

Talent Management and Technology: A Strategy towards Sustainable Development in Private Banking Sector of Karachi, Pakistan

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Abstract

This research highlights the significance of Talent Management together with Technology plays an important role within the Private Banking sector of Karachi Sindh Pakistan. The research shows that serious human resource operations including employee recruitment and retention and development offer organizations the pathway to gain competitive advantages. The research analyzes fundamental concepts of Talent Management together with Selection Centric to examine their strong impact on Performance expectancy & Effort expectancy and Technology & Innovation. The study utilized a 5-point Likert scale questionnaire method that combined direct interviews with survey participants through both personal and online interactions for complete data collection. The study adopts a quantitative methodology in congruence with the research deliverables. The target group consists of Karachi Private Banking professionals and 100 to 200 respondents provide adequate statistical significance according to established guidelines. The researchers conducted a comprehensive examination of Performance expectancy and effort expectancy (PEEE) together with Technology and Innovation (T-I) and Selection Centric (SC) as well as Talent Management (TA) through SPSS and Partial Least Squares (PLS) 3.0 within Karachi's private Banking sector. The study reveals that Performance expectancy jointly with effort expectancy receive significant support from TA while PEEE provides substantial basis for both SC and T-I thus demonstrating Technology and Innovation needs psychological encouragement to enhance Performance and effort expectancy. The measured direct connection between SC and PEEE and T-I showed weak results thus indicating there must be additional underlying factors at play.

Keywords: Talent Management, Selection Centric, Performance expectancy & Effort expectancy, Technology and Innovation

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INTRODUCTION

This study goals to examine the connection among Talent Acquisition, Performance Expectancy and Effort Expectancy, Technology and Innovation in the context of the Banking sector in Karachi Pakistan. By examining empirical evidence, we aim to well-lit on the complex dynamics that impact on Performance Expectancy and Effort Expectancy, Technology and Innovation and identify the mediating role of selection centric. Research has discovered that selection centric often acting a critical mediating role in this relationship. It can mitigate the negative effects of stressors, rise job engagement, and substitute positive technology and innovation, leading to enhanced selection and recruitment processes. Research determines numerous important relations among the variables under analysis. The study relates that Talent Management (TA) has a significant and positive effect on Performance Expectancy (PE) & Effort Expectancy (EE). Study shows that Talent Management also has a significant and positive effect on Technology (T) & Innovation (I). The study discoveries that Technology (T) & Innovation (I) has a significant and positive impact on Performance Expectancy (PE) & Effort Expectancy (EE). Research highlights the significance of Talent Management and technology and innovation in determining performance expectancy and effort expectancy. Accepting and addressing these factors can help organizations create helpful and established work environments that positively impact employee consequences and organizational efficiency.

Problem Statement

Rehman, 2021, showed the research on how the opportunity of the social media recruiting technology (SMART) use result and how this technology can support to reach preferred recruiting outcomes of an organization for organizational sustainability. According to (Khaowisade et al), Recruiters play a vibrant role in the Talent Management practice. They are accountable for successfully collaborating with candidates through job advertisements, providing early selection outcomes, scheduling interviews, and notifying candidates of job submission results. In this research the merging of Talent Management and technology in certain banks within Karachi, Pakistan attitudes a vital challenge and chance for sustainable development. This connection increases questions about the efficiency of participating progressive technological solutions in the Talent Management processes of selected banks in Karachi. The problem statement insides on considerate the existing state of Talent Management practices in these banks, measuring the level of technological combination, and assessing the impact on sustainable development. Detecting probable gaps, obstacles, and areas for improvement in this perspective is crucial to address the tasks and connect the full possible of Talent Management and technology for encouragement sustainable development in the banking sector of Karachi, Pakistan.

The existing banking sector in Karachi, Pakistan, stands at the intersection of transformative change driven by various vibrant factors. As the industry struggles with the need for sustainable growth, accepting the nuanced interaction of various factors prompting the growth of Talent Management processes develops as a serious concern. This research deeds to undo the complicated web of elements influencing Talent Management in Karachi's banking sector and their cooperative influence on the overall development route. The research purposes to discriminate the suggestions of these variable factors on the wider field of Talent Management development, including recruitment practices, skill development creativities, variety and presence efforts, and employee

retention strategies within the banking sector. By clarifying the complex relationships among these variables, the study pursues to provide actionable perceptions that can guide policy makers, human resource experts, and organizational leaders in development a strong and adaptive Talent Management process for sustainable development in the banking sector of Karachi, Pakistan.

- To discover out the role of variable factors of improvement of Talent Management process in banking sector of Karachi, Pakistan.
- To study the role of technological advancements in Talent Management within the banking sector of Karachi, Pakistan
- To investigate the training and development programs instigated by banks to develop and improve the skills of their acquired talent.
- To assess the selection procedures in Karachi's banking sector, with a focus on prioritizing the identification and hiring of candidates possessing the requisite skills, competencies, and cultural alignment for diverse roles.

Research Questions

- What is the role of variable factors of development of Talent Management process in Banking Sector of Karachi Pakistan?
- What are the training and development plans implemented by banks to increase the skills of their acquired talent?
- What is the selection procedures in Karachi's banking sector, prioritizing the identification and hiring of candidates with requisite skills, competencies, and cultural alignment for diverse roles?

By picking candidates that fit the job and the banking sector in Karachi, Pakistan well, the chance of employees leaving is less. This can save money that would be spent on hiring and training new people all the time. When employees understand what's expected of them and do well, they tend to be more interested in their work. This research can help find ways to ensure the hiring process matches the expectations, making employees happier and more satisfied with their jobs. Exploring how the way banks hire people affects what employees expect in terms of their performance. This research wants to see how the hiring process influences what employees think they can achieve in their jobs and how well they perform. Looking at how the hiring process influences how easy or hard it is for new employees to fit into the bank. This is important because it affects how motivated and committed employees are to their jobs.

Technology Integration Challenges: The information briefly mentions the challenges and opportunities arising from the convergence of Talent Management and technology in Karachi's banking sector. **Missing Details on Sustainable Development Impact:** Although the information mentions the impact evaluation of technological integration on sustainable development, it does not elaborate on specific indicators or outcomes that define sustainable development in the context of Talent Management within Karachi's banking sector. **Contextual Understanding of Karachi's Banking Sector:** While the information acknowledges the transformative changes in Karachi's finance segment, a more detailed analysis of the local context, such as regulatory frameworks, economic conditions, and cultural factors, would provide a richer understanding of how these variables influence Talent Management and sustainable development. **Gaps in Skill Position:** The

information concisely touches upon the possible skill gap among the developing technological background and the labor force. A thorough investigation of the specific skills in claim and the current skill sets within the banking sector of Karachi would help categorize directed areas for skill development.

LITERATURE REVIEW

The conventional banking sector in Pakistan plays a vital part in the overall growth of the country. Industry overview of the conventional banking sector in Pakistan offers awareness into its scope, arrangement, challenges, and developments. The conventional banking sector in Pakistan contains of a arrangement of public and private banking facilities and services. The conventional banking sector plays a vibrant role in supporting economic development in Karachi and Pakistan at large. Banks help trade and commerce by providing financing to businesses, supporting infrastructure projects, and contributing to the overall growth of various sectors. The sector is growing increasingly and is considered a important contributor to the country's economy. In current years, the banking sector in Karachi has been dynamically participating technology to enhance efficiency and improve customer experience. Online banking, mobile banking apps, and digital payment solutions have become progressively popular, supplying to the developing needs of customers. There are also developing leanings in the banking sector in Pakistan. These include a focus on financial enclosure for the banking sector, with determinations to bring a larger population into the formal banking system. This includes creativities to increase branch networks, promote digital financial services, and develop products custom-made to the needs of different customer segments.

Hypotheses Development

H1= Talent Management has an important influence on Performance Expectancy & Effort Expectancy.

H2= Talent Management has an important influence on Technology & Innovation.

H3= Talent Management has a direct impact on Selection Centric.

H4= Selection Centric has impact on Performance Expectancy & Effort Expectancy.

H5= Selection Centric has impact on Technology & Innovation.

H6= Technology & Innovation has significant impact on Performance Expectancy & Effort Expectancy.

H7= Talent Management has vital impact on Expectancy & Effort Expectancy through Selection Centric.

H8= Talent Management has impact on Technology & Innovation through Selection Centric.

According to (Chen and colleagues 2021) initiate that performance expectancy was a important forecaster of employee adoption of a new HR system, while effort expectancy was also initiate to

be a critical factor prompting employee usage behavior of the system” (Chen et al., 2021). “The study also initiate that organizations could develop employee adoption of new technologies by providing acceptable training, support, documentation, feedback mechanisms, and communication channels” (Chen et al., 2021). “An additional study by (Zhang and colleagues 2018) create that performance expectancy and effort expectancy were important forecasters of employee adoption and usage behavior of a new HR system, with higher levels of performance expectancy and lower levels of effort expectancy principal to higher levels of adoption and usage behavior” (Zhang et al., 2018). “The study also initiate that organizations could improve employee adoption and usage behavior by involving employees in the design and development procedure of new technologies and systems, providing them with a clear accepting of the benefits and features of the system, and addressing their concerns and issues” (Zhang et al., 2018).

Relationship Between Talent Management and Technology & Innovation

The relationship among Talent Management and technology and innovation has become gradually critical in today's digital age. As technology remains to transform the way we work and do business, organizations are identifying the significance of leveraging technology to attract, engage, and hire top talent. Talent Management includes the process of identifying, attracting, and hiring qualified candidates for an organization, while technology and innovation state to the use of progressive tools, techniques, and processes to progress productivity, efficiency, and attractiveness. The combination of technology and innovation in Talent Management can lead to important benefits for organizations, such as increased efficiency, reduced costs, and improved candidate experience” (Khatri & Bhatnagar, 2019). “This can help organizations attract and engage top talent by providing an engaging and unforgettable hiring experience” (Deloitte 2019). “For example, a study by (PwC 2019) initiate that the use of virtual reality in Talent Management can lead to a 50% reduction in recruitment costs, as well as improved candidate engagement and retention. The study also initiates that virtual reality can help organizations identify candidates with high potential for success based on their performance in virtual job simulations.”

Relationship Between Talent Management and Selection Centric

Talent Management and selection center are two critical features of human resource management that are interrelated but different in their roles. While Talent Management states to the process of identifying, attracting, and hiring qualified candidates for an organization, a selection center is a organized process used to assess the suitability of candidates for exact job roles. Talent Management is the initial step in the recruitment process, and it involves many strategies such as job postings, employee transfers, and social media recruitment. The goal is to fascinate a large pool of candidates who meet the basic qualifications for the job. The selection center, it is a more comprehensive process that assesses candidates' skills, abilities, and personality traits to define their suitability for a specific role. The selection center classically contains of a series of assessments, including interviews, psychometric tests, and job simulations. These assessments are designed to evaluate candidates' intellectual abilities, behavioral traits, and job knowledge, among other factors, to define their suitability for a particular job role within an organization (Barrick & Mount, 1991).

Relationship Between Selection Centric and Performance Expectancy & Effort Expectancy

Selection Centric states to the use of technology in the selection process for employees in organizations. This technology-based selection procedure includes the use of numerous tools and techniques to assess the suitability of candidates for specific job roles. The use of selection centric technology has been established to have a positive relationship with both performance expectancy and effort expectancy”. A study by Zhang e, (2021) “found that selection centric technology-based selection processes have a positive relationship with both Performance expectancy and effort expectancy among candidates in the technology industry in China during the COVID-19 pandemic period” (Zhang, 2021).

Relationship Between Selection Centric and Technology & Innovation

Technology and Innovation have converted the way organizations select and develop employees by attractive the selection process, facilitating learning and development, and driving innovation” (Harvard Business Review, 2021; Forbes, 2021; LinkedIn Learning, 2021; Training Magazine, 2021). “Digital platforms, artificial intelligence, and machine learning algorithms have made the selection process more effective, exact, and objective by measuring candidates based on their skills, competencies, and potential rather than just their resumes and interviews” (Deloitte, 2018). Technology and Innovation can have a important effect on both performance expectancy and effort expectancy. On the other hand technology and innovation can improve performance expectancy by providing employees with new tools and competences that allow them to perform their jobs more effectively and efficiently. For instance, the use of automation and artificial intelligence can help employee’s complete tasks faster and more accurately, while virtual and augmented reality simulations can provide employees with immersive and realistic training experiences” (Kumar et al.,2021). Technology and innovation can also influence effort expectancy. Some technologies and innovations may require important effort and learning curves, which can be a barrier to adoption and use. For instance, new software applications may have complex interfaces and require extensive training to master. In difference, other technologies and innovations may be intuitive and easy to use, requiring minimal effort and training” (Venkatesh et al.,2012).

Talent Acquisition

Talent Management states to the procedure of identifying, fascinating, selecting, developing, and retentive talented individuals within an organization” (Schuler & Jackson, 2012). “This process includes various phases such as job analysis and description, sourcing candidates through various channels such as job boards or social media platforms, transmission resumes and conducting interviews, evaluating candidates through various approaches such as reasoning, skill, trials, or behavioral valuations, making job offers and assigning compensation packages, and providing ongoing training and development opportunities” (Boudreau & Ramaswamy,2011). “Talent Management is a critical function for organizations as it directly impacts their ability to attract, retain, and develop top talent, which in turn leads to improved organizational performance” (Schuler & Jackson, 2012).

Performance Expectancy and Effort Expectancy

Performance expectancy can be defined as a level of expectation an individual may have from technology that the utilization of technology will assist him in enhancing the level of performance at a job” (Kemp et al., 2019). Venkatesh et al. (2003) “discussed performance expectancy as the degree of belief an individual may have that using a system will help an individual to achieve job outcomes for increasing organizational performance. The expected outcomes of high performance from technology will be a driving source of intention for an individual to use technology. As per the different models mentioned above, performance expectancy is the most substantial factor influencing the intention to utilize technological means” (Alalwan et al., 2018). “When (Venkatesh et al. 2003) removed two essential factors of the technology adoption model, i.e., performance expectancy and effort expectancy, to see the impact of the remaining factors, the results were diminished.

Technology and Innovation

Technology and innovation refer to using technology and innovation to help facilitate the recruitment process with accuracy (Singh, 2021)”, “convenience, and speed efficiency. SAP, ERP, artificial intelligence (A.I.), internet, social media real-time data sharing on cloud computing through the Internet of Things (IoT) according to international standards, current work processes need to focus on technology and innovation” (Deloitte, 2018; Pongsuwan, 2022) “Nowadays, technology has played an essential role in people’s communication. Forms of applying for jobs and finding jobs have also changed” (Adeco, 2020).

Selection Centric

“Selection centric refers to searching for personnel with knowledge, abilities, skills, attitudes, and interest in the position. Furthermore, most importantly, it must be suitable for the organization’s desired job. To get good personnel and work for the organization effectively” (Yingsombat, 2017). “Choosing the right person for the position does not just consider technical competency. Nevertheless, one must look at other skills, including team management, to quickly learn to manage change abilities or soft skills (Fischer & Partners Executive” Recruitment, 2020). “This system eliminates the need to read individual candidate profiles like in the past because managing candidate information in each step is more convenient. The efficient system also reduces the organization’s cost by reducing paperwork which leads to an overall increase in applicant satisfaction” (Adecco, 2020).

Conceptual Framework

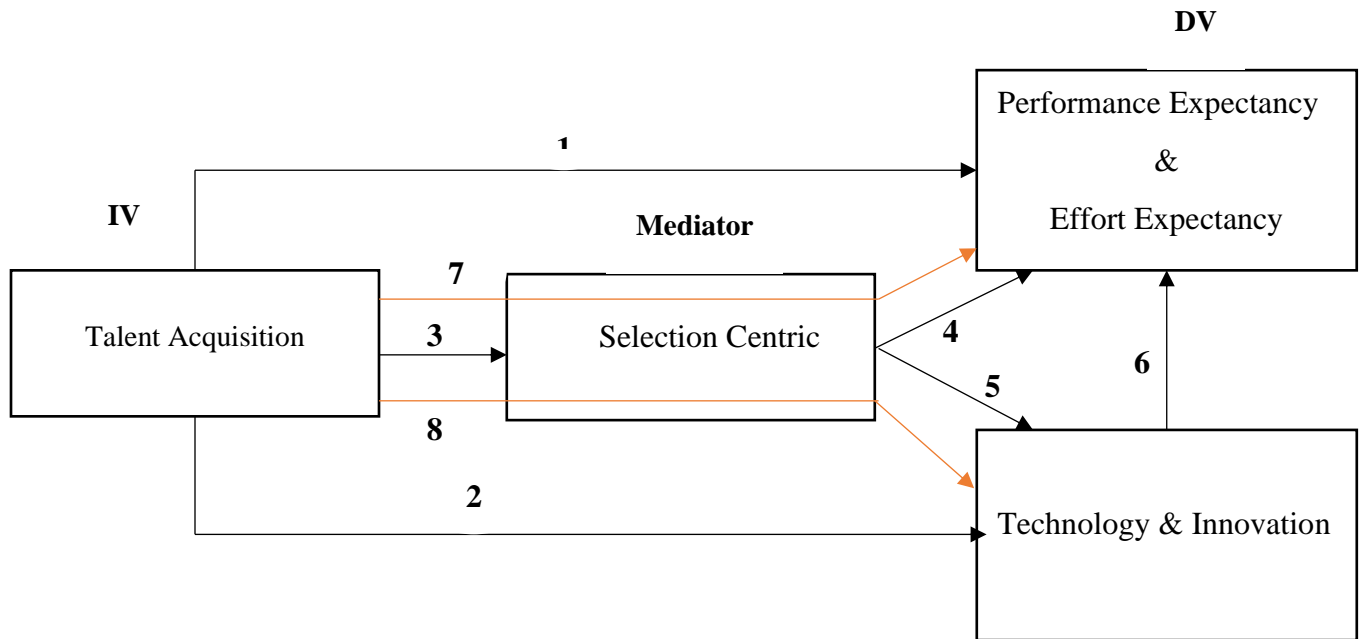


Figure 1: Conceptual Framework

Theoretical frameworks like the Unified Theory of Acceptance and Use of Technology (UTAUT) be responsible for a basis for considerate how factors like performance expectancy, effort expectancy, and social impact technology adoption in the banking sector. Hypotheses are developed to explore the relationships between talent acquisition, selection-centric, technology, innovation, and performance/effort expectancy. These hypotheses provide a structured approach to examining how these factors interact within the banking context. The conceptual framework integrates these findings, emphasizing the critical role of Talent Management in driving performance and effort expectancy, technology adoption, and innovation within the banking sector. It highlights the interconnectedness of these factors and their implications for organizational success.

METHODOLOGY

Quantitative methods are used to quantify measurable data and numerical to formulate into statistical, objective measurement, and usable statistics, mathematical, or pre-existing data of statistical by manipulating using techniques of computational” (Veal, 2005). The research adopted quantities methods because the study's targets are suitable for quantifications. Current research uses quantitative methodology because the study measures quantifiable objectives. The current research is based on explanatory research purpose to understand the role of Talent Management in performance expectancy & effort expectancy and technology and innovation with mediating effect of selection centric in the banking sector of Karachi, Pakistan. The research methodology has two parts: casual and correlational. Correlational research serves to evaluate factor relations while casual design explores causes and effects. Researchers portray relationship as the connections

which exist between two or more variables under study. “This research design examines specific cause and effect connections” (Samuel & Okey, 2015).

Sampling Design

The sampling design includes the target population the sampling frame along with sample size and sampling technique that applies to the present research study. This study collect the data from the target population by using primary data source and the target population of this study is the majority of conventional banks in Karachi, Pakistan. The research focuses exclusively on Karachi as the specific location in Pakistan. The survey data will be distributed to managerial staff working in various banks found in Karachi.

Sample Size

The authors in (Clark et al, 2004) specify that arbitrary approaches should replace critical sample size studies due to the absence of discussion or analysis. As per (Cohen,1992) the accepted sample size reaches 250 with minimum 10% effect size and 80% statistical power applying 5% significance levels (Devane et al, 2004). The research study will obtain nearly 150 population samples for its investigation.

Data Collection Technique

The current research used 5-point Likert scale questionnaire which was proposed by (Likert, 1932) denoting the statement from 1 strongly disagree to 5 strongly agree. Therefore, study used survey method for data collection through personal and online interaction with each respondent. The paper includes convenient sampling testing technique for data combination reason. The clarification for picking worthwhile looking at is a direct result of the basic accessibility of respondents. It is a technique where the models are successfully picked considering their supportive openness and presence to the researcher” (Farrokhi et al, 2012). “Past assessment has shown usage of solace testing to accumulate data” (Akehurst et al, 2012).

Data Collection Method/Procedure

The study obtains its data through Google forms and Microsoft word-based online questionnaire/physical method. The questionnaire was distributed through a link to reach all available online customers who mostly belonged to young demographics. The paper by Evans & Mathur (2018) indicates that “accurate online surveys carry several advantages above other survey formats.” Online surveys require improvement of their potential weaknesses while remaining appropriate for critical research cases.

Ethical Consideration

The gathered information exists solely for study use. Throughout this research the responses remain private and the established ethics guidelines persist. All personal information together with banking and employee data remains confidential because the research promises not to disclose employee personal data to any other parties.

RESULTS & FINDINGS

The section explains both the side effects of using SPSS with Partial Least Squares (PLS) 3.0 for partitioning information and the selected background information along with basic research methods that included value verification. Absence of conventional methods, variance score, normality test, multicollinearity test and susceptibility/variance test. Significant sluggish factors then led to the feeling of expression emerging. The actual results from the present audit investigation are depicted in three distinct fields. The interesting measures were verified using SPSS to extract data from the test. The assessment of scoring models in the second sector analyzed three aspects: individual entity reliability and internal consistency as well as combined and discriminatory legitimacy. The shape factor together with R-square quality level and impact size and the predictive correlation value are the fundamental components of the basic model for verification while the PLS-SEM cross-study analysis verifies the research guidance. The paper thoroughly explains how the guidelines affect the fundamental modeling approaches.

Response Rate

The study distributed 150 questionnaires to private bank employees and Table 4.1 reveals the obtained response rate.

Respondent's Profile

The descriptive profile completes an overview of the complete data collection leading to population-wide information about data origin. The research employs an analytical approach based on a total sample number of 105. The data shows the percentage distribution of respondents through the following table. The data was collected from 55% of male and 45% of females from which 48% of respondent marked them self as married, and 52% were found to be unmarried, 30% of the respondent are under 25 years old, 25% of the respondent are from 25 to 30 years old, 29% of the people are from the 30 to 40 and 17% of the respondent are from 40 to 50 years old bracket. 3% of the respondent have done diploma, 35% are in the category of bachelors, 37% of the people are from the category of masters and 25% of the people are from the category of PhD. 25% of the respondent are in the category 30 to 45k, 16% are between 46 to 60k catagory.30% are in the category 61 to 75k, 30% goes to above 76k, 28% of the respondent have working experience of 1 to 2yrs, 20% of the respondents have the experience of 3 to 5yrs, 27% of the respondents have the experience of 5 to 7yrs and 25% of the respondent have the experience of 7 to 10yrs.

Table 1

Demographics statistics

Variable	Category	Frequency	Percentage
Gender	Male	58	55%
	Female	47	45%
Marital Status	Married	50	48%
	Unmarried	55	52%
Age	25 or less	31	30%
	25 to 30	26	25%
	30 to 40	30	29%
	40 to 50	18	17%
Education	Diploma	3	3%
	Bachelors	37	35%
	Master	39	37%
	PhD	26	25%
Income	30k to 45k	26	25%
	46k to 60k	17	16%
	61k to 75k	31	30%
	76k and above	31	30%
Experience	1 to 2yrs.	41	29%
	3 to 5yrs	29	20%
	5 to 7yrs	19	27%
	7 to 10yrs	19	25%

Descriptive Analysis of the Latent Constructs

The description of statistical variables follows initial analysis and is determined through descriptive analysis to assess the statistical values of maximum and minimum scores, standard deviation and mean for all variables.

Table 2

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TA-1	110	1	5	3.77	0.925
TA-2	110	1	5	3.61	1.016
TA-3	110	1	5	3.80	0.975

TA-4	110	1	5	3.70	0.884
TA-5	110	1	5	3.84	0.904
PE-EE-1	110	1	5	3.72	1.042
PE-EE -2	110	1	5	4.01	1.000
PE-EE -3	110	1	5	3.88	0.916
PE-EE -4	110	1	5	3.83	0.907
PE-EE-5	110	1	5	3.75	1.018
PE-EE -6	110	1	5	3.76	0.928
PE-EE -7	110	1	5	3.73	0.928
PE-EE -8	110	1	5	3.79	0.920
T-I-1	110	1	5	3.95	0.999
T-I -2	110	1	5	3.79	1.005
T-I -3	110	1	5	3.90	0.845
T-I-4	110	1	5	3.93	0.983
T-I -5	110	1	5	3.85	0.975
SC-1	110	1	5	3.93	0.875
SC-2	110	1	5	3.87	0.900
SC-3	110	1	5	3.85	0.950
SC-4	110	1	5	4.03	0.953

Note: TA= Talent Acquisition, PE-EE= Performance Expectancy & Effort Expectancy, T-I= Technology & Innovation and SC= Selection Centric

Structural Model Analysis

Through a structural model analysis two inactive endogenous latent variables get evaluated for their relationship with other variables. The most beneficial aspect of Partial Least Squares (PLS) procedure allows researchers to check fundamental model and hypothesis through analyzing path coefficients. R-squared evaluation forms the basis for measuring subordinate dormant variables within PLS because this modeling approach does not require data from regular appropriations (Cohen, 1988). Researchers tested the hypotheses by implementing bootstrapping techniques in line with F.HairJr et al, (2014).

Table 3

Path coefficients

Relationships	Beta	Mean	SD	T-Stas	P Values	Status
SC -> PE-EE	0.155	0.172	0.111	0.398	0.081	Rejected
SC -> T-I	0.172	0.182	0.115	2.493	0.068	Rejected
T-I -> PE-EE	0.357	0.367	0.099	3.595	0.000	Accepted
TA -> PE-EE	0.2228	0.242	0.117	1.945	0.026	Accepted
TA -> SC	0.298	0.334	0.094	3.162	0.001	Accepted
TA -> T-I	0.250	0.280	0.102	2.462	0.007	Accepted

Note: PE-EE= Performance expectancy and Effort expectancy; SC = Selection Centric; T-I= Technology and Innovation; TA= Talent Acquisition

The table demonstrates the hypothesis acceptance standards with the requirement to reject or accept when the P value falls below 0.005 thus validating the hypothesis. The T value serves as an indicator to decide whether Hypothesis acceptance or rejection happens. An examination of T value below 1.952 will reject the proposed hypothesis but values above 1.952 will accept it. While the value of mean suggests how strongly variable has impact positively or negatively. Standard deviation enables researchers to measure the error probabilities occurring in mean calculations. The structural equation model (SEM) analysis produced the results which are displayed through a table that presents path coefficients for different constructs. Path coefficients within SEM represent both the weakest and strongest relationships between linked variables. The following section analyzes all entries within the provided table. Beta presents a standardized path coefficient that evaluates the intensity of relation between two variables. A beta value approaching 1 or -1 indicates strong variable relationships whereas a beta value approaching 0 signifies weak relationships according to (Schumacker & Lomax, 2010). The average value of beta coefficients serves as Mean after performing multiple sample evaluations or bootstrap iterations.

The method provides estimates to understand the central tendencies of effect size measurements (Hair et al., 2019). The dispersion of beta coefficients from their average measures through Standard Deviation (SD). The betas maintain greater precision because they demonstrate clustering near the mean when SD values are lower (Kline, 2023). The ratio of beta coefficient value to its standard error identifies as T-Statistics (T-Stats). The test confirms or denies the existence of an effect when beta equals zero. Analysts can determine the null hypothesis rejection strength using T-Stat values. A two-tailed statistical assessment using a 0.05 significance level finds results significant when T-Stat measures above or below -1.96 and 1.96 (Ullman, 2006). Statistical findings with probabilities lower than the P-value show evidence against the null hypothesis being accurate. Research studies commonly establish significance by using p-values under 0.05 because it proves that the calculated path coefficient actually differs from zero and demonstrates significant associations between studied variables (Field, 2013). In conclusion Status determines the outcome of the relationship hypothesis testing through analysis of the p-value. The research accepts the relationship between constructs when the p-value remains lower than 0.05 threshold following Byrne (2016) and Field (2013).

The proposed assumption 1 indicated that there is no connection among Selection Centric (SC) and Performance Expectancy and Effort Expectancy (PEEE). Statistical evidence shows that the pathway link between these variables equals 0.081 and its p-value exceeds 0.001. The results refute hypothesis 1 because of these obtained inverse correlation data. Suggested assumption 2 demonstrated that Selection Centric (SC) and Technology and Innovation (T-I) maintain an insignificant relationship. These results display a negative effect of Selection Centric (SC) on Technology and Innovation (T-I) through a path coefficient value of 0.068 which surpasses the 0.001 threshold. Thus hypothesis 2 receives rejection. According to assumption 3 the relationship between Technology and Innovation (T-I) and Performance Expectancy and Effort Expectancy (PEEE) demonstrates a path coefficient value of 0.000. According to these evidences T-I demonstrates a powerful positive relationship with PEEE that makes it a key part of the model so hypothesis 2 is accepted.

There exists an association between Talent Acquisition (TA) and Performance Expectancy and Effort Expectancy (PEEE) pursuant to assumption 4. Research reveals that the strong positive correlation between TA and PEEE produces a path coefficient value of 0.026 at $p < 0.001$. According to the model data and reported evidence the relationship established a value of 0.026. Therefore hypothesis 4 receives acceptance. Hypothesis 5 stated there is a positive connection between Talent Acquisition (TA) and Selection Centric (SC) that becomes statistically significant with a path coefficient value of 0.001 ($p\text{-value} = 0.001$). Consequently hypothesis 5 achieves acceptance from the provided evidence. The proposed assumption 6 demonstrates that Talent Acquisition (TA) forms a connection with Technology and Innovation (T-I). This model establishes a positive direct connection between TA and SC because the path coefficient value comes in at 0.007 and maintains extreme statistical significance ($p\text{-value} < 0.001$). The positive relationship between Talent Acquisition and Technology and Innovation stands as a reliable connection within the model according to the presented evidences thus validating hypothesis 6.

Stone-Geisser's Q2 value serves as the cross-validated predictive relevance criterion which blindfolding tests use to determine. The usage of blindfolds enables researchers to evaluate model fitness which produces Q2 results above zero to indicate that the entire model fit properly. Analysis of the Q2 value shows that the entire model fits well and should be pursued further because this value remains positive in the presented table. The value of R2 shows that Performance Expectancy and Effort Expectancy have a variation of 30.2% & Organization Citizenship Selection Centric has 8.9%. While Technology and Innovation have a variation of 11.8%. There is no relation between selection centric and performance expectancy and effort expectancy. According to Venkatesh et al. (2012), "selection-centric" variables, such as the user's prior experience and apparent usefulness, may not directly impact performance expectancy. There is no relation between selection-centric and technology & innovation a comprehensive analysis by White et al. (2023) supports the argument against selection-centric approaches. By examining a diverse range of industries, they demonstrated that companies with less rigid selection criteria and a higher tolerance for risk were more likely to achieve important technological breakthroughs.

Technology and Innovation can have a vital effect on both performance expectancy and effort expectancy. On one hand, technology and innovation can enhance Performance expectancy by providing employees with new tools and capabilities that enable them to perform their jobs more effectively and efficiently. For example, the use of automation and artificial intelligence can help

employees complete tasks faster and more accurately, while virtual and augmented reality simulations can provide employees with immersive and realistic training experiences (Kumar et al., 2021). The relationship between Talent Management and technology and innovation has become increasingly critical in today's digital age. Using technology remains to transform the technique we work and do business, organizations are identifying the importance of leveraging technology to attract, engage, and hire top talent. Talent Management involves the method of identifying, attracting, and hiring qualified candidates for an organization, while technology and innovation refer to the use of advanced tools, techniques, and processes to improve productivity, efficiency, and competitiveness. The addition of technology and innovation in Talent Management can lead to significant benefits for organizations, such as increased efficiency, reduced costs, and better candidate experience (Khatri & Bhatnagar, 2019).

CONCLUSION

The study emphasizes both private banking talent management and technological practices in Karachi and Sindh regions of Pakistan. Human resource functions carry vital weight for business competition because they determine which employees join and stay in the company and receive development opportunities. The examination focuses on major principles including Talent Management and Selection Centric, illustrating their significant impact on Performance expectancy & Effort expectancy, and Technology & Innovation. The research evaluated the connections between Performance expectancy and effort expectancy (PEEE) and Technology and Innovation (T-I) as well as Selection Centric (SC) and Talent Management (TA) in the private banking sector of Karachi using SPSS along with Partial Least Squares (PLS) 3.0 analytical tools. Results show that Talent Acquisition drives positive effects toward PEEE and T-I and demonstrate PEEE's extensive impact on SC and T-I thus validating supportive effects on all these variables. The direct relationship between SC and PEEE and T-I was not substantial, signifying the presence of more complex or mediating factors.

Recommendations

Subsequent investigations should target various business spheres including FMCG Companies, satellites, treatments, electronic technology, and the education sector bringing this research knowledge to other markets. An assessment between different industries' outcomes enables broad comprehension of those factors that drive Talent Management while revealing specialized strategies to boost Selection-Centric.

Competing Interests

The authors did not declare any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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