

***Majors: HRM***  
***S.No. 10***

Talent Management as Strategic Priority; A study conducted on the corporate sector of Islamabad.



By

**Eisha Khalid 01-221201-007**

**Supervisor:**  
**Ms. Nida Kamal**

Department of Management Sciences

Bahria University Islamabad

Spring 2021

FINAL PROJECT/THESIS APPROVAL SHEET

Viva-Voce Examination

Viva Date 13/07/2021

Talent Management as Strategic Priority; A study conducted on the corporate sector of  
Islamabad.

**Eisha Khalid 01-221201-007**

(Masters/MBA)

Approved by:

---

**Ms. Nida Kamal**  
Supervisor

---

(Write name of your examiner-I)  
Examiner-I

---

(Write name of your examiner-II)  
Examiner-II

---

**Dr.Syed Haider Ali Shah**  
Research Coordinator

---

**Dr.Khalil Ullah Mohammad**

Head of Department  
Business Studies

A research project submitted in partial fulfilment of the requirement for the degree of MBA

Department of Management Sciences

Bahria Institute of Management and Computer Sciences

Bahria University Islamabad 2017.

**Author's Declaration**

I Eisha Khalid, hereby state that my MBA thesis titled “Talent Management as a strategic priority.” is my own work and it has not been previously submitted by me for taking partial or full credit for the award of any degree at this university or anywhere else in the world.

Eisha Khalid \_\_\_\_\_

Date: 21-June-2021

### **Plagiarism Undertaking**

I take full responsibility of the work conducted during the MBA thesis titled, “Talent Management as a strategic priority”. I solemnly declare that the work presented in the thesis is done solely by me with no significant help from any other person; however, small help wherever taken is duly acknowledged. I have also written the complete thesis by myself. Moreover, I have not presented this thesis (or substantially similar research work) or any part of the thesis previously to any other degree awarding institution within Pakistan or abroad.

I understand that Bahria University has zero tolerance policy towards plagiarism. Therefore, I as an author of the above-mentioned thesis solemnly declare that no portion of my thesis has been plagiarized and any material used in the thesis from other sources is properly referenced. Furthermore, the work presented in this thesis is my own original work and I have positively cited the related work of other researchers by clearly differentiating my work from there relevant work with your valuable input, comments and advices.

## Table of Content

Acknowledgement.....	08
Abstract.....	09
Key word.....	10
List of figures.....	11
<b>CHAPTER 1</b>	
Introduction .....	12
1.1 Talent Management in Pakistan .....	18
1.2 Purpose of Research.....	20
1.3 Contextual Analysis.....	20
1.4 Research Questions.....	20
1.5 Research Objective.....	20
1.6 Problem Statement.....	21
1.7 Research Significance.....	21
<b>CHAPTER 2</b>	
Literature Review .....	22
2.1 Introduction .....	22
2.2 Talent Management.....	23
2.2.1 Talent retention, engagement and attraction.....	26
2.3 Talent Management in Pakistan.....	29
2.4 Resource based view as Talent Management Strategy.....	30
2.5 Theoretical Framework.....	32
Chapter Summary.....	33
<b>CHAPTER 3</b>	
Research Methodology.....	34
<b>CHAPTER 4</b>	
Analysis and Results.....	37
4.1 Data Collection.....	37
4.1.1 Participants of the Study.....	38
4.2 Talent Management as Strategic Priority (Question Guide) .....	39
4.2.1 Quotes from Respondents.....	40
4.3 Results.....	41
4.4 Findings.....	43
4.5 Limitations of Study.....	47
<b>CHAPTER 5</b>	
5.1 Conclusion .....	48
5.2 Recommendations .....	50
5.3 Reflective Statement.....	51
Bibliography.....	52

### **Acknowledgement**

I would like to forward my appreciation to my supervisor Ma. Nida Kamal for providing her valuable input and guiding us along the way. Without her valiant efforts, the research would have been incomplete. I would also like to show my appreciation towards my instructors present in the Human Resources Panel at Bahria University Islamabad; their guidance has paved the way for a robust, well-structured and comprehensive study. Thank you for taking the time to provide me with your valuable input, comments and advices.

**Abstract**

Employees are the backbone of an organization; they attribute a firm its distinctive characteristics and formulate strategies that give the firm a competitive edge in its respective industry. The retention of high performing employees is pertinent for a firm's strategic success. Hence, talent management is a multi-faceted process aimed to attract, train, develop and motivate employees to showcase their best versions in order to help the organization meet its long-term goals. However, since Pakistan is still a developing nation and is at its infancy stage of implementing effective talent management policies in the workforce, the sophisticated execution of HR practices is still questionable. This study proposes the importance of talent management strategies and emphasizes why organizations need to employ them in their corporate strategies. In order to investigate whether this problem exists as indicated by the literature review, participants were interviewed from the corporate sector of Pakistan. Inspired by the phenomenological research approach the study conducted a thematic inductive analysis on the response gathered. This study investigated whether talent management practices were being employed or not. Based on the findings, talent management practices of retention, attraction and engagement of high performing employees are not being applied and in order to achieve organizational performance, talent positioning and competitive edge. This study also suggested the ideal talent management practices to incorporate in HR practices of the organizations.



**KEY WORDS**

Talent Management

Talent Retention

Talent Attraction

Talent Engagement

Organizational Achievement

Competitive Edge

Talent Positioning

List of Figures

Figure 2.5: Framework.....	33
Figure 4.1: Companies selected for Research.....	37-38
Figure 4.1.1: Research Participants .....	38-39
Figure 4.2.2: Respondents' quotes .....	41
Figure 4.3.1: Research findings....	42-43
Figure 4.4.1: Research findings.....	43
Figure 4.4.2: Research findings.....	43