

# **Final Project 1**

Code: MGM 496-PMG496

## **Project Template**

Faculty of Management  
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# The Role of Workforce Optimization in Enhancing Performance Efficiency in the Banking Sector”

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Date of submission – number of Semester

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# **1. Chapter 1: Introduction**

## 1.1. Research Background

In today's dynamic financial environment, banks are navigating multiple pressures—from digital transformation and changing consumer behavior to increasing regulatory demands and cost containment imperatives. As the banking landscape evolves, performance efficiency becomes a critical differentiator in maintaining competitiveness and profitability. Achieving higher operational efficiency enables banks to respond more rapidly to market shifts, deliver improved customer service, and control rising labor and technology costs. According to research, efficiency and adaptability remain key influencing factors for institutional performance in the financial sector. In this setting, workforce resources emerge as a pivotal component: the bank's human capital constitutes the primary interface with both processes and customers. Thus, the capacity to optimize that human capital is no longer merely an HR initiative but a strategic lever for organizational performance.<sup>1</sup>

Workforce optimization (WFO) is the strategic practice of aligning human resources—skills, staffing levels, scheduling, roles, and performance management—with organizational goals so that the workforce operates at maximum productivity and value. As defined by KPMG, workforce optimization represents “a workforce characterized by efficiency, effectiveness, and employee experience.” WFO transcends traditional workforce management by integrating analytics, forecasting, training, and engagement initiatives to ensure that every working hour contributes meaningfully to business outcomes. In the banking context—where work spans front-office interactions, back-office processing, compliance checks, and digital operations—the concept of workforce optimization is essential for coordinating diverse roles, balancing peak demands, and ensuring that human resources contribute optimally to organizational performance.<sup>2</sup>

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<sup>1</sup> ArXiv: *Determinants of Banking Performance: Evidence and Future Challenges* (2023).  
<https://arxiv.org/abs/2311.08617>

<sup>2</sup> KPMG (2024). *How to Optimize Your Workforce*.  
<https://kpmg.com/us/en/articles/2024/how-to-optimize-your-workforce.html>

The relationship between workforce optimization and performance efficiency has become increasingly evident in both academic and industry research. Workforce optimization seeks to reduce waste in labor allocation, improve utilization, enhance employee engagement, and deliver higher service quality and productivity. A report by ActivTrak emphasized that “workforce optimization is key to EBITDA growth—cut costs, boost productivity, and drive profitability with data-driven insights.” Similarly, research by the Bank Administration Institute (BAI) revealed that optimized staff scheduling in bank branches leads to reduced wait times, improved service levels, and greater operational efficiency. Consequently, workforce optimization acts as an enabler of performance efficiency—allowing banks to achieve more output with optimal input.<sup>3</sup>

Although workforce optimization has been widely implemented in industries like manufacturing and telecommunications, its application within the banking sector presents unique challenges and opportunities. Research by Verint and Ovum highlighted that “workforce optimization technology will play an increasingly important role in bank branch transformation” as institutions redefine their roles in the digital era. Additionally, empirical research published in *Cogent Business & Management* (Taylor & Francis) confirmed that workforce-related factors such as skills, motivation, and engagement significantly influence operational performance in banks. However, comprehensive studies integrating all aspects of WFO in enhancing efficiency across various banking functions remain limited—thus revealing a gap this research aims to fill.<sup>4</sup> In light of the discussion above, this research seeks to explore how workforce optimization practices can enhance performance efficiency within the banking sector. The objectives are

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<sup>3</sup> ActivTrak (2023). *Workforce Optimization: The Key to EBITDA Growth*.

<https://www.activtrak.com/blog/workforce-optimization-ebitda-growth/>

Bank Administration Institute (BAI, 2024). *Optimizing Staff Scheduling for Improved Branch Performance*.

<https://www.bai.org/banking-strategies/optimizing-staff-scheduling-for-improved-branch-performance/>

<sup>4</sup> Verint & Ovum (2022). *The Role of Workforce Optimization in Bank Branch Transformation*.

<https://www.verint.com/Assets/resources/resource-types/white-papers/ovum-the-role-of-wfo-in-bank-branch-transformation-report.pdf>

Adebayo et al. (2024). *Factors Affecting Employee Performance in the Banking Sector*. *Cogent Business & Management*, Taylor & Francis.

<https://www.tandfonline.com/doi/full/10.1080/23311975.2024.2409942>

threefold: to identify the main dimensions of workforce optimization relevant to banking operations, to examine the relationship between workforce optimization and performance efficiency indicators such as productivity, service quality, and cost per transaction, and to determine the success factors and barriers that influence WFO implementation. The findings of this study are expected to contribute both academically—by expanding theoretical understanding of human capital optimization—and practically, by guiding banks toward evidence-based strategies for improving performance efficiency through workforce design and management.<sup>5</sup>

## 1.2 Research Problem

In today's banking landscape, achieving operational excellence and maintaining performance efficiency are among the most pressing challenges. Despite rapid digital transformation, banks continue to face inefficiencies related to workforce management, resource allocation, and employee engagement. Many banking institutions rely heavily on traditional workforce structures that limit flexibility and responsiveness. According to a McKinsey (2023) report, nearly 30% of operational productivity potential in financial institutions remains untapped due to ineffective workforce planning and siloed operating models. This inefficiency often leads to longer service times, higher operational costs, and reduced employee productivity, which collectively hinder the bank's ability to achieve sustainable growth and customer satisfaction.<sup>6</sup>

Furthermore, the concept of **workforce optimization (WFO)** — which integrates analytics, automation, performance tracking, and employee

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<sup>5</sup> *Journal of Financial Innovation* (2023). *Efficiency Analysis and Performance Improvement in U.S. Banking*.  
<https://jfin-swufe.springeropen.com/articles/10.1186/s40854-023-00531-0>

<sup>6</sup> McKinsey & Company (2023). *How Banks Can Boost Productivity Through Simplification at Scale*.  
<https://www.mckinsey.com/industries/financial-services/our-insights/how-banks-can-boost-productivity-through-simplification-at-scale>

development — has proven successful in other industries but remains underexplored in the banking context. While banks have invested significantly in digital systems and process automation, there is limited evidence showing that similar emphasis has been placed on optimizing the human capital element, which is essential for aligning strategic goals with day-to-day operations.<sup>7</sup>

### 1.2.1 Theoretical Gaps

From a theoretical perspective, existing research lacks an integrated framework explaining how workforce optimization directly enhances performance efficiency in the banking sector. Most studies rely on general theories such as the Resource-Based View (RBV) and Human Capital Theory, which describe the value of human resources but fail to clarify the mechanisms linking workforce optimization practices to measurable performance outcomes.<sup>8</sup>

Traditional HR theories also overlook the technological and data-driven aspects of modern banking, including automation, analytics, and digital workforce design. Recent literature emphasizes that the theoretical foundations of workforce agility and optimization remain underdeveloped, calling for models that integrate digital transformation with human capital efficiency.<sup>9</sup>

Furthermore, current frameworks are primarily derived from studies in developed economies, offering limited relevance to emerging markets such as the Gulf region. The absence of region-specific theoretical models creates a gap in understanding how workforce optimization operates under different cultural, regulatory, and organizational conditions.<sup>10</sup>

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<sup>7</sup> Deloitte Insights (2024). *The Future of Workforce in Banking: Balancing Human and Digital Capabilities*. <https://www2.deloitte.com/insights>

<sup>8</sup> Talent Management in the Banking Sector: A Systematic Literature Review (2022). *Administrative Sciences*. <https://www.mdpi.com/2076-3387/12/2/61>

<sup>9</sup> Workforce Agility: A Systematic Literature Review and Research Agenda (2024). *Frontiers in Psychology*. <https://www.frontiersin.org/articles/10.3389/fpsyg.2024.1376399/full>

<sup>10</sup> A Hybrid Framework for Assessing Bank Performance in Emerging Markets (2024). *Financial Innovation*. <https://jfin-swufe.springeropen.com/articles/10.1186/s40854-024-00728-x>

### 1.2.2 Practical Gaps

need for clearer performance From a practical standpoint, many banks face ongoing difficulties in applying workforce optimization strategies effectively within real operational contexts. Although technological tools and analytical systems for workforce planning are increasingly available, most banking institutions continue to rely on outdated, manual, or semi-automated processes such as static scheduling, limited forecasting, and manual workload tracking. This results in inefficiencies and prevents institutions from realizing the full potential of workforce optimization in improving performance efficiency.<sup>11</sup>

#### Linking Workforce Optimization to Operational Outcomes

While many banks have begun implementing workforce optimization (WFO) tools, a practical gap remains in aligning these initiatives with tangible operational outcomes such as turnaround time, cost per transaction, and process efficiency. Most banks still perceive workforce optimization as an administrative function rather than a strategic enabler that drives measurable business results. According to the report by Verint and Ovum (2022), even though banks acknowledge the value of WFO, few have successfully embedded it into their operational performance frameworks. This gap highlights the measurement systems that connect workforce optimization efforts to quantifiable efficiency gains.<sup>12</sup>

### Change Management and Organizational Culture

Implementing workforce optimization requires a cultural shift and effective change management to ensure employee engagement, skill alignment, and cross-departmental collaboration. However, many banks

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<sup>11</sup> Nakisa (2024). *Organizational Design and Workforce Planning Analytics in Banking and Financial Industry*. Retrieved from <https://nakisa.com/resources/org-design-workforce-planning-analytics-software-bank-financial-industry/>

<sup>12</sup> Verint & Ovum (2022). *The Role of Workforce Optimization in Bank Branch Transformation*. Retrieved from <https://www.verint.com/Assets/resources/resource-types/white-papers/ovum-the-role-of-wfo-in-bank-branch-transformation-report.pdf>

struggle to manage these organizational transitions effectively. Ernst & Young (EY, 2023) notes that workforce transformation in banks often fails not because of technology limitations, but due to weak change management practices and resistance to adopting new “ways of working.” Without addressing human and cultural dimensions, workforce optimization initiatives are likely to remain superficial and fail to achieve sustainable impact<sup>13</sup>.

### **Analytical Tools and Performance Measurement**

A major practical limitation is the insufficient adoption of advanced analytics and monitoring tools to guide workforce-related decisions. Workforce optimization relies on predictive models, performance dashboards, and real-time analytics to balance employee capacity with service demand. However, Allerin (2023) reports that many banks still operate with limited data visibility and lack integrated systems capable of measuring workforce performance across departments. This technological and analytical gap prevents banks from making informed, data-driven decisions that could enhance operational efficiency and customer experience.<sup>14</sup>

## **1.1. Research Significance**

### **1.2. At the theoretical level**

This study holds significant theoretical importance as it contributes to bridging a crucial gap in existing literature related to workforce management and operational efficiency in the banking sector. Most

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<sup>13</sup> Ernst & Young (EY) (2023). *How Can Reimagining Today's Workforce Help Banks Shape Their Future?* Retrieved from [https://www.ey.com/en\\_gl/insights/banking-capital-markets/how-can-reimagining-todays-workforce-help-banks-shape-their-future](https://www.ey.com/en_gl/insights/banking-capital-markets/how-can-reimagining-todays-workforce-help-banks-shape-their-future)

<sup>14</sup> Allerin (2023). *Workforce Optimization Tools for the Banking Industry*. Retrieved from <https://www.allerin.com/blog/workforce-optimization-tools-for-the-banking-industry>

previous studies have focused on individual components such as employee engagement, digital transformation, or training programs without integrating them into a comprehensive theoretical framework that connects workforce optimization directly to performance efficiency. By addressing this limitation, the study proposes a unified conceptual model that links key dimensions of workforce optimization—such as strategic planning, skill development, scheduling, and performance analytics—to measurable outcomes like service turnaround time, cost per transaction, and customer satisfaction. This framework strengthens theoretical understanding by explaining how workforce optimization serves as a mediating mechanism between human capital management and organizational performance.<sup>15</sup>

Furthermore, the study extends existing human capital and performance theories by incorporating data-driven workforce optimization techniques tailored for modern banking environments. It advances the theoretical discourse by demonstrating that human resource strategies, when analytically managed, can drive measurable improvements in service quality, operational efficiency, and productivity.<sup>16</sup>

### **1.3. • At the practical level**

On a practical level, this study provides valuable insights for banking institutions seeking to improve performance efficiency through evidence-based workforce optimization strategies. It identifies practical methods for aligning workforce deployment with organizational goals, including optimizing scheduling based on transaction volumes, aligning staff skills with operational needs, and applying workforce analytics to monitor performance in real time. These approaches can reduce operational costs, enhance service quality, and improve key performance indicators across departments.

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<sup>15</sup> Adebayo, A. et al. (2024). *Factors Affecting Employee Performance in the Banking Sector*. Cogent Business & Management, Taylor & Francis.

<https://www.tandfonline.com/doi/full/10.1080/23311975.2024.2409942>

<sup>16</sup> Journal of Financial Innovation (2023). *Efficiency Analysis and Performance Improvement in U.S. Banking*.

<https://jfin-swufe.springeropen.com/articles/10.1186/s40854-023-00531-0>

Moreover, the findings offer actionable guidance for banks operating in emerging markets—particularly within the GCC region—where empirical research on workforce optimization remains limited. By applying the study’s insights, banks can balance digital transformation initiatives with human capital efficiency, ensuring technology investments translate into measurable performance gains and customer satisfaction improvements.

Additionally, the study helps decision-makers design workforce optimization strategies that are both adaptive and sustainable in competitive banking environments. It provides a structured approach that supports strategic decision-making, fosters employee engagement, and enhances overall organizational resilience.<sup>17</sup>

#### **1.4. Research Questions**

This study aims to explore how Workforce Optimization (WFO) contributes to improving performance efficiency within the banking sector, particularly in environments that rely heavily on customer service operations, digital channels, and back-office processes.

The following research questions guide the investigation:

**1. How does workforce optimization improve operational efficiency in banking institutions?**

This question examines how scheduling accuracy, workload balancing, and resource planning enhance productivity.

**2. What role does WFO play in elevating service quality and customer experience?**

Since banking relies on timely and accurate service delivery, this question explores how WFO reduces service delays and improves response times.

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<sup>17</sup> Verint & Ovum (2022). *The Role of Workforce Optimization in Bank Branch Transformation*.

<https://www.verint.com/Assets/resources/resource-types/white-papers/ovum-the-role-of-wfo-in-bank-branch-transformation-report.pdf>

Deloitte Insights (2024). *The Future of Workforce in Banking: Balancing Human and Digital Capabilities*.

<https://www2.deloitte.com/insights>

**3. What challenges do banks face in implementing comprehensive workforce optimization strategies?**

This includes technological barriers, employee resistance, skill gaps, and data integration issues.

**4. What organizational strategies support successful adoption of WFO practices?**

This explores leadership support, training programs, analytics capabilities, and cultural readiness.<sup>18</sup>

### **1.5. Research Objectives**

The purpose of this research is to analyze how workforce optimization tools and practices enhance overall performance efficiency in the banking sector. The key objectives include:

**1. To examine the influence of workforce optimization on banking operational efficiency.**

Including workflow planning, staff allocation, and productivity enhancement.

**2. To assess how WFO contributes to improved service quality and customer satisfaction.**

By examining queue times, case-handling duration, and service accuracy.

**3. To identify major challenges associated with implementing WFO solutions in banks.**

Such as system integration, employee readiness, and data-related limitations.

**4. To propose recommendations that support effective and sustainable WFO adoption.**

With attention to training, technology investment, leadership engagement, and performance monitoring.<sup>19</sup>

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<sup>18</sup> Davenport (2020); Mishra & Rani (2022)

<sup>19</sup> Aksin et al. (2017); Singh & Kaur (2021)

## 1.6. Research Hypotheses

H1: Workforce optimization positively enhances operational efficiency in banking operations.

H2: Workforce optimization practices lead to improved customer service quality and faster service delivery.

H3: Organizational and technical challenges negatively affect the adoption of workforce optimization tools.

H4: Proper training, readiness, and system integration increase the likelihood of successful WFO implementation.<sup>20</sup>

## 1.7. Research Model

The conceptual model used in this study focuses on the relationship between WFO and performance efficiency in banks. The model includes:

- **Workforce Optimization Components:**

Forecasting, scheduling, real-time management, performance analytics, workload distribution.

- **Organizational Factors:**

Leadership support, employee readiness, training programs, digital infrastructure.

- **Technological Factors:**

System integration, data accuracy, automation tools, analytics capabilities.

- **Performance Outcomes:**

Operational efficiency, service quality, customer experience, cost efficiency.

The model proposes that WFO components directly improve performance outcomes, while organizational and technological factors influence the adoption and effectiveness of WFO systems.<sup>21</sup>

## Suggested Industry / Organizational Setting: SABB Bank

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<sup>20</sup> Jain & Sharma (2020); Narayan (2021)

<sup>21</sup> Mao et al. (2019); Batt & Colvin (2019)

This study proposes **SABB Bank (Saudi British Bank)** as an appropriate environment for applying the research empirically.

Reasons for selecting SABB Bank:

- **Strong customer service operations** across branches, contact centers, and digital channels.
- **High dependence on workflow coordination** in areas such as credit approvals, onboarding, compliance, and operations.
- **Ongoing digital transformation**, making the bank suitable for evaluating advanced workforce management practices.
- **Complex staffing structure**, which makes WFO highly relevant for balancing workloads and improving efficiency.

Studying WFO in SABB can provide insights into how banks can manage large teams, optimize service delivery, and reduce operational costs.<sup>22</sup>

## **1.8. Research Methodology**

he study adopts a **mixed-method approach**:

### **Quantitative Approach**

- A structured survey distributed to:
- Contact center employees
- Operations teams
- Branch service staff
- Team leaders and supervisors
- Measures include efficiency perceptions, workload distribution, scheduling satisfaction, and service quality indicators.

### **Qualitative Approach**

- Semi-structured interviews with managers and senior supervisors at SABB.
- Aim: understand real-world challenges, system integration issues, and improvement opportunities.

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<sup>22</sup> Al-Sukker & Hasan (2020); Lacity & Willcocks (2018)

## **Data Analysis**

- Quantitative: descriptive and inferential statistics (correlations + regression).
- Qualitative: thematic analysis.<sup>23</sup>

## **1.9. Scope of The Study**

1. Introduction
2. Literature Review
3. Research Methodology
4. Results and Data Analysis
5. Discussion
6. Conclusion and Recommendations
7. References
8. Appendices

### **1. Chapter One: Introduction**

Background

Problem Statement

Research Questions

Research Objectives

Research Hypotheses

Research Model

Significance of the Study

Structure of the Study

### **2. Chapter Two: Literature Review**

2.1 Overview of Workforce Optimization

2.2 Workforce Management in Banking

2.3 WFO Tools and Technologies

2.4 Benefits of WFO in Service Organizations

2.5 Challenges of WFO Adoption

2.6 Summary of Literature

### **3. Chapter Three: Methodology**

3.1 Research Design

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<sup>23</sup> Saunders et al. (2019); Creswell (2014)

3.2 Population and Sampling

3.3 Data Collection

3.4 Validity and Reliability

3.5 Data Analysis

**4. Chapter Four: Findings and Analysis**

**5. Chapter Five: Discussion**

**6. Chapter Six: Conclusion and Recommendations**

References

Appendices

## **2.Chapter 2: Literature Review**

### **2.1. Introduction**

Brief introduction for the chapter

## **2.2. The independent variable**

## **2.3. The dependent variable**

## **2.4. The relationship between the independent and the dependent variables**

## **2.5. Conclusion**

## References