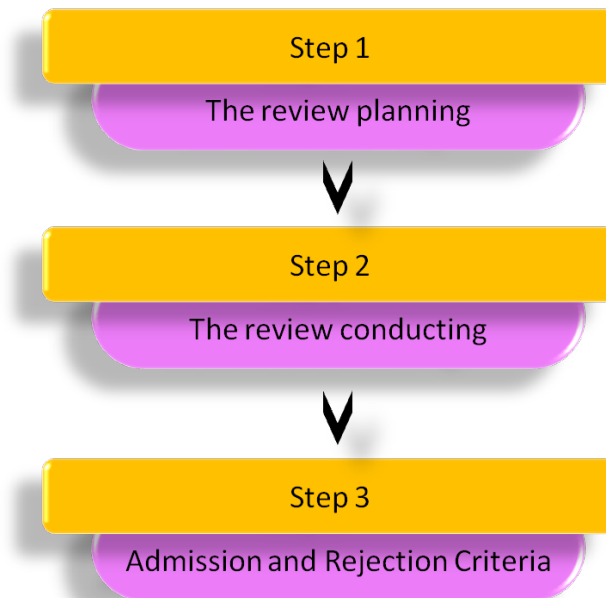


Figure 1 The trilogy of review steps.

2.1. Review planning

The literature on TM in the banking sector is demanding, and accessible methodologies for gathering, compressing and evaluating research results are needed. This research utilizes trustworthy databases such as the Web of Science and Scopus to investigate peer-reviewed academic publications. The main goal is to explore the management of TM in the financial industry. English-language publications, papers, and organizational reports were considered based on the inclusion criteria. This systematic review of the literature technique involves a detailed selection procedure and underscores the importance of clear-cut selection criteria. The second stage involves identifying, choosing, and evaluating the quality of the data, as well as implementing methods for retrieval, surveillance and integration (Wadhwa and Tripathi 2018).

2.2. Review

This study employed a targeted search method to locate relevant peer-reviewed papers utilizing the Scopus database and Web of Science. The use of conventional Boolean operators such as AND, OR, and NOT enabled the development of an algorithm for searching titles and abstracts. Table 1 shows the search terms and subterms used in the SLR research. The system

incorporated crucial phrases such as financial institution, recruitment tactics, and people leadership, categorized based on relevant topics (Kamil et al 2018).

Table 1 Search terms and subterms used in the SLR research.

| Keywords | Sub-Keywords |
|-------------------------------|-------------------------------|
| Employment Approach | Hiring Tactics and Techniques |
| Banking and Finance | |
| Skillful Workforce Management | |
| Bank | Banks, Banking |

2.3. Admission and Rejection Criteria

During the final phase of the systematic review of the literature, it is crucial to provide suggestions and share findings to facilitate the practical implementation of evidence. The qualitative analysis of the content strategy utilized Microsoft Excel 365, and qualitative information was transformed into a numerical format. By utilizing a data-driven approach based on inductive logic, an in-depth evaluation was conducted on 20 selected articles. Through this evaluation, multiple ideas were identified and integrated, leading to the development of the execution option. The programming framework, which includes publication, years, markets, methodologies, theories and other elements, ensured thorough coverage. Categories such as "talent management" and "hiring techniques" were created to represent important issues. The outcome section offers a comprehensive explanation of the results, under the review's general strategy of uncovering ideas in the researcher's information (Aman et al 2018).

3. Results and Discussion

The organization of the results in this section is as follows: (3.1) publication period and (3.2) industry keyword summaries and keyword frequency. Figure 2 depicts the research workflow. Table 2 presents a complete list of the 20 chosen articles. The information is condensed into categories such as author, publication year, article title, journal name, and keywords (Ali et al 2019).

3.1. Journal and publication year

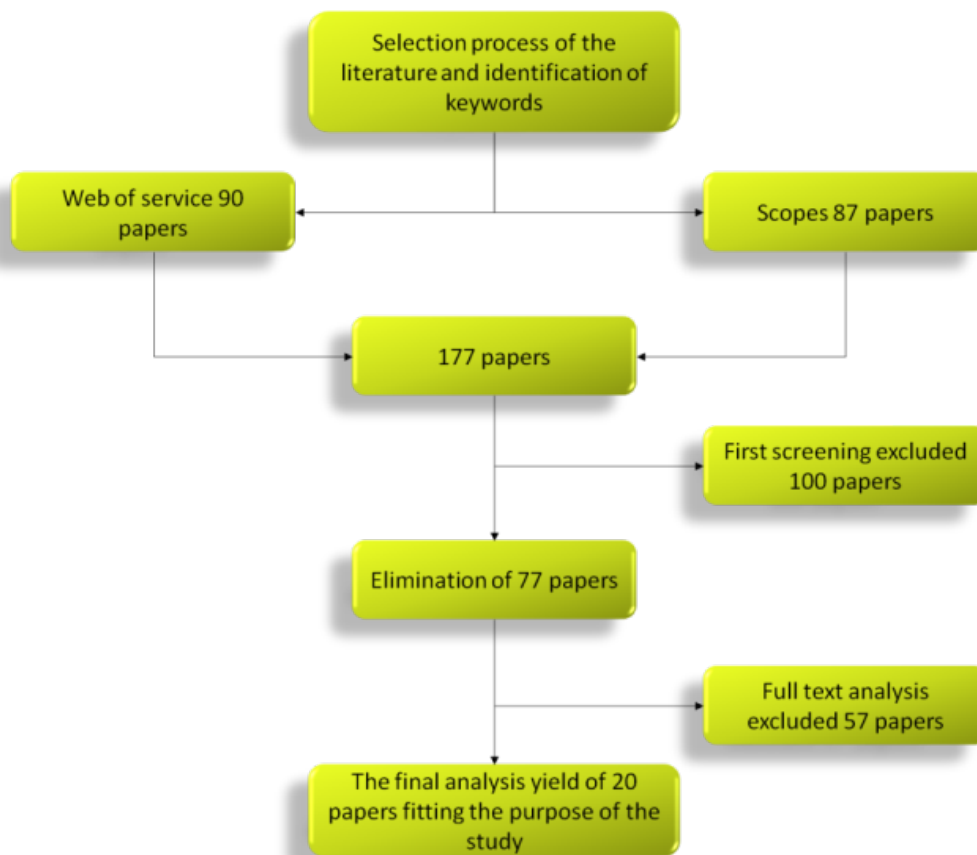


Figure 2 Research workflow chart.



Table 2 Synthesis of preferred papers.

| Keywords | Journal | Author (Year) |
|--|--|--------------------------------|
| Expats, Cross-Border Deployments | Global Mobility Journal – Hub for Expatriate Management Studies | Wang 2018) |
| Public, Talent Management Practices. | Global Journal of Workplace and Environmental Studies | Wadhwa and Tripathi (2018) |
| Foreign Exchange, Career Satisfaction | African Psychology Journal | (De Sousa Sabbagha et al 2018) |
| Talent management, Talent retention | Journal of Social-Sciences Research | (Kamil et al 2018) |
| Innovative Ability, Corporate Culture | Global Journal of Leadership in Organizations | (Aman et al 2018) |
| Human Capital, Psychological Contracts. | Kasetsart Journal of Social Sciences | (Yazdanshenas 2019) |
| Knowledge, Shariah Auditors, Skills, Talent Management | International Journal of Financial Research | (Ali et al 2019) |
| Banking Industry, Digitalization, Industry 4.0, | Journal of Science and Technology Policy Management | Santoso et al (2021) |
| Talent mapping | Journal of Critical Reviews | Lukman and Kee (2020) |
| Motivation, Retention, Training. | Management Science Letters | (Ibrahim and Al Omari 2020) |
| Banking Industry, Talent Management | South Asian journal of business studies | (Hutt and Gopalakrishnan 2020) |
| Leadership, Organizational culture, South Asia | International Journal of Pharmaceutical Research | (Chaudhry and Babin Dhas 2020) |
| Employee involvement, Workforce capital, Skills appraisal. | International Journal of productivity and performance management | (Sehatpour et al 2022) |
| Government organization, Human capital management | Purushartha | (Singh and Sabharwal 2020) |
| Talent management, Vision | IBIMA Business Review | (Thanh et al 2020) |
| Financial Industry, Workforce Development. | Middle East Journal of Management | (Noreen and Imran 2021) |
| Banking, Financial Performance | “International Journal of Evidence-Based Coaching and Mentoring” | (Mangion-Thornley 2021) |
| Banking Sector, Coaching, Ethics, Social Exchange Theory. | International Journal of Human Resource Management | (Glaister et al 2021) |
| Institutional logics, Sense Making, Talent Management | International Journal of Advanced Academic Research | (Nakweya et al 2022) |
| Talent management, Effectiveness, Salary. | Global Journal of Personnel Management | (Kravariti et al 2023) |
| Public sector talent management, Supervisory assistance for growth; talent performance | | |

3.2. Summaries and Keyword Occurrence

Overall, 25 out of the 20 articles were reviewed and industry classified as part of their keywords. Seven articles categorized the discussion as relating to the banking industry. Five articles employed banking principles, while 3 papers referred to the banking industry (Santoso et al. (2021)). Additionally, 2 papers focused on Islamic banking. Table 3 illustrates the keywords related to the banking industry.

Table 3 Banking sector keywords.

| Industry | Number of Studies | Percentage of Studies |
|----------------------|-------------------|-----------------------|
| Private sector banks | 1 | 11% |
| Industry 4.0 | 1 | 10% |
| Banks | 1 | 10% |
| Islamic banking | 2 | 18% |
| Banking industry | 3 | 13% |
| Banking | 5 | 10% |
| Banking sector | 7 | 28% |
| Total | 20 | 100% |

4. Conclusions

This study demonstrates the crucial significance of efficient hiring and firing in the ever-changing and highly competitive atmosphere of the banking sector. The recruitment, development, and long-term retention of qualified people are essential components of organizational performance, as banks adapt to changing marketplace circumstances and fulfill the increasing needs of clients. This research examines talent management tactics in the financial industry, offering insights into the complex methods utilized in recruiting, developing, and ongoing employment of outstanding people. An examination of the scientific literature from 2018 to 2023 utilizing reputable resources such as the Scopus and Web of Science databases provides information about the present state of academic interest in talent management in the banking industry but also emphasizes the urgent need for additional research in this field. The findings discussed in this study are an excellent resource for academics and the banking sector, providing helpful information that may guide future empirical research on talent management and recruiting strategies. By addressing the recognized obstacles and utilizing the techniques described in this study, banks may improve their competitiveness, adjust to changing industry dynamics, and develop a workforce capable of fulfilling the needs of the banking industry. The financial sector is highly regulated, and talent management strategies must comply with various regulations. This may limit the flexibility of human resources (HR) processes and possibly inhibit the deployment of particular innovative talent management strategies. In future research, to recognize the importance of employee well-being, future talent management methods may integrate activities related to mental wellness, work-life balance and the general well-being of workers.

Ethical Considerations

Not applicable.

Conflict of Interest

The authors declare no conflict of interest.

Funding

The current review did not receive any financial support.

References

- Al Aina, R., & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability*, *12*(20), 8372. [10.3390/su12208372](https://doi.org/10.3390/su12208372)
- Alhajjar, A., Kassim, R. N. M., & Alnacheif, T. (2019). Talent Management, Reward System, Employee Commitment And Bank Performance. *International Journal of the Humanities*, *7*(5), 101-113.
- Ali, N. A. M., & Kasim, N. (2019). Talent management for Shariah auditors: case study evidence from the practitioners. *International Journal of Financial Research*, *10*(3), 252-266. [10.5430/ijfr.v10n3p252](https://doi.org/10.5430/ijfr.v10n3p252)
- Aman, Q., Noreen, T., Khan, I., Ali, R., & Yasin, A. (2018). The impact of human resource management practices on innovative ability of employees moderated by organizational culture. *International Journal of Organizational Leadership*, *7*, 426-439.
- CHAUDHRY, S., & Babin Dhas, D. (2020). Talent Management Practices in Service Sector: Evidences from Literature Review. *International Journal of Pharmaceutical Research (09752366)*. [10.1108/IJPPM-05-2020-0231](https://doi.org/10.1108/IJPPM-05-2020-0231)
- Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global talent management and performance in multinational enterprises: A multilevel perspective. *Journal of management*, *45*(2), 540-566. [10.1177/0149206318757018](https://doi.org/10.1177/0149206318757018)
- Dang, N. T. T., Nguyen, Q. T., Habaradas, R., Ha, V. D., & Nguyen, V. T. (2020). Talent conceptualization and talent management approaches in the Vietnamese banking sector. *The Journal of Asian Finance, Economics and Business*, *7*(7), 453-462.
- Dang, N., Nguyen, Q., & Ha, V. (2020). The relationship between talent management and talented employees' performance: Empirical investigation in the Vietnamese banking sector. *Management Science Letters*, *10*(10), 2183-2192. [10.5267/j.msl.2020.3.018](https://doi.org/10.5267/j.msl.2020.3.018)
- De Sousa Sabbagha, M., Ledimo, O., & Martins, N. (2018). Predicting staff retention from employee motivation and job satisfaction. *Journal of Psychology in Africa*, *28*(2), 136-140. [10.1080/14330237.2018.1454578](https://doi.org/10.1080/14330237.2018.1454578)



- Glaister, A. J., Al Amri, R., & Spicer, D. P. (2021). Talent management: Managerial sense making in the wake of Omanization. *The International Journal of Human Resource Management*, 32(3), 719-737. 10.1080/09585192.2018.1496128
- Hosen, S., Islam, M. A., Arshad, M. M., Khan, A. M., & Alam, M. K. (2018). Talent management: An escalating strategic focus in Bangladeshi banking industry. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 156-166. 10.6007/IJARBS/v8-i1/3801
- Hutt, C., & Gopalakrishnan, S. (2020). Leadership humility and managing a multicultural workforce. *South Asian Journal of Business Studies*, 9(2), 251-260. 10.1108/SAJBS-08-2019-0147
- Ibrahim, R., & AlOmari, G. (2020). The effect of talent management on innovation: Evidence from Jordanian Banks. *Management Science Letters*, 10(6), 1295-1306. 10.5267/j.msl.2019.11.028
- Kamil, B. A. M., Yahya, K. K., Salleh, M. C. M., & Iqbal, F. I. (2018). Talent Development and Retention from the Bankers's Perspectives: A Study at Islamic Banks in Malaysia. *The Journal of Social Sciences Research*, 161-166.
- Kravariti, F., Tasoulis, K., Scullion, H., & Alali, M. K. (2023). Talent management and performance in the public sector: the role of organisational and line managerial support for development. *The International Journal of Human Resource Management*, 34(9), 1782-1807. 10.1080/09585192.2022.2032265
- Meyers, M. C., van Woerkom, M., Paauwe, J., & Dries, N. (2020). HR managers' talent philosophies: prevalence and relationships with perceived talent management practices. *The International Journal of Human Resource Management*, 31(4), 562-588.
- Lukman, J. A., & Kee, D. M. H. (2020). Talent retention and job performance: the mediating role of perceived organizational support. *Journal of Critical Reviews*, 7(16), 396-404.
- Mangion-Thornley, K. (2021). Coaching in the context of talent management: an ambivalent practice. *International Journal of Evidence Based Coaching and Mentoring*, (S15), 4-19. 10.24384/dkvw-da37
- NAKWEYA, M. C., PASS, S., MITSAKIS, F., & CAVEN, V. (2022). Line Managers' Involvement in Talent Management: The Case of a Malawian Bank. *Leadership Management & Talent Development*, 6.
- Noreen, U., & Imran, R. (2021). Impact of talent management practices on financial performance: Evidence from GCC banking sector. *Middle East Journal of Management*, 8(2-3), 113-124. 10.1504/MEJM.2021.113977
- Racolța-Paina, N. D., & ClaudiaBucur, A. (2019). The talent management struggle in the banking sector—efforts and achievements. The case of a commercial bank from Romania. *Contemporary Research on Organization Management and Administration*, 7(1), 58-73. 10.33605/croma-012019-005
- Rawashdeh, A. M. (2018). The impact of talent management strategies on bank performance in Jordanian commercial banks. *Modern Applied Science*, 12(12), 49-56. 10.5539/mas.v12n12p49
- Santoso, W., Sitorus, P. M., Batunanggar, S., Krisanti, F. T., Anggadwita, G., & Alamsyah, A. (2021). Talent mapping: a strategic approach toward digitalization initiatives in the banking and financial technology (FinTech) industry in Indonesia. *Journal of Science and Technology Policy Management*, 12(3), 399-420. 10.1108/JSTPM-04-2020-0075
- Sehatpour, M. H., Abedin, B., & Kazemi, A. (2022). Talent management in government organizations: Identification of challenges and ranking the solutions to address them. *International Journal of Productivity and Performance Management*, 71(4), 1444-1468. 10.1108/IJPPM-05-2020-0231
- Singh, A. K., & Sabharwal, S. (2020). Talent management: An empirical analysis of its antecedents and consequences applying structural equation modeling. *PURUSHARTHA-A Journal of Management, Ethics and Spirituality*, 13(2), 1-16.
- Thanh, N. D. T., Nguyen, Q., Habaradas, R., & Ha, V. D. (2020). The conceptualization of talent and talent management within the banking sector in southern Vietnam. *IBIMA Business Review*, 963281. 10.5171/2020.963281
- Wadhwa, S., & Tripathi, R. (2018). Driving employee performance through talent management. *International Journal of Environment, Workplace and Employment*, 4(4), 288-313. 10.1504/IJEW.2018.093412
- Wang, C. H. (2018). To relocate internationally or not to relocate internationally: A Taiwanese case study. *Journal of Global Mobility: The Home of Expatriate Management Research*, 6(2), 226-240. 10.1108/JGM-12-2017-0050
- Yazdanshenas, M. (2019). Promoting human capital through talent management practices: Contextual role of psychological contracts. *Kasetsart Journal of Social Sciences*, 40(3), 718-726.
- Zafar, Q., Haider, S. N., Janjua, Q. R., Qureshi, A. H., Ashraf, H. A., Ali, A., & Mutupha, J. F. (2023). Nexus of Employees Engagement between Talent Management and Career Development. *Russian Law Journal*, 11(4).