

A Theoretical Review of the Banking Industry's Talent Management and Employee Retention

Manjunath S R¹ and Dr. Naresh Kumar Gupta²

Research Scholar, Department of Commerce and Management¹

Research Guide, Department of Commerce and Management²

Sunrise University, Alwar, Rajasthan, India

Abstract: *The global economy has elevated talent management, retention, and worker values. Most firms require dedicated, qualified personnel. Digital literacy, international acumen, intelligence, sophistication, and operational agility describe clever entrepreneurs. Talent management helps companies plan strategically and employ skilled individuals. This study uses a conceptual framework to describe talent management and employee retention. The project will gather empirical talent management and retention studies from Scopus, EBSCO HOST, Google Scholars, Springer Link, Wiley, Science Direct, JSTOR, and Emerald full text.*

The study shows that a company's success depends on its best employees' survival and behavior. Both public and private organizations suffer with staff retention, the survey showed. HR managers' staff management is harder since qualified candidates have more alternatives in the global labor market. Banking-specific research is scarce. Work environment and talent management impact banking staff retention, according to the conceptual model.

Keywords: Talent Management, Employee Retention, Banking Industry.

I. INTRODUCTION

Human resource management literature was scant until a decade ago. Though theoretical, it's becoming more real. Although talent management literature overlooks occupations, they're important. Dries (2013) offered creative talent management solutions to leverage on employee psychology and talent management interest. Talent management literature is scattered despite its rapid growth, thus theoretical scaffolding is needed. This is crucial for Alferaih (2018), Ashraf (2020), Chinyio (2018), and Sun (2019). Talent management debates remain. Different employees are handled based on their competitiveness skills. Problematic: talent needs human resources infrastructure and talent distribution across occupations and resources. Talent management links top applicants to jobs. Employees gain most from company knowledge. Many firms consider talent management while hiring top talent. Talent management may impact recruiting and retention (Ayodele et al., 2020; Tews, 2020; Watson, 2018). Since 2000, talent management has gained popularity. Management in a difficult Singaporean job market.

Talent management is popular in business and literature. Many want talent management solutions that assure acquisition, retention, and growth. This is "one of the most important industry metrics" and "much more critical than ever to organizational performance." Businesses require talent recruiting to employ top personnel. Companies find future leaders via talent identification and development. This method emphasizes developing talented leaders (Ayodele et al., 2020; Tews, 2020; Watson, 2018). Since skilled employees are more valuable, HR research has concentrated on skill retention rather than workforce retention. Any organization would hate to lose a great talent, particularly to a competitor. One person may transform an organization (Arasanmi & Krishna, 2019). McKinsey and Company revealed that experienced software engineers write 10 times more code than less skilled ones, demonstrating their advantages. In recent years, academics and HR professionals have disputed managing top talent. Labor, corporate, and demographic issues make managing great staff challenging.

Human resource professionals and experts say talent acquisition addresses all talent difficulties since it has been vital for talent retention for 10 years. Talent management—finding, cultivating, and growing talented employees—is becoming more popular because it minimizes skilled worker churn, a significant business issue. Professionals and

experts appreciate personnel management, but how it increases employee pleasure is uncertain. Few studies have studied how talent acquisition affects retention. Talent management and other recruitment approaches have minimal impact on employee retention (Chaudhuri et al., 2020). grasp smart people's attitude and conduct to grasp how talent management influences employee engagement.

This article describes "employee retention" as maintaining top people who drive talent acquisition tactics. Despite several academic empirical studies, talent management's impact on employee retention needs additional research. Talent management and staff retention hypothesis testing is the goal of this study.

II. LITERATURE REVIEW

What is Talent Management (TM)?

Strategic talent management organizes skilled employees' contributions to the company. This is part of a human capital strategy for competitive advantage. Talent management encourages productivity and competition. Strategic workforce differentiation under the resource-based view (RBV) entails managing unique, valuable, and hard-to-replicate strategic human capital resources. This method should help companies, but it's expensive and time-consuming.

Mukherjee, 2019; Chang & Busser, 2020; Dhanpat, 2019; Matongolo, 2018. Personnel management maximizes the firm's unique resource. New HRM strategies include talent value development and talent decision-making. Only a small percentage of the workforce has high-potential, thus smart individuals are crucial to company success. Talent management may enhance staff levels, say organizations.

Today widely used, "talent management" (TM) gained notice in 1997 when Mckinsey & Company named their investigation into talent management and practices the "War for talent". Talent management writing has grown since then and continues to do so. The number of books and publications on "talent management" is growing, but most don't use empirical data, creating the impression that it's a well-defined discipline with strong research and core concepts. Since talent management has no clear definition or conceptual bounds, it is dynamic and complex.

Lewis and Heckman (2006) identified three talent management programs. Rename HRM talent management, prioritize talent pool growth, and concentrate on talent regardless of job title or organization. Collings and Mellahi (2009) proposed a fourth stream that prioritizes crucial role identification above person recognition. Due of talent management's validity and originality, some firms have rebranded their HRM systems. They are penalised for recycling an old wine bottle by not separating HRM from talent management.

Human resource management handles many staff tasks, whereas talent management targets high-potential individuals. Talent management requires exclusive and inclusive techniques. The exclusive approach's cornerstone, "workforce distinction," views employees as a special group that may affect corporate success.

Egalitarians, inspired by "humanistic" beliefs, think all workers have "talent," hence business wealth should be shared equally. Subject-specific talent management has evolved. Despite egalitarianism's attractiveness, exclusive methods are more common in HR and supported by research. This article strictly follows Blass's (2007) definition of talent management: additional resources and management tools for "talented."

Employee Retention

Nowadays, a lot of businesses have made keeping their employees happy their top priority. Finding excellent applicants is vital, but the most important trait of a great HR professional is engaging their employees. Important aspects of productivity at work were divided into intrinsic and extrinsic categories by (Steil et al., 2020). Intrinsic incentives are non-material in nature and include things like career progression for employees, in contrast to extrinsic rewards, which are material in nature and include bonuses or other types of monetary remuneration. The study discovered that extrinsic incentives play a major role in talent retention in a winning environment. However, since they encourage loyalty and reciprocity, extrinsic incentives are more effective at motivating employees, according to Chaudhuri et al. (2020).

Dimensions of Employee Retention

Hadi and Ahmed (2018) discovered that diverse workplaces help leading and competing organizations perform effectively and achieve a competitive edge. Important tasks need the best and most experienced personnel (Hadi & Ahmed, 2018). A follow-up research by Das and Baruah (2013) indicated numerous factors impact employee retention.

Compensation, benefits, job security, recruiting, promotion, superior support, work environment, and organizational justice must be addressed by management.

Chang & Busser (2020; Marinakou & Giousmpasoglou, 2019; Pandita & Ray, 2018) say employee happiness and retention influence company success. Social, psychological, or physical retention. Flexible employment let workers utilize their skills and save resources. Job retention is a quality. Workers interact socially in and out of work. Physical aspects include income and working situations. Walker (2001) identified seven worker satisfaction variables:

Hard effort, opportunities for growth and advancement, a good work environment, encouraging relationships with colleagues, a happy work-life balance, and excellent communication are my criteria for success. They illustrate several workplace rituals and behaviors that may motivate employees. Retention was about power, success, and allegiance. Social influence and superiority signify power. Overachieving is achievement, and attachment is social bonding. Another study by Gireesh (2014) found five staff retention factors:

Job Support and Recognition

Eight variables are on this axis. Having superior approval, being involved in decision-making, receiving constructive feedback for a job well done, being recognized and appreciated for accomplishments, receiving effective counseling and mentoring, conducting frequent and thorough work performance evaluations, and paying attention to organizational and individual needs are contributing factors. Kerala's BPO employees' internal motivation relies largely on the following factors (Jha, 2019). Numerous testing confirmed this result.

Compensation and Career Growth

The genuine interest of management in employee suggestions to improve service quality, payment through employment, success, the sustainability of the current grant scheme, confidence in achieving career goals, the company's role in fostering career development, and the employee's desire to stay and grow with the company are the six factors that comprise this aspect. The findings of other previous studies corroborate this finding.

Organizational Culture

On this axis, there are four variables. These include the existence of a positive social milieu, position-related autonomy, departmental coherence, and the acceptance of helpful employee feedback about their sense of respect at work. Numerous reports substantiate this idea.

Work-compatibility

There are two variables on this axis. The capacity of the work to promote self-worth and a feeling of achievement, as well as the company's dedication to preserving employees' work-life balance, are the contributing variables. The results of several earlier investigations support this discovery.

Autonomy and Independence

On this axis, there are two variables. The pleasure that comes from doing the activity and having the flexibility required to complete it are taken into consideration. According to Miklós Pakurár et al. (2019), banks must meet customer requests in order to achieve sustainable growth. The SERVQUAL model, which may be used to assess how factors of service quality affect customer loyalty, was adjusted for this study. The financial element, performance, assurance, tangible, responsiveness, empathy, and staff customer satisfaction qualities were all relevant to Jordanian banks.

Talent Management on Employee Retention

All Iranian government and commercial organizations struggle to acquire and retain talent. Talent acquisition may improve hiring and retention. A corporation may profit from knowledgeable staff (Sigler, 1999). Finding and employing competent people is a talent acquisition advantage. Lalitha (2012) reports that HR managers worldwide struggle with staff retention. Firm branding, hiring, recruiting process adjustments, and termination interviews were

advised. Person management impacted "A strategy for optimising employee recruitment, retention, and engagement within hospitality organisations."

According to study, talent acquisition may boost recruitment, retention, and engagement. Results boost financial and operational efficiency. et Plansoongner (2011) examined three major Thai cement businesses' hiring and motivation. Work-life balance, coherence, talent management planning, managerial support, and others affect talent retention. Tiwari et al. (2013) examined talent management effectiveness and retention. Experience in talent management influenced employee satisfaction, not age.

Walsh and Taylor (2007) found in "Developing in-house jobs and maintaining management expertise" that organizational and technological stagnation affects management retention. Pay and work-life balance matter. Ross (2005) claims firms start their employee retention fight during recruitment by selecting candidates with talents and ambitions that fit their short- and long-term goals. In Ankara hotels, Altrnaz et al. (2013) observed that changing mid- and senior hotel executives' people management attitudes boosted organizational trust. The study indicated that organizational confidence affects talent management and employee retention.

A research found that talent management may impact employee trust and business labor retention.

Research Method

This thesis analyzed employee performance and retention research to identify a phenomena. This thesis is a reference since it represents the original content selection. We collected literature this way:

(a), publication source; (b), research date; (c), searcher; (d), literature-gathering methods; (e), number of papers selected; and (f) justification. This thesis examined 30 academic periodicals for data.

As many significant papers as possible were sought. The December 2016 survey covers these areas. This thesis has English-language peer-reviewed scientific publications to explain themes. This thesis' literature analysis approach is perfect for discovering and compiling relevant content.

II. CONCLUSION

This paper described the researchers' innovative staff retention methods. Every company's goal is to hire, retain, and attract elite personnel. The organization should employ compensation policies, job protection, leadership and supervision, career development and preparedness, flexible work hours, working environments, diverse work schedules, cultivating an engaged community, work-life balance, and labor welfare to boost worker satisfaction. Businesses targeted internal and external motivators to retain and decrease worker turnover.

Given competition, organizations must keep their best employees, and the assessment study indicated that these attributes affect workers' choices to quit or remain. Career security, fair pay, acknowledgment for exceptional performance, and training and growth are examples. Our businesses require a balanced mix of extrinsic and intrinsic driving factors to reduce turnover and boost productivity.

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