

Exploring the Changing Human Resource Management Role in the Context of Digital Banking Transformation

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Abstract

This study aims to explore the changing Human Resources Management (HRM) function role in the context of digital banking transformation. Exploratory research was performed through the case study method, focusing on one banking institution undergoing the digital banking transformation in Malaysia. Respondents are selected HRM personnel, employees and business leaders across the key business functions. Transcripts were coded with the aid of NVivo software using a structured thematic analysis, to generate distilled data summaries and illustrative extracts to search for and interpret patterns of evidence. The results of interview finding analysis state that HRM function in BankCoA is aligning its practices with the Bank's business strategy of transforming the institution into a digital bank. The findings showed predominantly, the key priorities centred at looking into the culture excellence programme, significant investments being made on talent capability building programmes and restructuring of the HRM function to make it more digital ready and efficient. This case study is relevant for HRM managers in other banking institution undergoing the business transformation, which can serve as a benchmark of HRM focus to be applied to their own organizations.

Keywords: *Human resource management, Banking institution, Human resource priorities*

1. Introduction

Digital disruption is forcing transformation across all industries, including and especially in financial services industry (FSI). The reality of this are resulting in banks and insurance companies being put under pressure to cope with the several shifting forces in the market place such as challenging macroeconomic conditions, increasing competitive pressures for market leadership, stringent regulatory environment and changing customer expectations [1]. In addition to traditional sources of competition, banks and insurance companies have to deal with the emergence of financial start-up companies. As customer preferences are shaped by their digital experiences outside banking, these non-traditional players such as these financial technology companies (FinTechs) are often able to address customer expectations of a fast, seamless experience through bespoke services, digital infrastructure and platform ecosystems [2]. As a result, banking institutions are at the cusp of a digital revolution. Every facets of the businesses need to adapt to these disruptive external and internal forces of change.

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Faced with these challenges, banks' traditional business models are under pressure. To defend their turf and get ready for the banking ecosystem of the future, there is the need to embrace digital as a potential solution for maintaining and shoring up both revenues and relevance. Banks are asking questions such as how can their business strategy take advantage of changing revenue opportunities; how can banks embed cybersecurity in their business strategy; and how can banks leverage on their traditional strengths to compete. how can banks innovate for agility, efficiency and growth; what new risks need to be considered. The digital agenda has resulted in some of the banks to undertake digital banking transformation whereby the business and operating models, technology, business processes and marketing, amongst other factors are being transformed by the adoption of digital technology [3]. It is essentially a business transformation as it is the integration of digital technology into all areas of a business. It is also a cultural change as the new digital culture requires greater group thinking and agile execution. The aim is to create and deliver value to their customers and users while at the same time expecting to out their competitors. In order to do so, apart from digital technology adoption, it requires people to change their mindset and driving an end-to-end business transformation.

As such, given the landmark change occurring in financial services industries, a forward-thinking Human Resource Management (HRM) function is critical to ensuring organizations' ability for a smooth transition into the digital age. Organizations need their HRM leaders to help lead the process of internal business transformation in order to create the capability, capacity, and organisational culture needed to not only weather current market upheavals but also create the foundation for continued profitability. With multi-generational workforce with different expectations, talent would want to work in an environment where they can do their best work and make a valuable impact. According to Dery and McCormick in [4], considerable changes have taken place from the year 2006 onwards in how work is performed. There is a rise in the use of technology such as smartphones, cloud services, virtual networks, web-based services and these technologies are increasingly becoming mainstream [5]. The impact of the rapid growth digitally has meant that many organizations have had to adapt to new market expectations. In the context of banking institutions, banks have responded by having digital business strategy to digitise the bank's operations and products offerings based on customers' needs.

One example of a financial institution, where it has rewired the bank for the digital era is DBS, a large Asian bank where its digital transformation efforts are widely recognised as one of the most comprehensive for a bank. It has executed its digital business strategy and relentless taken steps in developing its digital capabilities by overhauling the related elements in structure, process, technology and people [6]. DBS invested heavily in technology as a competitive enabler and successfully undertook radical change for digital innovation. Based on DBS success story, there are few key thrusts of DBS digital transformation strategy which involves strategic focus on cultivating the leadership for digital transformation, developing agile and scalable digital operations, designing new digitally enabled customer experiences and incubating and accelerating emerging digital innovations. At the heart of the DBS's transformation is the Human Resource (HR) function's instrumental role in fostering reinvention in the organization. Resources and tools such as experiential learning through

programmes called ‘hackathons’ were used in crowdsourcing innovative ideas and developing digital leaders and evangelists amongst its employees. The forward-thinking HR leaders in DBS also moved outside of the HR silo and used design thinking in re-imagining the way HR functions deliver its services and practices. Bold changes were made in the HR function and specifically, artificial intelligence and leveraging on data to gain competitive advantage in the talent sphere. In July 2019, DBS became the first Asian-headquartered bank to be named world’s best bank in Euromoney Awards for Excellence 2019. According to Euromoney, DBS’ difference in leading digital disruption is that, it embeds digital innovation into everything the Bank does – with a tangible positive impact on the bottom line [7].

In terms of HRM priorities in addressing digital transformation focus areas, there is a varied and no ‘one size fits all’ solution. Rather, HRM professionals must understand the true nature of their business’s competitive environment and the company’s strategies to achieve success. With this, when building an HRM organization that reflects both the business organization and the people strategy, there are a host of interrelated dimensions that should be considered. [8] provided a framework in assessing the overall effectiveness of the HRM function, which consists of nine (9) criterias that deliver value across the four stages of either being foundational/administrative, functional, strategic and outside-in. The nine (9) dimensions when assessing HRM function effectiveness are on HRM reputation, HRM context, HRM strategy, HRM design, HRM and organization capability, HRM analytics, HRM capabilities and HRM work style.

The changes brought about by digital transformation is resulting in the need for HRM to respond to changing business demands, thus the field of HRM is growing and is expected to continue as an area of theorising, empirical and methodological development. Digital banking transformation is more than change by technology. It is an exercise of improving existing business processes and supporting the emergence of new ones by making used of advanced hardware and software technologies, tools, platforms and applications. As such, in response to changing to changing business demands and the evolving role of HRM, the objective of this study is to explore what does this mean in terms of managing human capital requirements for the future and how has the HRM function of a banking institution prioritises its HRM practices in response to the increased competition for digital banking transformation. The main reason behind selection of looking into banking sector is owing to the future competitiveness and growth of the sector have more potentiality in increasing employment and economy for Malaysia. Based on the research objective and current understanding, the following research questions are formulated for this study:

- a) What are the external and internal factors driving changes on BankCoA’s business imperatives?
- b) How does the HRM function in BankCoA prioritises its HRM practices to address the on-going changes in meeting the needs of the digital banking transformation agenda?

2. Literature Review

The aim of this literature is to define the current state of research regarding the organizational effects of digitalization and its impact on the human resource management. For the purpose of this paper, digitalisation is a broad theme which

refers to usage of any digital infrastructure and assets organizations can use to improve their performance and the effects of these new technologies on how companies organize, and on how work is being delivered. Indeed, the increased usage of digital platforms and digital tools are transforming the way customers do banking, change market expectations and transform the model of financial intermediation as well [2]. The birth of the Gig economy has also brought more possibilities and greater business choices to the development of enterprises, especially from the talent mix perspective. Experts also believe that in order to achieve organizational agility and recruit the best talent, organizations have no option but to actively participate in the gig economy or risk losing out on the opportunities offered by the liquid workforce [9].

A collective review on the effects of digitalization on organization and this were categorised as organizational agility, the organization structure, organization learning, digital innovations and business eco-systems [10]. On organization agility, [11] contend that digitalization increases the capabilities of organization, including agility. It is a necessity for current organizations to be agile owing to the breakneck speed in which new technologies enable customers to shop where and when they want regardless of boundaries. There are two angles of agility ie. Workforce agility refers to aspects of human capital in experimenting new ways of doing things and business process agility refers to the ease and speed at which companies can adapt their business processes with the incorporation of new technologies and infrastructure [12],[13]. On organization structure, with digitalization, organizations strive for flatness and agility with few hierarchies than before [14]. With technology and business intelligence programmes for data analysis, employees can have information faster and this allows more informed decision-making by employees at lower level of the organization. On organizational learning, [15] asserted this is important for organizations because it enables innovation and process effectiveness. Likewise, [12] state that digitalization can act as an enabler of organizational memory in databases, thus increasing organizations' learning capabilities. On the business eco-system, digitalization has played central role in the development of business ecosystems. This is due to the enabling role of digital technologies in automating business transactions and increased usage of affordable communication capabilities makes them much easier to organize. Through collaboration and partnerships, the different actors within the eco-system can leverage their interdependencies and generate an advantage as they possess a full value chain in their own hands over single companies [16].

According to KPMG's 2018 CIO Survey in [17], 80% of the respondents from the financial services indicated that a lack of people with the right skills is preventing their organization from keeping up with the pace of change. To keep up and maintain the pace in this ultra-dynamic disruptive financial landscape, traditional banks need to understand the challenges they face and have differentiated business operating model to win in the market. With workplace automation happening at breakneck speed, this has resulted in the need for breakthrough approaches in human resources. [18] posited how HRM function positions itself in digital transformation is very telling if it is playing a leading role as in seizing digital transformation as an opportunity to redefine people management or just trying to figure out how to use what they see as a new set of technology tools to serve the same old processes. For a start, world-class HRM

knows is aware and possess business intelligence of what is happening in the external environment and internally to situate HRM practices in its proper context. This is the first step which HRM functions need to adopt as such awareness will create an understanding of what is happening around them and such 'outsight-in' perspective [19] enables insights and visibility into trends and patterns across the organization through analytics. This 'sensory' system empowers HRM to analyse their talent more effectively, deploy plans with greater intelligence and conduct performance analysis regularly [20].

As contended by [21], this digital transformation is imminent and in this new world of work, a forward-thinking HRM function is critical to an organization's ability to achieve long-term success. HRM is called upon to deliver the strategic, future-oriented that supports the business needs to weather technological, cultural and functional change, while simultaneously needing to transform the HRM function itself to meet future demand. Digital changes of HRM can be seen through three focal areas of digital work, digital employees and digital employee management [22] where HRM plays an important role in building the infrastructure through which an organization can seamlessly access the different means of getting work done and driving digital engagement. One of the most important, and perhaps most difficult for any traditional bank to transform is the mindset change. Culture is an enabler of digital transformation. Digital banking requires the shift from a product-centric to a customer-centric point of view, from the traditional planning cycles to more of 'test and learn' and from silos to greater collaboration across multiple functions. Here, HRM is expected to be the enabler of digital transformation by driving engagement with employees, line managers, business leaders on a daily basis, job design, learning, recognition, social and emotional connection across different all the different points of the continuums. By embracing this imminent change, HRM can impact the culture and employee engagement where the work experience an organization provides to all its employees, including those in non-traditional work arrangements, thus conferring greater competitive advantage.

3. Methodology

3.1 Research design

This study adopted the interpretive paradigm as it seeks to examine a specific understanding of the HRM function key focus areas and sought to explain how the banking institution underwent the transformation of the HRM function from the perspective of those involved in the phenomenon. It is taking on an interpretivism research philosophy with an inductive approach. Interpretivism research philosophy is grounded on the ontological assumption of subjectivism that social phenomenon is constructed from the perception and resulting action of those involved with it [23]. Interpretivism is an epistemological assumption advocating the necessity for researcher to understand the difference between human in their role as a social actor. It is focused on the details of the situation and the motivating action behind it. As such, a case study approach was adopted which involved utilizing a theoretical underpinning to empirically examine a phenomenon in a real-life setting, especially when the boundaries between phenomenon and context are not clearly evident [24]. As contended by [24], using case studies fulfill a

descriptive role, particularly when they draw on [25] frameworks to a mass and describe the evidence collected.

The study focused on an Islamic banking institution based in Malaysia. In order to collect the qualitative data, the study was conducted using interview methods and field observations.

3.2 Purposeful sampling and Data collection technique

Determination of data sources is based on social situations which is based on the chosen place, actor and activity that is required in accordance to the research considerations and objectives. In-depth interviews were conducted and saturation point was attained with seven HRM professionals, three business heads and four high potential talent across the different divisions in BankCoA. In order to collect data, the chosen technique is by semi-structured interview. The interview schedule was developed by the researcher, reviewed by the subject matter expert, piloted with a small number of practitioners not participating in the study and adjustments made based on their feedback regarding question clarity prior to administration. All of the interviews were conducted in private and each interview lasted between 45 and 75 minutes and recorded so that the information shared by informants were looked in-depth.

3.3 Data Analysis technique

The data gathered from the semi-structured interviews were analysed to construct patterns, grouping and thematised by organizing data into abstract units of information. Interviews from the target participants were conducted, transcribed and analyzed during and after the data collection phase which is referred to as the back and forth weaving between theory and data by Bryman (2004) [26]. The researcher deployed the computer software NVivo 12 to facilitate the analysis in order to gain insights from the transcribed text which the researcher conducted in the first stage of the data analysis. Using NVivo 12, all of the transcribed texts, notes from the observation session as well as meeting notes were all entered into a database, as per the required appropriate structure of coding. The open coding technique was first employed (Strauss & Corbin, 1998) [27] which allows for categorizing of data into narrow themes to enable its systemization before placing it under the themes emerging from data axial coding. This is done to reduce data to a manageable level. Based on the patterns of evidence and analysis, broad themes were generated and used to guide the discussion on the case study.

In analysing themes, all transcripts and written notes were analysed using a content analysis technique within NVivo software. Qualitative content analysis is an accepted technique of textual analysis [28],[29],[30],[31]. This technique is systematically used for analysing the content of a body language [32],[33] and written, verbal or visual [32],[34]. Both manual and text analysis software (NVivo 12) were undertaken to code, recode and generate themes [35][36]. Manual data analysis is conducted through using a thematic method to inductively derive and identify phrases and words that were related to the research questions.

4. Findings and Discussion

The organization and structure of this part is devoted to answering the research questions posed in the introduction section. The pseudonym, BankCoA is being used to depict the Islamic banking institution researched. In terms of interviewees' quotes, to preserve participant anonymity, abbreviations were used. For example, IP1 means individual interview 1, participant 1.

4.1 What are the external and internal factors driving changes on BankCoA's business imperatives?

From the word cloud visualization analysis, external factors such as adherence to compliance and customer protection featured prominently from the interviews. Effective management of on-going regulatory impacts and reducing compliance costs are top-of-mind of the business leaders in BankCoA. Regulation, particularly for banks, has become significantly more complex as banks grow in size and sophistication. The growing complexity in regulation is inevitable due to rapid advancements in the business of banking, compounded by the process of globalisation and changes in the banks' operating landscape and interactions with other components of the financial system. Continuous regulatory changes are necessary and will be the norm as efforts are continuously taken to reduce financial crime, safeguard customers interest and overall financial stability.

BankCoA is on the journey of digitizing its front and back office activities, while driving business operations. The bank is on the quest to drive strategic growth while effectively and efficiently meeting regulatory compliance obligations. As one interviewee puts it:

“Banks have to deal with forces that shapes the industry – compliance, audit, risk and legal (CARL) forces as well as cost of technology demand banks' utmost attention. There are also challenges from evolving expectations as a result of digital customer experience, competition from non-banks (fintech companies). This creates an unlevel regulatory playing field...”

(IP1)

In relation to the key internal factors impacting on HRM focus areas, according to the thematic analysis, six broad themes emerged: -.

- i) Revenue growth and increase market share – There is the relentless focus of BankCoA in achieving the right balance between attaining profit margin, asset quality, funding mix, impact of accounting standards MFRS 9, capital and growth. There are continuous efforts towards developing competitive banking products, services and additional focus in building tight relationship with customers so that they continuously stick being with BankCoA
- ii) Technological change – This is prominently highlighted by all interviewees on the impact of new digital technologies has brought unprecedented disruption in BankCoA's ecosystem. Digitalisation has fundamentally transformed banking landscape and likewise, BankCoA is transforming towards providing more omnichannel banking facilities for their customers

- iii) Obsolete infrastructure – BankCoA is looking to become digital-enabled bank. There are legacy infrastructure and systems which the bank is phasing out, either to be replaced or upgraded with by exposing them as APIs. These are currently being looked into to drive innovation and launch new products, revenue opportunities and improve customer experience
- iv) Increase internal competitive excellence – With the modernization programme, the internal business processes need to be simplified and streamlined with the help of new technology. BankCoA is turning to robotic processing automation to streamline enterprise operations and reduce costs. Efforts are being made towards rationalizing branches, deploying employees from front-line roles to more value-adding roles, implementing service excellence initiatives and culture change
- v) Changing employee expectations at workplace – The advancement of technology and digital experiences outside of work have made employees to also expect their workplace to be modernised with digital working tools, more flexible working arrangements and overall better employee value propositions
- vi) Focus on being a value-based organization – Based on Bank Negara Malaysia’s guideline, as an Islamic financial institution, the overarching theme for BankCoA’s strategy and business plan is underpinned by value-based intermediary principles and is fully committed to deliver the intended outcomes of Shariah through its banking practices, conduct and offerings that generate positive and sustainable impact to the economy, environment and society

As such, the above are some of the multidimensional trends and factors from external and internal environments shared by the interviewees, happening within BankCoA’s ecosystem. These factors are inducing the bank to strategize and plan for acquiring and retaining assets from new and existing customers. Success depends on how BankCoA quickly respond to opportunities for innovation. The strategy should be to stay focused on growth with digital innovation at the core. In the words of the Head of Strategy:

“We need to constantly stay attuned with what is happening in our operating environment. This includes understanding our key stakeholders expectations and needs. That is why we have mobilized our three-year transformation programme, codenamed CODE21 towards making BankCoA to be the leading digital Islamic bank of choice by 2021”

(IP2)

4.2 How does the HRM function in BankCoA prioritises its HRM practices to address the on-going changes in meeting the needs of the digital banking transformation agenda?

The shift from traditional banking to digital banking will create unique opportunities for HRM function in delivering HRM services as more smart automation will be embedded into BankCoA’s workplace. The advancement of

technology will enable employees to work anywhere and anytime. In the words of a business leader in BankCoA:

“We are in the midst of procuring collaborative technologies such as on-line meetings and document collaboration to enable our staff from different departments and locations to form virtual teams, share data and collaborate simultaneously on projects...”

(IP3)

From the qualitative interview analysis of selective business leaders and employees, there are four sub-themes where the stakeholders are expecting HRM to deliver and enhance the following: -

- i) Develop compelling employee value proposition, which includes attractive compensation and benefit packages, providing better flexible work arrangements, team empowerment, opportunity to make a difference through corporate responsibility initiatives
- ii) Building a winning employer brand as the digital Islamic bank of choice to attract and retain talent to meet growing business challenges
- iii) HR to work closely to understand the critical needs of the business and deliver more value-added human capital solutions in driving business growth
- iv) HR to be an enabler in catalyzing internal transformation of the workplace and build talent capabilities fit for digital banking

To explore how Group HR is responding to the business changes as a result of the digital banking transformation imperatives, the researcher seeks to understand what is being prioritised at the HRM function level in order to accelerate the digital banking transformation readiness. According to the outcomes of the qualitative phase of this research, there are three main themes arising from the HRM focus areas:

1) Focus on culture excellence programme – with the digital banking transformation imperative, this programme is featured prominently in BankCoA’s business plan. The focus is on inculcating new shared values among employees that will bring out their best traits, unlock their potential to collectively better themselves to perform with integrity and achieve service excellence to realize BankCoA’s common goals. These shared values are currently being planned to be rolled-out in stages bank wide in the different states. Group HR is working closely with the Bank’s transformation office in developing change management activities in designing how best employees can link their everyday tasks and responsibilities to the values in BankCoA as people need to understand why what they do is important. Based on this, the key message to be communicated is that it is not all about changes in technology, but also about enabling and empowering people to carry on the change while focusing on outcomes and consistently delivering value.

“Yes, the digital banking transformation means we need a new digital culture. One of our 6 objectives is on digitalisation for the next 3 years. Not so much on the core banking system. But more on fronting customers, customer experience, branch rationalisation – currently we have 148 branches – we are not going to open more branches. We want

to invest more on technology moving forward– kalau tutup pun, kita bukap branches more on the underserved areas. We need to inculcate into our staff the principle of Value-based Intermediary where our Bank is on the forefront on this – To offer banking differently from the past...”

(IP4)

2) Accelerate talent capability programme in building current digital capabilities and nurturing future leaders – Talent drives business and skills drive talent. BankCoA invest in the development of their people and provide the avenue for them to grow, take ownership of their career development and reskilling as the future requirements are constantly changing. Based on the document review on BankCoA’s training plan, there are a significant number of technical (including digital skills), behavioural and leadership related programmes being invested on different levels of employees. The training team in BankCoA is not only focusing on traditional banking capabilities, but also focuses on building emerging capabilities such as data analytics, managing risks and compliance in the digital banking environment, simplicity of business processes, product design based on new digital technologies, building connections and innovation. Adopting a new mindset, driving new ways of doing things and embracing new technologies are imperative for BankCoA’s future. The HRM function in BankCoA is leveraging on the capability building programme as the exercise of bringing people into the digital transformation equation. The All of the business leaders in BankCoA believes that continuous learning and development would play a major role in redefining and reskilling the organization in order to capitalize on growth opportunities

“One is being able to be adaptable to change, attitude to want to learn new things, skill sets wise – need to be kept abreast with whats new out there in terms of technology...so, training becomes an important initiative- need to identify and gaps, come up with modules. In fact, we have this current initiative where we have identified people as our in-house trainers to deliver specific functional training for commercial banking. Analytics will be one of them, also to brainstorm on other ways of doing things, do design banking. We have allocated about 300million for technology, spread out over 3 years. We want to digitise our work flow...”

(IP5)

3) Restructuring the HRM function to deliver greater business impact and drive HRM and business innovation – to deal with the massive change brought about by digital banking transformation, the HRM function in BankCoA has done an assessment of the function effectiveness and fitness in meeting the needs of the transformation. The current structure is being restructured to be more efficient and cost-effective and meet the evolving needs of a rapidly changing business environment. From the traditional structure of four functions encompassing Manpower planning, HRM services, Industry Relations and Performance Management, has been redesigned to reflect the work which HRM will carry out to support BankCoA’s vision and mission ie. Employee branding & sourcing, Employee experience, Organisational culture, Capability development and Industrial & Employee intermediation. This new set up are providing HRM the opportunity to re-imagine new ways of delivering HRM services and strategies throughout the organization ie. seeking new ways to manage people, performance, information, and work. In addition, HRM capabilities are being relooked by

developing HRM team to have the necessary skills such as analytics, design thinking to understand the business environment, translate BankCoA's strategy into human capital requirements, and engage with the business effectively to have real strategic impact

“So, HRM needs to change its operating model. Likewise, the business also needs to change its mindset in order to shift towards being a full-fledged digital bank. It's a culture change for the bank. This bank is still traditional and protective of its resources. I think disruptions have not really hit them hard. Like Petronas, they were hit by the plummeting oil and gas prices 3 years ago. They had to do something to change their ways in order to survive. This is where HRM can really add value in helping the organization to manage the transition process through the various HRM interventions such as performance management and rewards programme...”

IP6

As such, the results of the three key themes of HRM prioritization to address the need of digital banking transformation are in line with [37],[21],[38], who point out that the transformative impact of digital technology is radically changing the type of services offered by HRM and how they are delivered. This is particularly relevant as the digital transformation will require new mindset, new tools and skillsets in delivering customer expectations. As highlighted by [39], the HRM function needs to play the role of a catalyst to make sure the culture and mindset change is fit for the digital banking business requirements. It is contingent upon the HRM team as custodians of employee relations and engagement must ensure that change process is implemented as per the transformation process. As such, talent and capability development are one of the major business and HRM agenda. This view is supported by [40],[41][42], who emphasized talent development is strategically more important in today's volatile business environment, owing to the fact that such focus can aid organizations to achieve strategic business goals and form the foundation to implement business strategy.

5. Conclusion and Limitations

In its simplest definition, digital transformation is an exercise of making organizations remain competitive and as a means to grow and innovate. It is a challenging matter within any organizations undergoing the business transformation process. As technology becomes more ubiquitous, there are critical skills and capabilities that cannot be reduced to an algorithm. Differentiating human skills such as creativity, innovation, critical thinking, complex problem solving and emotional intelligence will be increasingly important. HRM should take a lead by defining technical and human-centred capabilities fit for the digital age. The key conclusion of this study is that the HRM function of BankCoA is significantly aware of the impact of the digital banking transformation on the people and organization perspective by responding to the HRM practices and initiatives which it thinks is appropriate for the organization. The focus on culture excellence programme, talent development initiatives and restructuring of HRM function means HRM is also looking at related processes on communication management for change, leadership development, performance management, capability building and HRM improvement activities are being reviewed for effectiveness and better impact. The research offers an insight on the practical current on-goings in a banking institution undergoing a business transformation.

This will assist future researchers in the field of HRM to provide a deeper understanding of the HRM phenomena in an organization setting and develop a theoretical foundation for further studies. In terms of practical contributions, the three key themes of culture excellence, talent development and restructuring of HRM function have been highlighted in various HRM journal domains. Therefore, explored themes should be emphasized by other banking institutions for increased business performance and long-term sustainable value. There are a number of limitations in this study. It is targeted on only one banking institution in Malaysia. The contribution of this study focused on HRM focus areas for an institution undergoing digital banking transformation. Thus, the generalizability of the findings beyond the studied HRM function in a banking institution is limited. Further academic work on a wider sample of other banking institutions would be useful to be studied upon.

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