

MANAGING ORGANIZATIONAL TALENT THROUGH INTERNAL TALENT
MOBILITY PROGRAM: IMPLICATIONS FOR THE HUMAN CAPITAL AT
THE COCA-COLA COMPANY.



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DEDICATION

This dissertation is dedicated to my parents who have always been with me, whose motivation and encouragement kept me going in life and who have never forgotten me in their precious prayers.

MANAGING ORGANIZATIONAL TALENT THROUGH INTERNAL TALENT MOBILITY
PROGRAM: IMPLICATIONS FOR THE HUMAN CAPITAL AT THE COCA-COLA
COMPANY.

Table of Contents

Abstract..... 4

Chapter 1. Introduction 5

1.1. Preamble..... 5

1.2. Problem Statement 5

1.3. Research Question 6

1.4. Research Objectives 6

1.5. Background of the Study 7

Chapter 2- Literature Review..... 10

2.1. Preamble 10

2.2. Understanding What ‘Talent’ is? 10

2.3. Drivers of Talent in the Age of the Modern Knowledge Worker..... 12

 2.3.1. The Exogenous Drivers of Talent 12

 2.3.2. The Endogenous Drivers of Talent 16

2.4. Reexamining Talent Management..... 17

2.5. Internal Mobility Practices at Play 20

 2.5.1. Structure of the Human Resource Management Function 22

 2.5.2. The, Attracting, Hiring and Promotion of ‘Talent’ 27

MANAGING ORGANIZATIONAL TALENT THROUGH INTERNAL TALENT MOBILITY
PROGRAM: IMPLICATIONS FOR THE HUMAN CAPITAL AT THE COCA-COLA
COMPANY.

2.5.3. The Orientation, Training, and Mentoring of ‘Talent’	36
2.5.4. Managing Career Tracks of ‘Talent’ through Succession Planning	47
2.6. Summary	54
Chapter 3. Research Design	56
3.1. Preamble	56
3.2. Conceptual Framework.....	56
3.3. Methodology/Procedures.....	58
3.3.1. Qualitative Research Strategy-Case Study.....	58
3.3.2. Case Design	59
3.3.3. Gathering/Management of Empirical Information.....	60
3.4. Role of the Researcher	61
3.5. Data Analysis Procedures.....	61
3.6. Data Consistency Systems	62
3.6.1. Procedural Rigor	62
3.7. Unit of Analysis	64
3.8. Time Horizon.....	64
3.9. Target Population and Sample Size	65
3.10. Measuring Instrument.....	65

MANAGING ORGANIZATIONAL TALENT THROUGH INTERNAL TALENT MOBILITY
PROGRAM: IMPLICATIONS FOR THE HUMAN CAPITAL AT THE COCA-COLA
COMPANY.

Chapter 4. Analysis	66
4.1. Preamble	66
4.2. A Case Study on the Coca-Cola Beverages Pakistan Limited.	66
4.3. Themes Derived from the Analysis	70
<i>4.3.1. Structure of the Human Resource Management Function</i>	70
<i>4.3.2. The Attracting, Hiring and Promotion of ‘Talent’</i>	73
<i>4.3.3. The Orientation, Training, and Mentoring of ‘Talent’</i>	79
<i>4.3.4. Managing Career Tracks of ‘Talent’ through Succession Planning</i>	86
Chapter 5. Discussion and Conclusion	90
6.1. Discussion	90
6.2. Conclusion	94
6.3. Recommendations	98
6.4. Research Limitations	98
References	100
Appendix	118

MANAGING ORGANIZATIONAL TALENT THROUGH INTERNAL TALENT MOBILITY
PROGRAM: IMPLICATIONS FOR THE HUMAN CAPITAL AT THE COCA-COLA
COMPANY.

Abstract

The concept of Talent mobility has been studied by HR experts as a resourceful and cost saving technique of strategic talent employment that can serve as a strategic competitive advantage for any organization. Over the past years, research has shown a considerable association between internal mobility and company performance. The intention of this research study is to look into the effects and implications of the qualitative character and the dimensions of newly commissioned internal talent mobility programs on the human capital of Coca-Cola. The dissertation focuses on the examination of the systems and processes of the organization's strategic talent management policy in respect with the expectations and reservations of the company's diverse talent pool regarding the newly introduced internal talent mobility program. From the managerial perspective, this study will help the organizational leaders in achieving a better understanding of the employees' perception of the mobility program. Exploring the previous literature on strategic talent management, internal talent mobility, support of manager, talent retention, succession planning, career tracks and training which help set up a comprehensive understanding for the research subject matter and explains the various facets linked to the topic. Under the light of interpretivism paradigm, the case study method of qualitative analysis has been employed for this research study, semi-structured interviews have been conducted with the employees affected by the mobility program, also the general perception of the workforce at multiple regional locations has been judged through an open-ended questionnaire, field notes and observation. The findings point out the significance of an effective Strategic HR function and a mentoring/coaching program in implementing an effective internal talent mobility plan. Furthermore, the importance of the development and growth of the organizational human capital in terms of their career progression is also found to be of immense significance to the talented employees.

Keywords:

Internal Talent Mobility, Strategic Role of HRM, Strategic Talent Management, Employee Retention, Career Progression, Coaching/Mentoring, Work-Life Balance, Human Capital, Pakistan.