

TALENT MANAGEMENT, REWARD SYSTEM, EMPLOYEE COMMITMENT AND BANK PERFORMANCE IN THE SYRIAN BANKING INDUSTRY

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ABSTRACT

This study examines the effect of talent management practical (talent attraction, talent retention, learning and development, career management, performance management), rewards system, commitment, and Business Performance - Syrian Private Banks. The organizations which do not focus on talent management is associated with weak performance in competitiveness. There are several empirical studies on improving the performance of organizations in developed countries with good talent management. There is a deficiency at research on the importance of talent management in Syrian private banks. The conceptual framework for this study is developed based on the resource-based view theory. This study used a quantitative approach to achieve the objectives of the study. A survey technique is used to collect data from 270 employees of Syrian private banks in the south region. Moreover, Partial Least Squares (PLS) technique is employed to evaluate the research models and proposed hypotheses. Findings indicate that human capital, structural capital, relational capital, and social capital are all significant and positively related to competitive advantage and business performance. Spiritual capital has a direct relationship to competitive advantage. It does not have a direct relationship with business performance. The finding also indicates that competitive advantage is significant and positively related to business performance. Moreover, structural capital and relational capital are positively related to business performance through the mediating effect of competitive advantage. The study results can help the managers in Syrian bank industry to the understanding of the important intangible resources and challenger of Industry 4.0 whereby most companies require designing the HR practices through the goal to encourage innovativeness and learning in the organization.

KEYWORDS: *Intellectual Capital, Competitive Advantage, Business Performance*