

The Role of Talent Management in Enhancing Competitive Advantage in Banks Operating in Palestine: Insights from Employees

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Abstract

The aim of this study is to investigate the relationship between talent management and competitive advantage in 7 banks operating in west bank, Palestine. Also, it aims to investigate the impact of talent management on attaining competitive advantage in these banks. To achieve the study objectives, data was collected by a questionnaire filled out by 139 employees with job titles; head of sections and above in the headquarters of the banks studied. The collected data was processed using the Statistical Package for Social Sciences software (SPSS). The results show that there is a high level of talent management at the targeted banks, and competitive advantage as well.

The results of the study show that there is a significant relationship between talent management and competitive advantage. The results also show that talent management has an impact on attaining competitive advantage in the studied banks. The most impact on competitive advantage by talent dimensions was by talent development, then talent planning, then talent retention, and the lowest impact on competitive advantage by talent dimensions was by talent acquisition. Also, the study shows that the demographical variables don't predict the changes in the competitive advantage. In other words, demographical variables have no impact on competitive advantage. The study recommends banks in Palestine to pay attention to their human resources especially the talented employees and should work always in investing in developing the talents they have; because they form high assets for companies to attain, keep, enhance, and strengthen their competitive advantage.

Keywords

Talent Management, Competitive Advantage, Banking Sector, Palestine, Talent Development, Human Resources, Strategic Management

دور إدارة المواهب في تعزيز الميزة التنافسية في البنوك العاملة في فلسطين

المخلص

هدفت هذه الدراسة لاختبار وفحص العلاقة بين إدارة الموهبة والميزة التنافسية في سبعة بنوك عاملة في الضفة الغربية في فلسطين، وفحص تأثير الميزة التنافسية بأبعادها (التخطيط للمواهب، تطوير المواهب، الاحتفاظ بالمواهب، جذب المواهب) على الميزة التنافسية لدى البنوك المبحوثة، وقد تم تصميم استبانة وتحكيمها من قبل عشرة محكمين، وقد تم جمع البيانات من عينة الدراسة البالغ عددها (139) موظفاً يشغلون مواقع وظيفية من درجة رئيس قسم فأعلى، وتم تفرغ الاستبانة باستخدام برنامج التحليل الإحصائي (SPSS. 20).

وقد أظهر التحليل الإحصائي مستوى عالٍ لإدارة الموهبة في البنوك المبحوثة ومستوى عالٍ للميزة التنافسية فيها، مما يبين أهمية كلاهما للبنوك في فلسطين عامة، للبنوك المبحوثة في فلسطين بشكل خاص، ووجود علاقة ارتباط ذات دلالة إحصائية بين إدارة الموهبة وأبعادها وبين الميزة التنافسية، وتأثير إيجابي ذو دلالة إحصائية لإدارة المواهب وأبعاد على الميزة التنافسية، وقد كان لتطوير المواهب الأثر الأكبر على الميزة التنافسية، ثم تخطيط المواهب، والاحتفاظ بالمواهب، فيما كان استقطاب المواهب الأقل تأثيراً على الميزة التنافسية. وعدم وجود فروق ذات دلالة إحصائية عند مستوى الدلالة (0.05) نحو واقع الميزة التنافسية تعزى للمتغيرات الديموغرافية (الجنس، العمر، المسمى الوظيفي، الخبرة العملية، والموهل العلمي)، مما يدل على أنها لم تتدخل في العلاقة بين إدارة الموهبة والميزة التنافسية ولا التأثير على الميزة التنافسية.

وقد تم التوصل لعدد من التوصيات أهمها أن على البنوك المبحوثة والعاملة في فلسطين الاهتمام بمواردهم البشرية وخصوصاً الموهوبين منهم من خلال الاستثمار في تطويرهم وتنمية مواهبهم ومهاراتهم وخبراتهم؛ ذلك أنهم يعتبرون رأس مال مهم جداً للبنوك التي يعملون فيها، وتطويرهم والاحتفاظ بهم يقود إلى تحقيق الميزة التنافسية التي تسعى الشركات لتحقيقها وتمييزها والحفاظ عليها.

Introduction

Talent and Talent Management

Talent management is now treated as a strategic, organization-wide system that aligns people and skills with long-term business goals, rather than a narrow HR process (Gallardo-Gallardo et al., 2020). Talent is no longer understood as a small elite group of high potentials, but as a broader capability distributed across the workforce that organizations can purposefully develop to create sustainable value (Collings et al., 2019).

Employees also evaluate talent systems based on how fair, transparent, and justified they appear; perceptions of fairness and clarity in how talent is identified and developed strongly influence engagement, motivation, and acceptance of those systems (De Boeck et al., 2018). Talent management today spans the full employee journey attracting people with needed skills, developing them, creating meaningful career experiences, enabling mobility and succession, and retaining critical expertise and employees experience this directly in their day-to-day careers, not just in written HR policy (Al Aina & Atan, 2020).

This shift has been accelerated by global competition, rapid technological change, and persistent skill shortages, which force organizations to invest continuously in upskilling, reskilling, and internal mobility rather than relying only on external hiring (World Economic Forum, 2020). As a result, talent management is both strategic and adaptive: it positions human capability as a core source of competitive advantage, and it must be tailored to each organization's context, culture, and labor market to remain credible and effective (Gallardo-Gallardo et al., 2020).

Key Components and Theoretical Frameworks of Talent Management

Gallardo-Gallardo et al. (2020) describe talent management as an integrated system that aligns how an organization attracts, develops, retains, and replaces talent with its strategic goals, treating human capability as a source of long-term competitive advantage rather than a basic HR process.

1. Talent Acquisition: Collings et al. (2019) explain that talent acquisition has become a proactive, strategic function focused on employer branding, building long-term talent pipelines, and using evidence-based selection to secure candidates whose skills and values fit the organization's future needs, rather than simply filling current vacancies.
2. Talent Development: The World Economic Forum (2020) reports that talent development emphasizes continuous upskilling and reskilling through structured learning, coaching, internal mobility, and career pathing, both to prepare employees for evolving roles and to retain them in competitive labor markets.
3. Talent Retention: De Boeck et al. (2018) argue that retention is strongly linked to employees' perceptions of fairness and fulfilment of expectations: when organizations provide development opportunities, treat employees with respect, and make career prospects visible, employees are more likely to remain engaged and less likely to leave.
4. Succession Planning: MGMA (2020) describes succession planning as a strategic process to identify and prepare future leaders in advance, maintain a strong leadership pipeline, and reduce the disruption caused by the loss of key people, thereby protecting continuity and preserving institutional knowledge.

The Link Between Talent Management and Competitive Advantage

Talent management is consistently linked to competitive advantage because it drives innovation, service quality, customer satisfaction, and financial performance (Mensah, 2019; Al Aina & Atan, 2020). When talent practices are aligned with organizational goals, they become a source of sustainable differentiation. Evidence from multiple sectors supports this: Mensah (2019) found that banks with strong talent acquisition, development, and retention achieved superior performance, and Universal Postal Union (2020) showed that structured modernization in postal services has been associated with improvements in service quality and innovation. This pattern appears globally and across industries that depend on agility and skilled people, such as telecommunications, healthcare, and technology, where strong talent management supports long-term growth and market leadership (Whysall et al., 2019). Overall, aligning talent management with strategic objectives is critical for organizational success in changing environments (Al Aina & Atan, 2020).

Strategic Integration of Talent Management into Organizational Frameworks

Integrated talent management must be embedded in the organization's strategic framework, not treated as a standalone HR function. When talent practices are aligned with strategic goals, they help the organization respond to change, capture opportunities, and manage risk because human capability is managed as a strategic asset and source of sustained advantage (Gallardo-Gallardo et al., 2020).

Strategic integration means aligning HR policies and development practices with the organization's mission and future direction, supported by leadership commitment and a culture that actively values talent. When career development and talent systems are aligned with organizational needs, employees show stronger commitment, higher engagement, and improved performance over time (Whysall et al., 2019).

In highly competitive and fast-changing sectors, talent management must operate dynamically. This includes proactive workforce planning, continuous development, and career management to build internal capability that can sustain performance under pressure. Evidence shows that focused investment in learning, coaching, job rotation, and career pathways strengthens leadership continuity and supports long-term organizational sustainability and competitiveness (Al Aina & Atan, 2020).

Challenges in Talent Management

Talent management continues to face major challenges. Organizations must address an increasingly diverse workforce with different expectations, which requires more inclusive and flexible talent practices tailored to context (Gallardo-Gallardo et. al, 2020). At the same time, rapid advances in AI and automation are changing which skills are valuable, forcing companies to invest in constant upskilling and reskilling while adapting their processes to new, data-driven tools (World Economic Forum, 2020). Finally, retaining high-performing employees is difficult in competitive labor markets; organizations must provide fairness, development, and a sense of belonging to prevent the loss of critical skills and knowledge (Narayanan et. al, 2019).

The Role of Talent Management in Palestinian Banks

In Palestinian banks, talent management is critical because the sector operates under political and economic instability, which makes strong human capital essential for stability, innovation, and growth. Banks must focus on developing local talent, building leadership capacity, and keeping employees engaged (Nassar et al., 2019). This requires structured talent pipelines, targeted training, leadership development, career mobility, and a culture of continuous learning. The use of digital tools such as AI-driven recruitment and data-based performance management can further strengthen these efforts in the banking sector (Almasarweh & Abualoush, 2021).

Barriers to Effective Talent Management Implementation

Organizations face several barriers in implementing talent management. One major barrier is weak strategic alignment: when hiring, development, retention, and succession are not built into long-term strategic planning, these activities become fragmented and fail to support competitive goals (Gallardo-Gallardo et al., 2020). This prevents the organization from having a coherent, organization-wide talent agenda.

A second barrier is resistance to change. Moving toward more strategic, transparent, and data-driven talent practices can threaten existing routines and power structures. Overcoming this requires visible leadership support, involving employees in the process, and clear communication to build trust and acceptance of new practices (Damawan & Azizah, 2020).

A third barrier is the pace of technological change. Automation, AI, and analytics are transforming the skills organizations need faster than traditional HR systems can adapt. Employers are under pressure to invest in large-scale upskilling and reskilling to prevent capability gaps, but many lack the resources and internal readiness to do so effectively. Global labor market data indicate that a significant share of the workforce will need reskilling in the near term, showing how critical digital capability has become in talent strategy (World Economic Forum, 2020).

Emerging Trends and Future Directions in Talent Management

Talent management is being reshaped by three major trends. First, organizations are increasingly using data analytics and artificial intelligence to inform decisions about hiring, development, and retention. Predictive analytics is used to identify high-potential employees, anticipate turnover risks, and personalize development plans, making talent decisions more proactive and evidence-based (Tursunbayeva et al., 2018).

Second, diversity, equity, and inclusion (DEI) has become a central pillar of talent management. DEI-focused strategies aim to create an inclusive culture where employees feel valued and able to contribute fully, which supports innovation, engagement, and performance. Organizations that prioritize inclusion are better positioned to attract and retain diverse talent (Roberson, 2019).

Third, talent management is increasingly designed around the employee experience. This view treats the entire employee lifecycle - recruitment, onboarding, development, progression, and exit as an integrated experience that shapes satisfaction, commitment, and retention. Managing employee experience holistically is seen as a strategic way to strengthen performance and employer attractiveness (Plaskoff, 2017).

Methods

This quantitative, descriptive cross-sectional study investigated the association between talent management and competitive advantage in Palestinian banks during 2021. The setting comprised the headquarters in Ramallah/al-Bireh of seven banks (Arab Bank, Bank of Palestine, Safa Bank, Jordan Ahli Bank, Egyptian Arab Land Bank, The National Bank, and Palestine Islamic Bank). The target population included employees holding positions of Head of Section or higher (N = 394). A simple random sample (n = 139) was drawn and questionnaires were distributed and collected by Human Resources units; all 139 were returned (100% response). Data were collected using a structured questionnaire developed from the theoretical framework and prior studies and included 37 items across demographics (5 items: gender, age, academic qualification, job title, total years of experience), talent management (21 items across planning, acquisition/attraction, development, and retention), and competitive advantage (16 items across cost, innovation, and quality). Items in analytic sections used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Content and face validity were established through expert review by 10 judges (nine administrative/financial sciences; one statistics/measurement) with revisions incorporated. Construct validity was examined by exploratory factor analysis in a pilot study, yielding high item saturations (factor loadings = .733-.985) with all items retained. Reliability demonstrated excellent internal consistency (Cronbach's alpha = .972; pilot n = 14; 37 items). Data quality checks included range verification against the codebook and normality screening prior to analysis. Statistical analyses (SPSS v20) comprised descriptive statistics (frequencies, percentages, means, relative weights, standard deviations) and subsequent association/effect testing reported in the Results. The study's temporal and organizational boundaries (2018; headquarters-level staff) suggest that inferences are most applicable to leadership and management contexts within the participating banks. The conceptual model guiding measurement and analysis appears in Figure 1.

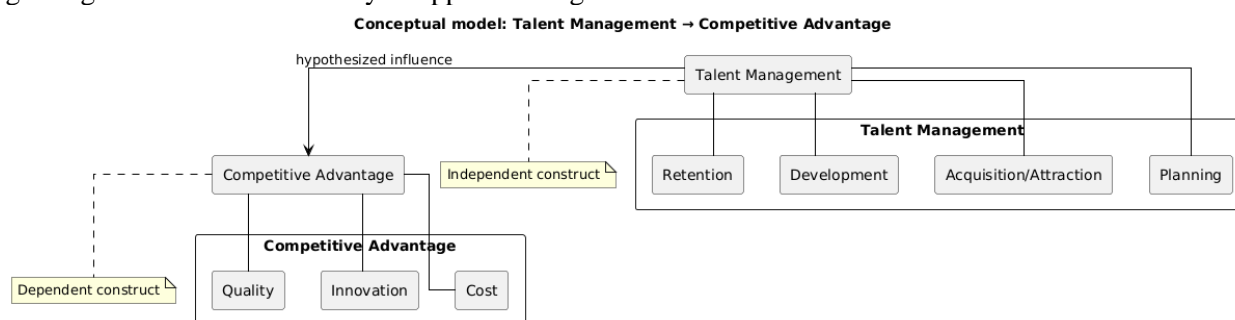


Figure (1): Conceptual model of study constructs

Note. Independent construct (talent management) hypothesized to influence the dependent construct (competitive advantage).

Section	Construct / dimension	Items
I	Demographics (gender, age, qualification, job title, experience)	5
II	Talent management (total)	21
	– Planning	5
	– Acquisition/Attraction	5
	– Development	5
	– Retention	6
III	Competitive advantage (total)	16
	– Cost	5
	– Innovation	6

	– Quality	5
	Total items	37

Table (1): Instrument structure and item counts (N = 37)

Note: Analytic items used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Characteristic	Category	n	%
Gender	Male	108	77.7
	Female	31	22.3
Age (years)	< 25	1	0.7
	25–30	20	14.4
	31–35	25	18.0
	36–40	45	32.4
	≥ 41	48	34.5
Academic qualification	Diploma or below	2	1.4
	Bachelor	93	66.9
	Postgraduate	44	31.7
Job title	Head of Section	80	57.6
	Department Manager	56	40.3
	Deputy Director General	2	1.4
	Director General	1	0.7
Years of experience	< 5	4	2.9
	5–10	30	21.6
	11–15	39	28.1
	16–20	26	18.7
	≥ 20	40	28.8

Table (2): Sample characteristics (n = 139)

Note: Percentages are column percentages; totals may round to 100%.

Property	Result
Content/face validity	10 experts (9 admin/finance; 1 statistics); recommendations incorporated
Construct validity (EFA)	All 37 items retained; factor loadings = .733 – .985

Reliability (internal consistency)	Cronbach's $\alpha = .972$ (n = 14; 37 items)
Response scale	Five-point Likert (1–5)

Table (3): Instrument validity and reliability (pilot)

Results

Under a non-normal distribution of responses (Kolmogorov–Smirnov Sig.=0.000<0.05), analyses relied on descriptive statistics, bivariate associations, and regression models that are robust under large samples for Likert-type composites. Results are reported in a connected narrative linking the descriptive patterns with hypothesis tests and effect sizes.

Distributional check and interpretation scale. The Kolmogorov–Smirnov test indicated non-normality of composite scores (Sig.=0.000). Interpretation of means followed the predefined scale: 1–2.60 (negative, 20%–52%), 2.61–3.40 (neutral, >52.2%–68%), and 3.41–5.00 (positive, >68.2%–100%).

Talent management (TM) profile

The overall TM index was positive (M=3.539; relative weight=70.79%), with the four dimensions ordered by magnitude as Development (M=3.662), Planning (M=3.594), Retention (M=3.55), and Acquisition (M=3.35). Emphasis within banks is thus strongest on developing internal capabilities, supported by forward-looking planning and practices that keep skilled staff, while external acquisition is comparatively less salient.

Dimension (TM)	Mean	Relative weight (%)	SD	Direction	Rank
Planning	3.594	71.88	0.84	Positive	2
Acquisition	3.350	67.04	0.95	Neutral	4
Development	3.662	73.24	0.91	Positive	1
Retention	3.550	71.00	0.98	Positive	3
Overall	3.539	70.79	0.919	Positive	—

Table (4): Talent management (TM) dimensions—descriptive statistics

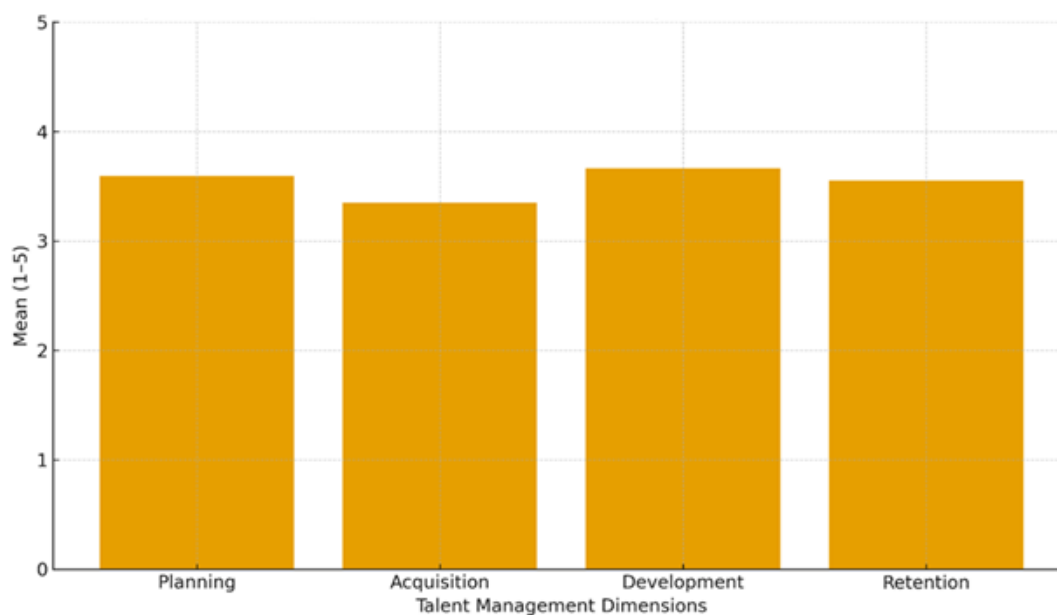


Figure 1. Talent Management Means

The internal rank order coheres with item-level patterns. In Planning, forecasting talent needs aligned to technological change and recognizing knowledge requirements ranked highest (M=3.76–3.74), while use of

mixed quantitative/qualitative forecasting methods was borderline neutral ($M=3.40$). In Acquisition, internal sourcing precedes external markets ($M=3.57$, positive), consistent with the lower salience of specialized external scouting teams and formal attraction programs ($M\approx 3.24-3.35$, neutral). Development received consistently positive evaluations, led by training/conference-based capability building and routine performance appraisal ($M=3.86-3.83$). Retention emphasized perceived partnership with employees and job stability ($M\approx 3.70-3.71$), whereas direct pay/hard incentives were merely neutral ($M=3.26$), suggesting retention rests more on recognition, growth, and climate than on salary alone.

Competitive advantage (CA) profile

The composite CA index was positive and comparatively stronger than TM ($M=3.848$; relative weight=76.89%). Quality ranked highest, followed by Cost and Innovation.

Dimension (CA)	Mean	Relative weight (%)	SD	Direction	Rank
Cost	3.812	76.24	0.818	Positive	2
Innovation	3.700	73.80	0.892	Positive	3
Quality	4.032	80.64	0.838	Positive	1
Overall	3.848	76.89	0.849	Positive	—

Table (5) Competitive advantage (CA) dimensions—descriptive statistics

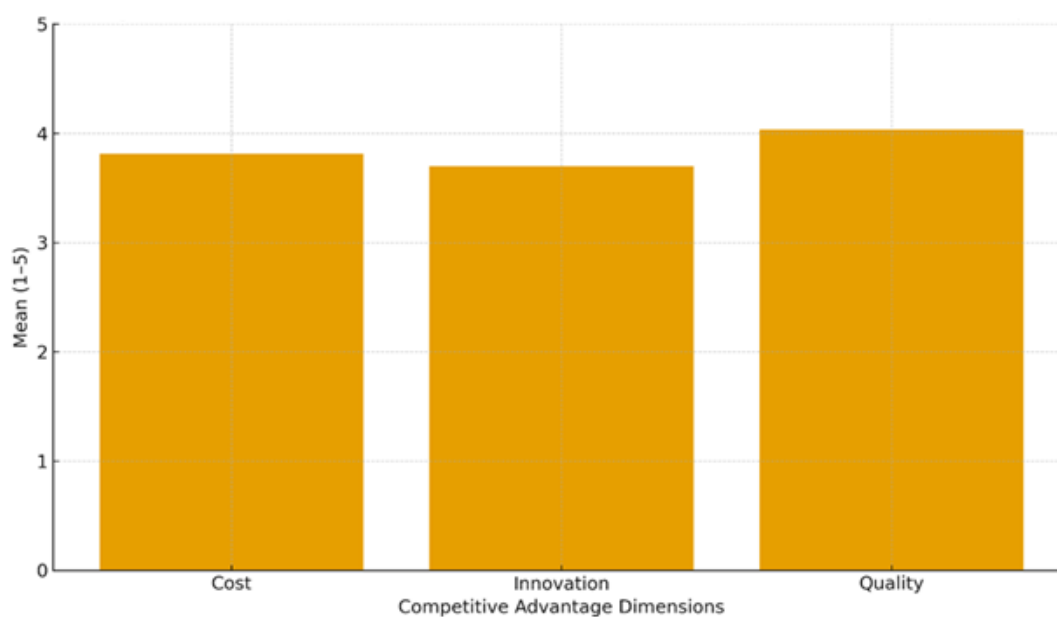


Figure 2. Competitive Advantage Means

Within CA, the strongest single signals were continuous customer support and need-fit alignment (Quality items $M\approx 4.14-4.06$). Cost discipline was also salient ($M\approx 3.76-3.85$), particularly through price competitiveness and promotions. Innovation, while positive, trailed Quality and Cost; superiority in launching new services ($M=3.93$) and speed to market ($M=3.74$) was offset by only moderate emphasis on grassroots ideation in routine tasks ($M=3.55$).

Bivariate associations (H1 and sub-hypotheses). The primary hypothesis—"TM is associated with CA"—was supported with a strong, positive correlation ($r=0.785$, $p<0.001$, $N=139$). Each TM dimension related positively to CA:

Association	Pearson r	p-value	Interpretation
TM (overall) ↔ CA (overall)	0.785	0.000	Strong positive

Planning ↔ CA	0.704	0.000	Moderate–strong
Acquisition ↔ CA	0.638	0.000	Moderate
Development ↔ CA	0.759	0.000	Strong
Retention ↔ CA	0.695	0.000	Moderate–strong

Table (6): Pearson correlations between talent management and competitive advantage

The pattern indicates that banks displaying deeper developmental practices and systematic planning tend also to report stronger competitive positions in quality, cost, and innovation. The comparatively lower—but still substantive—link with Acquisition is consistent with the descriptive emphasis on internal pipelines over external hiring.

Explanatory effects (H2 and sub-hypotheses). Standardized simple regressions indicated sizable unique contributions of TM to CA. The overall model yielded $\beta=0.785$, $R^2=0.616$, $p<0.001$, implying that 61.6% of variance in CA is accounted for by TM.

Predictor (simple standardized regression)	β	R^2	p-value
TM (overall) → CA	0.785	0.616	0.000
Planning → CA	0.704	0.496	0.000
Acquisition → CA	0.638	0.408	0.000
Development → CA	0.759	0.577	0.000
Retention → CA	0.695	0.483	0.000

Table (7): Standardized simple regressions predicting competitive advantage from talent management

Development displayed the largest standardized effect ($\beta=0.759$), followed by Planning ($\beta=0.704$), Retention ($\beta=0.695$), and Acquisition ($\beta=0.638$). The hierarchy mirrors the descriptive profile and bivariate strengths: capability building and forward planning function as the primary levers through which banks appear to enhance quality, maintain cost discipline, and compress time-to-market.

Demographics vs. talent management (H3). Hierarchical multiple regression contrasted the incremental predictive value of TM over demographics (gender, age, experience, education, job title). The demographic block alone explained minimal variance in CA (Model 1: $R=0.210$, $R^2=0.044$). Adding TM sharply increased explained variance (Model 2: $R=0.794$, $R^2=0.631$). The R^2 change of 0.587 reflects the dominant role of TM.

Model	Predictors	R	R^2	SEE
1	Gender, Age, Experience, Education, Job title	0.210	0.044	9.349
2	Model 1 + Talent Management	0.794	0.631	5.835

Table (8): Hierarchical multiple regression—model summary

ANOVA confirmed that demographics did not produce a significant model ($p=0.299$), whereas inclusion of TM produced a highly significant model ($p<0.001$). In the full model, TM remained the only statistically significant coefficient ($B=0.534$, $\beta=0.791$, $t=14.474$, $p<0.001$); demographic covariates were non-significant ($p>0.05$).

Model	Variable	B	β	t	p
1	Intercept	47.777	—	8.275	0.000
1	Age	0.619	0.071	0.459	0.647
1	Gender	-0.513	-0.023	-0.258	0.797

1	Education	2.941	0.154	1.776	0.078
1	Job title	1.374	0.083	0.836	0.404
1	Experience	-0.233	-0.030	-0.189	0.850
2	Intercept	15.590	—	3.682	0.000
2	Age	1.285	0.147	1.525	0.130
2	Gender	0.625	0.028	0.503	0.616
2	Education	1.269	0.066	1.221	0.224
2	Job title	0.135	0.008	0.131	0.896
2	Experience	-1.410	-0.180	-1.823	0.071
2	Talent Management	0.534	0.791	14.474	0.000

Table (9): Hierarchical multiple regression—ANOVA

Three threads run consistently through the evidence. First, banks display a predominantly internalist talent posture: competencies are developed and planned for within, which strengthens retention and reduces reliance on external hires; this configuration aligns with the strongest observed link—Development—with competitive advantage. Second, the quality pillar of CA is most pronounced and appears to co-exist with cost discipline; together they likely reflect standardized service processes, continuous support, and tight operational controls that reduce errors and cycle time. Third, innovation is positive yet relatively weaker; banks differentiate more through executional excellence (quality/cost) than through radical service novelty. The multivariate tests show that these CA outcomes are tightly bound to talent practices rather than staff demographics, underscoring talent management as the strategic fulcrum: where planning and development are stronger, competitive advantage is materially higher.

The hypothesis tests collectively supported the proposed model. The overall association between talent management (TM) and competitive advantage (CA) was confirmed ($H1: r=0.785, p<0.001$), with all dimension level associations also significant ($H1a-H1d: r=0.638-0.759, p<0.001$). TM demonstrated a strong explanatory effect on CA ($H2: \beta=0.785; R^2=0.616, p<0.001$), and each TM dimension contributed significantly ($H2a-H2d$), led by Development ($\beta=0.759$). Finally, demographic variables did not significantly predict CA, whereas adding TM yielded decisive incremental explanatory power ($H3: \Delta R^2=0.587; \text{model } p<0.001$), and only TM remained significant in the full model.

These convergent results position talent development and planning as the decisive mechanisms through which Palestinian banks realize competitive advantage, primarily by fortifying quality and cost performance while maintaining a moderate, time sensitive pace of innovation.

Discussion

This study aimed to identify the role of talent management in enhancing competitive advantage in banks operating in Palestine. It presents the conclusions reached and the proposals recommended, and synthesizes the empirical patterns reported earlier into actionable implications for banking practice.

The results show a high level of talent management and a high level of competitive advantage in the surveyed banks. There is a clear correlation between talent management and its dimensions, planning, attraction, development, and retention, and competitive advantage and its dimensions, cost, innovation, and quality. The strength of the relationship ranks from highest to lowest as follows: talent development, talent planning, talent retention, and talent attraction. Beyond association, the effects of talent management on competitive advantage are substantial, with the order of influence mirroring the correlations: talent development exerts the greatest effect, followed by talent planning, then retention, and finally attraction. Overall, there is both a broad correlation and a broad effect between talent management as a whole and competitive advantage as a whole. The pattern indicates that talent development receives priority attention in the surveyed banks, whereas talent attraction is treated as a comparatively lower priority relative to other talent dimensions. Within talent

management, talented individuals are treated as organizational assets; consequently, banks seek to acquire and retain them. They constitute a unique, intangible competitive advantage and form part of the bank's intellectual human capital because they enable the bank to achieve its goals within a highly competitive banking sector. No statistically significant differences at the 0.05 level were observed in perceptions of competitive advantage across demographic variables (gender, age, job title, years of experience, and educational qualification), indicating that these factors did not intervene in the relationship between talent management and competitive advantage nor in influencing competitive advantage. This underscores that competitive positioning is primarily explained by talent practices rather than workforce composition.

In light of these results, several proposals and recommendations emerge for banks seeking a high competitive advantage through talent management. First, attention should be directed to talented employees by investing in them as intellectual capital and a core source of competitive advantage, recognizing them as among the bank's most important assets capable of securing a distinctive competitive position. Second, continuous employee development should be prioritized to build the skills and expertise necessary for task accomplishment and to elevate competitive advantage. Third, ongoing evaluations of current employees and their skills should be conducted, with the findings used to identify future capability gaps and guide development efforts. Fourth, retention policies should be strengthened through a competitive incentive system grounded in actual performance evaluations, including salaries and annual raises. Fifth, appropriate attraction policies should be established to recruit talented employees from outside the organization. Finally, existing talent should be retained to fill vacancies in a timely manner through a maintained internal talent pool, ensuring continuity in critical roles; banks should also formalize succession planning and internal mobility pathways to ensure continuity in critical roles.

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