

Shaping Employee Performance Through Culture: Exploring The Moderating Effect Of Organizational Culture In Talent Management Within The Banking Sector

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Abstract

Introduction: Effective and efficient talent management has been a significant contributor for improving employee performance. The organization culture also does impacts employee performance, which has positive effects as per existing literature. Therefore, the moderation effects of organization culture in that relationship are yet to be fully researched especially in the setting of banking sectors in Nepal. This research shows the effects of how organizational culture (OC) may moderate talent management and its implications while enhancing the performance of employees in commercial banks.

Objectives: The major purpose and objective of this research is to explore effects of talent management on the employees' performances, moderated by organization culture – exploring the banking sector of Nepal.

Methods: This paper is quantitative research conducted by using SEM for testing and validating the relationship between variables, EFA to examine the model fit, validity and reliability were tested from CFA. The sample of 240 employees of different commercial banks of Nepal were surveyed to discover the application of the talent management, organization culture & its moderating effect on employee performance.

Results: The result of this research indicates that talent management in an organization has positive results on employee performance. More significant about this study is about the organizational culture having its moderation effects on the relationship, whereby the talent management exerts a greater impact on employee performance. Thus, the practical implication from this study is for enhancing better management practices on maintaining favorable and supportive organization culture, and also for optimizing employees' enhanced performance in terms of practicing appropriate talent management practices.

Conclusions: The study provides an original regional contribution to the literature that has implications not only for Nepal but for other developing economies as well in which the role of organizational culture, which is considered a crucial factor that influences the outcomes of talent management practice.

Keywords: Talent Management, Employee Performance, Organizational Culture, Moderation Effect, Banking Sector

INTRODUCTION

Today's organizations are faced with difficult challenges in the 21st century as a result of globalization, technological progress and intense competition. And in these times, human capital has become very essential matter for organizational accomplishment, particularly in the data intensive and service-oriented industries, such as the banking industry. Being the financial intermediaries, commercial banks are feeling enormous pressure to improve operating efficiencies and service qualities and labor efficiencies (Ali et al., 2020). In this context, people aspect – specifically talent management also denoted as TM, which has emerged as a strategic driver that integrally connects employee competencies with organizational goals (Shen et al., 2021). The term: talent management is a part of talent management tools which comprise the recruiting and hiring aspect of HR practice; however, the whole of talent management is not only recruitment, it also includes workforce planning, engagements and retention along with other facets as well. They are planned- simply not to identify and groom high potentials- but to maintain commitment and advocacy towards strategic organization goals for the longer term (Collings & Mellahi, 2009; Kim, Lee, & Lee, 2021). Though the direct relationship between organization culture and talent development

has been well examined in past studies, there is negligible attention given to the moderating effect of organization culture i.e., underdeveloped countries (Mensah, 2020). The organization culture describes the shared values and established standards within an organization that influence how individuals act. It is of key importance in the assessment of the efficiency of various management activities, such as talent management. Just because an HR management intervention may be perfectly designed and implemented does not mean that HR management practice is fully embedded in the cultural context of the organization. There is a strong consistency between culture and talent management strategies; if the two are aligned, employee performance and organizational effectiveness can be improved. According to recent studies, congruence between organizational culture and TM practices has a robust effect on employee engagement, motivation, and performance (Feng & Ma, 2020; Raza et al., 2022). Thus, organizational culture is a contextual variable to the potential confounding role it may play in enhancing or detracting from the positive effects of TM to employee performance. The bank industry is an interesting industry to examine this relationship. Similarly, banks work in a stiff, customer-oriented, and performance-driven setting that invites to the testing of the interaction between HR practices and cultural facets (Tannenbaum, Beard, & Salas, 2021). This question becomes especially important in Nepal as the banking sector is experiencing a continuous change in response to digitalization, regulations and changes in the demands of the labor force (Nepal Rastra Bank, 2021). Although TM and OC is strategically important at this junction in the transition, limited empirical evidence exists in the context of Nepal regarding their interaction and combined effect on employee performance.

This gap is addressed in this paper to discuss how the organizational culture moderates the association between talent management and employees' performance in BFIs of Nepal. Drawing upon strategic HRM and organizational behavior theories, this study is designed to offer a more nuanced characterization of how cultural settings mediate the efficacy of TM interventions in emerging economies.

REVIEW OF LITERATURE

1. Talent Management & Employee Performance

Talent Management is considered a crucial strategic practice for the organization that seek to improve the performance of their workforce and gain competitive edges. It delivers the strategic function of human resource management including talent identification of talents, attracting, developing, and retention of crucial talents to fit the company's objectives (Collings & Mellahi, 2009). In the Banking and Financial Sector (BFIs), the factor of talent management is critical to enhancing operational effectiveness, customer services and promoting development activities (Shen et al., 2021). The connection between TM and EP have been well-established and most researchers reported a positive effect on these two variables (Ali et al., 2020; Tannenbaum et al., 2021). Good practices of managing talents like recruiting, training, managing performance and developing employees from minimal to higher level of engaging talents and their motivation are the key drivers of employee performance (Chand and Katou, 2020). For instance, Kim et al. (2021) established that better talent management practice contributes to task and contextual performance in service domain oriented organizations, particularly in banking through the promotion of learning and development. Similarly, Raza et al. (2022) contended that banks that adopt a holistic approach to the management of their human capital commonly have superior employee performance outcomes particularly in turbulent and competitive environment.

2. Organizational Culture

According to Schein (2010), organizational culture are the common values and beliefs that guide behavior within a department, shapes the ways in which employees interact with one another, align with the pursuits of the organization, and conduct their job tasks. Organizational culture is a complex construct with various dimensions that influence employee behaviors and performance including adaptability, involvement, consistency, and mission (Denison, 1990). Recent literature also highlights that it is essential that organizational culture be aligned with organizational practice, which would include HR practices, to develop a conducive environment that supports high performance of employees such as talent management (Kaufman et al., 2020). Kaufman revealed that TM is effective in enhancing both employee engagement and organizational performance categorized as organizational learning besides adaptableness. However, strict and hierarchy cultures can easily hinder the enthusiasm of employees in the organization

and the effect of talent management on performance (Feng & Ma, 2020). Furthermore, the strong organizational cultures (based on high trust, collaboration, and innovation) also were expected to explain the variance in higher-level performance (Avolio et al., 2014). Given that the traditional banking sector is now embracing a customer-focus organizational approach in the digital era, the significance of organizational culture for promoting flexibility and innovation has become crucial (Kaufman et al., 2020).

3. Moderation of OC in the relationship between TM and EP

Although there is extensive evidence in this body of work supporting a positive relationship between talent management and employee performance, the role of organizational culture in this relationship has received relatively little attention in the research literature, with even less research conducted in regional settings. Recent studies indicate that organizational culture can facilitate or impede the effectiveness of talent management initiatives. This is contingent on the degree to which an organization's culture-value system and day-to-day operations are consistent with, or connected to, the strategies it has in place for managing its talent (Berson et al., 2022; Raza et al., 2022). The result, marked by this degree of alignment (or misalignment), is likely to have significant implications for how talent management practices affect employee performance outcomes. Furthermore, workplace culture highlighting employee empowerment, involvement and creativity are expected to accentuate positive consequences of talent management as employee perceiving themselves more motivated and engaged (Feng & Ma, 2020). The moderating effect of organization culture is especially significant in this respect – it can facilitate or inhibit the successful implementation of talent management. In addition, the work of Berson and colleagues (2022) finds that moderation of effects of culture could be different across cultural dimensions. Recent investigations by Gupta and Kumar (2022) and O'Reilly and colleagues (2021) also stress that it is organizational culture that drives how employees react to talent management efforts. In one of the types of research by Gupta and Kumar (2022), they found that the inclusion of talent management practices in the culture of innovation and employee development adds significantly to employee performance in a highly competitive sector such as banking sector. By way of contrast, where there is a lack of fit between talent management and organizational culture, talent management practices will be less effective and intended performance impacts will be reduced (O'Reilly et al., 2021).

4. Organization Cultures and Talent Management in Banking

The study of the relationship between talent management with performance of employees, moderated by organization culture on banking has significance. Specifically, banking sector in Nepal, which is one of the service providers, has undergone a wide reform in its management and operations in the past decade not to mention the fact that it has had complexities in managing employee engagement, performance, and retention (Nepal Rastra Bank, 2021). Here, the interaction between culture and talent management takes on even more importance, considering that banks need to evolve in response to changing market dynamics, technological advances and changing views of what employees' demand. For instance, Ali et al. (2020) found that in banking institutions with a particularly high customer service culture and culture of innovation, the practice of talent management aimed at building customer-focused competences, and a learning environment was more likely to play a role. Conversely, banks with strong conservative or traditional organizational culture were unable to execute talent management effectively, resulting in poor employee performance. In Nepalese banks, where hierarchical and formal cultures prevail in a lot of organizations, merging of commercial bank's talent management best practices with the organization cultural values is much needed to ensure maximum employee performance. This highlights the significance of investigating the effects of organization's culture in conjunction with practices of talent management on performance outcome and employee behavior (Raza et al., 2022).

Testing of Hypothesis:

Based on the available studies and objective of this research, the below hypothesis are tested:

Hypothesis 1: There is a significant effect if talent management (TM) on Employee performance (EP)

Hypothesis 2: There is a moderating effects of organization culture which influences association in-between employee performance & talent management.

Objectives

The objective of this paper is to investigate the moderating effect of organizational culture on talent management and employee performance in the banking sector. More particularly, we anticipated that

this study may also offer some possible avenues of investigation into how organizational culture influences talent management practices regarding their ability to enhance employees' productivity, engagement and contextual performance. Considering the challenging and rapidly changing nature of the banking environment, understanding this linkage is dominant for banks if they are to maximize the gain from talent management practices to achieve sustainable organisational success (Collings & Mellahi, 2009; Denison, 1990). The goal is also to take part in this emerging dimension of research, which no longer considers organizational culture as a simple background variable, but as a strategic moderator which is able to reinforce or deplete the influence of HRM applies on performance outcomes (Schein, 2010; Raza, Shahid, & Ahmad, 2022). It fills a significant gap in literature and combines talent management frameworks with culture to offer useful information for managers managing for performance in line with the use of people and culture (Shen, D'Netto, & Chau, 2021; Gupta & Kumar, 2022).

METHODS

This study has focused on commercial banking sector of Nepal and has adopted the quantitative research method for investigation of moderating effects of the organization culture on the relationship of the talent management with Employee Performance (EP). Population of sampling were employees of various commercial banks of Nepal. The sampling for this research comprised of 240 respondents from commercial banks of Nepal. In order that individuals in organization hierarchies are represented proportionately, stratified random sampling method was used. This facilitated the chance to include different levels of employees in the banking industry, including lower-level employees, middle managers, and top managers which widens the generalization and validity of the findings. This sampling method selected was consistent with best practices for organization research (Hair et al., 2019), which served to provide richer understanding of the effects of organizational culture on TM-EP relationship at multiple levels in the workforce.

Data Collection Methods

The data were collected from respondents using 53 structured questionnaires, with 20 questionnaires for independent variable – Talent Management (TM), 10 questionnaires for moderating variable – Organization Culture (OC), and 23 questionnaires for dependent variable – Employee Performance (EP). The instruments were distributed to the respondents through both printed forms & google forms., the 5-point Likert scale were used for rating by the respondents or research participants ranged from 1 to 5 scale where 1 being strongly disagreed to 5 being strongly agreed.

RESULTS AND DISCUSSION

Post data collection and analysis of data were performed with IBM SPSS and the AMOS software. Cronbach alpha was calculated for testing reliability for the whole measurement scale as well as for each of the measurement scales. A threshold of 0.70 was used as a basis of acceptable reliability (Nunnally, 1978).

Table 1: Reliability Test

Reliability Statistics for the overall measurement scale	
Cronbach Alpha	No. of items
.960	53

The findings provided that the Cronbach Alpha for overall 53 items under this study is 0.960 which indicates that the item within the instrument shows a high degree of consistency among themselves. The analysis established a factor loading threshold of 0.70 (Hair Jr. et al.,2019). All the communalities value

exceeded the 0.60 minimum threshold. The dataset was confirmed to be fit for factor analysis by the significance of the correlation matrix.

Table 2: KMO and Bartlett's Test

Test	Value	Interpretation
KMO Test	0.934	Sampling adequacy is excellent (Kaiser, 1974)
Approx. Chi-Square	7403.564	
Df	1035	
Significance Level (p-value)	0.000	Significance value ($p < 0.05$) means appropriate

The KMO's value of 0.934 indicates excellent adequacy of sampling, and Bartlett Test is seen significance i.e. ($p < .001$), which confirms the strong co-relation between the variables and further validating the data's suitability for the analysis of factors.

The CFA test was conducted to test validity of constructs in the measurement model, ensuring that the scales accurately measure the underlying constructs.

Fig 1: Second Order Construct: Independent Variable (TM)

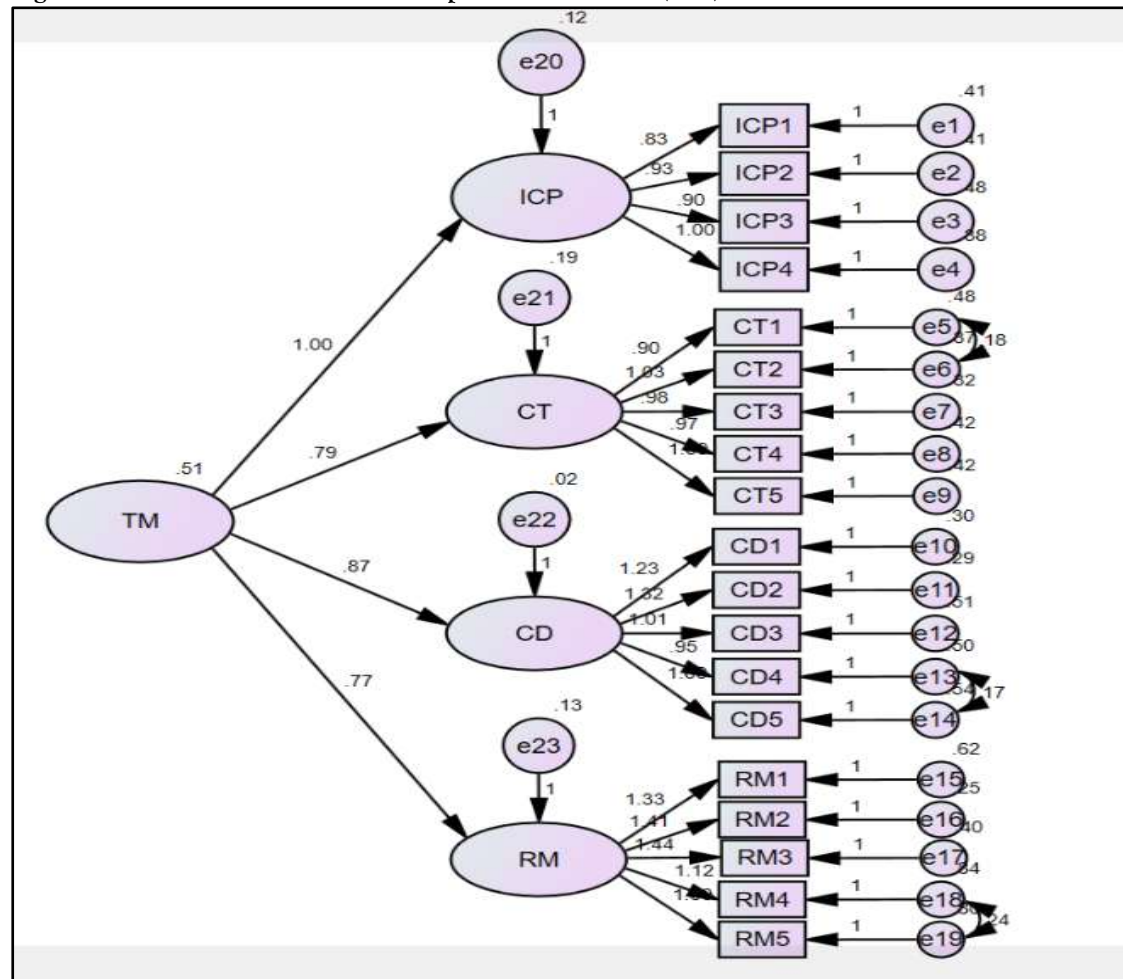


Table 3: Independent Variable 2nd Order- Model Fit Measures

Sl. No	Fit Indices	Estimates	The threshold	Findings
1	CMIN (Chi-square)	272.3	-	-
2	Degrees of freedom	145	-	-
3	CMIN/DF	1.878	Between 1 and 3	Excellent fit
4	CGI	0.951	>0.95	Excellent fit
5	SRMR	0.053	<0.08	Excellent fit
6	RMSEA	0.061	<0.06	Acceptable fit
7	PClose	0.059	>0.05	Excellent fit

The above table shows CMIN/DF value 1.878 is good in the current study, with CFI value of 0.951, SRMR value of 0.053, and PClose value of 0.059 all pass and surpass the suggested cutoff values, showing a good model fit. Although the RMSEA (0.061) is barely above the suggested ideal cutoff, the value is still relatively close to acceptable.

Fig 2: Second Order Construct: Dependent Variable (EP)

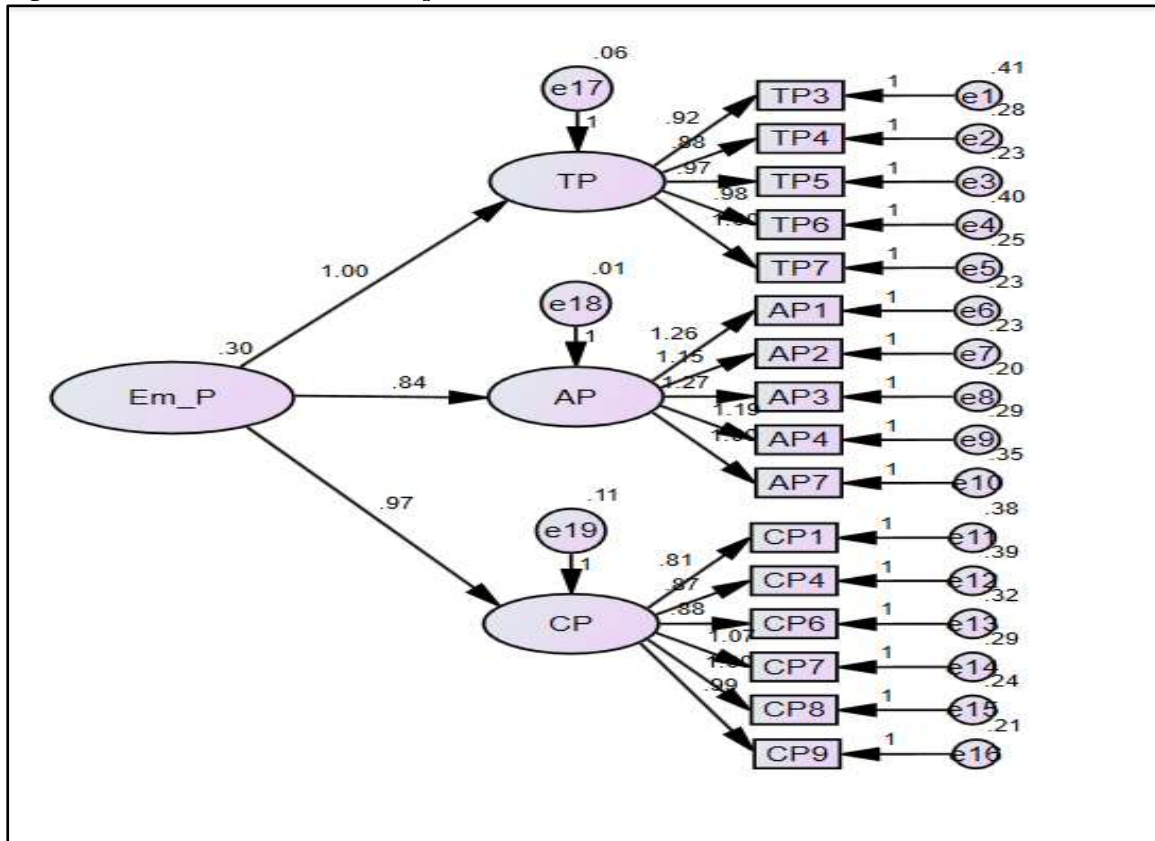


Table 4: Independent Variable 2nd Order- Model Fit Measures

Sl. No	Fit Indices	Estimates	The threshold	Findings
1	CMIN (Chi-square)	172.071	-	-
2	Degrees of freedom	101	-	-
3	CMIN/DF	1.704	Between 1 and 3	Excellent fit
4	CGI	0.964	>0.95	Excellent fit
5	SRMR	0.043	<0.08	Excellent fit
6	RMSEA	0.054	<0.06	Excellent fit
7	PClose	0.295	>0.05	Excellent fit

The fit statistics for the CFA of the second-order latent Employee Performance indicate that the measurement model finds the required criteria for model fit and measurement validity. As shown in Table 4, the value of Chi-square (CMIN) is 172.071 and the df are 101. The Chi-square test is a very basic model fit index, and is very sensitive to sample size, such that even small model misspecifications will tend to result in significant values (Hu & Bentler, 1999). Therefore, further fit indices are used in order to present a complete judgment. The CMIN/DF value is 1.704, which is within acceptable limits ranging between 1 and 3, meaning the model has appropriate fit (Hair et al., 2019). This index corrects for model complexity and sample size and provides a more accurate estimate of model fit. In addition, the CFI value is 0.964 >0.95. This means, there is a substantial improvement in the level of the fit of the proposed model to the information in the data (Byrne, 2016). Other judgment indicants also confirm that the model is adequate. The SRMR is 0.043 which is less than the acceptable 0.08. This indicates a low average residual variance and that the model is only slightly mis specified (Kline, 2016). The RMSEA is computed to 0.054 and is below the conservative threshold of 0.06, indicating good fit to the population

covariance structure. Furthermore, the 0.295 value of $PClose > 0.05$ confirms that the null hypothesis of close fit ($RMSEA \leq 0.05$) cannot be rejected of the adequacy of the model (Hu & Bentler, 1999). Collectively, these goodness-of-fit statistics verify that the measurement model of Employee Performance at the second stage is statistically robust, psychometrically reliable, and conceptually sound. Consequently, this model serves as a strong basis for analyzing with structural equation modeling (SEM) and especially for examining theoretical relationships among constructs.

Fig 3: Structure Equation Modeling (IV and DV)

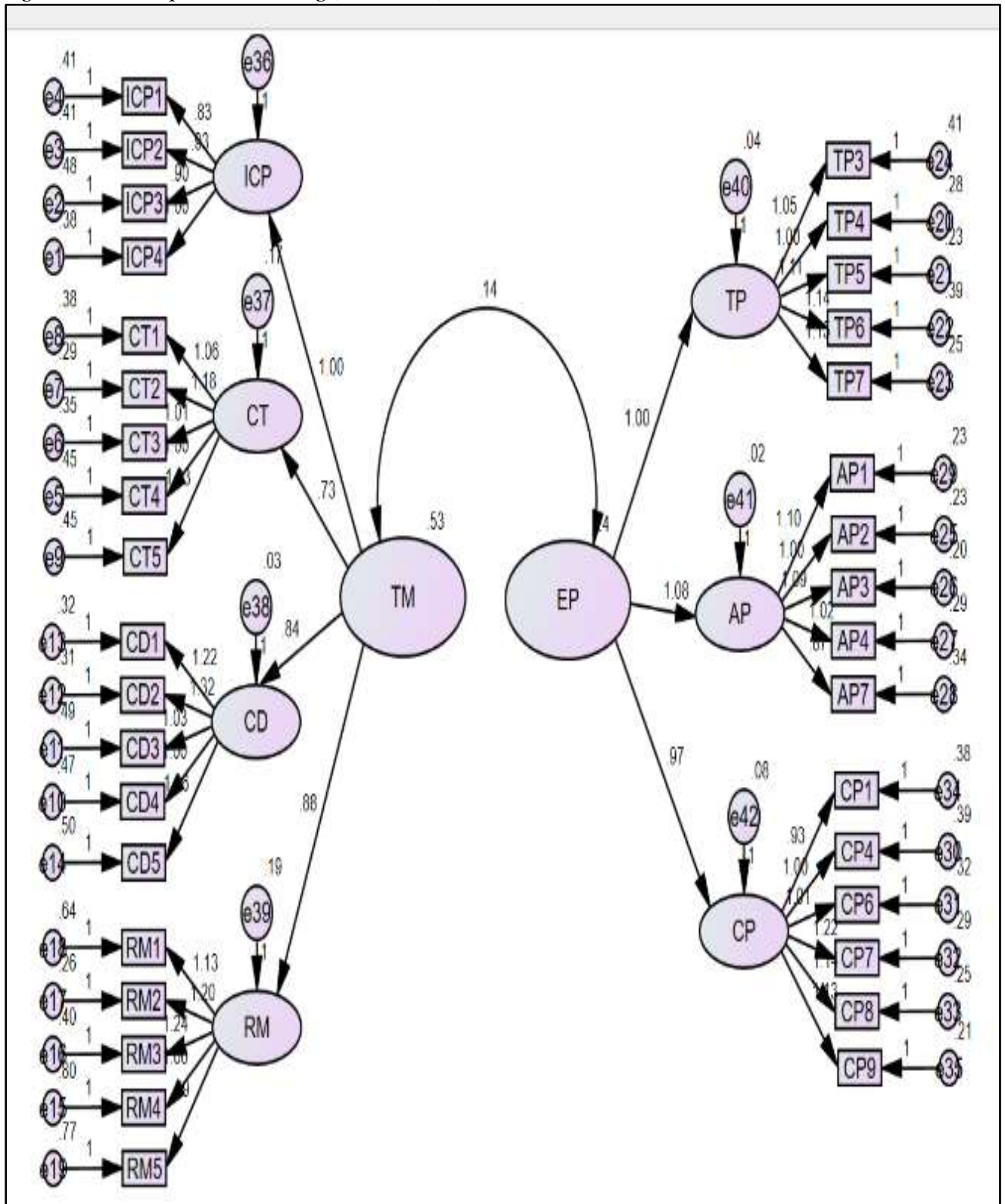


Table 5: SEM- Model Fit Measures

Sl. No	Fit Indices	Estimates	The threshold	Findings
1	CMIN (Chi-square)	953.726	-	-
2	Degrees of freedom	552	-	-
3	CMIN/DF	1.728	Between 1 and 3	Excellent fit
4	CGI	0.916	>0.95	Acceptable fit
5	SRMR	0.069	<0.08	Excellent fit
6	RMSEA	0.055	<0.06	Excellent fit
7	PClose	0.075	>0.05	Excellent fit

Various fit indices were used to test the SEM of the moderating effect of organizational culture on the relationship between talent management and employee performance. These indicators evaluate together the degree to which the model postulated fits the observed data, yielding a comprehensive measure of the robustness of the model (Hair et al., 2019; Hu & Bentler, 1999). The Chi-square (CMIN) of the model was 953.726 degree of freedom (df = 552). Another common finding in large samples is that the Chi-square test is significant because it is sensitive to sample size, even when model misspecifications are trivial (Kline, 2016). Hence, relative and incremental fit measures should be used in interpreting the extent to which the model is a good fit. The CMIN/DF value (relative χ^2) was 1.728, which was also in the accepted range (1 to 3), representing a good fit (Schumacker & Lomax, 2016). Comparison Fit Index (CFI) was shown at 0.916. Although less than the 0.95 typically recommended, it suggests acceptable model fit (Hu & Bentler 1999) – particularly in complex models involving moderation. The SRMR is 0.069, which is below the 0.08 cutoff value, indicative of little residuals and a decent fit between the model and the empirical data (Bentler, 2007). RMSEA is also 0.055, making it fairly close to the model fit as the values less than 0.06 are mainly considered as indication of good model fit to data (Browne & Cudeck, 1993). In addition, the PClose value was 0.075, which was higher than the standard 0.05 benchmark. This means that the close fit does not reject the hypothesis, which also confirms the adequacy of our model. Mutually, fit indices result supports the conclusion that the structural model (examining organizational culture as a moderator) provides satisfactory to good fit. The results confirmed the model's ability to effectively examine the moderating effect of organizational culture on the relationship between talent management and employee performance in banking setting.

Fig 4: Moderation effect by Organization Culture between IV and DV

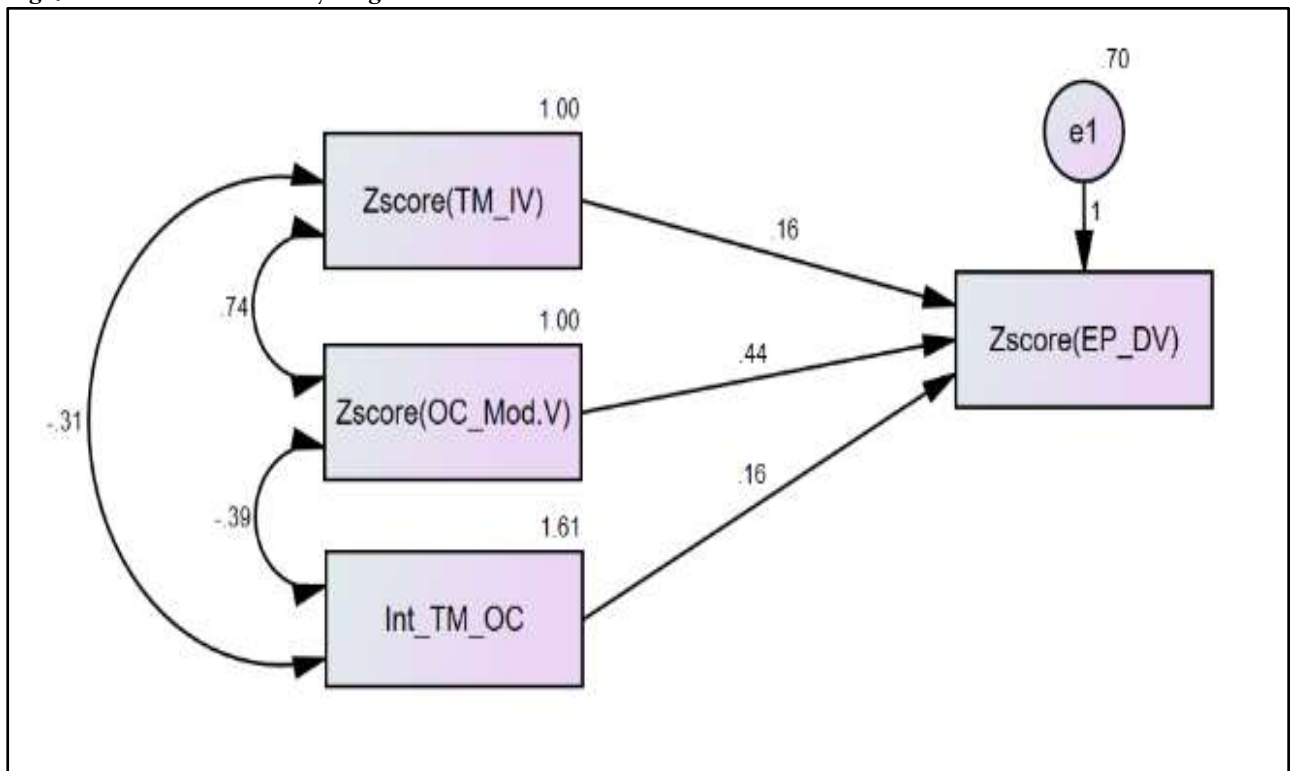


Table 6: Moderation Analysis

Moderation Analysis between IV and DV	
Hypothesis	H2: OC moderates TM & EP
Path	TM → OC → EP
S. Direct Effect	0.161
S. Indirect Effect	0.000
Total effect	0.161
Significance (p-value)	0.000
Decision	Moderation Supported

The standardized direct effect of TM on EP, moderated by OC, is 0.161 and statistically significant ($p = 0.000$), indicating that talent management practices have a positive impact on employee performance, contingent upon organizational culture. However, the standardized indirect effect is 0.000, confirming that OC does not mediate the relationship but moderates it instead. This suggests that OC does not serve as an intermediate mechanism but rather shapes or conditions the strength of the TM-EP relationship (Baron & Kenny, 1986; Hayes, 2018). This finding aligns with recent literature emphasizing the contingent role of culture in determining how HRM practices translate into performance outcomes (Luthans et al., 2015; Raza et al., 2022). In environments where cultural alignment is strong—e.g., values of collaboration, continuous development, and recognition—talent management initiatives are more likely to result in improved performance. In contrast, in cultures misaligned with such values, even well-designed TM systems may underperform (Schein, 2017; Kaufman et al., 2020). The support for the moderation hypothesis (H2) reinforces the contingency theory of organizational behavior, which argues that the effectiveness of management practices is dependent upon contextual factors, such as culture (Donaldson, 2001). Specifically in banking, where customer-facing services, compliance, and performance pressure intersect, the alignment of cultural values with HRM practices becomes a critical factor for translating talent management into performance gains. These findings highlight the strategic importance of fostering an organizational culture that aligns with and supports talent development strategies. For banks undergoing rapid digital transformation or competitive restructuring, ensuring cultural congruence with talent management practices can significantly enhance employee engagement, retention, and overall productivity.

Ethical Consideration Of The Study

During data collection from respondents, the ethical consideration of the study was maintained. Permission was taken from the participants, and they were well-versed about the aim of their study, voluntary participation and confidentiality of their participation. Respondents were informed that their information will be de-identified and utilized for academic research purposes. Furthermore, they could discontinue the study whenever they wish without any penalty.

Since the investigation is in an occupational context, further precautions were taken to prevent any form of pressure, especially in relation to the employees of banks of those involved in the research with participation. Individual results were not available to managers or supervisors, and resistance to participating due to job demands was minimal.

Lastly, the research was conducted in accordance with the relevant legal and ethical standards of social science research. The results were reported without any fabrication, falsification, or data retrieval that might be inappropriate.

Transparency And Reproducibility

This research conforms to transparency and reproducibility standards. The paper describes an overview on sampling process, data collection methods, measurement scales, and analysis strategies, so other scholars can replicate the study in future time. Moreover, the data in this study will be open on request to promote transparency and further research in this field. The work presented in this paper follows the standard for openness and reproducibility for further research. It encourages both integrity and extension, the meta-analyses and the validation within the talent management and the organizational

behavior domain. Through the commitment to data sharing, methodological transparency, and a participatory approach to research, this study aligns with the objective of knowledge regeneration.

CONCLUSION

The moderation impact of OC on the relationship between talent management and employee performance in the banking sector is the focus of the current study that has adopted a quantitative research approach. In addition, the results confirmed the hypothesis "Talent Management (TM) influences positively and significantly employee performance (EP)", which lends support to the argument that TM is a strategic tool used to improve the performance of an organization at the corporate level (Collings et al., 2019; Mensah, 2020). In addition, OC also acts as a moderator in this relationship since the effect of TM is contingent upon context (Ahmad, Ramay & Badar, 2015). This is consistent with contingency theory's argument that organization performance is contingent on the configuration of internal strategies and external or situational forces (Donaldson 2001). This moderation, which we visually represented in the form of slope analysis, with significant interaction terms and acceptable model fit indices (RMSEA = 0.054, CFI = 0.964) emphasizes the importance of culture as a factor that strengthens the performance related outcomes of Talent Management activities (Schein, 2017; Aljunaibi & Altamimi, 2022). These results contribute to the literature by incorporating organizational culture as a boundary condition and have implications for practice on HRM for the banking industry. Developing a culture that promotes innovation, development, and engaging employees can help to maximize the impact of talent management investments. Future research may extend the model by adding longitudinal data or by investigating industry differences to test the stability and generality of the moderation effects. Moreover, a cross-national contrast study would further contribute to further exploration of how national and organizational culture both interact in shaping the relationship between the two i.e. employees' performance and Talent Management.

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