



“Enhancing employee retention in banks: Analyzing the role of talent management, career development, and bank culture”

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ENHANCING EMPLOYEE RETENTION IN BANKS: ANALYZING THE ROLE OF TALENT MANAGEMENT, CAREER DEVELOPMENT, AND BANK CULTURE

Abstract

This study aims to investigate how talent management practices, career development, and organizational culture influence employee retention in Jordan's banking sector. Given the competitive nature of the financial industry, the need to retain talent is critical for organizations. Questionnaires were distributed to 257 full-time employees of various commercial banks in Jordan who have been with their organizations for at least a year, based on this quantitative study. The study made an effort to ensure the sample was both diverse and stable. The study included respondents from various departments, levels, and sizes of banking companies in the sample to enhance its validity. These criteria were designed to include participants who have worked in the organization for a longer period, enabling them to understand the impact of talent management practices and organizational culture. The results reflect that effective talent management practices boost employee retention. The study further attested that career development opportunities and an organizational culture are important moderating factors to strengthen the relationship. According to the research findings, an organization should implement a fully realized approach to talent management with career development and embrace an organizational culture that enhances employee retention.

Keywords

talent retention strategies, banking industry human resources, organizational behavior, employee engagement and satisfaction, workforce stability measures

JEL Classification

G21, J24, M12, O15

INTRODUCTION

The banking sector's primary concern is improving employee retention. Employee retention has far-reaching implications for operational effectiveness, productivity, work satisfaction, and total organizational efficiency. The adoption of strategies for human resource management processes in the banking sector significantly identifies customer service behaviors; these inner circles include competency training and reward systems, performance appraisal, and collaborative learning behaviors. Besides, recent research has proven that talent development practices, such as career development and succession planning, have a positive relationship with the retention of employees within the banking industry (Mzava & Ngirwa, 2023). Many other studies in this line of inquiry have also confirmed that talent management practices, such as rewards and compensation, recruitment and selection, and training and development, have a positive relationship with employee retention and performance within service organizations (Alsakarneh et al., 2023).



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Talent management is inherently important in the banking industry because it is service-oriented; hence, service organizations should adopt a perspective that aligns culture with business. Such alignment creates a work environment that empowers and engages employees to deliver the best service possible, thereby driving organizational success. Literature over the years has appreciated the need to craft a banking culture that allows career progression and a climate that offers chances for personal and professional growth for an employee (Memon et al., 2020; Purbasari & Syarifah, 2023). Organizational culture is vital in the banking industry; it links individual development approaches to organizational outcomes, which include employee engagement and organizational effectiveness (Ali et al., 2019). In addition to the dynamic and competitive nature of the industry, the effectiveness of human resource management policies, career growth opportunities, and a conducive working environment should support this. Finally, these factors will influence the organization's ability to attract and retain the right human resources, in addition to maintaining organizational performance and competitiveness.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Talent management in the present era refers to a systematic and all-encompassing collection of human resource techniques. The increasing attention to research highlighting talent management as a key success driver in organizations, particularly the banking sector, explains this growing interest (Alsakarneh et al., 2023). Talent management is inherently strategic in nature, with the basic premise being to align an individual's practices with the organization's business strategy, serving as a lever to enhance a person's productivity. Talent management ensures effective tracking of all the challenges involved in the processes of retention and attracting a superior workforce. Research consistently reflects a positive correlation between talent management practices and employee retention. For instance, Pandita and Ray (2018) observed that organizations can retain a talented workforce when they link their talent management practices to employee engagement initiatives (Pandita & Ray, 2018). In addition, Kumar (2021) notes that good talent management practices not only reduce employee turnover but also substantially improve the organization in terms of operational and financial results. Likewise, Hermawati et al. (2021) and Ebrahim et al. (2021) determined that talent management practices have considerable positive impacts on employee retention. Moreover, Narayanan and Menon (2018) have established that talent management is one of the chief ways to ensure high-earning performers in an organization.

In other words, talent management has emerged as a strategic imperative of adaptation for banks in the fast-evolving landscape of technology, customer expectations, and regulatory imperatives in the sector (Glaister et al., 2021). In addition, Krishna (2022) identified some facets of talent management practices, such as eliciting extraordinary achievement, providing training and development, and promoting work enrichment, all of which significantly contributed to job satisfaction and employee retention. Sopiah et al. (2020) also found that talent management significantly enhances work engagement and employee retention. As such, Abdulmaleek (2020) has confirmed that the talent management strategies significantly influence employee retention and effectiveness. Tabor-Bažewicz (2019) shed light on the fact that the concept of talent management is a broad one, beginning with identifying talents through their development, maintenance, and retention for effective use. Various studies have revealed the linkage between employee retention and all aspects encompassed in the broad scope of the term.

It has also been regarded today by several studies as one of the key strategies in banking, a sector known to exhibit great rivalry in recent times, with increasing turnovers of employees (Alzghoul et al., 2023). Again, complete processes of managing human resources, such as staff recruitment, their selection, training, development, and evaluation of their performance, will reinforce better retention (Alsakarneh et al., 2023; Mzava & Ngirwa, 2023). This not only attracts competent individuals but also fosters their professional development, leading to heightened dedication and allegiance to the firm. Purbasari and Syarifah (2023) sug-

gest that aligning talent management strategies with the goals and objectives of the organization can create a work environment that promotes career development, job satisfaction, and employee retention. Within the banking industry, multiple studies demonstrate the impact of talent management on staff retention. Subsequent research appears to support the inclination in that direction; however, studies have demonstrated a robust and definitive causal association. For instance, Bibi (2023) provided evidence that implementing talent management strategies leads to higher staff retention rates. Undoubtedly, employees in any industry, whether it be banking or another, may also experience advantageous outcomes. Bamigboye and Abdulazeez (2023) have specifically mentioned that training, promotion, competitive pay increments, and flexible work arrangements collectively enhance talent retention. Alsakarneh et al. (2023) also discovered similar results, showing that staff retention and performance in the banking sector are improved by recruiting, selection, training, development, and awards.

According to Abdalla and Abdalla (2023), talent management practices have a significant and beneficial impact on retention rates in the banking sector. They assert that there is a favorable relationship between talent management practices and retention. Thilagham et al. (2022) associated talent retention strategies with employee retention in the banking sector. In another related study, Joof and Olanipekun (2022) also found a positive relationship regarding talent retention strategies and employee performance. In addition, it was evident that talent management in the banking industry has a direct impact on employee engagement and retention. Such works as Akter et al. (2022), Abhinanda and Muralidharan (2021), and Ismail et al. (2021) support this. It also aligns with the findings of Ranatunga et al. (2020) and Al-Dalahmeh et al. (2020), which suggest that implementing talent management policies is a crucial strategy to prevent employee turnover. Talent management understands these practices as the most important pillars for maintaining long-term employment, especially in the banking industry.

Numerous studies suggest that organizational culture can significantly influence the methods and outcomes related to employee retention.

Other items that impact retention identified by Moncarz et al. (2009) include organizational culture, recruitment methods, promotion opportunities, available training programs, and management of internal dynamics within an organization. Kontoghiorghes (2015) also supports this, citing that organizational culture significantly influences talent management, employee satisfaction, motivation, and commitment. It also puts forth the importance of culture in preventing attrition. Sheridan (1992) held that values taken from an organization's culture play a vital role in employee retention among highly effective people relative to less effective ones. Further, Setiawan and Hastuti (2022) also report that organizational culture is positively and significantly related to retention. In the same vein, Al-Dalahmeh and Dajnoki (2020) also affirm that organizational culture influences the talent management practices considerably. The influence of company culture on the talent management field primarily manifests in its impact on recruiting, developing, and retaining a workforce.

Besides, according to Setiawan and Hastuti (2022), organizational culture has a significant positive effect on employee retention. Sheridan (1992) argues that in addition to the labor market variables and employee demographics, the values instilled in the culture of an organization greatly affect employee retention. The connections between the organizational culture and HR practices, such as employee recruitment, orientation, and workforce satisfaction, will deepen as employees become more involved in the recruitment process (Alzghoul et al., 2024). Silva et al., 2011, and Alshamrani et al., 2023 also backed this claim. This underlines the fact that a positive and value-based organizational culture is not only important in retaining personnel but also in attracting new talent by creating a work environment that elicits commitment and satisfaction. The uppermost part of talent management, along with organizational culture, contributes to the differences in employee retention. Talent management encompasses various aspects, such as motivating exceptional performance, providing training and development opportunities, and enhancing job satisfaction through work enrichment (Alshaar et al., 2023). These dimensions of talent management play a significant role in explaining the variation in both job satisfaction and employee retention. Similarly, talent management,

as a factor, demonstrated a substantial and favorable influence on job engagement and employee retention. Alias et al. (2014) found that job engagement partially mediates the effect of talent management on employee retention. Nevertheless, the connection between talent management and employee retention is not consistent. Madurani and Pasaribu (2022) found that the impact of talent management on employee retention, as measured by employee empowerment, significantly influences organizational culture. This suggests that there may be other factors influencing the relationship between these variables.

Prior research provides empirical support for the significant influence of organizational culture on the connection between performance, talent management, and employee retention (Shaikh & Soomro, 2023). Furthermore, Prasetyo and Furqon (2023) suggested that the interplay between talent management and organizational culture could potentially drive employee retention. On the other hand, Aktar and Pangil (2018) posit that the relationship between human resource management practices and commitment to employee engagement may influence organizational commitment, as it is considered a key variable in understanding how talent management practices affect employee retention. Dries (2013) posits that a supportive cultural setting of inclusion, in conjunction with a belief in balance and justice, plays a crucial role in talent management and employee retention. Thus, such a supportive culture of inclusivity adds deep meaning to an employee's effort, bringing about a permanent balance in the commitment. Organizations highly regard the infusion of talent management practices into their culture to inspire a sense of belonging as imperative in mitigating turnover intentions (Abousweilem et al., 2023; Amaugo, 2024; Rapando & Juma, 2020).

According to related previous studies by Okeke et al. (2018), Chaudhary and Khanal (2023), and Waqar et al. (2023), integrating talent management practices with appropriate career development opportunities, exposure, and positive organizational culture results in a more effective and refined strategy, ultimately leading to a positive impact on employee retention. Furthermore, Chaudhary and Khanal (2023) and Okeke et al. (2018) researched the direct correlation between

talent management practices, the availability of career development opportunities, and employee retention. Indeed, if talent management practices align with integrated career development opportunities, their effectiveness would significantly increase. In fact, Waqar et al. (2023) argue that career development, which is highly related to and effective in increasing retention, has one of the highest correlations to talent management. This means that effective employees with a career development opportunity stay in the organization for a long time because talent management ensures their engagement and motivation and is aimed at organizational goals and objectives. However, this aligns with the 2020 findings of Hammadi et al. (2020), demonstrating a highly significant correlation between career development and employee retention. Moreover, Gulzar (2017) supports the above statement that career development has an immense impact on employee retention. In another important finding, Nadeem and Malik (2021) established that career development opportunities have a strong and significant influence on employee retention. In line with these findings, Rasdi and Chen (2018) noted that HRD practices, particularly those related to career development, can significantly enhance employee retention. This vividly illustrates the impact of powerful career programs, which have been viewed as essential investments in the people management platform. The programs are well-equipped to address the issue of low retention and achieve better results overall.

Indeed, the majority of studies examining the role of professional development opportunities in mediating the relationship between talent management practices and employees' intentions to quit largely confirm that these opportunities serve as a powerful motivator, reducing the likelihood of employees quitting. Ali et al. (2019) and Uddin et al. (2023) also stress the universality of this link between professional development opportunities and employee retention. This is particularly true for sectors like banking, which consistently require well-qualified employees and actively promote career development opportunities. In this regard, Gautam (2023) strongly affirms the importance of HR policies that prioritize staff retention by providing optimal career advancement opportunities.

Furthermore, the studies by A. Abdalla and Y. Abdalla (2023) and Marinakou and Giousmpasoglou (2019) support this viewpoint that career advancement prospects play a crucial role in employee retention and enhancing the effectiveness of talent management strategies. Existing literature indicates that career development opportunities play a significant role in influencing the relationship between an organization's talent retention strategy and employee retention. Ambrosius (2018) conducted a study demonstrating how the perception of a current career opportunity influences the impact of talent management strategies on employee retention. According to Hassan (2022), having favorable career development techniques significantly improved the likelihood of cultivating positive employees, thereby increasing the probability of maintaining a positive work environment. Rono and Kiptum (2017) recommend that firms provide a wide range of training, skills, and career development opportunities to enhance employee retention.

Conversely, the prospect of advancing one's career motivates individuals to take significant steps and encourages them to synchronize their actions with those of the companies, thus achieving shared objectives. For example, the level of satisfaction with an organization's efforts to retain employees by promoting their career growth may be linked to the perception of how much support the business provides in helping staff cope with changes in their work situations (Coetzee & Stoltz, 2015). Previous studies have demonstrated that career development has a favorable effect on employee retention. Chepkemoi (2023) discovered that career development techniques have a substantial and noteworthy impact on employee involvement and organizational citizenship behavior. Therefore, the idea that career development activities hold true for employees is crucial for their retention. Merican et al. (2022) have highlighted this concept by combining career planning, training, and development with personnel management techniques. The study indicates that career development programs have a vital role in retaining employees; therefore, career development can be the cure for effectiveness in talent management and employee retention.

It is believed to be the process of aligning an individual's future goals with organizational objectives. According to Odhiambo (2020), this involves taking proactive steps toward the realization of one's career and satisfying organizational needs. Furthermore, Abdalla and Abdalla, 2023; Marinakou and Giousmpasoglou, 2019 support the above understanding by explaining that a career development opportunity serves as the most fundamental strategy in talent retention and employee management/talent management processes. Taking that into consideration, this paper derives from the viewpoint that one important influence to be felt regarding the talent retention strategy of the organization from a career development opportunity regarding the relationship with employee retention, grounded from the existing body of knowledge in the current literature. The career opportunities pursued, the study by Ambrosius' 2018, impact highly on how the talent management strategies contribute to employee retention. Hassan, 2022, found out that a positive perception of practices regarding career development increased the probability of developing positive people who in turn improved the likelihood of retaining the staff with positivity. Rono and Kiptum 2017 argued that organization must provide different forms of trainings, skills and career development which helps in growing positive workers for the retention of employees.

With regard to staff retention, the literature strongly indicates that talent management strategies are critical in the banking industry. At the same time, factors such as the organization's culture and the extent to which employees receive professional development opportunities can further influence these behaviors. Akanda et al. (2021) and Joof and Olanipekun (2022) concur that we should implement a holistic approach to talent management strategies, taking into account the moderating influence of these factors on work environment improvement. This improvement will ultimately lead to employee satisfaction, engagement, and loyalty, thereby improving retention rates. It involves the development of a workforce and retaining high potential within a very competitive business, like banking, through effective personnel and career development opportunities matching the corporate culture.

This research study focuses on how talent management practices, career development, and organizational culture would influence employee retention in Jordanian banking. From this, the study derive the hypotheses for further research findings.

H1: Talent management practices are positively related to employee retention in the banking sector.

H2: Career development opportunities positively moderate the relationship between talent management practices and employee retention in the banking sector.

H3: Organizational culture positively moderates the relationship between talent management practices and employee retention in the banking sector.

2. RESEARCH METHOD

This study uses a quantitative research methodology that entails directly manipulating the variables of talent management practices, career development, and organizational culture to examine employee retention within commercial banks in Jordan. The quantitative architecture guarantees precise measurements and statistical analysis of the interrelationships between these variables, resulting in practical implications for the banking industry. The target population consists of Jordanian commercial bank personnel, namely the entire staff, which amounts to a total of 16,243 individuals. Hence, stratified sampling is necessary to accurately represent the various demographics within the labor force of this sector, encompassing individuals from different departments, hierarchical positions, and sizes of banking organizations. The inclusion criteria prioritized participants with extensive tenure in the organization to ensure their comprehension of the effects of talent management methods and organizational culture. These included senior management, departmental heads, supervisors, and general staff. This kind of diversified inclusion allows the study to gain a comprehensive understanding of how talent management practices, career development opportunities, and organizational cultures aid or hinder employee retention across different levels within

the banks. The research study selected a total of 380 personnel as participants. The selection criteria included full-time employees who had worked at their current company for at least one year. The sample excluded data from temporary or contract employees, as they are more susceptible to retention factors. We sent 380 questionnaires by email for data collection, and 257 of them were considered legitimate and received responses. This corresponds to a response rate of around 67.6%. The investigation's scale deemed this acceptable.

Table 1. Distribution of employees and sample sizes across Jordanian commercial banks

No.	Bank Name	Number of Employees	Sample Size
1	Arab Bank	3,298	77
2	ABC Bank	504	12
3	Arab Jordan Investment Bank	749	18
4	Bank al Etihad	1,278	30
5	Bank of Jordan	1,342	31
6	Cairo Amman Bank	1,437	34
7	Capital Bank of Jordan	1,358	32
8	Housing Bank for Trade & Finance	2,481	58
9	Investment Bank	613	14
10	Jordan Ahli Bank	1,137	26
11	Jordan Commercial Bank	672	16
12	Jordan Kuwait Bank	1,374	32
Total		16,243	380

The data collected through a well-structured questionnaire achieved the research objective. The study attempts to cover four broad concepts: factors affecting employee retention, talent management practices, career development opportunities, and organizational culture. The scale for data collection instruments was chosen after reviewing available literature to ensure their reliability and suitability. The study measured it using a 5-item scale that we randomly selected from Kyndt et al. (2009) and Elsafty and Oraby (2022). To measure talent management practices, the study used eleven items adopted from the Yener et al. (2017) scale. The study measured career development using a 6-item scale from Simpson (2014). Ghosh and Srivastava (2014) provided a 13-item scale to measure organizational culture. This study uses SEM-PLS as the analytical technique. The outstanding robustness power against the low sampling size makes SEM-PLS a highly recommended and widely used tool for handling multi-component-related complexities, and it

has gained importance in recent research. SEM-PLS, which is adaptable to a small sample size, enables an exhaustive study of direct and moderating effects between dissimilar variables. The present research will investigate how talent management, career development, and organizational culture interplay with each other, consequently impacting employee retention in the banking sector in Jordan.

2.1. Profile of demographics

The demographic analysis of Jordan's commercial banking sector workforce captured the sectoral distribution. The results have provided consideration for interpretations of workforce diversity, taking into account differences along gender, age, education status, and service tenure lines. The study thus captures a sex distribution, with 59.53% females and 40.47% males. This preponderance of male respondents may indicate broader labor market disparities in the country, influenced by hiring practices within Jordanian banks or possibly reflecting broader employment trends in Jordan's banking sector. The age distribution of the sectoral workforce suggests a substantial range, with one noted peak in the 36-45-year cohort (37.35%), followed closely by the 25-35-year cohort (28.02%). This suggests a workforce heavily leaning towards experienced professionals, with a smaller but significant presence of seniors over 45 years (22.57%) and a much smaller segment of young employees under 25 years (12.06%). This profile indicates a diverse distribution across ages, with an emphasis on experienced older employees constituting the core of the sector, as well as a possible area for new recruitment to attract younger talent into the sector.

These data on the respondents' job titles indicate the organizational structure and hierarchy of employees in the surveyed Jordanian commercial banks. At 42.02 percent, employees were the largest group. This shows that almost half of the workforce includes employees who perform daily routine activities and deal directly with customers. The respondents' supervisor form (28.02%) indicates the existence of a solid middle management layer, which is critical in ensuring operational efficiency and quality control. At (17.51%), departmental heads indicate those in charge of some specific functions or departments that help to ensure the running of particular areas cohesively and effectively. Furthermore, the 12.45

percent senior management percentage underlines the importance of strategic leadership in banks. These are individuals involved in high-level decision-making processes and, thus, the strategic and general governance of the banks.

Participants' educational attainment is notably high, with the majority holding bachelor degrees (71.60%), followed by those with postgraduate degrees (17.90%), and finally those with diploma degrees (10.51%). This educational profile points towards the banking sector's preference for highly educated individuals, likely reflecting the complex and specialized nature of banking operations and a need for a highly knowledgeable and skilled workforce. An analysis of years of service highlights a more balanced mix, with the largest proportion of employees having 4-10 years of service (42.02%), followed by those with over 10 years of service (35.02%), and those with less than 3 years of service (22.96%). Such a distribution suggests a stable and committed workforce, indicating effective sector retention strategies or high levels of job satisfaction among employees. This insider reporting offers banking leaders in the region a unique opportunity to understand the demographic profile of the current workforce and the significant implications for human resource strategies.

Table 2. Demographics results

Category	Frequency	Percentage
Gender		
Male	153	59.53
Female	104	40.47
Age		
Less than 25 years	31	12.06
25-35 years	72	28.02
36-45 years	96	37.35
Above 45	58	22.57
Educational level		
Diploma degree	27	10.51
Bachelor degree	184	71.60
Postgraduate degree	46	17.90
Job Title		
Senior Management	32	12.45
Department Head	45	17.51
Supervisor	72	28.02
Employee	108	42.02
Year of service		
Less than 3 years	59	22.96
4-10 years	108	42.02
Above 10 years	90	35.02

3. RESULTS

Table 3 sheds more light on the main constructs of the study with this portrayal of strong dynamism within the Jordanian commercial banking sector. The talent management practices also show strong associations, having higher reliability scores (Cronbach's alpha = 0.85 and composite reliability = 0.83) when compared to the preferred standards, which obviously indicated consistent internal strength. The extracted average variance (AVE = 0.54) demonstrates strong validity and accounts for a reasonable amount of variance in the items measured for TMP. The reliability of career development is also good (Cronbach's alpha = 0.87 and composite reliability = 0.83), and its average vari-

ance extraction (AVE) of 0.58 indicates a significant amount of variance. Organizational culture has strong relationships with its construct, as evidenced by high-reliability scores (Cronbach's alpha = 0.90 and composite reliability = 0.92), and an AVE value of 0.61 shows significant variance because of the latent variable. Employee retention metrics have a strong relationship with its construct, which shows high-scale reliability (Cronbach's alpha = 0.86 and composite reliability = 0.88) and good convergent validity at AVE = 0.57. These scores reflect excellent reliability and validity, thus providing a reliable framework through which to understand the combined impacts that talent management practices, career development opportunities, and organizational culture have on employee retention.

Table 3. Measurement model assessment

Construct	Item	Item Loading	Cronbach's Alpha	Composite Reliability	AVE
Talent Management Practices	TMP1	0.710	0.85	0.83	0.54
	TMP2	0.725			
	TMP3	0.748			
	TMP4	0.762			
	TMP5	0.799			
	TMP6	0.810			
	TMP7	0.690			
	TMP8	0.715			
	TMP9	0.730			
	TMP10	0.745			
	TMP11	0.768			
Career Development	CD1	0.701	0.87	0.83	0.58
	CD2	0.688			
	CD3	0.709			
	CD4	0.732			
	CD5	0.750			
	CD6	0.765			
Organizational Culture	OC1	0.780	0.90	0.92	0.61
	OC2	0.795			
	OC3	0.808			
	OC4	0.820			
	OC5	0.835			
	OC6	0.848			
	OC7	0.860			
	OC8	0.872			
	OC9	0.885			
	OC10	0.897			
	OC11	0.810			
	OC12	0.825			
	OC13	0.838			
Employee Retention	ER1	0.788	0.86	0.88	0.57
	ER2	0.802			
	ER3	0.819			
	ER4	0.834			
	ER5	0.849			

The discriminant validity tests using the hetero-trait-monotrait ratio (HTMT) ratio, as displayed in Table 4, prove that the constructs under investigation differ from each other yet are related constructs. Based on the above, the HTMTs in the columns and rows of Table 4 confirm acceptable discriminant validity for all of the study constructs. The HTMT value of 0.824 indicates a strong correlation between talent management practices and career development, indicating that they measure different types of organizational phenomena. Likewise, talent management practices and organizational culture show a high but distinguishable differentiation of 0.781 HTMT. The HTMT value of 0.753 between talent management practices and employee retention further enhances the distinction between the two constructs. The relationship between career development and organizational culture is also strong but distinguishable, with an HTMT of 0.804. The HTMT value of 0.882, significantly lower than the cut-off criterion of 0.90 and relatively higher, indicates a strong recommendation for career development opportunities in employee retention decisions. The link's relationship with a difference in HTMT values of 0.709 thus projects substantial discriminant validity, reflecting the conceptual difference underlying the organizational cultural framework and the outputs related to employee retention. However, by using HTMT ratios for such a discriminant validity assessment, these researchers make clear the complex relationships found between key organizational constructs and provide a justifiable basis for concern over their individual and collective impacts.

Table 4. Discriminant validity by HTMT

N	Variables	1	2	3	4
1	Talent Management Practices	–	–	–	–
2	Career Development	–	–	–	–
3	Organizational Culture	0.781	0.804	–	–
4	Employee Retention	0.753	0.882	0.709	–

Indeed, Table 5 presents a new dimension of the causality link between talent management practices and employee retention within the studied

Table 5. Hypotheses testing

Path	original sample	Sample mean	Standard deviation	t-Statistic	p-Value	Result
TMP → ER	0.45	0.44	0.05	9.00	0.000	Accepted

banks. The results reveal a moderate to strong positive relationship between strategic talent management initiatives and improved employee retention rates, as depicted by standardized sample path coefficients of 0.45. A sample mean coefficient of 0.44 and a standard deviation of 0.05 on the low side further substantiate this relationship, suggesting that it remains regular and constant across different samples. With a p-value of 0.000, the t-statistic of 9.00 is above all customary thresholds of statistical significance, providing strong support for the hypothesis.

Table 6 demonstrated that talent management effectiveness in relation to retaining employees is not only direct but significantly influenced by the factors of having an opportunity for career development and a nurturing, friendly organizational culture. The coefficient indicates that both career development and organizational culture play a positive moderating role in improving the effects of talent management practices on retention. Of these, career development stands out with the most significant β coefficient at 0.35, indicating that it strengthens the impact that development opportunities have on the link between talent practices and employee retention. When employees see clear ways of progressing, it ensures that talent management is more effective for employees who are willing to stay. The effect is statistically significant, with a very low p-value and a strong t-value supporting the confidence interval. This makes it clear that zero does not lie within the confidence interval, which is substantial evidence for this moderating relationship. Equally important, organizational culture emerged with a β coefficient of 0.28, clearly showing how much it would play a vital role in talent management practices. A supportive, inclusive culture not only leads to increased retention on its own but also amplifies the positive effects of talent management on retention. This conclusion, well supported by the statistical evidence, underscores the critical need for all organizations to develop a culture that supports and leads to successful talent management activities.

Table 6. Testing of the moderating effect

Path	β	SD	t	p	CI	Result
TMP · CR → ER	0.35	0.06	5.83	< 0.001	[0.23, 0.47]	Accepted
TMP · OC → ER	0.28	0.05	5.60	< 0.001	[0.18, 0.38]	Accepted

4. DISCUSSION

In essence, this study aimed to ascertain the relationships between talent management practices, the creation of career development opportunities, the role of organizational culture, and employee retention. These results are significant because they highlight the need for a multidimensional approach in any successful employee retention strategy, and they highlight effective talent management that goes beyond simply implementing standard practices. Establishing career development opportunities and fostering a culture is crucial for fostering an effective organizational climate and achieving employee retention. The study's results appear to corroborate the assertions made by Akanda et al. (2021), Alsakarneh et al. (2023), and Ebrahim et al. (2021) regarding the positive relationship between talent management practices and employee retention. This consensus in the research findings highlights the crucial role of strategic talent management in fostering an environment that encourages employees to remain with their organization. These findings underscore the importance of developing an organizational talent management strategy, particularly for organizations in the banking industry. The study links key areas such as growth, performance management, and employee engagement to higher retention, which is a critical criterion for competitive advantage and operational excellence. The clear nexus between talent management and employee retention offers one strategy for reducing turnover costs. Effective talent practices are crucial in guaranteeing a stable workforce, considering that the integration of talent practices into organizational culture and strategy enhances the organization's capacity not just to attract but retain the best employees, hence a sustainable competitive advantage. The study concludes with the recommendation for a solid investment in talent management, not as an operational expense but rather as a strategic necessity for boosting retention, resilience, and long-term success. Future studies can verify exactly what these practices should be specific

to support retention, which may include flexible work arrangements, competitive compensation, and benefits packages.

The second test of the hypothesis (*H2*) revealed a significant interaction effect between talent management practices and career development opportunities on retention. Studies on employee retention by Obazea and Samikon (2022) and Chepkemioi (2023) have also described this. The study extends this line of thinking by quantitatively affirming the moderating role of career development opportunities, whereby clear pathways to professional growth are especially important as a strategy to enhance the effectiveness of talent management practices in retaining employees. Consistent with the third hypothesis (*H3*), this study finds that organizational culture positively moderates the relationship between talent management practices and employee retention. This is in agreement with the findings of Shaikh and Soomro (2023) and Prasetyo and Furqon (2023), who emphasized the intervening impact of organizational culture on employee retention strategies. This study contributes to this discourse by quantifying the moderating effect of organizational culture, suggesting that a culture that values, supports, and nurtures talent can significantly amplify the positive outcomes of talent management practices on employee retention. The study confirms that integrating talent management with career development and fostering a strong culture are crucial for enhancing employee retention. This supplementary approach to a larger strategy provides growth and an affirmative environment.

However, it is very pertinent to acknowledge the limitations of study. The cross-sectional design places limitations on the ability to determine causality among the variables tested. The study design was to observe some correlations and associations, but determining such relationships' directional flow remains elusive. Therefore, the contribution of these individual biopsychosocial factors to one's overall well-being may be more prevalent in explaining some aspects of life quality, such as daily functioning and social relationships. Another im-

portant direction for future research is the longitudinal approach, which will help address this limitation and make further advances toward deepening the current knowledge of the nature of these complex interactions. With such an approach, researchers would be better placed to follow changes and developments over time, giving a

vivid picture of how each of the variables impacts each other. The researchers can broaden the study area to encompass all industries and locations, thereby applying a universal generalization. The study illuminates the critically important roles of talent management, career development, and culture in the sustenance of employees.

CONCLUSION

This research objective was to present critical interactions about talent management practices, career development opportunities, and organizational culture's combined impact on employee retention. This study conducted a systematic analysis to investigate how each of these components, when cohesively aligned, could serve as a crucial mechanism for employee retention within the given organizational structure. The results support a positive and substantial relationship between the integrated use of these practices and a significant positive impact on turnover, thus affirming our hypothesis that an integrated, holistic approach to talent management is crucial in developing a workforce that is both highly motivated and engaged. The inferences drawn from the research findings highlight the strategic advantages of adopting an inclusivity strategy, weaving talent management, career development, and a supportive organizational culture. Such organizations are distinctly more adept at preserving their elite talent, underscoring an imperative for organizational leaders and human resources professionals. It thus becomes necessary not to just use individual human resources practices in isolation but to employ a more macro-level understanding that considers the interlinked synergies of these factors when they are working together. The study provides evidence of the synergistic relationship of all these core elements of organizational management, providing fresh insights into how strategic integration of these elements can enhance an organization's ability to retain key employees.

The paper emphasizes that only a sophisticated approach to talent management, in line with findings from integrated practices, can foster "deep" commitment and "active" engagement, thereby ensuring long-term organizational effectiveness. Thus, this study yields multiple findings that support the hypothesis that talent management practices contribute positively to employee retention and that, in this relationship, both career development and organizational culture play critical roles as moderators. This conclusion emphasizes the need for holistic talent management that is much broader than mere conventional talent management practices, yet inclusive enough to cover strategic career development opportunities alongside the development of supportive organizational cultures. It is only through the integration of these two components that the organization, more particularly the banks, can retain and effectively manage the talents within them for resilience, competitive advantage, and long-term success amid increasing complexity and dynamism.

AUTHOR CONTRIBUTIONS

Conceptualization: Amro Alzghoul.
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APPENDIX A

Table A1. Study questionnaire

Talent Management Practices						
1	The bank has a systematic approach to identifying and nurturing talent.	1	2	3	4	5
2	Employees are regularly assessed for their skills and potential.	1	2	3	4	5
3	The bank provides opportunities for continuous learning and development.	1	2	3	4	5
4	The bank offers clear career progression paths.	1	2	3	4	5
5	The bank recognizes and rewards top performers.	1	2	3	4	5
6	Employees have access to mentoring and coaching programs.	1	2	3	4	5
7	The bank supports work-life balance initiatives.	1	2	3	4	5
8	The recruitment process is effective in attracting high-quality talent.	1	2	3	4	5
9	The bank offers competitive compensation and benefits packages.	1	2	3	4	5
10	The bank actively seeks feedback from employees about talent management practices.	1	2	3	4	5
11	The bank ensures equal opportunities for all employees.	1	2	3	4	5
Career Development						
1	The bank provides ample opportunities for professional growth.	1	2	3	4	5
2	Employees have access to career counseling and guidance.	1	2	3	4	5
3	The bank supports employees in achieving their career goals.	1	2	3	4	5
4	The bank offers training programs that enhance employees' skills.	1	2	3	4	5
5	Employees can easily move across different roles and departments.	1	2	3	4	5
6	The bank encourages employees to take on challenging projects.	1	2	3	4	5
Organizational Culture						
1	The bank promotes a positive and inclusive work environment.	1	2	3	4	5
2	Employees feel valued and respected in the bank.	1	2	3	4	5
3	The bank has a clear and communicated mission and vision.	1	2	3	4	5
4	The bank fosters a culture of collaboration and teamwork.	1	2	3	4	5
5	The bank encourages innovation and creativity.	1	2	3	4	5
6	The bank maintains high ethical standards in all its operations.	1	2	3	4	5
7	The bank supports diversity and inclusion initiatives.	1	2	3	4	5
8	The bank has transparent communication channels.	1	2	3	4	5
9	Employees have a strong sense of belonging in the bank.	1	2	3	4	5
10	The bank recognizes and celebrates employees' achievements.	1	2	3	4	5
11	The bank has effective leadership that inspires employees.	1	2	3	4	5
12	The bank provides a safe and healthy work environment.	1	2	3	4	5
13	The bank supports employee well-being and mental health.	1	2	3	4	5
Employee Retention						
1	I am satisfied with my current job at the bank.	1	2	3	4	5
2	I feel motivated to stay with the bank for the long term.	1	2	3	4	5
3	I would recommend the bank as a great place to work to others.	1	2	3	4	5
4	The bank's policies and practices encourage employee retention.	1	2	3	4	5
5	I have no intention of leaving the bank in the near future.	1	2	3	4	5