Is Talent Management A Reality? A Case of Multinational Corporation in the Context of Karachi

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Abstract. Talent management is the recruitment, selection, and retainment of the most talented workforce which indicates that it is an advanced field of human resource management (HRM). The prosperity of an organization depends upon its talent force. In todays dynamic and competitive world, talent management is one of the main stumbling issues that organizations face. This research study examines the reality of talent management in Pakistan; besides, the challenges in the implementation of talent management have also been investigated. This research study is qualitative; in-depth semi-structured interviews have been conducted to collect the primary data from a Pakistani public based multinational corporation. Using content analysis, the key themes were identified. The findings reveal that talent management practices lack in Pakistan, but the renowned multinational corporations follow proper procedures and policies related to talent management. Furthermore, the findings further discover that there are three major types of challenges which are being faced today by the organizations; the managerial behavioral challenges are the most important, employee behavioral challenges are the least important and the structural challenges are also essential to overcome, for the implementation of talent management. The findings from this research can be used by the management or the policymakers of different organizations to execute talent management effectively and efficiently.

Key words: Talent management, Structural challenges, Employee Behavioral challenges, Managerial behavioral challenges

1 Introduction

In the 21st century, talent management is one of the key emerging and strategic issues that organizations face (Boudreau and Ramstad, 2007; Cappelli, 2008; Collings and Mellahi, 2009; Ready and Conger, 2007). The varied reasons behind the implementation of talent management in renowned organizations had regarded as ambiguous in the past literature (Khdour, 2016). The term is ambiguous Talent Management that has urged the researchers to define this evolving term (Dhanabhakyam and Kokilambal, 2014). Researchers have conducted various studies on talent management in the previous tenure. Yet, the scholarly peer-reviewed literature is less sufficient in harmony with the principles of the analytical HRM approach (Thunnissen, 2016).

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According to (Hughes and Rog, 2008), the term Talent Management has been searched in Google about 5,750,000 times approximately, but despite this fact, the concept and definition of talent management are still elusive. It seems that whatever business leader or author wants to mean talent it becomes the definition of talent management; while the most common criticism that authors faced is that they mixed the concept of talent management to the typical HR activities (Cappelli and Keller, 2014).

The term talent management is a combination of two words, talent which means knowledge, ability or skills, and management which refers to the process of managing or controlling people (Armstrong, 2012; James Sunday Kehinde PhD, 2012). Talent Management is also defined as the strategic approach towards organizational success, it believes in improving the performance of people the talent that has the potential to make a valuable contribution to the organization (Ashton and Morton, 2005). Moreover, talent management is about fitting the right individuals at the right time in the right position with the right skills (Sharma et al., 2012). Talent Management provides a sustainable competitive advantage to organizations if those strategies aligned with the components of the HR system and link with the business strategies (Dubey, 2016). To get a clearer phenomenon, talent management is further categorized into three main components: the acquisition of talent, the development of talent, and the retention of those individuals who perform with greater capabilities. Talent management emphasizes making a strategic investment in the employees that have the potential to make a valuable contribution to the fulfillment of business objectives (McDonnell, 2011).

The economic growth of any country depends upon the quality of their human resources (HR) (Aftab, 2007). HRM strategies along with talent management have a long-term impact on the organizational success (Ashton and Morton, 2005). Prior researches have proven that the talent management strategy has a significant impact on organization and employees' productivity (Hanif and Yunfei, 2013). The talent management system is an important element behind the success of organizations (Abazeed et al., 2018). The 2007 Report of the Boston Consultancy group stated that talent management is the main challenge that the Human Resources (HR) confront in the economy of Europe. In this global era of competition, companies are facing substantial challenges in the execution of talent management (Njeri, 2014). There are a shortage and scarcity of talent in Pakistan (Rahimi et al., 2016). Moreover, to survive in this competitive world, organizations must implement talent management to effectively manage their talent force (Beechler and Woodward, 2009). Therefore, this research study aims to explore the factors that hinder the effective implementation of talent management. Furthermore, this research study will attempt to provide recommendations for overcoming these challenges.

To attain competitiveness in todays globalization era is difficult for organizations. Correspondingly, to sustain that competitiveness is more difficult as to do so organizations mainly use their workforce as their strategic tools. To achieve that, organizations attract and retain a proficient and talented workforce. To deal with this matter, human resource managers need to be familiar with the significance of talent management. As it is essential to be understood and effectively implemented in organizations. But unfortunately in Pakistan, this practice is not so common because of some challenges or to some extent talent management is blend with traditional HR practices. So, to deal with this subject current study using a qualitative approach will help to explore the challenges confronted by organizations in implementing talent management and also will address how to overcome those challenges. This research efforts to answer the given questions i.e. Do organizations implement effective talent management strategies? What are the challenges that are being faced in the implementation of talent management? and How these challenges can be overcome?.

In todays world, getting the right talent and retaining it is one of the prevalent challenges for organizations. As the right talent is the asset of any organization hence wrong hiring and placement will affect the organization and its HR activities (Jadhav, 2013). The goal of HR is to retain top talent with the organization for a long tenure and by using talent management companies can attain this goal. Talent management perceives as a primary and powerful driver for organizational success (Oladapo, 2014). Therefore, it is necessary to understand the barriers that arise in the course of executing talent management. This study will be helpful to the organizations of Pakistan to understand the challenges associated with the successful implementation of a talent management system. The study highlights the weakness accompanied by the effective execution of talent management systems in the context of Pakistan; it also facilitates the organizations by providing ways that how these challenges can be overcome. This study has been affiliated with a small number of limitations that can be considered for future researches. Primarily, the case study is being done on multinational companies existing in the private sector; future researches can be centered on investigating the execution of talent management in Public Sector Company while a comparative study can also be done in the same perspective. Secondly, due to the limited spell, the number of respondents approached for the interview is just solitary in this research study. So, in contrast with this limitation, this study does not deliver generalize results.

2   Literature Review

Iles et al. (2010) endeavor to explore that how talent and talent management is defined in the MNCS of China, how TM is different from HRM, and what factors have led MNCs to adopt talent management. The data were collected through structured interviews that were taken by employees of MNCs in Beijing city of China. The study illustrates three similarities between talent management and human resource management these are: HRM and talent management both are integrated with business strategy, TM and HRM both familiar with the significance of proper allocation of peoples, and both covers the same functional areas of HRM whereas the four differences such as Human resource management has a broader scope than talent management, HRM emphasize equality whereas TM highlights segmentation, TM focuses on the retention of talents, and the main difference is TM emphasizes on key people while HRM focuses on function. Iqbal et al. (2013) carried out an empirical investigation to explore how the concept of talent management differs from human resource management (HRM). The impact of talent management on organizational performance was also inspected. To evaluate the research questions, structured questionnaires were distributed in twenty-five (25) organizations in Pakistan and a total number of 150 responses were collected from the HR officers. The statistical technique of regression analysis was applied which proved that talent management has a positive influence on organizational performance. The conclusion also stated that talent management is not a practice, rather its a mindset. Those organizations where top executive considers talent as critically important, they perform finer in talent management. Thus, for the effective implementation of talent management: proper time investment in employee development, accountability procedures, and efficient compensation benefits are required.

Denner (2013) in his doctoral dissertation investigated that is talent management is a successful tool to fight the talent war and in creating the commitment of employees with their organizations in German Multinational Enterprises. The type of research is qualitative; in particular, multiple case study method was adopted in which six semi-structured interviews were

conducted with the HR managers of six companies. The conclusion stated that the implementation of talent management has a positive influence on increasing the satisfaction, motivation, and commitment of employees with the organization. But for the success of talent management, transparency is mandatory. Transparency in all the processes of talent management creates a perception of fairness among all employees as well as motivates the talent pool as they feel appreciated. The paper also presented the view that talent management only increases the commitment of employees with the organization, if it is properly designed and communicated. Sharma et al. (2012) tried to find the curves and shifts that influence Talent Management in the context of Indian talent settings, also explores that why Talent Management is necessary and identify that how and why it is necessary to measure Talent Management strategies effectiveness. It was concluded that Talent Management strategies are essential for organizations because it improves the financial position of organizations and gives a sense of empowerment and motivation to talents. Some conduct like the engagement of top leaders, assigning a supervisor to continuously check talent management strategies, and involvement of Talent Management in organizational strategic planning to identify the future needs of talents were also discussed in the study.

Chordia et al. (2001) conducted a study that highlighted the talent management strategies that facilitate an organization in sustainable development. To justify the study, researchers used secondary data. The researchers suggest some actions that must consider in hiring and retaining talent and to become competitive in this business world such as: appoint the right people, provide a good quality working environment, keep the promises, recognition of merit, providing learning opportunities, protecting from high work pressure. Bethke-Langenegger et al. (2011) investigated the impact of four types of talent management strategies on organizational performance. The strategies included: corporate strategy, succession planning, attract and retain talent, and develop talent on organizational performance. Prior researches argue that those organizations that have cleared talent management strategy achieved higher financial performance as compared to their competitors. The data was collected from HR, personal managers, executives, and supervisors of 317 companies. The study found that corporate strategy has a higher impact on organizational outcomes. Furthermore, retaining and developing talent has also a positive effect on HR outcomes such as motivation, trust in leaders, job satisfaction, and commitment.

Hanif and Yunfei (2013) drew attention towards the importance of talent retention and explored the impact of talent management and HR strategies on organizational performance. To prove the hypothesis, both quantitative and qualitative techniques were used. The data was collected from the leading MNCs, private, and public sector organizations through interviews, discussions and the structured questionnaire were also distributed to the 200 HR Managers. The results stated that employee retention generates significant organizational outcomes and its related to talent management. The results of the study also proved that the talent management strategy has a significant impact on organization and employees productivity and concluded that talent management system is an important component of HR generic strategies. Oladapo (2014) conducted a study that is exploratory and descriptive. It identified how talent management effects on employee retention. The quantitative research approach was used by the researcher. Approximately 200 emails were sent to the human resource managers, generalists, and directors of the different organizations for collecting the data. The results of the study showed that the talent management system is an important element behind the success of organizations and to retain talented workers is essential to the profitability of organizations. Marjani and Safaee (2016) conducted a descriptive study and the aim was to find factors that affect talent management. To gather the data library method and questionnaire is being used. The

population of 502 managers of Pars Online Companies in Tehran/ Iran is approached, which reduced into 218 managers by using the sampling formula. Further talent management is measured through five extents that are: talent retention, talent attraction, talent selection, talent development, and talent utilization. Further, he explored that a pool of activities that are related to selecting, retaining, developing, and attracting the finest and productive employees in the deliberate roles. Talented employee's demand is high in todays competitive era as they are the individuals who will take the organizations on the height of achievements. Irrespective of boundaries there are many challenges in implementing talent management.

Hughes and Rog (2008) clarifies the meaning of Talent Management and its importance and also finds the factor that influences on Talent Management effective implementation. For this purpose literature-based research was conducted. Three conceptions of talent management were also identified, first is that talent management is the compilation of typical HR practices, the second conception is that talent management aims to forecast the flow of HR practices throughout out the firm, this concept is somehow similar to HRM. The third concept was to source, develop, and reward the potential high performing employees. Afterward, all three of these concepts were criticized. In short, talent management has many dimensions which are promoted by HR practices, stimulated by talent war, and develop based on strategic HRM. External factors such as economy, global expansion, and merger or acquisition influence the implementation of talent management. Internal factors also influenced by which the most important is the definition of talent management itself whether it is similar to HR practices or not. Other most crucial internal factors are the commitment of top-level management towards talent management. Another big challenge is to align talent management with organizationals goals. Jadhav (2013) conducted a descriptive study that aimed to explore the rising trends and challenges talent management in both the private and public banking sector. To attain the objective of the study, a multi-method approach was used. The primary data were gathered questionnaires and the secondary data were collected through books, newspapers, journals, magazines, and government reports. The study portrayed some suggestions that: the implementation of the talent management system should be transparent, identification process of talented employees should be unbiased, and retaining those key employees, valuable programs should be conducted and should have more talent management initiatives.

Khdour (2016) conducted a case study at Royal Jordanian airlines using the qualitative research approach to investigate leading influential factors that help in the implementation of talent management. To obtain a clear investigation, ten (10) managers, HR managers, and top executives were called for semi-structured interviews. It was discovered that the managers had different perspectives and an unclear understanding of talent management that what it would achieve in the organization. This research study also set recommendations for the airline company, that the company must work on their employees incentives, develop career programs for them and the company should find out the best ability from their existing employees rather than from outside pool. Njeri (2014) examined the challenges that were influencing the implementation of talent management in Kenyan public sector organizations. It was hypothesized that the organizational culture, career management policies, reward structure, and work environment are the challenges that affect the implementation of talent management. The study selected a descriptive survey research design and the data was collected from Kenya broadcasting corporation through a semi-structured questionnaire which was completed by 61 participants. The qualitative and quantitative inputs were interpreted by applying content and multiple regression analysis. It was found that the organizational culture was the main challenge that affected the talent management implementation. Moreover, career management policies,

reward structure, and work environment were also the factors that affected the implementation of talent management. Thunnissen (2016) in his research, focuses on enlightening what happens in practicing Talent management and also examines the importance of Talent management for organizations and employees. The issues that influence the implementation of Talent management were also discovered. Organizational factors and factors at the individual level commonly influence the implementation of Talent management. Some other issues included a declining financial situation, top-level managers lack of interest in implementing such reforms Data were collected two (2) times to identify practicing Talent management and challenges regarding this. First, in 2009, the interviews were conducted from employees and key persons related to HRM and Talent Management to find the talent management policies and objectives and then in 2013 investigate the effect of those policies and objectives. All the interviews were properly transcribed and recorded. The data was analyzed through open coding. The results illustrate a positive outcome of implementing talent management strategies but also show the discrepancy between the perception of the organization and the employees regarding the Talent Management objectives. Rahimi et al. (2016) conducted a case study to explore the difficulties in hiring, training, developing, and retaining talent in a large financial sector organization of Pakistan. To address the research objective, 45 management interviews were carried out in the informal settings during one year as well as the secondary data was also observed from the case study organizations database. It was concluded that only high salary and compensation are not required for attracting and retaining an employee, instead, the organizations should constantly collect the feedback from the workforce because it will pinpoint the HRM that what strategies are needed to flourish and retain their top talent pool.

Aftab (2007) investigated the role of Human Resource Development (HRD) in the private and public sectors of Pakistan. The study was exploratory, data was collected through questionnaires from 76 senior-level HR executives and the technique of descriptive statistics was applied to observe the results. It was discovered that the human resource development (HRD) is unsatisfactory in the organizations of Pakistan. The challenges that the organizations faced in human resource development (HRD) include: the shortage of financial funds, lack of professional staff in the HRD department and the resistance to move towards change management. The analysis also revealed that the organizations in Pakistan do not provide career mentoring to their employees; the lower-level employees are unaware that what improvements they need to move ahead in their careers. Therefore, this unawareness increases their dis-satisfaction and it also results in an inflated turnover rate. Tafti et al. (2017) identified the challenges and success factors of talent management in Iranian Automotive Industries. The study type was qualitative and the methodology for data collection was semi-structured interviews. The sample size was fifteen (15) managers in the Iranian Automotive Industries. To find out the results, the data was analyzed through the coding method. The results highlighted that structural obstacles, environmental obstacles, behavioral obstacles, and managerial obstacles are the challenges in the implementation of talent management.

McDonnell (2011) attempted to determine the problems that professionals faced in the effective implementation of talent management. By using the methodology of the literature survey, it was concluded that for the effective implementation of talent management, the HR and talent management strategies should be aligned with the organizational strategy. It means that the organizations should identify their key positions that can make a valuable contribution because it will allow them to develop the individuals in these positions so that they bring out the best results. Stefko and Sojka (2014) carried out a study to identify the role of talent management in achieving organizational success. Many types of research portrayed the results that currently

talent management considers as the priority of the organization. It was concluded that companies should align talent management with the organization's human resource strategy, business strategy, and culture, and the involvement of all level managers is required in the implementation of talent management.

Sharma et al. (2012) endorse the concept of Talent Management and challenges faced by Indian industries while implementing it. Five challenges were discussed in the study which is: To attract quality employees, to find and develop best performers, to retain those high performers, to fill top-level positions for the companys growth and last to keep the engagement of employees. Now the day's main issue faced by organizations is that they attract talented employees but failed to retain those talents. If Talent Management implements effectively it will enhance employee recruitment and retention rate and also keep employees engaged in the organization. One of the challenges faced by organizations is that they are failed to align Talent Management under one consistent strategy. Another challenge is top-level managements commitment to Talent Management. Also, management and employees find technology difficult to manage.
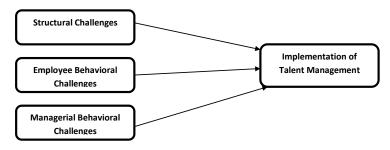
2.1   Theoretical Framework

Figure 1: Theoretical Framework

2.2   Structural Challenges

Structural challenges are comprised of all the factors that are present physically in an organization. These are the interdependent elements, also called as the rigid elements of an organization.

2.3   Employee Behavioral Challenges

Behavioral challenges entail the unofficial employee behavior that constitutes the fundamental content of an organization. They are the intangible elements of an organization, also called as the soft organizational factors.

2.4   Managerial Behavioral Challenges

Managerial challenges are those obstacles that emerge from the attitudes and behavior of managers.

3   Methodology

3.1   Research Approach

This research study used the case study approach, which is a method of qualitative research design. Particularly, a single case study analysis has been chosen. A case study is an approach that follows in-depth interviews, analysis particularly focused on individuals, groups of people, or many other cases which are needed to be explored by the researchers. To analyze the data, the content analysis technique has been executed.

3.2   Data Sources

The research study has used both the secondary and primary sources for the analysis. The secondary data comprised of the analysis of newsletters or other publications issued by the selected organization while the primary data have been collected through an in-depth semi-structured interview. The interview comprised of open-ended situational and close-ended questions. There were fifty-four (54) interview questions, in total.

3.3   Case Study Organization

The interviewee was the Compensation and Benefits Officer of a Multinational Corporation, which is located in Karachi.

3.4   Ethical Implications

To conform to the confidentiality of the participant and to meet the ethical standards, a consent form was filled and signed by the participant and the researchers. The interview was also audio-recorded after the permission of the participant. The interview was not stored in the video form as per the restriction of the participant.

4   Data Analysis

4.1   Content Analysis

Structural Challenges

i. Theme: Lack of proper salary and compensation benefits

Features: Question 24: Do capable employees prefer to work in an organization, where they are not provided with proper salary and compensation benefits?

Open Coding: Answer 24: I dont think so why would anyone work. My company does not face the challenge of compensation and benefit because we work on a certain percentile of a market which is relatively high. So, it is paced more than what is offered in the market. So, we dont face this challenge.

Disposition: Positive

Axial Coding: Inappropriate Salary and compensation benefits are a challenge for retaining talented employees

Selective Coding: Structural challenges need to be addressed for effective Talent Management

Features: Question 25: What is your general view, that in other organizations compensation is a little bit challenge in the effective implementation of Talent Management?

Open Coding: Answer 25: Yeah

Disposition: Neutral

Axial Coding: Inappropriate Salary and compensation benefits are a challenge for retaining talented employees

Selective Coding: Structural challenges need to be addressed for effective Talent Management

Features: Question 26: Is salary and compensation can be a challenge?

Open Coding: Answer 26: Of course, it is there it is there, I mean there are some companies who dont provide that sort of compensation and they do lose their employees because you know the other companies are providing better compensation, all of that is there, its the part of the market game.

Disposition: Positive

Axial Coding: Inappropriate Salary and compensation benefits are a challenge for retaining talented employees

Selective Coding: Structural challenges need to be addressed for effective Talent Management

ii. Theme: Lack of transparency in the performance management system

Features: Question 27: Do you think that an organization can identify and retain its talent pool without transparent measures in the performance management system?

Open Coding: Answer 27: I think it has to be transparent to certain extend but not completely transparent.

Disposition: Neutral

Axial Coding: Transparency does not have too much effect on effective talent management but it is good to maintain it

Features: Question 28: It cannot be completely transparent?

Open Coding: Answer 28: I mean in my organization at least its not completely transparent and yeah, I mean they can

Disposition: Negative

Feature: Question 29: Is it difficult for organizations to maintain transparency in all the processes of talent management?

Open Coding: Answer 29: I dont think its necessary to maintain transparency

Disposition: Negative

Feature: Question 30: It doesnt affect talent management?

Open Coding: Answer 30: I mean a certain level of transparency is required but you know complete transparency is not required.

Disposition: Positive

Feature: Question 31: Does it demotivate an employee?

Open Coding: Answer 31: I dont know.

Disposition: Neutral

iii. Theme: Lack of alignment between talent management and the business strategy

Feature: Question 32: Is an effective Talent management strategy need to be aligned with the business strategy?

Open Coding: Answer 32: Of course, it has to be. Everything you want to do have to be aligned with your business strategy, otherwise it will go anyway; you know there is a direction for the company where it is headed

Disposition: Positive

Axial Coding: Alliance between talent management and business strategy is important for the effective implementation of talent management

Feature: Question 33: Does your company face any problem in aligning their talent management strategy with the business strategy?

Open Coding: Answer 33: We do not lack in alignment between talent management and business strategy. That is not there, that was never felt or came out in our any reports and researches or our surveys.

Disposition: Positive

iv. Theme: Lack of professional staff in the HR department

Feature: Question 34: Do you think that the talent management practices lack in Pakistan due to the deficiency of professional staff in the HR departments?

Open Coding: Answer 34: Yes, it is.

Disposition: Positive

Axial Coding: Less consideration on HR department and shortage of HR expertise has hindered the effective implementation of talent management.

Feature: Question 35: Do you think that talent management lacks due to the deficiency of professional staff in the HR departments?

Open Coding: Answer 35: Yeah that challenge is there because of that, because of less attention given to HR practices and there are a number of things that contribute to that.

Disposition: Positive

Feature: Question 36: Does the less attention towards HR departments affects talent management?

Open Coding: Answer 36: Yeah its, in some organization the problem arises with the top management, they dont believe in these practices. Sometimes the challenge lies with the strength of the HR departments they dont have enough people to get out of their operations and do something different. So, I am just saying that a multiple factors you know contribute to that one of them is lack of professional staff

Disposition: Positive

Employee Behavioral Challenges

i. Theme: Resistance to move towards change management

Feature: Question 37: Do you think that the managers in the workplace of environment of Pakistan resist implementing talent management?

Open Coding: Answer 37: I am sure it happens, it happens in other companies.

Disposition: Neutral

Axial Coding: There will be resistance towards change management, if the leader will not con-

vince about its benefits.

Selective Coding: Behavioral challenges have least significance in the effective implementation of talent management

Feature: Question 38: Do sometimes your department resists moving towards any advance practice of Talent management?

Open Coding: Answer 38: We do not face the resistance towards change management. But, there is always being resistance, if you dont explain and prove your point. So, that is always there, but you will also have the employees who are willing to change. You know that all are a part of change management and it depends on under leader of the change, how he manages that.

Disposition: Negative

Feature: Question 39: Do you provide change management related to Talent management?

Open Coding: Answer 39: the thing is, in the text book change management sounds like you know a thing that a person is constantly doing actively doing as change management. In the actual organization change management is something that goes on. It doesnt happen that you actively do change management inside the organization, it doesnt happen. Of course whenever there is goanna be a new process, there goanna be a new policy there will, its change management only but you didnt want deal it as a separate thing its just something that run on. So, we will always be resistant, but there are always be people who are motivated to implement that okay.

Disposition: Positive

Managerial Behavioral Challenges

i. Theme: Lack of understanding about the significance of talent management

Feature: Question 40: Do you think that the rare Talent Management practices in Pakistan are due to the reason that top managers do not acknowledge its significance?

Open Coding: Answer 40: I am telling this because, I didnt see this in my organization, so I can only give you an opinion over this that whats going on in the market, but yes, because I have friends in other HRs and there is resistance towards change, not all top managers are you know, actively looking for new HR practices and there are sometimes that willing to implement them, so this challenge always remains.

Disposition: Negative

Axial Coding: Due to lack of understanding about the significance of talent management, HR managers resist to implement it.

Selective Coding: Managerial Challenges are the most significant to deal with, for the effective implementation of talent management

ii. Theme: Lack of initiatives towards employees career development programs

Feature: Question 41: How important are the career development programs for the effective implementation of the Talent Management?

Open Coding: Answer 41: They are very important; I mean it comes under Talent Management only. So yeah, succession planning and talent review and all of that is there.

Disposition: Positive

Axial Coding: Talent management cannot be implemented without substantial initiatives towards the employees career development programs

Feature: Question 42: Do you think that top management of organizations takes substantial initiatives for career development of employees?

Open Coding: Answer 42: The thing is that in big organizations the responsibility not only lays on top management but it also lies with the HR. So it goes hand in hand and I cannot make a general statement about the whole market, you see, because I have not been in the market so, I dont, because your Questions are very general that this happens or not. I can only tell you that its pertaining to my organization it happens or not otherwise, I cannot tell you that generally this happens or not. In our organization, of course they do otherwise you wouldnt be able to implement it. Again of course these challenges are there in place but it depends upon your manager, your HR manager whether they are able to explain that and communicate what the significance is. Like, if I will take the talent management and sit in isolation then I cant do this. I need explain its benefits overall. So of course, there is a challenge but you can always overcome that.

Disposition: Positive

iii. Theme: Lack of involvement and collaboration among managers implementing the talent management process

Feature: Question 43: Do you involve the managers from all departments in the implementation of Talent management?

Open Coding: Answer 43: Yes, we involve all managers in Talent Management. Because, its a process, its not a new thing. Its a streamline process that works throughout in our organization you know, so its not an option. We do not face like lack of commitment among managers

Disposition: Positive

Axial Coding: Lack of involvement and collaboration among managers implementing the talent management process, is a challenge in the effective implementation of talent management

Feature: Question 44: Is it a challenge to make collaboration among all managers?

Open Coding: Answer 44: Of course, its a challenge because you know its not easy to get all of them on one page so of course its a challenge, its a part of our job. So nothing is easy, so is that.

Disposition: Neutral

iv. Theme: Lack of commitment of top level management towards talent management

Feature: Question 22: Your top management is fully committed towards talent management?

Open Coding: Answer 22: Yeah.

Disposition: Positive

Axial Coding: The commitment of top level management is the most crucial for the implementation of talent management

Feature: Question 45: In your view, what are the most important and the least important challenges in the effective implementation of talent management?

Open Coding: Answer 45: The most important would be, if your top management is not on the same page as you and the least, I dont know its impossible to implement it if your top management is not, you know, yeah so.

Disposition: Positive

Axial Coding: The commitment of top level management is the most crucial for the implementation of talent management

Feature: Question 46: Among the structural, employee behavioral and managerial behavioral challenges, what are the most important challenges?

Open Coding: Answer 46: Managerial behavioral challenges.

Disposition: Neutral

5   Results and Discussion

The content analysis technique has been executed to analyze the data, construct the themes and to code the data, with the help of the content-coding manual, ratified the challenges that are faced in the implementation of talent management. The identified challenges are discussed in the paragraphs below:

5.1   Managerial Behavioral Challenges

Managerial behavioral challenges are the most significant to overcome, for the implementation of talent management. The analysis revealed that without the commitment of top management, talent management cannot be implemented. In the case study organization, talent management is working effectively, because their top management is fully committed towards talent management. But the responsibility also lies on the HR managers to explain the significance of talent management to the top managers and convince them to implement talent management. As recently, talent management is running under HRM, so HR managers are required to take substantial initiatives towards the employee's career development programs and they should bring up all the managers from different departments on one lane for the effective implementation of talent management. The findings of this research are consistent with the findings of Hughes and Rog (2008); Iqbal et al. (2013); Njeri (2014); Stefko and Sojka (2014).

5.2   Employee Behavioral Challenges

Employee behavioral challenges are considered as the least important challenge in the implementation of talent management as they can be easily overcome. Change management is not a new concept. In the implementation of change management resistance must be there, if the leader will not explain and aware of their employees about the benefits of change and not manage them accurately. In many organizations, some people dont want change but its the responsibility of human resource management (HRM), that how they convince them to adopt change. On the other side, organizations also have employees who want change and enthusiastic to adopt it. Its all process is the part of change management and it depends on the leader of change that how he manages the change. The findings of this research study are consistent with the previous findings, according to which resistance for change among employees is a challenge in the implementation of talent management (Aftab, 2007; Marjani and Safaee, 2016). This research further discovered that behavioral challenges are the least significant because the analysis revealed that behavioral challenges can be overcome easily.

5.3   Structural Challenges

The analysis revealed that all structural challenges need to be addressed to implement an effective talent management program. The findings also discovered that transparency is not a challenge, rather its a strategy. Because complete information does not trickle down, some information remains at the top-level. So, transparency needs to be maintained but complete transparency is not required. However, inappropriate salary and compensation benefits are a challenge in implementing effective talent management. As currently, Talent management comes under the department of HRM mostly, therefore expertise of HR professionals is an essential element for the implementation of talent management. Furthermore, for the effective

implementation of talent management, it is mandatory to align talent management and business strategies in the same direction. The findings of this research are consistent with previous findings (Hughes and Rog, 2008; McDonnell, 2011; Sharma et al., 2012), according to the challenges of proper salary and compensation, lack of alignment between Talent management and business strategy and lacking in professional HR staff are hurdles in the effective implementation of Talent management. But the analysis of this research study also contradicted with previous research study (Denner, 2013; Jadhav, 2013), according to the transparency in the system is mandatory to implement talent management effectively. This study reveals that the challenge of lack in transparency is a strategy more than a challenge and it is difficult to maintain cent percent transparency.

6 Conclusion

The findings of this research study discovered that managerial behavioral challenges are the most significant in the implementation of talent management. Whereas the employee behavioral challenges are the least significant in the implementation of talent management, as they can be overcome very easily. Moreover, the structural challenges are required to be addressed for the effective implementation of talent management. The interview participant further divulged that the deficiency of resources and the shortage of time are also the challenges in the implementation of talent management. This finding is also consistent with the previous researches (Aftab, 2007; Iqbal et al., 2013). Hence, these judgments are constructive for an organization, as they assist in the effective implementation of talent management.

The in-depth interview apprised that talent management practices lack in Pakistan, as less attention is given to the HR practices. Due to this, the effectiveness of HR departments has frail. In some companies the problem arises with the top management, they do not believe in HR and talent management practices. While some companies do not provide efficient salary and compensation benefits to their employees and as a result they lose their key employees. In the case study organization, talent management is implemented and the proper procedures and policies regarding talent management are being followed in the organization. Thus, it is concluded that the giant multinational corporations like the case study organization are executing talent management, and they have proper talent management strategies and policies. But the talent management processes can be enhanced further through improvements.

6.1 Recommendations

Based on the research study findings the following strategies have been suggested for the effective implementation of talent management:

a) Provide effective salary and compensation benefits in comparison to other organizations, to retain the top talent.

b) Some companies dont consider HR as an integral part and they do not invest in human capital. This creates hurdles in the implementation of talent management. Therefore, it is required to increase the strength of HR.

c) Provide proper training to HR personnel, to increase their capabilities and abilities.

d) To overcome the gap between talent management and business strategy, management needs to sit down and figure it out that where does a gap lie and what are the reasons and how the gap can be overcome.

e) Resistance towards change can be overcome with good strategy. Every change and resistance is different, so its the job of HR to come over that and explain it over every strategy you try to adopt.

f) To overcome the managerial challenges, good communication skills are required. The HR manager should prove their point to the top management with the help of researches and surveys that why talent management is important for the organization.

g) The HR managers must be able to explain the significance of talent management to the top management, that how it benefits the organization.

h) There must be a strong commitment and collaboration among the managers of different departments that are involved in the process of implementing talent management.

i) To maintain transparency, it is required to have credible systems in the process of talent management.

j) The HR managers should take substantial initiatives towards the employees career development programs.

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