

From Talent Investment to Employee Performance in FinTech-Adopting Banks: A Dual-Value Resource-Exchange Framework

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Abstract

Financial technology is reshaping not only how banks deliver services but also the resource conditions under which employees perform. Existing talent-management research has established that talent practices matter. Yet, adjacent studies increasingly combine talent management with engagement, culture, and employee outcomes, making variable novelty alone an insufficient basis for theoretical contribution. This conceptual article therefore shifts the question from whether talent management improves performance to how distinct talent practices acquire motivational force under FinTech-intensified work. It conceptualizes identification of critical positions, talent acquisition, talent development, succession planning, and talent retention as a differentiated talent-management resource architecture. Integrating Social Exchange Theory (SET) and Job Demands-Resources (JD-R) theory, the article introduces a dual-value activation mechanism: a talent practice should produce its strongest engagement response when employees simultaneously experience it as a functionally useful job resource and as a credible signal of organizational investment. Employee engagement then transmits this value into task, contextual, and adaptive performance, while perceived organizational culture conditions whether engagement can be behaviorally enacted. The framework further predicts resource-demand fit across talent practices and a second-stage moderated mediation in which culture amplifies the engagement-based indirect effects. By distinguishing practice-specific resource functions, separating motivational mechanisms from contextual boundary conditions, and positioning multidimensional performance at the center of digital work, the article advances a testable explanation of the human side of FinTech transformation.

Keywords: Talent Management, Employee Engagement, Employee Performance, Organizational Culture, Fintech, Social Exchange Theory, Job Demands-Resources Theory, Digital Banking, Adaptive Performance

Introduction

The digital transformation of financial services has moved beyond the introduction of new customer interfaces. Mobile banking, instant payments, electronic wallets, artificial intelligence, data analytics, cloud-based systems, automated decision tools, and interconnected payment infrastructures are reshaping the content of banking work itself. Routine transactions are progressively automated or migrated to digital channels, while the work that remains for employees becomes more knowledge-intensive, adaptive, and exception-oriented. In this environment, technological investment creates value only when employees possess the capabilities, motivation, and organizational support required to operate, interpret, troubleshoot, secure, and continuously improve digitally enabled services. The central managerial problem is therefore not simply whether banks adopt FinTech, but whether their talent systems can convert digital transformation into reliable employee performance.

The global skills outlook makes this problem visible. The World Economic Forum (2025) identifies skill gaps as the largest barrier to business transformation, reported by 63% of surveyed employers, while 85% expect to prioritize workforce upskilling. Financial services are especially exposed because digitalization and artificial intelligence continue to alter roles, skill requirements, and work processes. In Jordan, this pressure is reinforced by a national FinTech agenda that explicitly positions innovation, digital infrastructure, and talent development as pillars of financial-sector transformation (Central Bank of Jordan, 2023). The scale of digital adoption is already substantial: national payment systems operated by the Jordan Payments and Clearing Company processed rapidly expanding transaction volumes during 2025 (Jordan Payments and Clearing Company [JoPACC], 2026). Such growth increases the proportion of banking work mediated by digital systems and raises the performance premium on digital competence, service recovery, analytical judgment, responsiveness, and continuous learning.

The workforce challenge is equally concrete. Evidence reported by the Association of Banks in Jordan (2025) indicates that Jordanian banks hired 2,613 employees in 2024, nearly half of them recent graduates, while simultaneously identifying a mismatch between graduate capabilities and emerging banking requirements in data analytics, cybersecurity, digital customer support, and related domains. Research likewise shows that FinTech and digital transformation can improve banking performance, but realizing those benefits depends on organizational and human capabilities (Ali Alqararah et al., 2025; Kaddumi et al., 2023; Qudah et al., 2025). The human side of digital transformation therefore requires a stronger conceptual explanation than a direct technology-performance link.

Talent management provides one promising explanation because it concerns the systematic identification of strategically pivotal positions and the creation, deployment, development, and retention of talent capable of filling them (Collings & Mellahi, 2009). Yet the field remains conceptually heterogeneous. Talent management is alternately treated as a broad HR bundle, a set of differentiated practices, a philosophy of exclusivity or inclusivity, or a context-specific system whose meaning depends on how organizations define talent (Aljbour et al., 2022, 2026; Dries, 2013; Mujtaba et al., 2022). Recent Jordanian evidence further shows that the design and use of talent practices vary with talent perspectives and organizational context

(Aljbour et al., 2026). Treating talent management as a homogeneous predictor can therefore conceal the distinct resource problems solved by different practices.

A second challenge is that the empirical neighborhood around the present framework has become crowded. Jordanian banking research has already examined moderated-mediation models involving talent management and organizational culture, although with person-organization fit, commitment, turnover intention, or retention rather than engagement and performance as the focal mechanism and outcome (Dayeh & Farmanesh, 2021; Alzghoul & Khaddam, 2024). Research in digital banking has also begun to develop talent-management frameworks tailored to technological transformation (Nesindande et al., 2025), while recent work outside banking has combined talent management, employee engagement, organizational culture, and employee performance in one empirical model (Widodo et al., 2026). Consequently, the contribution of a new conceptual paper cannot rest on claiming that these variables have never appeared together.

The theoretical opportunity instead lies in explaining what is not captured by variable combination. Existing studies do not explain why the five talent practices should have non-equivalent value under different digital-work constraints, nor when a formally available practice becomes psychologically active for employees. This article addresses that problem by integrating Social Exchange Theory (SET) and Job Demands-Resources (JD-R) theory around a dual-value mechanism. From JD-R, a talent practice has functional resource utility when it helps employees achieve goals, reduce digitally intensified demands, or build capability (Demerouti et al., 2001; Bakker & Demerouti, 2007, 2017). From SET, the same practice has exchange-signal credibility when employees interpret it as genuine organizational investment that warrants reciprocation (Blau, 1964; Cropanzano & Mitchell, 2005; Saks, 2006). The central claim is that engagement is strongest when both forms of value are present.

The article makes four contributions. First, it conceptualizes five talent-management practices as a differentiated resource architecture. It introduces resource-demand fit to explain why their effects should vary across digital-work constraints and performance dimensions. Second, it integrates SET and JD-R generatively through the concept of dual-value activation rather than using the theories as parallel labels. Third, it treats employee performance as multidimensional - task, contextual, and adaptive - because FinTech transformation changes not only how much employees perform but what effective performance requires. Fourth, it positions perceived organizational culture as a second-stage boundary condition that determines whether engagement can be enacted as performance, yielding a conditional indirect model. The result is a framework that is theoretically distinct from prior talent-management, banking, and digital-transformation models even where they employ overlapping variables.

Accordingly, the objective of this conceptual study is to develop an explanatory framework for how differentiated talent-management practices translate into multidimensional employee performance in FinTech-adopting banks. More specifically, the study aims to explain how five talent-management practices—identification of critical positions, talent acquisition, talent development, succession planning, and talent retention—operate through employee engagement, how their motivational effects depend on their functional resource utility and credibility as signals of organizational investment, and how perceived

organizational culture conditions the conversion of engagement into task, contextual, and adaptive performance. The scope is deliberately focused on employee-level mechanisms within FinTech-adopting banking organizations, with particular contextual relevance to Jordan's digitally transforming banking sector. As a theory-building article, it does not test causal effects empirically or seek exhaustive coverage of all HRM practices; rather, it specifies a focused set of constructs, mechanisms, boundary conditions, and propositions that can guide subsequent empirical research.

Conceptual Research Design and Positioning

Design Logic

This article is theory-building rather than a systematic literature review. Following the guidance for conceptual research articulated by Jaakkola (2020), it uses a theory-synthesis and model-building design in which the logic of knowledge creation, the role of each theory, and the basis for selecting adjacent literatures are made explicit. The purpose is not exhaustive coverage or meta-analytic estimation; it is to build a parsimonious explanatory mechanism that clarifies how differentiated talent investments become individual performance under digital transformation.

The literature was selected purposively for three analytical functions. First, foundational and recent talent-management research was used to define the focal practices, the problem of differentiation, and employee-level interpretations of talent systems (Collings & Mellahi, 2009; Dries, 2013; Aljbour et al., 2022, 2024, 2026; Sinisterra et al., 2024). Second, SET and JD-R research was used to specify complementary relational and motivational mechanisms, including reciprocity, resource utility, engagement, and performance (Cropanzano & Mitchell, 2005; Bakker & Demerouti, 2017; Bakker et al., 2023). Third, banking, FinTech, technostress, and Jordan-specific research were used to identify the contextual demands that make those mechanisms consequential (Ragu-Nathan et al., 2008; Elia et al., 2023; Qudah et al., 2025; Nesindande et al., 2025). Seminal sources are retained where they define constructs or theories, while recent studies are used to establish the contemporary empirical neighborhood in which the contribution must be positioned.

The analysis proceeds in four stages. It first maps each talent practice to a primary resource function and exchange signal. It then integrates SET and JD-R to derive the dual-value activation mechanism. Next, it connects engagement to multidimensional employee performance and specifies perceived culture as a boundary condition. Finally, it compares the resulting framework with the closest adjacent studies to ensure that the proposed contribution is not a novelty claim based merely on recombining familiar variables.

Positioning Against Adjacent Literature

Table 1 locates the framework against the studies most likely to be viewed as conceptual neighbors. The comparison shows substantial overlap at the variable level, but also reveals a persistent explanatory gap: prior work either treats talent management as a composite, focuses on outcomes other than multidimensional performance, studies digital banking without specifying the engagement-culture mechanism, or combines engagement and culture without a FinTech-specific differentiated resource logic. The present article therefore claims novelty in mechanism, differentiation, and boundary specification rather than in the mere presence of particular constructs.

Table 1

Positioning of the proposed framework against adjacent talent-management and digital-banking literature

Study	Context/design	Treatment of talent management	Mechanism/boundary condition	Unresolved issue relative to this article
Collings & Mellahi (2009)	Foundational conceptual work	Strategic pivotal positions and talent pools	Strategic differentiation	No employee-level engagement mechanism, digital context, or cultural boundary condition.
Dayeh & Farmanesh (2021)	Jordanian banks; empirical moderated mediation	Talent management as a broad construct	P-O fit mediation; organizational culture moderation	Outcomes are commitment and turnover intention; no engagement, performance, or FinTech resource logic.
Alzghoul & Khaddam (2024)	Jordanian commercial banks; survey	Talent management as a broad construct	Career development and culture as moderators	Focuses on employee retention; does not explain engagement-performance conversion under digital work.
Aljbour et al. (2024, 2026)	Jordan financial/service organizations; employee survey and qualitative work	Usage, perspectives, and structures of talent practices	SET / met expectations; career growth; contextual variation	Shows heterogeneity but does not map five practices to distinct FinTech-relevant resource functions or multidimensional performance.
Nesindande et al. (2025)	South African bank undergoing advanced digitalization; qualitative case study.	Digital-banking talent-management framework	Digital transformation and human-capital function redesign	Explains how TM must evolve, not the employee-level engagement-culture pathway to performance.

Study	Context/design	Treatment of talent management	Mechanism/boundary condition	Unresolved issue relative to this article
Qudah et al. (2025)	Jordanian banking; FinTech and HRM efficiency	FinTech-enabled HRM efficiency rather than strategic TM architecture	Technology-HRM relationship	Does not model differentiated talent resources, engagement, or multidimensional employee performance.
Widodo et al. (2026)	Indonesian organizations; SEM-PLS	Talent management as a broad construct	Employee engagement mediation; organizational culture moderation	Closest variable combination, but not FinTech banking and no five-practice architecture, dual-value mechanism, or performance differentiation.
Present framework	FinTech-adopting banking; conceptual theory synthesis/model	Five functionally differentiated talent practices	SET + JD-R dual-value activation; engagement; perceived culture	Explains practice-specific resource-demand fit and culture-conditioned conversion into task, contextual, and adaptive performance.

FinTech Transformation as a Human Performance Challenge

FinTech adoption is often framed as a technological or market phenomenon, but its organizational consequences are inherently socio-technical. As digital channels absorb standardized transactions, employees increasingly handle tasks that are less routine and more cognitively demanding: interpreting data, resolving exceptions, responding to customers across channels, maintaining compliance in digitally mediated processes, and learning new systems while legacy procedures continue to operate. Digital tools can increase efficiency and decision quality, yet continuous system changes can also create overload, role ambiguity, skill obsolescence, and technostress when learning requirements exceed available resources (Ragu-Nathan et al., 2008; Tarafdar et al., 2019).

The JD-R perspective is particularly useful because it does not assume that technology is inherently a resource or a demand. A new digital platform may be a resource when it simplifies work and is accompanied by training, role clarity, support, and autonomy; the same platform may become a demand when employees are expected to master it rapidly without

developmental support. The relevant managerial question therefore shifts from technology adoption alone to the configuration of resources surrounding the employee.

FinTech-adopting banks are also theoretically distinctive because digital transformation continuously redefines strategic positions. Roles in analytics, cybersecurity, digital product management, compliance technology, customer-experience design, and platform operations can become more pivotal even while traditional transactional roles decline. This makes critical-position identification dynamic rather than static. External labor markets may not supply scarce digital skills at the rate banks require, making development, succession planning, and retention increasingly important even when acquisition remains necessary. The 2025 workforce evidence and recent digital-banking research both indicate that continuous recalibration of capability systems is becoming central to technological transformation (World Economic Forum, 2025; Nesindande et al., 2025).

This context also changes the meaning of employee performance. Task performance captures proficiency in formally required activities; contextual performance captures cooperative and discretionary behaviors that sustain the social and organizational environment; adaptive performance captures the capacity to respond effectively when tasks, technologies, or conditions change (Koopmans et al., 2011; Pulakos et al., 2000). FinTech transformation makes all three dimensions salient at the same time. Employees must execute regulated tasks accurately, support colleagues and customers during change, and adapt to unfamiliar digital events. A conceptual framework that collapses these outcomes into a single global performance score risks missing the specific value created by different talent resources.

Talent Management as a Differentiated Resource Architecture

Strategic talent management begins from the premise that organizations should identify positions that contribute disproportionately to sustainable advantage and then build differentiated talent pools to fill those positions (Collings & Mellahi, 2009). This article extends that premise by treating talent management as a practice-level resource architecture: a connected set of practices whose primary functions differ even when they jointly serve a strategic talent system.

The term resource architecture is used deliberately but differs from the human resource architecture proposed by Lepak and Snell (1999). Their framework differentiates employment modes and HR configurations according to the value and uniqueness of human capital. The present framework operates at another analytical layer. It differentiates talent-management practices according to the employee resources and exchange signals they supply. The two ideas are compatible: one explains how organizations allocate employment modes across forms of human capital, while the other explains how employees experience distinct talent practices as usable resources and relational investments.

Identification of critical positions supplies role clarity and strategic task significance. It communicates which roles are pivotal, what competencies they require, and where organizational attention will be concentrated. In a FinTech context, its value should be especially high when role reconfiguration is rapid, and employees need clarity about where their work fits within the bank's emerging digital architecture.

Talent acquisition supplies capability fit. It brings scarce knowledge, skills, and adaptive potential into strategically important roles and can reduce the burden created when existing teams compensate for capability gaps. It also creates an early exchange signal about what the bank values and whether promises made during attraction and selection are credible after entry.

Talent development supplies capability renewal. Training, challenging assignments, mentoring, job rotation, and technology-enabled learning build competence and personal resources such as self-efficacy. Under FinTech transformation, development is especially valuable where skill obsolescence and learning demands are the binding constraints.

Succession planning supplies future security and capability continuity. It makes career pathways visible, preserves institutional knowledge, and reduces the risk that strategically important digital roles depend on a small number of specialists. It can also alter the meaning of technological change by signaling that digitalization creates future career pathways rather than only displacement risk.

Talent retention supplies stability, recognition, social support, and resource preservation. Development and acquisition create limited value if critical capabilities leave before they can be deployed or transferred. Retention therefore protects firm-specific knowledge and the continuity of transformation programs, while also signaling that the employee's ongoing contribution is valued (Alzghoul & Khaddam, 2024).

The crucial implication is that these practices are complementary but not interchangeable. Their value should depend on resource-demand fit: a practice contributes most when its primary resource function addresses the dominant constraint employees face. Development should matter disproportionately when capabilities become obsolete; succession and retention should matter more when scarce expertise creates continuity risk; critical-position identification should matter more when role reconfiguration generates ambiguity. This is the first point at which the framework moves beyond a generic positive talent-management effect.

Table 2

Talent management as a differentiated resource architecture in FinTech-adopting banks.

Talent-management practice	Primary resource function	Exchange signal	FinTech-relevant condition of highest value
Identification of critical positions	Role clarity and strategic significance	"Your role matters and is recognized as pivotal."	Role reconfiguration and ambiguity about emerging strategic work.
Talent acquisition	Person-job fit and capability supply	"The bank invests in selecting people who fit strategic work."	Scarcity of digital, analytical, compliance, and adaptive competencies.
Talent development	Competence renewal, learning opportunity, self-efficacy	"The bank invests in my growth and continued employability."	Rapid skill obsolescence and sustained learning demands.
Succession planning	Future security and capability continuity	"There is a credible future for me in critical roles."	Continuity risk in scarce digital and leadership positions.
Talent retention	Stability, recognition, support, resource preservation	"The bank values my continued contribution."	High external mobility and loss risk for firm-specific expertise.

Theoretical Foundation: From Parallel Theories to Dual-Value Activation*Social Exchange Theory: Investment-Signal Credibility*

SET explains workplace behavior through reciprocal, incompletely specified obligations (Blau, 1964; Cropanzano & Mitchell, 2005). Unlike economic exchange, in which returns are contractually defined, social exchange depends on trust that favorable treatment will eventually be reciprocated. Talent-management practices fit this logic because organizations cannot contractually compel the full return they seek from development opportunities, career investment, recognition, or retention support. Employees retain discretion over the energy, persistence, cooperation, learning, and extra-role contribution they provide.

The important issue is therefore not simply whether a practice exists, but whether employees interpret it as a credible organizational investment. Strategic HRM research has long distinguished intended practices from implemented and experienced practices; employee responses depend most directly on how practices are perceived and attributed (Bowen & Ostroff, 2004; Wright & Nishii, 2013). Recent Jordanian evidence similarly shows that the use of talent-management practices can influence employee outcomes through perceived career growth and relational meaning (Aljbour et al., 2024). In the present framework, exchange-signal credibility captures the extent to which a talent practice communicates genuine, fair, and durable investment in the employee.

Engagement is a plausible currency of reciprocation because employees can respond to favorable treatment by investing more of themselves cognitively, emotionally, and physically in work (Kahn, 1990; Saks, 2006, 2019). Yet SET alone does not specify whether the practice actually helps employees handle work demands. An employee may appreciate a symbolic talent designation that signals status but still lack the resources needed to perform a newly digitized role. This limitation motivates the JD-R component of the framework.

Job Demands-Resources Theory: Functional Resource Utility

JD-R theory classifies job characteristics into demands, which require sustained effort and carry psychological or physiological costs, and resources, which help employees achieve work goals, reduce demands, or stimulate growth (Demerouti et al., 2001; Bakker & Demerouti, 2007). The theory specifies both a health-impairment process and a motivational process in which resources foster engagement and performance. Later developments emphasize that resources can be especially motivational when demands are high and that personal resources can accumulate through reciprocal gain processes (Bakker & Demerouti, 2017; Bakker et al., 2023; Xanthopoulou et al., 2007, 2009).

In a FinTech-adopting bank, continuous technological change can raise learning demands, time pressure, cognitive complexity, monitoring intensity, and uncertainty. Talent-management practices can counterbalance those demands by providing role clarity, person-job fit, development opportunities, future security, recognition, and support. They qualify as job resources not because they belong to the HR function, but because of what they enable employees to do. Functional resource utility therefore captures the employee's perception that a talent practice materially helps achieve goals, manage demands, or build capability.

The proximal motivational state generated by resources is work engagement, commonly characterized by vigor, dedication, and absorption (Schaufeli et al., 2002, 2006). Engagement is linked to task and contextual performance, and its energy and concentration are also likely to support adaptive performance in technology-intensive work (Christian et al., 2011; Rich et al., 2010). JD-R thus specifies the resource-to-engagement-to-performance sequence that a direct talent-management model leaves underexplained.

Integrating SET and JD-R: The Dual-Value Activation Principle

SET and JD-R answer different questions about the same employee-level process. SET explains why organizational investment has motivational meaning; JD-R explains whether the practice is usable as a resource for doing the job. Treating the theories as merely additive would be insufficient because many of the propositions could then be derived from JD-R alone. Their stronger integration emerges when the two forms of value are considered jointly.

The article therefore proposes a dual-value activation principle. A talent practice is most motivationally potent when it simultaneously has functional resource utility and exchange-signal credibility. High utility without credible investment may be experienced as instrumental support but not relational commitment - for example, mandatory technical training delivered only to protect compliance. High exchange credibility without utility may create appreciation but insufficient capability - for example, symbolic high-potential recognition without access to relevant development or role opportunities. When both are high, the practice both enables

performance and communicates that the organization values the employee, creating the strongest basis for vigor, dedication, and absorption.

This principle is the generative payoff of integrating SET and JD-R. It yields a prediction that neither theory produces as precisely on its own: the same formal talent practice can generate different engagement responses depending on whether employees experience both its instrumental resource function and its relational meaning. The principle also helps explain why formally similar talent systems yield inconsistent effects across organizations or employee groups.

Conceptual Model and Propositions

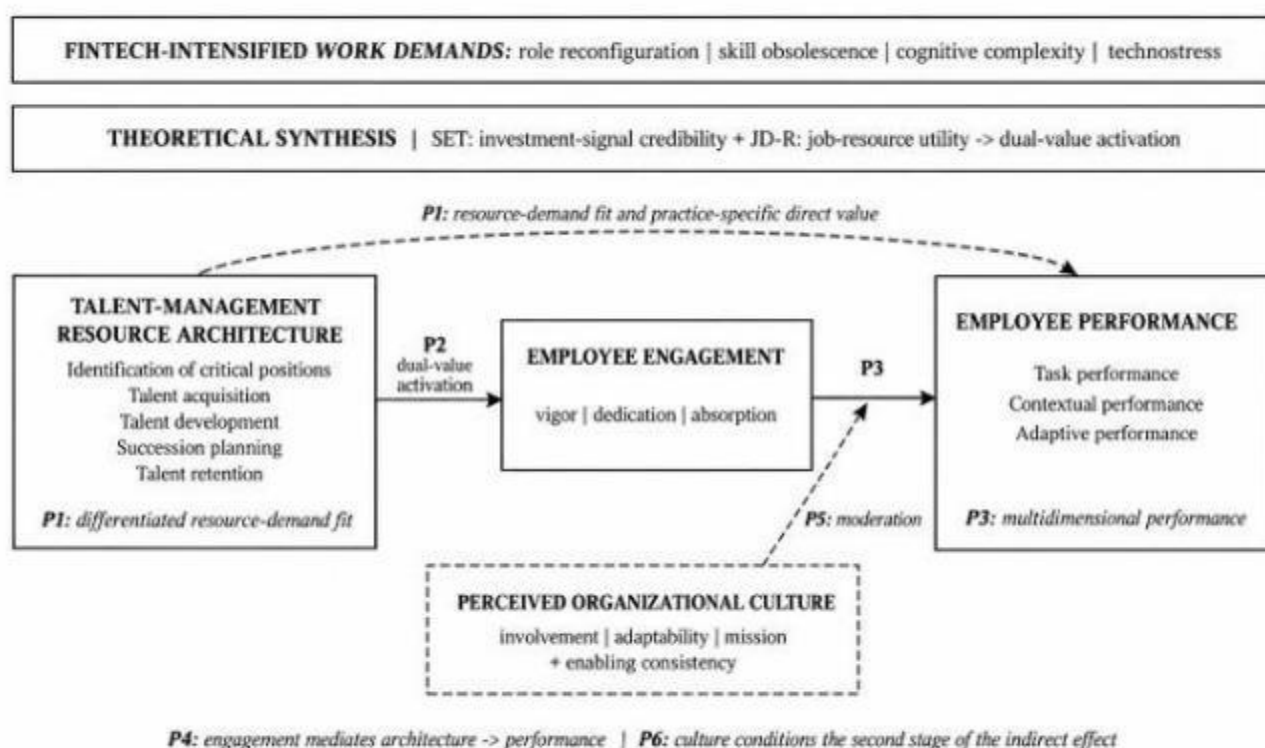


Figure 1 Dual-value resource-exchange framework for employee performance in FinTech-adopting banks. P4 denotes engagement-mediated effects; P6 denotes the culture-conditioned second stage of those indirect effects.

Differentiated Resource-Demand Fit

A core assumption of the framework is that the five talent practices do not possess identical causal value. Their effects depend on whether the resource supplied by the practice matches the work constraint that is currently limiting performance. This follows JD-R's emphasis on the functional role of resources and extends strategic talent differentiation from positions to practice functions. It also avoids the common conceptual shortcut of predicting the same undifferentiated positive effect for every talent practice.

The outcome side is similarly differentiated. Critical-position identification should primarily improve role alignment and strategic task clarity; acquisition should improve capability fit; development should be especially relevant to adaptive performance when technologies and skills change; succession planning should protect continuity and future-directed effort; retention should preserve firm-specific knowledge and team stability. These are not exclusive relationships, but they imply different performance profiles across task, contextual, and adaptive dimensions.

P1: In FinTech-adopting banks, the performance contribution of each talent-management practice increases when its primary resource function fits the dominant digital-work constraint faced by employees; consequently, the five practices will exhibit non-equivalent effects across task, contextual, and adaptive performance.

Dual-Value Activation and Employee Engagement

Talent resources should increase engagement, but the dual-theory synthesis specifies a stronger condition than a simple positive association. Under SET, a practice motivates reciprocation only when it credibly communicates organizational investment. Under JD-R, the practice motivates engagement when it is usable as a resource. The strongest response should therefore occur when the employee answers two questions positively: Does this practice help me do or grow in my work? And does it signal that the organization genuinely values and invests in me?

The five practices reach those judgments through different routes. Critical-position identification can combine role clarity with recognition; acquisition can combine capability fit with a credible employment promise; development can combine mastery with investment in employability; succession planning can combine continuity with a credible future; and retention can combine support with recognition of continued contribution. The framework therefore retains all five practices but derives their common engagement pathway from a single integrative mechanism rather than five repetitive positive-effect propositions.

P2: Talent-management practices are more strongly related to employee engagement when employees simultaneously perceive them as functionally useful job resources and as credible signals of organizational investment; either form of value alone produces a weaker engagement response.

Employee Engagement and Multidimensional Performance

Engagement is the proximal psychological state through which resources become behavior. Vigor supplies energetic capacity and persistence; dedication provides meaning and goal commitment; absorption concentrates attention. These qualities support task and contextual performance (Christian et al., 2011; Rich et al., 2010), and they should be particularly relevant to adaptive performance where employees must learn unfamiliar systems, diagnose novel incidents, and adjust behavior as digital processes evolve.

This multidimensional treatment resolves a tension common in digital-work research. A highly engaged employee may perform routine tasks well yet still struggle with adaptation if the environment does not permit learning or experimentation. Conversely, engagement may be especially valuable during high-intensity change because energy and persistence are needed

to translate new capability into action. The model therefore places task, contextual, and adaptive performance inside the focal outcome rather than deferring their distinction to future research.

P3: Employee engagement is positively related to task, contextual, and adaptive performance in FinTech-adopting banks, with the engagement-adaptive performance relationship becoming especially salient as the intensity of digital change increases.

Employee Engagement as the Mediating Mechanism

Mediation is not introduced merely as a statistical device. In SET terms, talent practices are initiating actions, engagement is the employee's reciprocal investment of the self, and performance is a behavioral return. In JD-R terms, the same practices are resources, engagement is the motivational state generated by those resources, and performance is the downstream outcome. The same three-stage sequence is thus supported for different theoretical reasons.

Dual-value activation clarifies why indirect effects should vary across practices and contexts. A formal development program that is highly relevant to an employee's digital role and perceived as a genuine investment should strongly increase engagement; a generic program with weak job relevance or low credibility should not. Likewise, a succession system that offers real future opportunity should carry more motivational force than one perceived as symbolic. Engagement therefore captures whether a formal talent practice has become psychologically active, while resource-demand fit explains why the magnitude of the resulting performance effect should differ across practices.

P4: Employee engagement mediates the relationship between the talent-management resource architecture and multidimensional employee performance; the magnitude of each practice-specific indirect effect depends on resource-demand fit and dual-value activation.

Perceived Organizational Culture as a Boundary Condition

Engagement is an internal psychological state, whereas performance requires opportunity and organizational permission to act. Perceived organizational culture provides that context by shaping assumptions about voice, coordination, learning, strategic direction, and the legitimacy of change (Schein, 2010). The Denison and Mishra (1995) traits of involvement, adaptability, mission, and consistency are particularly relevant to digitally transforming banks. The level of analysis requires precision. Culture is often treated as a collective property, but this framework concerns employee-level causal mechanisms. It therefore theorizes perceived organizational culture - the employee's appraisal of the values and behavioral expectations surrounding work - rather than making an aggregated bank-level claim. This distinction is consistent with longstanding debate over the overlap and separation of culture and climate in survey research (Denison, 1996). A multilevel test could later aggregate perceptions if within-bank agreement were demonstrated, but no such cross-level inference is required by the present model.

Involvement gives engaged employees voice and participation; adaptability legitimizes learning and change; mission directs energy toward shared priorities. Consistency is more nuanced. When it provides coherent values and reliable coordination, it should enable

performance. When employees experience it as procedural rigidity, however, it may constrain the adaptive behavior required by FinTech transformation. The proposition therefore refers to enabling consistency rather than assuming that increasingly strong consistency is always beneficial.

P5: Perceived organizational culture characterized by high involvement, adaptability, mission, and enabling consistency strengthens the positive relationship between employee engagement and multidimensional employee performance, with especially strong effects expected for contextual and adaptive performance.

Conditional Indirect Effects: Second-Stage Moderated Mediation

Once engagement is specified as the mediator and culture as the moderator of the engagement-performance path, a conditional-indirect implication follows. The same increase in engagement should produce a larger performance return when employees work in a culture that permits participation, learning, coordination, and goal alignment. Where culture constrains initiative or creates ambiguity about what is rewarded, motivational gains can remain psychologically present but behaviorally unrealized.

This conditional process logic shifts attention from whether talent management works to the configuration under which it creates the greatest return. A bank can invest heavily in development or succession and still obtain weak performance outcomes if the cultural environment prevents employees from using new capabilities. Conversely, a supportive culture can amplify the value of the same talent investment.

P6: The positive indirect effects of talent-management practices on task, contextual, and adaptive performance through employee engagement are stronger when perceived organizational culture is supportive; that is, culture conditions the second stage of the mediated relationships.

Theoretical Contributions

The first contribution is a more defensible account of talent-management differentiation. Rather than claiming novelty because familiar variables are combined, the framework specifies why five practices are theoretically non-equivalent. Each practice supplies a distinct primary resource function and therefore should create its greatest value under a different digital-work constraint. This resource-demand fit logic moves the debate from whether talent management matters to which talent resource matters, for which form of performance, and under what work condition.

The second contribution is the dual-value activation principle. SET and JD-R are often used side by side to justify favorable employee outcomes, but parallel invocation does not itself create new theory. The present integration generates a distinct prediction: a practice should have the strongest engagement effect when it is simultaneously useful as a job resource and credible as an organizational investment signal. This explains why the same formal practice can be motivationally active for one employee and inert for another, and it offers a direct empirical route for testing the added value of theoretical integration.

The third contribution is the incorporation of multidimensional employee performance into the core model. FinTech work requires accuracy in current tasks, discretionary cooperation during transformation, and adaptation to changing technologies and incidents. Treating performance as task, contextual, and adaptive allows talent practices to have differentiated performance profiles and prevents adaptive performance from being treated as a peripheral future extension.

The fourth contribution is the separation of mechanism from boundary condition. Engagement explains how talent resources become behavior; culture explains when that motivational state can be expressed as performance. This gives perceived culture a precise theoretical role rather than making it an all-purpose antecedent. It also yields a second-stage moderated-mediation model that is more informative than testing mediation and moderation as unrelated statistical effects.

Finally, the framework contributes to digital-transformation research by treating FinTech as a configuration of intensified job demands rather than as a background industry label. Role reconfiguration, skill obsolescence, cognitive complexity, and technostress make the value of employee resources theoretically visible. The framework therefore connects strategic talent management to the human side of digital transformation while preserving an internally consistent individual level of analysis.

Managerial and Policy Implications

For bank managers, the framework implies that technology strategy and talent strategy should be designed jointly. New platforms should trigger a review of which positions become pivotal, which capabilities are scarce, which skills are decaying, and where continuity risk is emerging. Talent decisions can then be matched to the binding constraint: acquisition when the capability cannot be built quickly enough; development when skills must be renewed; succession where scarce roles create dependency risk; and retention where institutional knowledge or digital expertise is costly to replace.

The model also warns against evaluating talent practices by implementation counts alone. The number of training courses, candidates hired, or succession lists completed does not establish that employees experience those practices as usable resources or credible investments. Managers should therefore assess both sides of dual-value activation. A practice can fail because it is irrelevant to the work even when it signals support, or because employees distrust its fairness and durability even when it is technically useful. Engagement becomes a useful diagnostic bridge for identifying where that conversion is breaking down.

Culture is equally actionable. Banks cannot simply maximize flexibility because compliance, security, and operational control remain fundamental. The objective is enabling consistency: clear values and reliable coordination without procedural rigidity that suppresses learning. Leaders can strengthen the engagement-performance conversion by giving employees voice in process improvement, legitimizing controlled experimentation, clarifying digital priorities, encouraging cross-functional collaboration, and ensuring that newly acquired capabilities are usable in actual roles and career progression.

At the policy level, the framework supports closer coordination among banks, regulators, professional associations, and education providers. Jordan's banking sector has already identified gaps between graduate capabilities and emerging digital roles (Association of Banks in Jordan, 2025). Sector-level initiatives such as FinTech academies, university-bank partnerships, structured reskilling, and occupational competency standards can increase the supply of relevant talent. The framework adds that external skill development must be complemented by internal talent systems whose resource value and exchange credibility sustain engagement after employees enter the bank.

Future Research Agenda

The revised framework suggests a more discriminating empirical agenda than a single higher-order talent-management score. The priority is to test resource-demand fit. Researchers should measure the digital-work constraints employees actually face - such as skill obsolescence, role ambiguity, continuity risk, or capability scarcity - and examine whether the talent practice designed to address that constraint has the strongest effect. This would directly test the differentiated architecture rather than only comparing path coefficients.

Second, dual-value activation should be measured explicitly. Future studies can distinguish functional resource utility from exchange-signal credibility for each talent practice and test whether their interaction predicts engagement beyond either component alone. Such a design would provide the clearest empirical test of the SET-JD-R integration advanced here.

Third, employee performance should remain multidimensional in empirical tests. Task, contextual, and adaptive performance can be modeled as correlated outcomes or as a higher-order structure, but researchers should preserve the ability to detect practice-specific profiles. Multisource designs using supervisor ratings, service-quality indicators, learning metrics, or incident-resolution measures would reduce reliance on global self-rated performance.

Fourth, longitudinal and time-lagged designs are needed because the proposed mechanisms unfold over time. Organizational investment changes expectations, resources alter engagement, and performance effects emerge as employees deploy capabilities. Three-wave designs could separate resource perceptions, engagement, and performance, while diary studies during platform migrations could capture short-term changes in demands, resources, and adaptive behavior (Xanthopoulou et al., 2009).

Fifth, the cultural boundary condition should be decomposed. Involvement, adaptability, mission, and consistency may not operate identically. In particular, future research should distinguish enabling consistency from rigid procedural control and test whether the relation between consistency and adaptive performance becomes curvilinear at high levels of perceived rigidity.

Finally, differentiation has a potential dark side. Identifying critical positions and talent pools can create status, opportunity, and resources for included employees while generating exclusion or justice concerns among others. Research should therefore combine the resource architecture with perceived justice, talent-status transparency, and HR-system strength. The

same practice that generates engagement among included employees may weaken trust when criteria are opaque, or opportunities appear inaccessible.

Table 3

Empirical research agenda for testing and extending the revised conceptual framework.

Research priority	Core question	Recommended design/measure	Theoretical payoff
Resource-demand fit	Does each talent practice matter most when its resource function matches the dominant digital-work constraint?	Measure constraint profiles plus five practices; interaction or profile analysis.	Tests the differentiated resource-architecture claim.
Dual-value activation	Do resource utility and investment-signal credibility jointly generate engagement?	Separate measures of utility and signal credibility; latent interaction or polynomial models.	Directly tests the SET-JD-R integration.
Performance differentiation	Do practices and engagement affect task, contextual, and adaptive performance differently?	Multisource outcomes; supervisor ratings; adaptive-performance scales.	Establishes practice-specific performance profiles.
Temporal process	Does talent investment precede engagement and subsequent performance?	Three-wave panel or diary designs during technology change.	Strengthens temporal ordering and gain-spiral logic.
Culture traits	Which cultural traits enable or constrain engagement most strongly?	Trait-level interaction models; test enabling vs rigid consistency.	Refines the boundary condition.
Cross-context generalizability	Does the model differ across bank types, occupations, or countries?	Multigroup and multilevel designs with validated aggregation.	Defines institutional and occupational boundaries.
Fairness of differentiation	When does talent differentiation create exclusion or justice concerns?	Add justice, HR-system strength, and talent-status transparency.	Explains dark-side effects and heterogeneous employee reactions.

Conclusion

FinTech transformation makes employee performance a moving target. Banks need employees who can execute current tasks, cooperate through change, and adapt as technologies, roles, and customer expectations evolve. Technology alone cannot produce those outcomes. This article argues that talent management should be understood as a differentiated resource architecture whose practices create value when their primary resource functions fit the demands employees face.

The integrated SET-JD-R explanation adds a second requirement: talent practices become maximally motivational when they are both useful resources and credible signals of organizational investment. Employee engagement transmits that dual value into task, contextual, and adaptive performance, while perceived organizational culture determines whether engaged energy can be enacted. The resulting framework predicts resource-demand fit, dual-value activation, engagement mediation, cultural moderation, and a culture-conditioned indirect process. By locating novelty in mechanism and differentiated prediction rather than variable combination, the framework offers a more defensible theoretical foundation for research on talent management in FinTech-adopting banks and other technology-intensive service systems.

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