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FROM TALENT MANAGEMENT PRACTICES TO TALENT CLIMATE: A SYSTEMATIC REVIEW AND INTEGRATIVE FRAMEWORK OF TALENT ATTRACTION, DEVELOPMENT AND RETENTION

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Abstract
This review explains how talent-management practices create a talent climate. It focuses on talent attraction, development, and retention. It also examines ten proposed questionnaire dimensions. The study followed PRISMA 2020 and SPAR : 4-SLR principles. OpenAlex supplied English journal articles published between 2006 and 11 August 2026. Citation chasing added seminal papers missed by the database query. After screening and deduplication, 661 articles entered the bibliometric analysis. A focused set of 244 articles informed the conceptual synthesis. VOSviewer 1.6.21 supported concept co-occurrence mapping. Systematic coding compared exact labels, related concepts, and measurement roles.
Research grew sharply after 2019 and reached 122 articles in 2025. Three connected clusters describe the field. They cover practice architecture, employee responses, and climate signals. The literature supports mentoring, leadership development, career growth, recognition, empowerment, engagement, and performance management. However, most proposed labels are uncommon. Community engagement has indirect support through social responsibility and employer reputation. Performance culture works better as a climate signal than an attraction practice. Performance comparison should become fair performance management. Workforce drive should become employee engagement and motivation. Talent climate remains underdeveloped and needs a separate measure.
The review separates what organizations do from how employees interpret those actions. It presents a two-part talent-climate construct. Climate strength concerns distinctiveness, consistency, consensus, and contextual relevance. Climate quality concerns talent value, support, fairness, and inclusion. Banks should align attraction, development, and retention practices. They should also communicate those practices clearly and apply them fairly.

Keywords: *talent management, talent climate, talent attraction, talent development, talent retention, banking, VOSviewer, systematic review.*

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Introduction

Behavioural finance is a field of study wherein it's a blend of psychology of human and

Talent management has become a central concern for organizations facing skill shortages and rapid technological change. Banks experience these pressures with unusual intensity. They need digital skills, regulatory knowledge, customer judgement, and leadership depth. Private banks also compete for mobile employees in demanding labour markets.

Early talent-management research lacked a stable definition. Some studies treated talent management as succession planning. Others used it as a new name for human resource management. Lewis and Heckman (2006) identified this ambiguity. Collings and Mellahi (2009) later placed pivotal positions and differentiated talent pools at the centre.

The field has since expanded across countries and sectors (Al Ariss et al., 2014; Tarique & Schuler, 2010; Thunnissen et al., 2013). Yet several problems remain. Researchers use different practice bundles, labels, and outcome measures. Attraction, development, and retention are often studied separately. Employee perceptions receive less attention than formal programmes. Context is also treated as background, although it shapes every talent decision.

These problems matter for measurement. A questionnaire may list useful practices but still fail to measure a coherent construct. It may also combine organizational actions with employee reactions. Such mixing weakens construct validity. It creates uncertainty about what a high score means.

Talent climate offers a way forward. A climate exists when employees form shared views about organizational priorities and expected behaviour. Talent climate concerns shared views about how an organization values, identifies, develops, and supports talent. King (2017) proposed this idea but called for empirical testing.

The distinction between practices and climate is essential. Practices are the programmes, routines, and decisions introduced by managers. Climate is the meaning that employees attach to those actions. Strong practices may fail when employees cannot see them. They may also fail when managers apply them unevenly or unfairly.

This review addresses that gap. It links the practice portfolio with the climate it creates. It also evaluates ten dimensions proposed for a doctoral questionnaire. The dimensions cover attraction, development, and retention. Their importance cannot be judged from frequency alone. They must have clear meaning, an appropriate measurement role, and evidence across related studies.

The review makes three contributions. First, it maps the intellectual and thematic development of the field. Second, it evaluates the proposed dimensions against established concepts. Third, it presents an integrative framework connecting practices, climate, and employee outcomes.

The study answers three research questions.

a. How has research on talent-management practices and talent climate evolved, and what major clusters define the field?

b. What dimensions and indicators have been used to study talent attraction, talent development, talent retention, and talent climate?

c. How can attraction, development, and retention practices be integrated to explain the formation of talent climate?

2. Conceptual foundations

2.1 Talent management as a practice system

Talent management is more than a collection of isolated human resource activities. Strategic approaches begin with positions that strongly influence organizational performance. They then identify, attract, develop, deploy, and retain people for those positions. This view connects people decisions with strategic value (Collings & Mellahi, 2009).

Talent remains a challenged term. It can describe exceptional performance, high potential, valuable competencies, or all employees. Talent philosophies also differ on whether talent is innate or acquired (Meyers et al., 2013). Exclusive approaches focus on a small group. Inclusive approaches assume that every employee has strengths worth developing. These choices affect employee reactions and fairness perceptions (Dries, 2013; Gallardo-Gallardo et al., 2013; Kaliannan et al., 2023).

Context also changes the meaning of good talent management. Labour markets, institutions, technology, ownership, and strategy shape suitable practices. A system designed for a global technology firm may not fit an Indian private bank. Gallardo-Gallardo et al. (2020) therefore argue that context belongs inside talent theory.

Three broad practice domains appear across the literature (Gallardo-Gallardo et al., 2015). Attraction concerns employer appeal, sourcing, recruitment, and selection. Development concerns learning, careers, mentoring, leadership, and succession. Retention concerns rewards, support, engagement, fairness, well-being, and continued employment.

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These domains form a portfolio. They need not move together. A bank may recruit well but offer weak career development. Another bank may train employees but lose them through unfair promotion decisions. For this reason, the higher-order practice construct is best treated as a composite system.

Existing measures support this systems view. Jayaraman et al. (2018) developed an integrated scale around critical positions, competence training, development, and reward management. Mujtaba et al. (2022) proposed five factors. They included critical positions, acquisition, development, engagement, and retention. These scales provide useful foundations, but neither fully measures talent climate.

2.2 From practices to talent climate

Climate research asks how employees interpret policies and management behaviour. Bowen and Ostroff (2004) explain that strong human resource systems send clear and consistent messages. Distinctive messages attract attention. Consistent messages remain stable across time and situations. Consensus appears when senior and line managers agree.

King (2017) adapted this logic to talent management. She defined talent climate as employees' shared perceptions of talent practices and their organizational meaning. Her framework added contextual relevance. Employees must see practices as suitable for the organization's needs.

This review extends that approach with two connected parts. Climate strength concerns how clearly the message is sent. Its elements are distinctiveness, consistency, consensus, and contextual relevance. Climate quality concerns what the message communicates. Its elements are talent value, developmental support, fairness, and inclusion.

The two parts answer different questions. Climate strength asks whether employees receive the same message. Climate quality asks whether that message is supportive and just. A strong but unfair climate can produce clear negative reactions. A positive but weak climate may produce uncertain reactions.

2.3 Why banking provides an important setting

Banking combines service work with strict controls and fast digital change. Employees must balance customer needs, sales expectations, risk rules, and ethical duties. These demands create strong needs for learning and leadership.

The sector also provides a useful test of consistency. Formal policies often come from the corporate centre. Daily experiences depend on branch and line managers. A policy can therefore look fair at head office but inconsistent across branches.

Theodorsson et al. (2022) reviewed talent management in banking. They found continuing concern about attraction, development, and retention. Their sector review confirms the relevance of banking. However, it does not explain how practice signals become a shared talent climate. The present review addresses that theoretical step.

3. Review method

3.1 Review design

The study used a systematic review with bibliometric mapping and integrative synthesis. PRISMA 2020 guided transparent reporting (Page et al., 2021). SPAR-4-SLR informed the review logic and synthesis choices (Paul et al., 2021).

The review combined broad mapping with focused interpretation. Mapping showed growth, connections, and conceptual clusters. Content coding examined dimensions, labels, and measurement roles. This combination reduced reliance on citation counts alone.

Research question	Main evidence	Method	Main output
RQ1: Evolution and clusters	Years, concepts, links, publication sources	Descriptive analysis and VOS mapping	Growth pattern and three clusters
RQ2: Dimensions and indicators	Titles, abstracts, keywords, measurement papers	Structured content coding	Assessment of proposed dimensions
RQ3:Integrative explanation	Practice domains, climate theory, employee outcomes	Framework synthesis	Practice-to-climate model

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3.2 Search source and strategy

OpenAlex was used as the main scholarly index. It offers an open interface and reproducible metadata access (Priem et al., 2022). The search was conducted on 30 June 2026. The period began on 1 January 2006, following the critical review by Lewis and Heckman.

The core query searched titles and abstracts for "talent management." It retained English journal articles published within the stated period. Screening then required at least one attraction, development, retention, or climate term.

Search terms covered established and proposed language. Attraction terms included recruitment, selection, acquisition, employer branding, community engagement, and performance culture. Development terms included training, career development, mentoring, leadership development, and succession planning. Retention terms included rewards, empowerment, engagement, motivation, support, justice, well-being, and turnover intentions. Climate terms included talent climate, system strength, distinctiveness, consistency, consensus, and contextual relevance.

Backward citation checking identified ten additional seminal records. One known conceptual paper was already present but failed the initial relevance threshold. It was restored as an anchor paper. This step reduced the risk of missing influential reviews with short or missing abstracts.

3.3 Screening and inclusion

The database query returned 6,887 records. Automated title and abstract screening removed 3,584 records. These records lacked a domain term, lacked the exact phrase, or concerned non-organizational talent. The remaining 3,303 records entered relevance screening.

Citation chasing increased this pool to 3,313 records. Journal status, DOI availability, direct relevance, and duplication check then produced 661 articles. These articles formed the bibliometric corpus. A focused subset of 244 articles informed detailed conceptual synthesis.

Review stage	Records
Database records identified	6,887
Records excluded during initial automated screening	3,584
Records retained after title and abstract screening	3,303
Additional records found through citation chasing	10
Records assessed for journal status, identity, and relevance	3,313
Records included in bibliometric mapping	661
Records included in focused conceptual synthesis	244

The focused subset prioritized measurement studies, major reviews, and direct treatments of attraction, development, retention, or climate. Full papers were used when accessible. Metadata and abstracts supported screening and concept counts. The interpretation avoided treating a simple mention as proof of scale validity.

3.4 Coding and appraisal

The coding frame had four parts. The first captured bibliographic information. The second captured the three practice domains. The third captured the ten proposed questionnaire dimensions. The fourth captured talent-climate properties and theoretical mechanisms.

Each proposed label received two counts. The exact count recorded the original wording. The expanded count included close concepts and common synonyms. This distinction prevented a wording choice from hiding a well-established idea.

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Four questions guided conceptual appraisal. Is the label used in prior research? Does the concept fit its proposed domain? Is it an organizational practice or an employee response? Can it be measured without overlapping another construct?

3.5 Bibliometric mapping

VOSviewer version 1.6.21 supported concept co-occurrence mapping (van Eck & Waltman, 2010). A controlled thesaurus joined spelling variants and removed research-method terms. The codebook retained 41 concepts appearing in at least four articles.

The concept network contained 544 links. Their combined strength was 7,340. Association-strength normalization supported the VOS layout. Ten random starts and 1,000 iterations were used. Leiden clustering used a resolution of 0.80 and a minimum cluster size of four. The final solution contained three clusters.

The overlay map used average publication year. Larger nodes indicate more documents. Shorter distances indicate stronger co-occurrence. Cluster colours describe related concept groups, not causal effects.

4. Results

4.1 Growth and structure of the field

The final corpus contains 661 articles and 17,903 recorded citations. The median article received two citations. This low median reflects the recent growth of the field. It also shows why citation totals should not determine conceptual importance.

Only one included article appeared in 2006. Annual output remained below 25 articles through 2018. It increased to 49 articles in 2020 and 83 in 2023. The field reached 107 articles in 2024 and 122 in 2025. The 2026 count is partial.

India contributed 59 articles and ranked second by author affiliation. Indonesia ranked first with 109 articles. The United States, Malaysia, the United Kingdom, and South Africa also contributed strongly. This geographical spread supports contextual comparison but raises concerns about uneven research quality.

Employee Relations was among the most frequent established outlets. The International Journal of Human Resource Management also contributed several influential papers. Hospitality, sustainability, training, and organizational analysis journals broadened the field. Performance and sustainability outcomes also gained attention (Al Aina & Atan, 2020).

4.2 Concept clusters

Figure 1 shows the co-occurrence network. The three clusters are connected but conceptually different.

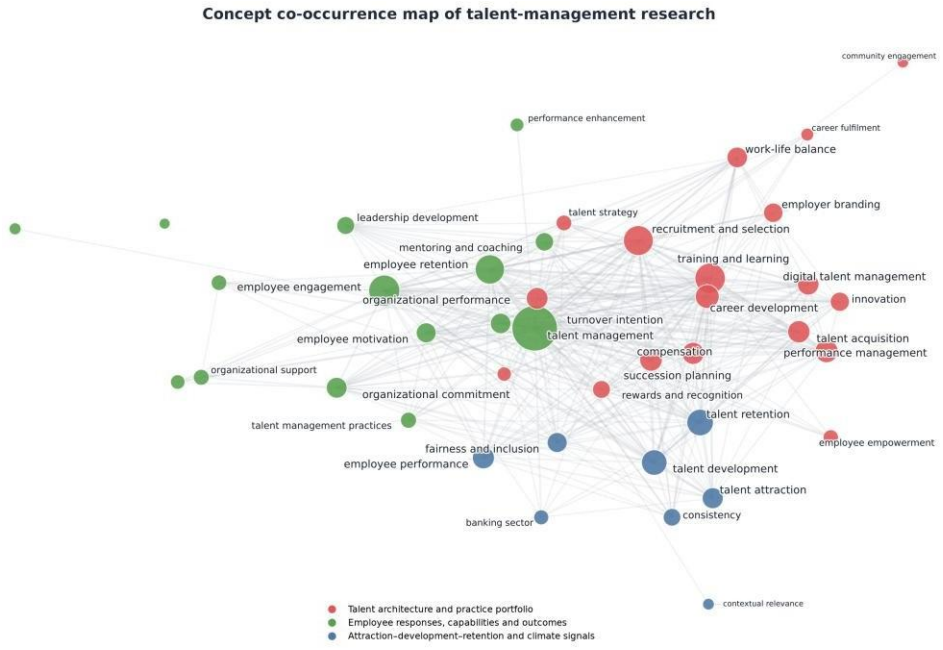


Figure 1. Concept co-occurrence map. Node size shows document frequency. Link strength shows co-occurrence. Colours show Leiden clusters.

The first cluster contains 18 concepts. It represents talent architecture and the practice portfolio. Its leading ideas include training, recruitment, career development, performance management, succession planning, acquisition, compensation, and digital talent management.

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The second cluster contains 15 concepts. It links talent management with employee reactions, capabilities, and outcomes. Employee engagement, retention, commitment, motivation, mentoring, leadership development, and organizational support are central.

The third cluster contains eight concepts. It joins attraction, development, retention, employee performance, banking, fairness, consistency, and contextual relevance. This smaller cluster shows the emerging bridge between practice domains and climate signals.

Cluster	Nodes	Leading concepts	Interpretation
Talent architecture and practice portfolio	18	Training, recruitment, careers, performance management, succession, acquisition	Formal activities used to build and move talent
Employee responses, capabilities, and outcomes	15	Engagement, retention, commitment, motivation, mentoring, leadership, support	Employee experience and consequences of practices
Attraction–development–retention and climate signals	8	Attraction, development, retention, fairness, consistency, context, banking	Emerging link between practices and shared meaning

Figure 2 shows the temporal overlay. Yellow and green nodes represent more recent concepts. Digital talent management, innovation, fairness, work-life balance, and performance enhancement are newer themes. Industry 4.0 has strengthened the digital theme (Whysall et al., 2019). Leadership development and community engagement have older average years but remain peripheral.

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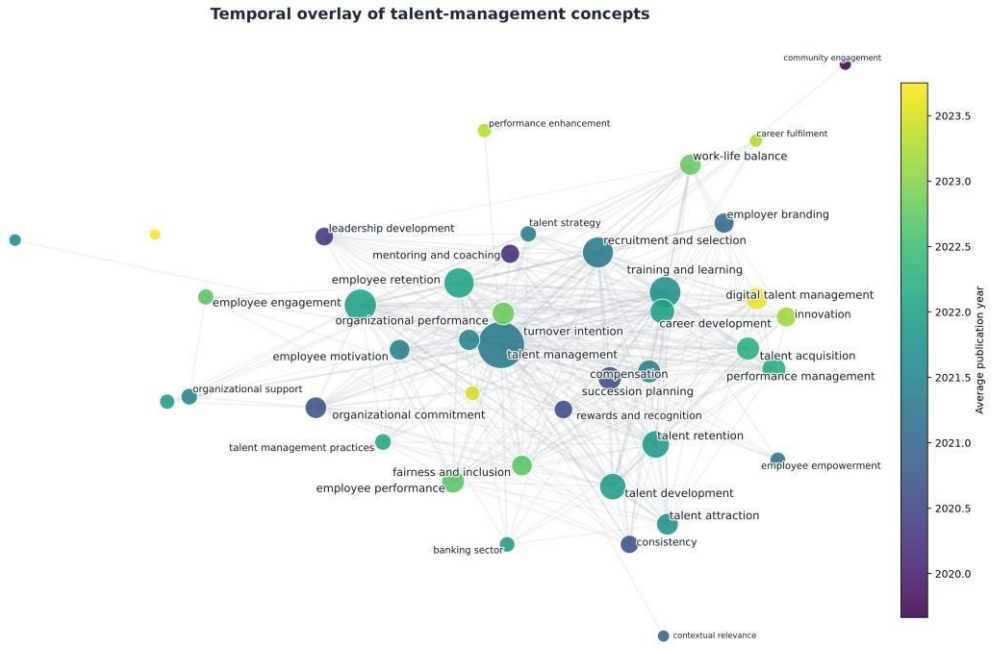


Figure 2. Temporal overlay map. Node colour shows average publication year.

4.3 Evidence for the proposed dimensions

Table 4 compares exact labels with broader conceptual evidence. Exact wording is rare for nine proposed dimensions. Only employee empowerment appears as an exact phrase in several articles. This result does not make the ideas unimportant. It shows that the questionnaire uses several non-standard labels.

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Domain and proposed dimension	Exact label count	Expanded concept count	Assessment	Recommended treatment
Attraction: Community engagement	0	6	Indirect and weak	Rename as social responsibility and employer reputation; test as an attraction antecedent
Attraction: Performance culture	0	0	Not supported as an attraction dimension	Move to talent climate or organizational context
Development: Performance enhancement	1	13	Concept supported under broader language	Rename as capability and performance development
Development: Talent mentoring	0	41	Strong conceptual support	Rename as mentoring and coaching
Development: Leadership cultivation	0	108	Strong conceptual support	Rename as leadership development and succession planning
Retention: Performance comparison	0	23	Limited support under appraisal language	Rename as fair performance management and feedback
Retention: Career fulfilment	0	18	Moderate support	Rename as career growth and fulfilment
Retention: Non-financial rewards	0	38	Clear support through recognition	Use recognition and non-financial rewards
Retention: Employee empowerment	8	22	Clear support	Retain, with voice and autonomy indicators
Retention: Workforce drive	0	228	Underlying idea is strong, but the label is unclear	Rename as employee engagement and motivation; consider it an outcome

4.3.1 Talent attraction

The literature gives strongest support to employer branding, organizational attractiveness, recruitment, selection, and talent acquisition. Employer branding connects organizational identity with applicant expectations (Jiang & Iles, 2011; Maheshwari et al., 2017). Maurya and Agarwal (2018) also connect talent management with perceived employer branding. A systematic review confirms its place as a talent tool (Reis et al., 2021).

Community engagement receives indirect support. Corporate social responsibility can improve organizational attractiveness (Story et al., 2016). Yet community engagement is not normally treated as a direct talent practice. It works through reputation, pride, and perceived values. It should therefore sit before employer attractiveness in the model.

Performance culture receives no direct support as an attraction dimension. A performance-oriented environment may attract achievement-focused applicants. However, it describes the organization's climate or value system. It should not replace recruitment, selection, or employer branding.

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The attraction scale should therefore contain two core dimensions. The first is employer branding and attractiveness. The second is recruitment and selection quality. Social responsibility can be tested as a contextual signal or antecedent.

4.3.2 Talent development

The proposed development dimensions have the strongest overall support. Performance enhancement appears through competence, capability, and performance development. The label should describe development activity rather than achieved performance.

Mentoring and coaching form an established development practice. They provide guidance, social learning, feedback, and career sponsorship. These mechanisms are especially relevant when employees move toward specialist or leadership roles.

Leadership cultivation is also well supported under established labels. Leadership development and succession planning appeared in 108 articles. They connect individual growth with continuity in pivotal positions. The revised label should use this common language.

Career development also appears frequently across the wider network. It should not be confined entirely to retention. Career planning links present development with future opportunities. Graduate research also supports an integrated recruitment, development, and retention pathway (McCracken et al., 2016). A questionnaire may therefore model career development as a bridge between development and retention.

4.3.3 Talent retention

Retention research contains many practices and employee reactions. Rewards, careers, support, empowerment, work-life balance, and fair treatment can reduce turnover intentions. Work-life balance and psychological contracts are especially relevant for mobile employee groups (Deery & Jago, 2015; Festing & Schäfer, 2014). Engagement and commitment often explain how practices influence retention (Bhatnagar, 2007; Kumar, 2022; Narayanan et al., 2019).

Performance comparison is not an established label. Broader evidence supports performance appraisal, evaluation, feedback, and performance management. Comparison can sound competitive or punitive. Fair performance management better represents the intended practice.

Career fulfilment has moderate support through career satisfaction, growth, advancement, and opportunities. The revised measure should cover both meaningful progress and access to future roles. Career growth may also depend on development quality and internal mobility.

Non-financial rewards receive clear support through recognition and appreciation. However, retention models should not omit compensation. Employees interpret financial and non-financial rewards together. The questionnaire should either measure both or state why financial rewards are outside its scope.

Employee empowerment is suitable when items cover autonomy, voice, and participation. It should not be reduced to delegation alone. In banks, empowerment must operate within risk and regulatory boundaries.

Workforce drive is not an established construct label. Its synonyms produced the highest expanded count because engagement and motivation are common. These are usually employee states rather than management practices. They should therefore become outcomes of practices and talent climate.

4.4 Dimensions of talent climate

Talent climate appeared as an exact phrase in only one article. This result confirms a research gap. It does not justify measuring climate with the ten practice dimensions. The evidence suggests a separate talent-climate scale. Its first part measures climate strength. Its second part measures climate quality. Table 5 presents the proposed structure.

Climate component	Dimension	Meaning	Example indicator stem
Climate strength	Distinctiveness and visibility	Employees notice and understand talent priorities	“Talent priorities are clearly communicated in this bank.”
Climate strength	Consistency	Practices agree across time and decisions	“Talent decisions are applied consistently.”

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Climate component	Dimension	Meaning	Example indicator stem
Climate strength	Management consensus	Senior and line managers send the same message	"Managers agree about how talent should be supported."
Climate strength	Contextual relevance	Practices fit the bank's strategy and work demands	"Talent practices address the skills this bank needs."
Climate quality	Talent value and support	Employees feel valued and supported to grow	"This bank invests in employees with potential."
Climate quality	Fairness and inclusion	Access, recognition, and decisions are perceived as just	"Development opportunities are allocated fairly."

Climate items should ask about shared organizational patterns. Practice items should ask whether activities exist and operate well. Outcome items should ask about engagement, motivation, commitment, performance, or intention to stay. Keeping these levels separate improves interpretation.

4.5 An integrative practice to climate framework

The framework begins with three practice domains. Attraction practices communicate who is wanted and why the organization is worth joining. Development practices communicate who receives investment and what growth is possible. Retention practices communicate whose contribution is valued and supported.

Employees do not respond to these practices automatically. They first interpret their strength and quality. Clear, consistent, agreed, and relevant practices create climate strength. Supportive, fair, and inclusive practices create positive climate quality.

Talent climate then shapes proximal employee states. These states include employer attraction, learning motivation, engagement, commitment, and trust. They influence intention to stay, performance, and internal mobility. Banking context changes the strength of these relationships.

Framework stage	Core constructs	Main question
Practice architecture	Attraction, development, and retention portfolios	What does the bank do?
Signal strength	Distinctiveness, consistency, consensus, contextual relevance	How clear and coherent is the message?
Climate quality	Talent value, support, fairness, inclusion	What shared meaning do employees form?
Proximal responses	Attractiveness, learning motivation, engagement, commitment, trust	How do employees respond?
Outcomes	Intention to stay, internal mobility, performance	What follows from those responses?
Context	Banking strategy, regulation, digital change, labour market, branch leadership	When and where are effects stronger?

The framework supports four propositions.

Proposition 1. Aligned attraction, development, and retention practices will relate positively to talent-climate strength.

Proposition 2. Fair and supportive practice experiences will relate positively to talent-climate quality.

Proposition 3. Talent climate will explain part of the relationship between practice portfolios and employee engagement, commitment, and retention.

Proposition 4. Line-manager consistency and banking context will change the strength of practice-to-climate relationships.

5. Discussion

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5.1 Answer to Research Question: 1

Talent-management research has moved from conceptual clarification toward practice bundles and employee outcomes. Publication growth accelerated after 2019. Recent work includes digital talent management, fairness, well-being, and performance enhancement.

The three clusters show a field that is connected but not fully integrated. Formal practices occupy one cluster. Employee responses and outcomes occupy another. Attraction, development, retention, and climate signals form a smaller bridge. This pattern supports the need for an integrative framework.

5.2 Answer to Research Question: 2

The literature supports most underlying ideas in the proposed questionnaire. It does not support all original labels or placements. Development has the strongest alignment with prior research. Retention mixes practices with employee states. Attraction omits its most established dimensions. Talent philosophies may also shape how managers choose these practices (Meyers et al., 2020).

The questionnaire should therefore be revised before final validation. Employer branding and recruitment quality should enter the attraction domain. Performance culture should move outside that domain. Workforce drive should become engagement and motivation. Performance comparison should become fair performance management.

Most importantly, the ten dimensions do not measure talent climate by themselves. They describe activities, experiences, and outcomes. A separate climate measure is needed. This measure should capture both message strength and positive meaning.

5.3 Answer to Research Question: 3

The integrative framework explains how separate practices can create a shared climate. Employees observe who is recruited, who receives development, and who is rewarded. They compare formal promises with daily management behaviour. Repeated experiences create a common view of talent priorities.

Social exchange theory helps explain employee responses. Supportive treatment creates a felt obligation to contribute. Organizational support theory explains why development and recognition signal value. Justice theory explains reactions to exclusive identification and unequal access (Gelens et al., 2013, 2014; O'Connor & Crowley-Henry, 2019).

Signalling theory is especially useful for applicants and newer employees. Employer branding and recruitment messages shape expectations before direct experience. HRM system-strength theory explains why some messages become shared and others remain uncertain (Bowen & Ostroff, 2004).

5.4 Theoretical contributions

The first contribution is a clear level distinction. Talent-management practices are organizational actions. Talent climate is a shared employee perception. Engagement, motivation, commitment, and intention to stay are employee responses.

The second contribution is the two-part climate structure. Strength and quality should not be collapsed. The same message can be strong and negative. A positive message can also be weak and uneven.

The third contribution is the placement of context. Context does not simply control statistical relationships. It shapes which talent practices are credible and useful. Banking regulation, digital strategy, and branch leadership should therefore enter the explanatory model.

The fourth contribution concerns measurement. The evidence supports a composite view of the practice portfolio. Attraction, development, and retention need not be interchangeable. Removing one domain changes the meaning of the overall system.

6. Implications for questionnaire development

The revised questionnaire should use separate sections for practices, climate, and outcomes. Respondents should receive a short definition of talent. This definition should state whether the bank uses an inclusive or exclusive approach.

Practice items should refer to observable routines. They can ask about access, quality, consistency, and usefulness. Climate items should refer to shared patterns across the bank. Outcome items should refer to the respondent's own attitudes and intentions.

The proposed practice structure contains eleven revised dimensions. Attraction includes employer branding, recruitment quality, and social responsibility signals. Development includes capability development, mentoring, leadership development, and career development. Retention includes fair performance management, rewards, empowerment, support, and work-life balance.

Engagement and motivation should be tested as mediators. Career growth can bridge development and retention. Compensation should enter as a control or an additional retention practice. This choice should be stated before analysis.

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Items should use common language and one idea per statement. Avoid double questions such as "fair and transparent." Avoid items that merely repeat the construct name. A five-point or seven-point agreement scale can work when anchors are consistent.

Content validity should precede the main survey. A panel should include talent scholars, banking HR leaders, branch managers, and employees. Item relevance and clarity can be assessed through a content-validity index. A pilot study should test wording and response patterns. Exploratory factor analysis can identify weak or cross-loading items. Confirmatory factor analysis should then test the revised structure with a separate sample.

Discriminant validity requires special attention. Talent climate must differ from organizational support, justice, engagement, and general organizational climate. Measurement invariance should be tested across banks, job levels, and employee groups.

Aggregation is necessary when talent climate is treated as a collective construct. Within-group agreement and intraclass correlations should justify branch-level or bank-level scores. Individual perceptions can still be analysed when aggregation is not supported.

7. Practical implications for private banks

Banks should manage the complete employee journey. Strong recruitment promises cannot compensate for weak careers or unfair recognition. Each practice sends a message about whose contribution matters.

Line managers are central climate carriers. They explain opportunities, nominate employees, provide feedback, and approve flexibility. Their behaviour can strengthen or weaken formal policy.

Banks should audit talent practices across branches. The audit should compare access, communication, decision reasons, and employee perceptions. Differences may reveal a fragmented climate.

Community initiatives can support attraction when employees and applicants see a credible connection with bank values. Promotional communication alone may create distrust. Social responsibility should therefore match actual community and employee experience.

Digital tools can improve reach and consistency. They can also create concerns about opacity and bias. Banks should explain how talent decisions are made and how employees can challenge errors.

8. Future research agenda

Future studies should develop and validate the proposed two-part talent-climate scale. Initial work should use interviews and expert review. Later studies should test the measure across sectors and countries.

Longitudinal designs are needed. Practices may change before climate perceptions change. Retention outcomes may appear later. Three-wave designs can separate practice exposure, climate formation, and employee responses.

Multilevel studies should examine employees within branches and branches within banks. Such designs can test whether line-manager agreement creates stronger climate consensus. They can also compare formal policy with local implementation.

Research should compare inclusive and exclusive talent systems. Exclusive systems may focus investment but also create justice concerns. Inclusive systems may improve belonging but weaken differentiation.

Future question	Recommended design	Expected contribution
Does talent climate have distinct strength and quality components?	Scale development with two independent samples	Establish construct validity
Does climate mediate practice effects?	Three-wave employee survey	Improve causal ordering
Do branches share a climate?	Multilevel banking study	Test emergence and aggregation
Does fairness change reactions to exclusive talent systems?	Comparative or experimental design	Connect talent philosophy with justice
Does digital decision support strengthen or weaken climate?	Mixed-method study	Explain transparency and trust

Future question	Recommended design	Expected contribution
Are results stable across Indian private banks?	Multi-group analysis and measurement invariance	Establish contextual validity

9. Limitations

This review used one main scholarly index. OpenAlex improves openness and reproducibility, but its metadata quality varies. Citation chasing reduced omissions but cannot guarantee complete coverage.

The corpus included English journal articles with DOI records. This choice may underrepresent regional research and practitioner evidence. Some useful banking studies may use different terms or publication formats. Concept counts were based mainly on titles, abstracts, and keywords. They show attention, not psychometric validity. The review therefore used measurement papers and theory to interpret frequencies.

The controlled concept map depends on the review codebook. This improves interpretability but introduces judgement. The thesaurus, thresholds, and map files should accompany any submission for replication.

The 2026 publication count covers only part of the year. It should not be compared directly with complete years. Citation counts also favour older articles.

10. Conclusion

Talent-management practices and talent climate are related but different. Practices describe what the organization does. Talent climate describes the shared meaning that employees form.

The proposed questionnaire contains several important ideas. Mentoring, leadership development, career growth, recognition, empowerment, engagement, and performance management receive clear support. Several labels still require revision. Attraction also needs employer branding and recruitment quality.

Talent climate should be measured separately. Its strength depends on distinctiveness, consistency, management consensus, and contextual relevance. Its quality depends on talent value, support, fairness, and inclusion.

The resulting framework connects attraction, development, and retention without treating them as isolated dimensions. It also explains why similar practices produce different outcomes across banks. Clear, coherent, fair, and supportive talent systems are more likely to create a positive talent climate.

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Data availability: Search strings, coding rules, VOSviewer map files, and screening counts can be provided with the submitted manuscript.

Ethics approval: Ethical approval was not required because the study reviewed published literature.

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