

# Managing Talent; the New Mantra for Organizational Performance

**MS Thesis**



**Samra Tariq**

**ID: 111292001**

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**University of Management & Technology**

## **DEDICATION**

**To ALLAH ALLMIGHTY;**

**The most Benevolent and The most Merciful**

## **DECLARATION**

To the paramount of my knowledge, this thesis does not  
restrain any formerly published material, apart from  
where reference is made

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**Samra Tariq**

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On crossing this objective, I would like to utter my cordial gratitude to those special ones to whom I owe a marvelous debt for their guidance, motivation, encouragement and assistance.

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## **Abstract**

Today's markets have become global and highly competitive. Organizations today are operating in business conditions that are competitive on one hand and unstable, complex, and dynamic on the other. The situation is even grimmer for those operating globally. As a response to this situation, Talent is becoming the main focus of the organizations as source of competitive advantage. As a case in point most writing about TM has come from consultants and practitioners, rather than from researchers, a number of critical questions remain to be answered what specifically is Talent? What are the constituents that will help differentiate Talent from conventional HR? What is the impact of TM on organizational performance? So, objective of this study is to recognize or understand what will constitute Talent against conventional HR, as well as to focus on the impact of TM on organizational performance. Further the thesis also intends to focus on the retention strategies that are important for retaining Talent.

Measuring organizational performance in terms of TM is a complex issue. The major obstacle was, there was no instrument on Talent identification. First of all, developed a instrument on Talent identification by following Brymen and Bell (2003). However, based on existing literature, a theoretical framework and a research model was conceptualized to ascertain the relation between TM and organization performance.

Field survey was conducted by using a questionnaire modified to the context having closed-ended questions. Questionnaires were administered amongst 300 respondents. Out of 69 received, 66 usable questionnaires were utilized for data analysis in SPSS. Statistical analyses revealed a positive significant relationship between TM and organizational performance.

The research findings are consistent with the previous practitioners and research assumptions in the field of TM. The Talent identification instrument is being first time developed and applied in academia, may further be expanded to other sectors like banking, manufacturing sector etc. Later on, the same research can also be conducted for comparison with in the same sector. Moreover, from the managerial perspective, the findings gave clear indications that would allow academic institutes to understand the implications of TM on organizational performance.

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