eISSN: 2676-7821

Volume 8, Issue 2, Summer 2026, Pages 127 to 152

Journal of
Management and educational perspective
https://www.jmep.ir

Original Article (Mixed)

Presenting a talent management model in the Iranian banking system

kazhal Ekhtiaradin[1], Mohammad Hassan Shaki[2], Asadollah Mehrara[3], Seyedeh Shayesteh Varedi[1]

1- Department of Economics, Ghaemshahr Branch, Islamic Azad University, Ghaemshahr, Iran.
2- Department of Management, Ghaemshahr Branch, Islamic Azad University, Ghaemshahr, Iran.
3- Department of Management, Qaemshahr Branch, Islamic Azad University, Qaemshahr, Iran.

Receive:
24 September 2025
Revise:
16 November 2025
Accept:
17 December 2025

Keywords:
Talent,
Talent Management,
Banking,
Selection and Recruitment,
Training and Development

Abstract

The aim of this study is to present a talent management model in the Iranian banking system with an emphasis on Iranian state-owned banks. This study is applicable in terms of its purpose, mixed data type (qualitative-quantitative) with an exploratory approach, pragmatic paradigm in terms of its nature, and descriptive-analytical survey-correlational in terms of its qualitative part. The statistical population of the qualitative part includes 20 theoretical experts (university professors) and empirical experts (relevant banking industry officials), selected using purposive sampling. The statistical population of the quantitative part includes all banking industry managers selected using the minimum sample size calculation method in confirmatory factor analysis and stratified random sampling method. The data collection method is content analysis of interviews in the qualitative part, and researcher-made questionnaires in the quantitative part. The qualitative data analysis method includes thematic analysis with Maxqda-V18 software, and the quantitative data analysis method includes descriptive and statistical analysis (confirmatory factor analysis and one-sample t-test) with SPSS-V27 and SmartPls-V3 software. The results showed that talent management in private and public banks includes recruitment and hiring, training and development, performance and evaluation, retention and motivation, and organizational culture. Also, in a comparative comparison, the results showed that all components of the model are different in public and private banks. Also, the validation results showed that the presented model has sufficient validity and the banking industry can use this model for career promotion and talent development.

Please cite this article as (APA): Ekhtiaradin, K, Shaki, M H, Mehrara, A and Varedi, S S. (2026). Presenting a talent management model in the Iranian banking system. *Management and Educational Perspective*, *8*(2), 127-152.

https://doi.org/10.22034/jmep.2025.554325.1589

Publisher: Research Center of Resource Management Studies and Knowledge-Based Business

Corresponding Author: Mohammad Hassan Shaki | **Email:** shakki3mail.iau.ac@iau.ac.ir

eISSN: 2676-7821
Volume 8, Issue 2, Summer 2026, Pages 127 to 152

Extended Abstract

Introduction

Talent management as a strategic approach in organizations, especially the banking industry, has gained increasing importance. Given the rapid changes in the economic environment and the need for innovation, banks must strengthen their ability to attract, develop, and retain human resources talents. In Iran, given the existence of private and public banks, there is a need to examine different talent management models and adapt them to the specific conditions of each type of bank. Therefore, comprehensive and targeted strategies should be designed and implemented to identify, attract, develop, and retain human talents (Odiyo & Adero, 2020). Talent management should be used as one of the key pillars for the success of organizations and their differentiation from competitors. This approach not only helps reduce the costs of employee turnover and hiring new staff, but also improves the overall productivity and performance of the organization (Scot, 2012). Organizations that have designed such effective talent management systems have been able to attract and retain capable human resources and, as a result, achieve sustainable competitive advantage. In the current era, technological and economic infrastructures are not the only competitive advantages of organizations. Having talented people can ensure the sustainable development and growth of organizations (Montazeri & Barkhordari Ahmadi, 2019). Current adversities, such as the global financial crisis, emphasize the need for the financial sector to identify and address the important actions that cause such effects. It should be examined how knowledge-based service businesses, such as banks, move from an information-based activity (Industry 4.0) to one that adapts the principles of a more complex operational body (Industry 5.0). Meanwhile, government organizations, due to their highly hierarchical structure, numerous and cumbersome laws and regulations, the existence of an approved budget and the absence of venture capital and effective rewards, sometimes do not have a favorable environment for the emergence of creative ideas and innovative plans, and it is often seen that changes and innovations in the organization are accompanied by apathy (Doostar et al., 2019). However, research has pointed to the role of talent management in this regard (Wassell & Bouchard, 2020). The goal of talent management is to have the right people with the capabilities, commitment, and behaviors needed for current and future organizational success. A talent management strategy allows the use of analysis to determine the number of people with specific skill sets that the organization will need in the future (Zarbandi, 2021). Accordingly, this study addresses the question: what is the talent management model like in the Iranian banking system, with an emphasis on Iranian state-owned banks.

Theoretical Framework

Talent Management

Talent management is an integrated strategy or system that is planned to develop the processes of recruiting, selecting, and developing people and retaining people who have the necessary skills, and is often examined in the presence of a broad program in the long term (Almaaitah et al. 2020).

Tavakoli et al. (2025) investigated the modeling of talent management with a succession approach using the meta-synthesis method. The results of the study showed that in the data analysis stage, a total of 42 indicators, 20 components, and 6 dimensions were identified. In this study, based on the research findings, the main dimensions of talent management include identifying key talents, continuous assessment, retaining strategic talents, succession management, participatory succession, and developing the skills of talented managers and employees for the future.

Darvishi & Ashrafi (2024) investigated the effect of talent management on organizational commitment with the mediating role of organizational justice among employees of Farhangian University of West Azerbaijan Province. Analysis of the collected data showed that talent management is effective by 83% on organizational justice and by 42% on employees' organizational commitment. Organizational justice also has an impact of 48% on organizational commitment. Also, talent management with the mediating role of organizational justice has an impact on employees' organizational commitment by 4.21 using the Sobel test; therefore, according to the statistical results, all research hypotheses were confirmed and the overall conclusion of the research was that organizational justice has a mediating role between the relationship between talent management and employees' organizational commitment.

Research Methodology

This research is applicable in terms of its purpose, mixed (qualitative-quantitative) with an exploratory approach in terms of the data type, pragmatic in terms of its paradigm; and in terms of its nature, it is a content analysis in the qualitative part, and a descriptive-analytical survey-correlation type in the quantitative part. The statistical population of the qualitative section included 20 theoretical experts (university professors) and empirical experts (relevant banking industry officials), selected by the purposive sampling method. The statistical population of the quantitative section included all banking industry managers selected using the minimum sample size calculation method in confirmatory factor analysis and stratified random sampling method. The data collection method in the qualitative section was content analysis of interviews; and in the quantitative section, researcher-made questionnaires.

Research findings

The data analysis method in the qualitative section included content analysis with Maxqda-V18 software and in the quantitative section included descriptive and statistical analysis (confirmatory factor analysis and one-sample t-test) of data with spss-V27 and SmartPls-V3 software. The results showed that talent management in private and public banks includes recruitment and hiring, training and development, performance and evaluation, retention and motivation, and organizational culture. Also, in the comparative comparison, the results showed that all the components of the model are different in public and private banks. Furthermore, the validation results showed that the presented model has sufficient validity and the banking industry can use this model for career promotion and talent development.

Conclusion

The present study was conducted with the aim of providing a talent management model in the Iranian banking system with an emphasis on Iranian public banks. The results of this part of the research are consistent with the findings of Rezapour et al. (2022), Zarei et al. (2022), Yildiz & Esmer (2023), Jooss et al. (2023), Mitosis et al. (2021), Mohammad et al. (2020), Babaei et al. (2023), Yildiz & Esmer (2023), Mitosis et al. (2021), yadgari & Rezaei (2022), Rezaei & barati teymoori (2022), Akhavan dorbash et al. (2020), Kaykha & Kaykha (2020), and Yildiz & Esmer (2023).

According to the results of the research, the following suggestions were made:

-Training needs analysis: Conducting training needs analysis in order to identify the skills needed in the organization.

-Online and in-person training programs: Use online platforms to deliver training courses and webinars, as well as in-person workshops.

Journal of
Management and educational perspective
https://www.jmep.ir
eISSN: 2676-7821
Volume 8, Issue 2, Summer 2026, Pages 127 to 152

-Career paths: Design career development programs that include specialized training and on-the-job learning opportunities.
-Team meetings: Hold regular meetings to exchange ideas and thoughts among employees and encourage active participation.