



# NEED FOR EFFECTIVE TALENT MANAGEMENT PRACTICES IN BANKING -A BIBLIOMETRIC ANALYSIS

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## ABSTRACT

Over a decade the banking practices in the country has been experiencing sea change with the implementation of number policy related changes, rise in privatisation and also due to technology upgradations. Modern-day banking activities have become more complex and complied with high-end technology intervention. It makes bank employees more sensitive towards their job. Thus, retain the existing work force with required skill sets is a daunting task for the administrations of banks. Talent management activities of banks generally revolve around employee engagement monitoring their performance, establishing connectivity between employee and the banking institution and they're by achieving bank's goal. It is concluded that talent management is an emerging issue and most focused topic in Indian banking sector. This task compliance with stringent procedures and time consuming too. Hiring talent in this pursuit and retaining them involve myriad steps to make the employees i.e., stimulate them to learn new concept and practice it in their day-to-day work adopt continuous training and monitor the performance of the employees

**KEY WORDS:** Talent Management, Public Sector Banks, Private Sector Banks, Competition

## INTRODUCTION

Performance, growth and sustainability of banking operations in India is purely depended on the performance and level of commitment exhibited by its employees. As for as India is considered effective and active performance of banking activities is linked with the performance of the economy. Over a decade the banking practices in the country has been experiencing sea change with the implementation of number policy related changes, rise in privatisation and also due to technology upgradations. The human resource (HR) vested with the banking have to keep themselves prepared both technically and mentally to face and adopt to the fast-changing banking environment within the country and across the globe to meet the raising demand from their superiors and from the end-customers (Dang, 2010).

## RATIONALITY TO THE STUDY CONCEPT

Modern-day banking activities have become more complex and complied with high-end technology intervention. It makes bank employees more sensitive towards their job. Thus, retain the existing work force with required skill sets is a daunting task for the administrations of banks. Bank employee is expected to have a strong understanding about their role, responsibility and accountability along with sound decision making ability (Fathima, 2015). Success of banking operations are purely depended on their workforce. Management of the talent is a more crucial important for banking sector and it need to strategically management. Talent management practices of banks differ from one corporate body to another i.e., based on the internal policies of bank, Government policy towards banking activities and nature of talent (human force) recruited by the bank. Thus, talent management activities of banks generally revolve around employee engagement monitoring their performance, establishing connectivity between employee

and the banking institution and they're by achieving bank's goal (Gupta and Zala, 2021).

## CHANGING ROLE OF BANK EMPLOYEES

Role banking employees has drastically changed from operation management and management of money to management of new business and creating base of valuable customers right from opening of new account to management of wealth of the customers. Banks operating in India have recruited more than one lakh employees and these large work force mainly render services at operational level and it buck-office services. These day workforce are expected to be highly customer-centric and operate with sales mind set. Thus, the need of the hour. In reality banks faces issues and challenges in filling the gap between existing skill gaps and effective talent management to develop banking service marketing techniques among their employees. This task compliance with stringent procedures and time consuming too. Hiring talent in this pursuit and retaining them involve myriad steps to make the employees i.e., stimulate them to learn new concept and practice it in their day-to-day work adopt continuous training and monitor the performance of the employees (Bhowonik, 2023).

## AIM OF THE ARTICLE

The author aims to assess the talent management practices adopted in the Indian banking sector and the nature of talent management practices adopted by the public and private sector banks through assessment of past literatures.

## METHODOLOGY ADOPTED IN CONSTRUCTION OF THE ARTICLE

The article is constructed with the support of literature knowledge gathered from various past research studies, experts' opinion and discussion materials. In-depth literature analysis



act as a support tool in understanding the study concepts and nature of talent management practice carried by the public and private sector banks over a period of time i.e., from 2013 to 2024.

## EVIDENCES FROM LITERATURE

Author have collected needed literature evidences that support the study concept.

Singh and Srivastava (2013) claim that public sector banks do not adopt active talent management activities, thus, there prevails hug gap between talent need as there is short supply of required human capital, that act as a challenging force in being competitive and profitability. Shukla (2014) found that to meet the changing business environment and to retain their position in banking business, public sector banks are forced to adopt talent management practices. Hitu (2015) observed that public sector banks attempts to retain their workforce by offering job security, high pay and ensuring safe work environment. Dixit (2016) commented that the private sector banks have gracefully embraced the human capital shortage issues through strengthening their employees' skills and capabilities. The private sector banks offer great job experiences to their employees through rewards, recognition and offering career promotion opportunities.

Prasad and Manjrekar (2017) commented that talent management have become center-point of HRM (Human Resource Management) of modern-day banking activities. Private sector banks focus on the enhancing various managerial skills of their managerial manforce. Adding strength to the previous review Akar and Sharma (2018) commented that in highly competitive banking business environment, bank officials have started paying attention towards attraction fresh talents, training them with needed skills in both banking and non-banking operations and retaining them satisfied. Pooranee and Kavitha (2020) inferred that the private sector banks motivate the talent through recruitment, recognition of their services to the bank and its customers, active engagement through offering right training and retaining till their retirement. Pahuja et al., (2024) concluded that banks in India aims to achieve competitive advantage through effectively managing their human resources and retaining their talents strategically i.e., through employe engagement, enhancing their leadership and management practices.

Through the review of the literature author gain knowledge on the importance of talent management and its adoption in the public and private sector banks.

## CONCLUSION

Banking sector in India is experiencing a phase of transition, the public sector banks are actively involving in curtailing their NPAs (Non-Performing Assets), at the same time it is in the process of trimming down its large workforce and looking forward in retaining cum enhancing skills of highly productive and skilled managerial grade staff. On the other hand, private sector banks have started expansion of its operation and branches across India after 2021 Government policy announcement of limiting the operation of public sector banks

through mergers and offering more scope for the private banks to expand. Nature of changes happening in both categories of banks demand highly skilled and more talented workforce, that influences the bank authorities to adopt effective talent pool and retention strategies. It is concluded that talent management is an emerging issue and most focused topic in Indian banking sector.

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