

## **The Talent Management Practices for Employee Job Retention; A Phenomenological investigation of Private Sector Banking Organizations in Pakistan**

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### **Abstract**

*The purpose of this study is to explore the concept of talent management and its implications for Human Resource managers in banking sectors of Pakistan. The paper adopts the qualitative approach for the deep analysis of talent management practices prevailing in banking sectors. The data will be collected from 11 Human resource managers working in different banks especially private banking sector organization in Lahore city. The findings study will help the management of banking sectors to efficiently and effectively implement talent management practices. The study will help for the development of an employee to retention and attract of an employee or to reduce the turnover intention the employees that can change the organizational effectiveness currently or in the future. This is first and unique study that attempts to explore TM concept regarding HR context in banking sectors of Pakistan. Talent management practices are the most significant for retention and development of the employee. The study brings out the phenomenological approach of talent management for the benefit of HR managers working in banking sectors of Pakistan.*

**Key Words:** HR Managers, Talent Management, Employee job Retention, Development of Employees.

### **Introduction**

Talent Management (TM) is vastly emerging field since 1997 after introducing this professional concept by the Mckinsey and company. In this rapidly changing and competitive business environment this term has become very popular in the literature and international organizations. Pakistan is a developing country in which the organizations are recruiting, developing, compensating and rewarding the employees and performing the HR functions.

This term “Talent Management” is not popular in the corporate sector as well as in academia Lewis and Heckman<sup>1</sup> The researchers are publishing the research in Human Resource Management field and Managers are recruiting & selecting, training & developing appraising and compensating the employees but not giving the particular attention on strategic and global term and issue “Talent Management”. Practically, Pakistan is facing the problem of Talent management, because of non-recognition of talented people. There is no deficiency of Talent in Pakistan in any field of life but the problem is reward. The top brains move to foreign countries where they find reward for their talent. There is extensive discussion in the literature regarding the clarity of TM concept and the theoretical limitations of this growing field Collings and Mellahi<sup>2</sup> .Moreover, the efficiency of talent management and its created core value for company still has not been analyzed broadly, which is specifically true in unstable organizational and national context.

The employees having exceptional talent can become source of sustainable competitive advantage which is difficult for the competitors to imitate. Considering this perspective, to compete in the global and volatile business environment, the employees have the dynamic, entrepreneurial skills, technological proficiency and capability to work in various kind structures, environment and competitive market.<sup>3</sup>

The banking organization is constituted to reduce turnover intention increase work commitment and engagement by job security, and compensation from organizational point of view, these aspects enhance new tasks and challenges for more safe and for the long term supply of employee commitment and engagement. The organizational success is increasingly dependent upon identification, recruitment, management and retention of top performer or talented employees to cope with contemporary and future needs of and organization. The need and competition for skilled workers is increasing globally.<sup>4,5</sup>

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<sup>1</sup> Lewis, R. E., & Heckman, R. J. Talent management: A critical review. *Human resource management review*, 16(2), 2006, pp. 139-154.

<sup>2</sup> Collings, D. G., & Mellahi, K. Strategic talent management: A review and research agenda. *Human resource management review*, 19(4), 2009, pp. 304-313.

<sup>3</sup> Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. G. The war for talent. *McKinsey Quarterly*, 1998, pp.44-57.

<sup>4</sup> Florida, R. *Cities and the creative class*: Routledge, 2005.

The banking sectors has all the time faced difficulty in attracting the properly inspired, qualified and trained employees that have abilities to provide the promised services that organizations make with potential and current customers. The banking sectors has a low prestige for providing regular work force, minimum level of salaries, anti-social working time, tedious work, and restricted opportunities for career development.<sup>6,7</sup>

Anyway, banks of which managers is a vital element, is the world's biggest industry and responsible for 8.7% percent of employment globally and as a result demand for banking sectors and banking sectors employees of all level in growing fractionally. Not amazingly, the activities of recruitment & selection, orientation and effectively attracted by managers and individual development of employee through rebalancing the in source and outsource promotions professional trainings along with some compensation and rewards can enhance the employee retention and killed workers to works for the organization success and benefits of the banks and banking sectors.

The organization not realizing the importance of talent management might lose many benefit like attract to skilled and innovative employees, improved productivity, less employee turnover, more employee engagement and good reputation and image as employer.<sup>8,9</sup> Talent management implementation is critical to gain such benefits; the top manager can implement talent management with help of line managers which are crucial in concept of people management of private sector banks. The support for talent management flow from top level management and to lower management throughout the organization. From the view point of, "war for talent", the support of managers for talent management is very crucial.<sup>10</sup>

Looi, Marusarz, and Baumruk argue that managers in the banks and financial hubs needs to integrate the processes of recruitment, development

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<sup>5</sup> Frank, F. D., & Taylor, C. R. Talent management: trends that will shape the future. *Human Resource Planning*, 27(1), 2004, pp. 33-42.

<sup>6</sup> Watson, S., Maxwell, G. A., & Farquharson, L. Line managers' views on adopting human resource roles: the case of Hilton (UK) hotels. *Employee Relations*, 29(1), 30-49.

<sup>7</sup> Wood, S. Human resource management and performance. *International journal of management reviews*, 1(4), 1999, pp. 367-413.

<sup>8</sup> Groves, K. S. Integrating leadership development and succession planning best practices. *Journal of management development*, 26(3), 2007, pp. 239-260.

<sup>9</sup> Storey, J. *Human resource management: A critical text*: Cengage Learning EMEA, 2007.

<sup>10</sup> McGee, L. CEO's influence on talent management. *Strategic HR Review*, 6(1), 2006, p. 3.

and retention in a way to properly acknowledged the worth of talent in order to run the business operation efficiently.<sup>11</sup> The banking industry of Pakistan widely ranges from the financial banks working under state bank of Pakistan e.g. Non-Islamic banking, Islamic banks, agricultural development banks, financial institutes, small and medium exchange development authority and saving center.<sup>12</sup>

There are also different institutions like Pakistan Institute of Tourism & Hotel Management and College of hotel and tourism management (COTHM) which are also providing training to students at low cost, facilitating employment for youth to promote the tourism in Pakistan but they are not contribute in the economic as much as banks are doing . Banking industry is part of services sector which is responsible for 57.7 percent of GDP of country (**Pakistan Economic Survey, 2013**). For purpose of this paper the banking industry includes the all private sector banking organizations that are located in Lahore region.

### **Definition of Key Construct**

Talent management is the procedure to selection recruitment and development the talented employees by the human resource managers for the organization to attain the sustainable competitive advantage.

### **Definition of Talent Management**

There is no accord concerning the definition of talent management and there is no conceptual development for the talent management. In generic way talent management mean something different for the diverse people in the organization.

For instance, the chartered Institute of Personnel and Development talent management is related with individual employee who is directly concerned with organizational performance. They can make the different changes on future considerations. Generally, talent management is defining as inconsistent for the employee outcomes. But it appears in the world of work it

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<sup>11</sup> Looi, P., Marusz, T., & Baumruk, R. What makes a best employer? Insights and findings from Hewitt's global best employers study. *Hewitt Talent and Organization Consulting*, 2004.

<sup>12</sup> Barron, P. Education and talent management: Implications for the hospitality industry. *International Journal of Contemporary Hospitality Management*, 20(7), 2008, 730-742.

is well elaborate area of management practices that is basis on principals Lewis and Heckman.

According to theory of work and commitment Sulsky<sup>13</sup> makes employees more responsible for his outcomes and increases intrinsic commitment. So, keeping it in view if sufficient implementing HR practices are provided to employees for by keeping in consideration employee's local and individual needs then talent management will become more responsible after these actions. In such situation perceptions of talent management will enforce him to reciprocate towards organization through implementing HR with more responsibility.<sup>14</sup> They will also provide employee with flexible work schedules, decentralized decision making, beneficial support, reduced stress, exhaustion at job. Employee motivated by developmental practices by taking part in lateral job movement, developmental activities and trainings which can shows effects of developmental HRM practices on affective commitment Kuvaas e.g. turnover intention and employees are ready to do work by support of human resource practices they perceive that HR practices are beneficial for them and HR practices always motivate for affective commitment.<sup>15</sup>

Talent management is the practices of HR department for controlling attracting and retaining the talent employees in the organization for long time period. HR practices involve from the process of recruitment of an employee to the in source and outsource promotions, employee development, organizational loyalty and training. But the employee only be retain through different employee benefits and practices e.g. work life balance compensation job security and job design. In consistently, talent management practices are still unclear in terms of employee outcomes. So, talent management can solve out through different organizations of employee for engagement and commitment<sup>16</sup>

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<sup>13</sup> Sulsky, L. M. *Review of Commitment in the workplace: Theory, research, and application* (Vol. 40): Canadian Psychological Association, 1999.

<sup>14</sup> Kuvaas, B. An exploration of how the employee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes\*. *Journal of Management Studies*, 45(1), 2008, pp. 1-25.

<sup>15</sup> Bal, P. M., Kooij, D. T., & De Jong, S. B. How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies. *Journal of Management Studies*, 50(4), 2013, pp. 545-572.

<sup>16</sup> *ibid*

## **Perspectives on Talent Management**

Lewis and Heckman conducted an intensive and significant review of the talent management in the upgraded literature each within the skilled and academic press and located a “disturbing lack of clarity” regarding its definition. However, it determines three primary conceptions of this term. The first primary concept of talent management is “a collection of typical human resource department practices, like recruiting, selection, development and career and succession management”<sup>17</sup> From this angle, talent management is very stylish direction for every human resource management. However, its systematic approach additionally implies to carry out functional work from the whole organization technology takes place at the level. They additionally recommended that talent management might to boot imply a systems approach to closing these functions; one that involves technology (e.g. the net or software) and takes place at the amount of the full enterprise.

Lewis and Heckman’s second conception of talent management is concerning with supply and demand, weakling and growth. It is more specifically describe the modeling (support of managing) within the organization. It predicts that human flow always depending in the demand and supply in factor work force e.g. skills and development. From this angle, talent management is considered additional or less oppressive with human resource or hands coming up with, significantly if they drive the workforce in a plan way it automated and connected with the organizational social linkages.

The third perspective on human talent management known by Lewis and Heckman directed on attracting, employee development and compensate the worker talent. Hunt and Morgan (1994) also highlighted the importance of “people management”. They emphasized the importance of leadership behavior along with the application of HR practices to increase in commitment and work engagement.<sup>18</sup> When an employee perceives HR practices through talented managers, employees should be higher commitment resulting in their reduced turnover intentions. Individuals vary according to their needs for satisfaction, competence and relatedness (i.e. high potential or high playacting

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<sup>17</sup> Lewis & Heckman, Op cit.

<sup>18</sup> Hunt, S. D., & Morgan, R. M. Organizational commitment: one of many commitments or key mediating construct? *Academy of management journal*, 37(6), 1994, pp.1568-1587.

employees). Three factors of sensibility and behaviors add bulge to the characterization of commitment. They are (i) approval of an assent within the values and goals of the company; (ii) need to take care of organization coherence and (iii) a readiness to bequeath to the organization.”<sup>19</sup>

### **Problems in Attracting, Developing and retaining Talent**

Due to many competitors in market place the banking sector is facing problem in attracting, developing, and retaining effectively motivated and trained employees and increased employee turnover. A lot of studies describe that this sector is facing the high employee turnover because of work-life balance conflict, and everlastingly sentimental labor, and poor working conditions from customer contact.<sup>20, 21</sup> Results of Study imperially tested with talent management conducted and Hotels of Hong Kong express that most of the times employee turnover occur in probationary month of employment.<sup>22</sup> Consequently, the employer must understand and acknowledge the importance of new employee’s expectations as a source of disappointment that results in turnover.

To attract and retain the adequate talent is major challenge for hospitality managers created by employment inhospitality industry not being take as career, the less career advancement and unskilled nature of positions .The managers have keen awareness about selling their employer brand to the future talent and every organization need to understand the distinctive selling features but it was not validated from the perspective of employees. There in intensive discussion needed to understand the problems in attracting talent. The role of Mangers is important in developing the talented employees. The prevailing trend is that development responsibility has been delegated to employees for self-development, because resources and priorities constraints provide barriers to more sophisticated approaches to talent development.

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<sup>19</sup> Morton, L. *Integrated and integrative talent management: A strategic HR framework*, 2004.

<sup>20</sup> Karatepe, O. M., & Baddar, L. An empirical study of the selected consequences of frontline employees’ work–family conflict and family–work conflict. *Tourism management*, 27(5), 2006, 1017-1028.

<sup>21</sup> Karatepe, O. M., & Kilic, H. (2007). Relationships of supervisor support and conflicts in the work–family interface with the selected job outcomes of frontline employees. *Tourism management*, 28(1), 238-252.

<sup>22</sup> Woods, R. H., & Macaulay, J. F. R for turnover: retention programs that work. *Cornell Hotel and Restaurant Administration Quarterly*, 30(1), 1989, pp. 78-90.

There is need to understated the motivation behind employee's decision to stay or go, remainup todate with the social trends effecting the employee motivation,develop structured retention plan and loss of talent due to poor communication between mangers and staff. <sup>23</sup>

Hence, there are numerous careers domains, opportunities and barriers that can exit the employees from the current work place. These can be committed and retain for the long time period by talent management practices. However, some tasks are discussed in the existing literature as compared to adaptive strategy approach. Literatures describe that with the use of higher managerial skills and talent workers can be motivate, thrive at work and developed through different activities and firm can go toward oriented success. <sup>24</sup>

## **Methodology**

### **Research Approach and Participants**

A phenomenological approach has been used for this study. As this is a qualitative analysis of narrative data a phenomenological approach has been used for the research method. As per the convenience HR managers of private sector banking organizations were selected to collect the interviews. HR managers those are related from the process of hiring to firing or retirement an employee. They deal with employee's issues, terms and conditions of Organization and also deal with some organizational strategic policies. HR managers are the main source to collect talented employee in organization and retain them for a long time with different HR practices. The talent management is a new and emerging concept which is not fully understood in Pakistani Human resource context. The present study responds this academic gap in the literature.By keeping in view this study exploratory in nature this study in formulate and understand about the HR manager's awareness of the concept of talent management and its application in HRM studies with

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<sup>23</sup> D'Annunzio-Green, N. Managing the talent management pipeline: Towards a greater understanding of senior managers' perspectives in the hospitality and tourism sector. *International Journal of Contemporary Hospitality Management*, 20(7), 2008, pp.807-819

<sup>24</sup> Aycan, Z. Key success factors for women in management in Turkey. *Applied Psychology*, 53(3), 2004, pp. 453-477.



providence of new constructs under this dimension Punch (2013). Table: 1 shows each participant profile with age level.

**Table-1 Profile of each Participant**

Sr, No.	Code	Rank	Age	Bank Name
1	Interviewee 01	HR Manager	39	Muslim Commercial Bank Ltd.
2	Interviewee 02	HR Manager	53	HABIB Bank Ltd.
3	Interviewee 03	Asst. HR Manager	30	MCB Islamic Bank Ltd.
4	Interviewee 04	HR Manager	40	Bank Al-Habib
5	Interviewee 05	HR Manager	34	Allied Bank Ltd
6	Interviewee 06	Asst. HR Manager	28	Faisal Bank Ltd
7	Interviewee 07	HR Manager	36	United Bank Ltd
8	Interviewee 08	HR Manager	45	Habib Metropolitan Bank Ltd.
9	Interviewee 09	Asst. HR Manager	31	Meezan Bank Ltd.
10	Interviewee 10	HR Manager	43	Standard Chartered Bank Ltd.
11	Interviewee 11	HR Manager	56	Soneri Bank Ltd.

### Population and Sample

Study has been conducted in natural setting with the assumptions of small size (Hussey & Hussey, 1997). For the selections of the sample from the population convenience sampling technique has used for the individual interviews. The population for the present study consisted of managers working in the private sector banking organizations of Lahore city. With the help of convenience technique total numbers of 11 interviews were conducted (Marshall, 1996) through the in-depth interviewing with expert HR managers of different private banks sector. (Punch, 2005) argues that a sample of 11 to 15 is sufficient to get the insight and themes about the research problem in qualitative research.

Open ended semi structure interview protocol has used for the recording of interviews from 11 HR managers from different banks. <sup>25</sup>(Irem, Rehman, & Rehman, 2016). Numerous private and public sectors financial organizations set the strategies to make them successful. Because human behavior cannot be understood without the attributes of these behaviors like their values, thoughts, emotions, feelings and belief.

### Interview Collection

For this study Self-making protocol has been used to take interviews from participants. Interview Protocol consist on 10 self-structured questions has

<sup>25</sup> Irem, K., Rehman, M., & Rehman, C. A. Strategies to overcome work barriers: An exploratory study of women executives in Pakistan. *FWU Journal of Social Sciences*, 10(1), 2016, 21.

used to get the insights and general theme about talent management practices prevalent in HR managers in banking sector to retain the employees for long time period in the organization.<sup>26, 27</sup> (Marshall, 1996; Punch, 2005). 5 questions of the interview describe the explanation about the development of employees, how employees are attracted by the managers, recruitment policy, on-job and out-sources promotion and trainings and remaining 5 questions related with retentions of employees e.g. through compensation, job security, job design, work life balance and job stress. It is highly useful and meaningful technique to know the perception and ideas of managers. It is new and emerging field in human resource management and the present study will help us the important core concepts variables influencing the talent management and strategies of managers. The interview guide has been consisting of structured and open ended ten questions.

### **Data Analysis Technique**

The Thematic analysis has been used for analysis of the data this is the most widely used in qualitative research. Thematic analysis analyses used for analyze, identify and recording data entered from the transcriptions of individual interviewees (Braun & Clarke, 2006). The purpose of my research is to identify the themes that are used for the retentions of talented employees in organization through talent management HR practices with respect to achieve the competitive advantages and firm's success.<sup>28</sup> Therefore, to generate the new themes from the study the thematic analysis has done with NVIVO-11 Plus software. The emerging and dynamic themes have been generated by using Nvivo-11 Plus.

### **Results and Discussions**

When interview was taken for the analysis specially asked about the role of talent management practices and their experiences for the employee job retention through use of talent, then all the managers were found they are

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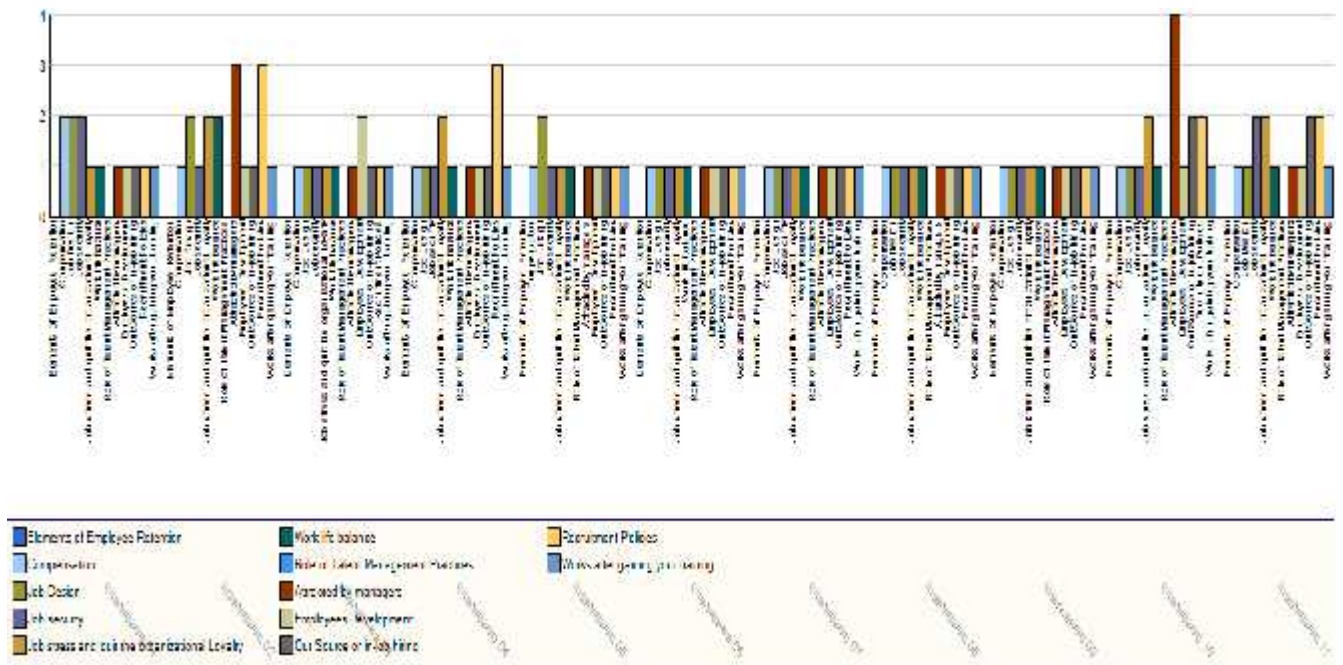
<sup>26</sup> Marshall, M. N. Sampling for qualitative research. *Family practice*, 13(6), 1996, pp. 522-526.

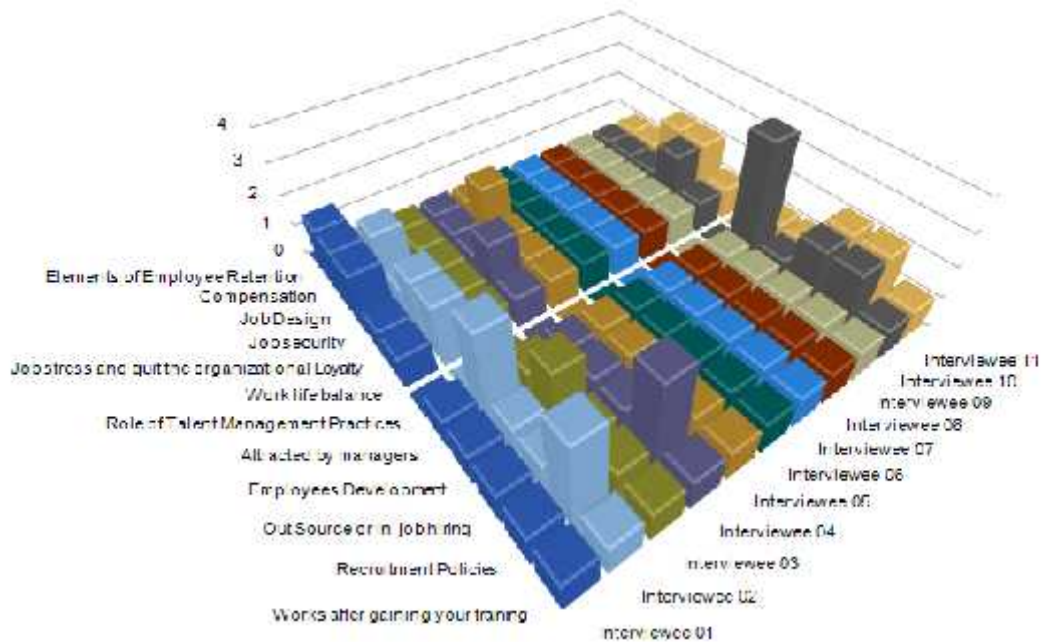
<sup>27</sup> Punch, K. F. The analysis of qualitative data. *Introduction to social research: Quantitative and qualitative approaches*, 2005, pp. 193-233.

<sup>28</sup> Wisdom, J., & Creswell, J. (2013). Mixed methods: integrating quantitative and qualitative data collection and analysis while studying patient-centered medical home models. *Rockville: Agency for Healthcare Research and Quality*.

highly committed with these practices and all the managers have intention to retain the employees through some benefits and some extra allowances. It's the great sense of achieving the organizational goals and profitability. From the overall interviewed questions two themes are extracted from the results coding method. Firstly, described about the role of talent management practices and secondly discussed about the employee job retention. If highly the Talent management practices more will be the employee retention rate in the organizational context. Some highly experts and HR managers of private sectors banking organizations shared their experiences regarding the role of talent management practices and elements of employee job retention.

### Main Themes and relevant Model





### **Talent Management Practices**

Talent management practices are the section of selecting typical human resource with handsome manners of recruiting, selecting and training. (Lewis & Heckman, 2006) they can reduce the turnover intention by use of their talent. Talent management is the practices of HR department for controlling attracting and retaining the talent employees in the organization for long time period. HR practices involve from the process of recruitment of an employee to the insource and outsource promotions, employee development, organizational loyalty and training.

Table 2 reporting the themes about role of talent management practice are in the banking organizations how much they are strongly related with the working environment of banking sectors. Talent management is the tactics to attract, develop and retain the employees within the organization for long time period. In the table-2 there are eleven participants from them interview has been taken about the talent management practices and its role in banking organization. The most reported role of the talent management practice is recruitment policy which mean that HR managers are use the talent for selecting an employee for the organization by “right man for right job” phenomenon. Attracted by the managers and On-job and Out-Source hiring are the second and third type or category to play a role of talent management practices in organization. After the selecting an employee they are attracted by

the managers for his organization and In-job and Out-sources selecting employees are the best use of organizations. Whereas, work after training of every employee and employee development are fourth and fifth type of rules for the employee development, retaining and attracted in the organization. The detail discussion along-with participants detail is given below.

**Table-2**  
***Role of Talent Management Practices***

<b>Participants</b>	<b>Recruitment Policy</b>	<b>Employees Attractive by Managers</b>	<b>Employee Development</b>	<b>On-Job and Out-Source Hiring</b>	<b>Work After Trainings</b>
<i>Interviewee-01</i>	1	1	1	1	1
<i>Interviewee-02</i>	3	3	1	1	1
<i>Interviewee-03</i>	1	1	2	1	1
<i>Interviewee-04</i>	3	1	1	1	1
<i>Interviewee-05</i>	1	1	1	1	1
<i>Interviewee-06</i>	1	1	1	1	1
<i>Interviewee-07</i>	1	1	1	1	1
<i>Interviewee-08</i>	1	1	1	1	1
<i>Interviewee-09</i>	1	1	1	1	1
<i>Interviewee-10</i>	2	4	1	2	1
<i>Interviewee-11</i>	2	1	1	2	1
<b>Total</b>	<b>17</b>	<b>16</b>	<b>12</b>	<b>13</b>	<b>11</b>

### **Recruitment Policy**

First of all, Right man for the right job the main agenda in recruitment policy weather the employee is educated or not but he has a good working skill should be in him. Sometime one candidate who is not much educated but he has some extraordinary skills as job descriptions. e.g. recruitment policy is if one man want job for sales manager and asked from him can you do the job of HR managers as well? If his answer is yes! If you give me opportunity so he can do that job too so we judge him that this person is not for the specify area of field. This is the primary motive for our recruitment policy that right candidate for the right job. Recruitment process we consider the physical appearance of every candidate. Checking the all educational documents of every employee and we may have some considerations and well. Recruiting an employee is the very basic and starting step to select the person for organizational success. Some experts HR managers expressed his emptions through a depth interview as given below.

*“We put emphasis on number of functions to comprehend the recruitment policy. Human Resource needs assessment, designing job description, job specification and titling a job. Job specification*

*expresses the job candidate's educational level, experiences, skills etc. (Interviewee-03)."*

*"Yes, our company has very strict recruitment policy, which involves 5 steps Preparation, Advertising, Shortlisting through a written test, Interviewing, and Appointment (Interviewee-05)."*

### **Employees Attracted by Managers**

After the recruitment of any employee for the organization HR managers has a first task to retain the employee for organizational benefits and success with usage of different mean. So, employees are attracted by the managers through organizational structure and employees job descriptions. One HR manager highlight the term about attractiveness in detail.

*"There have so many ways for attraction of employees. First of all, we have to tell about all terms and conditions and rules of the organization and want to attract the employees. Secondly you show him that your organization will arrange the family trips and tours or annual dinners for the attraction a retention of individual employees. Secondly, we can do salaries adjustment for the job satisfaction element. Thirdly you can attract him with the functional related elements like if one person is doing a job on branch operational manager post and we can attract him by giving the promotion on Branch Manager. Fourthly you can show them the employee's benefits like house loan, car loan, and bike loans as well by these means you can motivate and attract and retain the individual employees for long time period in your organization (Interviewee-02)".*

*"The major part is the salary. The Salary must be the marketing competitive, market competitive salaries and other benefits, specifically the financial benefits or other benefits we are going to be given them that is accommodation and or we give to them transportations. These two major things that can employee are going to get in your company and that's why these thinks can make your employees attractive (Interviewee-10)".*

Many other participants having same feelings about the attraction of employees but they emphasis on the learning organizational environment is also quoted below.

*"Generally higher pay and occupational position largely attract the human talent (Interviewee-09)".*

*"After the recruitment employees they can be attracted and motivate through learning the organization. Organization agility can become a big contribution for attraction of any employee. Learning environment plays a vital role for the attraction of any employee (Interviewee-04)".*

### **On-job and Out-sources Hiring**

This element is also involved in the role of talent management practices, in this term the Talented and hardworking employees are promoted from in the organizational strength or some from the fill vacancies from the outsource hiring. Some experts brief about the term in this interview as

*“By consider the need of our organization we may do permute our employees with both sources. If the employee is most senior and having a good skill and working in our organization we may promote him for that seat. If we have less staff for the target employees so we can hire from outsource (interviewee-01)”.*

*“70 to 75 percent consent of our banking sector is to promote the individual employees from on job promotions as benefits of employee and need of every employee as well. When we do the internal promotion, it’s called the succession planning. After the year or two years we have to conduct a functional test to check the employee’s skills and ability for promote then we do the internal promotion (Interviewee-02)”.*

*“Our company always appreciates in-house promotion so our existing employees can grow in their field. In today’s competitive markets sometime, we do have to recruit expert from outsource to meet the future challenges” (Interviewee-6)”.*

### **Employee Development**

Development of employees is the important part for understanding the organization environment and sometime about the new venture or system of the organization. Some organization upgraded the system from the previous one so employee need to develop according to their needs.

*“It the prime responsibilities of good job design as enabling to get the desire job outcome employees must be groomed in the light of get organizational objectives (Interviewee-07)”.*

*“Today is the banking sector greater emphasize is put by HR management on developing employee’s knowledge, skill and abilities. Employee development transacts organizational development (interviewee-08)”.*

*“Employees are developed through the full trainings; we give them orientation as well. Then present the brief introduction of our organization. We feel that after the evaluation the performance and they need some sort of professional training we have to convey them (Interviewee-11)”.*

### **Work after Trainings**

Trainings are the learning process after every employee can better perform for organizational competitive edge. Training must be pertaining the whole

learning process which may employees can get a useful information with better understandings. The best opinions are as describe.

*“We feel that without the trainings our employees will not “Thrive at work” Thriving is the combination of Learning the organization and ability to do something on job. There is a lot of positive waves extracts from them after the training on job. They just robe the floor after getting our fruitful training. They work with patience and give their best on job (Interviewee-11)”.*

*“Training is not the only solution of all HR issues that training yield tactful which persuade the employee’s competency for achieving the overall organizational objectives (Interviewee-09)”.*

*“Of course, the raining usefulness can’t be denied and their results are clear difference of employee’s performance pre and post trainings (Interviewee-08)”.*

*“Training courses are ways of improving the effectiveness of workforce, after training they become more confidence towards their tasks” (Interviewee-6)”.*

### **Elements of Employee Retention**

Employees are always retaining through HR managers, same as the talent management practices are also play the vital role to retain and committed the employees for long time period. Retention of employee in the organization is vast phenomenon for firm better performance because no one company wants to reduce his talented human resource quit. There is a large amount of expense is also occurred on each employee on recruitment process and on trainings.

Table-3 in the below description shows the number of responses about the elements of employee job retention in which job stress and quit organizational loyalty is the biggest response rate in the given table. Job design is the second part of employee job retention. Job design could overall description about the job specification of individual employee. Third element of retention is job security that is the important element to reduce the turnover intention. Compensation and the work life balance having the same number of category that is forth because its retag on the given table have same number of responses by the interviewee. But the elements of employee retention could be the part of employee engagement and retention in the organization some experts HR managers also share the experience on each components of employee retention during interview as follow. Table 3 reporting the themes about elements of employee job retention in the banking organizations how



much they are strongly related with the working environment of banking sectors. Employee retention is the tactics to attract, develop and retain the employees within the organization for long time period. In the table-3 there are eleven participants from them interview has been taken about the elements of employee job retention and its role in banking organization.

**Table-3**  
***Elements of Employee Retention***

<b>Participants</b>	<b>Compensation</b>	<b>Job Security</b>	<b>Job Stress and Quit Organizational Loyalty</b>	<b>Job Design</b>	<b>Work Life Balance</b>
<i>Interviewee-01</i>	2	2	1	2	1
<i>Interviewee-02</i>	1	1	2	2	2
<i>Interviewee-03</i>	1	1	1	1	1
<i>Interviewee-04</i>	1	1	2	1	1
<i>Interviewee-05</i>	1	1	1	2	1
<i>Interviewee-06</i>	1	1	1	1	1
<i>Interviewee-07</i>	1	1	1	1	1
<i>Interviewee-08</i>	1	1	1	1	1
<i>Interviewee-09</i>	1	1	1	1	1
<i>Interviewee-10</i>	1	1	2	1	1
<i>Interviewee-11</i>	1	2	2	1	1
<b>Total</b>	<b>12</b>	<b>13</b>	<b>15</b>	<b>14</b>	<b>12</b>

### **Job Stress and Quit Organizational Loyalty**

Job stress if he attains from the organizations side or we can say that if our organization gives extra load of work so he can receive some job stress and we could lose our hardworking employee from our organization and there are some terms and conditions for save side of our organization secretes so they can't do that ever. Some interviewees' response is below.

*"You should have some dependency on employee for his loyalty. You could not talk about the data security with any employees you have to trust on him for organization goals and work. Exit interview is also conducted from the employee who wants to quit from our organization which we asked from them the interest and why he could not continue with us exit interview done to make sure that he is not demotivated from the others employee in organization. Job stress can enhance the ratio to quit from the organization and maybe he can less the loyalty (Interviewee-02)"*.

*"Yes! Job stress may cause negatively impact for an organization a whole. It reduces the job satisfaction level and cause low employees moral (Interviewee-07)"*.

*"Yes! Job stress is found hurtful it minimizes the employee's organizational citizenship behavior (Interviewee-08)"*.

*"We compensate them with some allowances and bonuses... we can adjust the salaries benefits as well (Interviewee-03)"*.

*“Not always it happens in the likely manners. Job stress is felt by that human resource which leads competency. Whereas the expert’s resources are well groomed to tactful and eliminate the job stress (Interviewee-09)”.*

It’s obvious if organization is not giving their employees comfort so employees will become less loyalty and try to move on. They will even do bad things when they get the chance to do that obviously they feel pressure and if you will give pressure free atmosphere to their employees they will perform better.

### **Job Design**

Job descriptions can customers services are so important for us our employees must give his expertise in nature of job description as well as they have to give some customer satisfactions and service with their job. Some HR experts’ opinions are briefly explained in quotations.

*“A loosely defined job analysis that everybody job is no body job. In appropriate job design mean a boundaries work task for every one irrespective to their abilities. Yes! A fair job design does matter (Interviewee-09)”.*

*“Sometime job description and load of extra work made the reason for less employment in organization. But sometime employee must have to do everything due to shortage of new employment. They made the pressure in their mind to quit the job due to load of work (Inetrviewee-03)”.*

*“Yes, this is correct and to avoid this we offer flexible working environment with big intensives (Inetrviewee-05)”.*

Job description has design with skills enhancing techniques and there is no over burden on our job descriptions on employees are freely join and do the work in our organization. Some are those people who could not understand the organizational environment they can quit from us job family. Butt majority do their work hard and did the extra efforts to get the goals. Against the over timing we compensate them with some rewards or extra timing duty allowances etc.

### **Job Security**

Definitely In present day the element of job security is getting thin as there are extensive practices of organizational merger, take over and diversities. Talented manager do emphasize on this element for retaining an employee. For this category Job security is viewed like life time employment

and definitely it holds strong influence on employee's job retention rate as interviewee 01, 02, 03, 05 and 11 are strongly agree with this term.

*"We have to create some funds for each employee for job security. If they work in the organizations honestly, they can feel that our organization is too much loyal with us for our job security. We have the lump sum gratuity funds for each employee on retirement (interviewee-01)".*

*"First of all, the reserved the provident fund from the organization head for our employees. Secondly From our side we received the singed bonds from each employee. Lump sum amount gives to the employees after the retirements (Interviewee-02)".*

*"Job security is a strong motivational factor for the employees and they find a life time employment in the organization. They have deep affiliation with the employer based on their relative job satisfaction. The employees work with greater sprit as they do not have a fear of losing their jobs (Interviewee-03)."*

*"In our company every employee has job contact with the company, which secures their jobs, which is legally binding with agreed salary and benefits. We do have a "SHARE BENEFIT" scheme in which any one can invest in company shares and company adds .5% of their contribution towards their deposit. We also have pension scheme (Interviewee-05)".*

*"Job security is the most important thing even to reduce the turnover rate and employees' satisfaction weather he or she do continue with the organization. If we you gave the job security so nobody can resign from the job. There is a process behind hiring and firing an di think this will must have a positive role to reduce the reduce the trover (Interviewee-11)".*

The Job security features show employer trust on the employees as they are regarded valuable human resources. The employees have high moral on the job floor and remain associated with their present employer till the whole career life and they do not need to switch over elsewhere.

### **Compensation**

Financial compensation does matter a large rather than non-financial compensation. A job pay must enable an employee to pull on all of its hierarchy of needs.

*"Every society needs money so we have some policies to generate the compensation. We gave the compensation to our employees as a reward of the employee's performance and some time we gave them some extra salaries benefits. If we gave above average salaries rate from the market rate of salaries so they can retain in the organization for long time. So, on compensation on the money it's the compulsory matter in our society. We can compensate them on achieving the targets (Interviewee-01)".*

*“Compensations is the major part of retain the employee it is the part of our organization we have to compensate our employee with different manners. Compensation could be given through salary benefits and some time it could be given through promotions (Interviewee-04)”.*

According to the above noted interviewees described that compensation could be the part of retention of employees in the organization so it can be the part of element role of retention.

### **Work Life Balance**

One interviewee does not know about the specific term in the element of talent management practice and its role in talented managers. Today in the growing era every job is challenging and electronic in nature telecommuting practices are common today where employees are required to perform at the decentralization sites. Work life balance is the position activity to control job and hour hold responsibilities as well. So, in this regard's experts highlight some terms in the in-depth interview.

*“There should be a balanced. Balanced between your home life and work place. Because if you are not satisfied or if you're feeling burden at your home. So, you are not going to give full performance (Interviewee-10)”.*

*“Yes! If there is a big pressure on them from their domestics so they can't separate their home life and work life as well. They can't continue their jobs if we do more pressure from job and apparently they have received from their home too (Interviewee- 11).”*

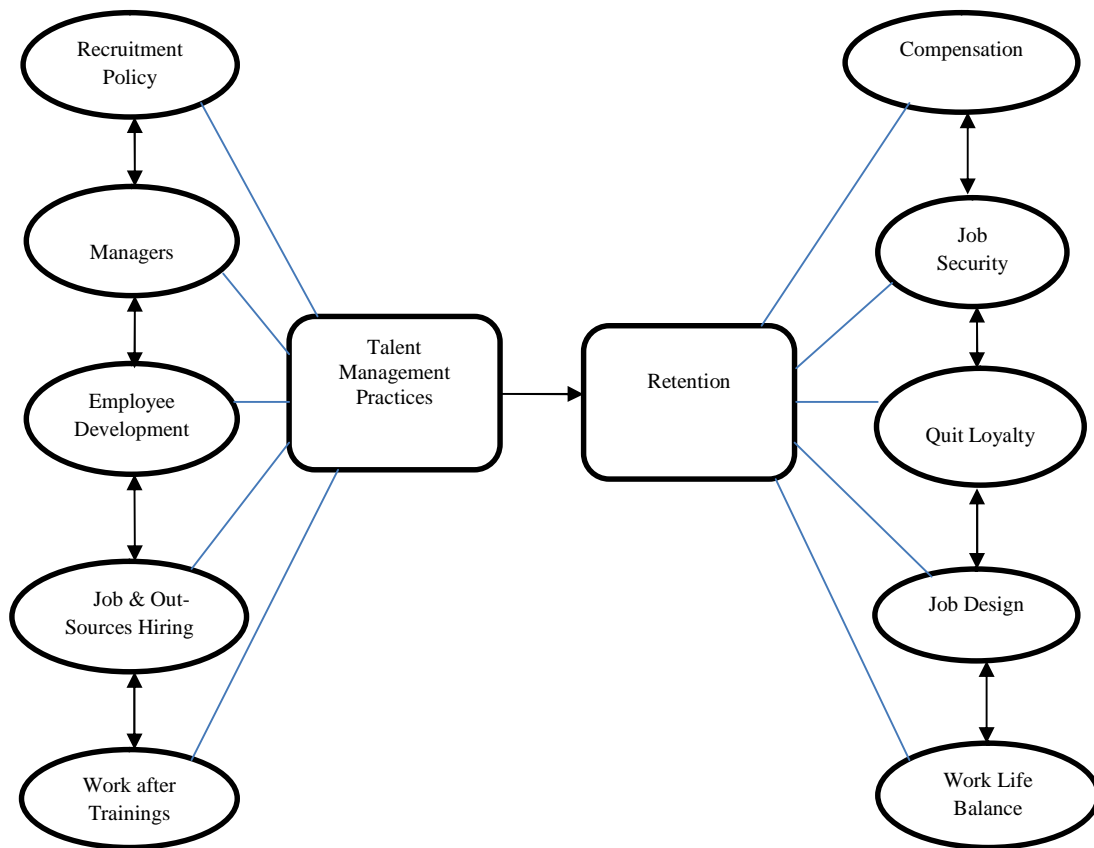
*“It is a very common issue today and the jobs over cap the personal of employees as a result employee switch over due to content over job pressure (Interviewee-07)”.*

*“There are some personal things are involved in this question because work life balance could not the only reason to quit (Interviewee-01)”.*

For work life balance this situation arises due to enlargement and on the one hand it is the best method of on job development as a single person is capable enough to performed a verity of job the HR which is lazy they faced work life balance issue. Whereas, the experts hardworking and efficient employee do not face it. All the employees are different in nature and human mental level. There is personal attributes and attitudes are involved in human work life balance so it may or may not be the reason for the employment turnover but mostly our employee has the different reason for quit if they want resigned we will just tale brief exit interview from them.

**Conceptual framework of talent management practices**

The conceptual framework describes the overall model for those HR managers who want to retain their employees for a long time in organization. It is evidence from the reported themes that HR related talent management practice and employees job retention can for developed, compensate, attracted and retained the employees for a long time period. The HR managers who follow these talent management practices can lead to retain his employees a get firm’s comparative edge Vaiman, Scullion, and Collings (2012).



**Conclusion**

Talent management practices are in favor of recruiting, selecting, training and development of each employee for organization success and employee job retention. It’s the key strategies of their career oriented for empathic intelligent, endurance, persistence and passionate. Moreover, the HR managers are using these types of strategies instead of learning about them from literature. It is evidence now the leadership traits are built in traits that help the people to grow in the society just help in including these skills in

individual. Talent management practices are a type of strategy that is developed through experience. Therefore, retention can be settled with the help of these practices. Figure 01 can help the HR managers to commit, retain, develop, compensate, train and attract the employees in the organization for a long time period and firm's better performance.

### **Limitations and future Directions**

The main limitation of this study is only one city and only 11 banks in Lahore city are the part of the analysis and research. This might have some limiting effect on the results produced from the analysis. However, the study is very significant for its future implications. Firstly, it is significant because talent management concept is not explored in the context of Pakistan context. Secondly, in future this study can help the other researchers to use to undertake variables empirical testing of this concept. Thirdly, the study can help the managerial implications of banking sectors managers in improving efficiency and productivity in the by applying the insights gathered from this study in the area of TM. The research will invite the many stakeholders especially the human resource managers who just want retentions of employees in the organization. In the given appendix, model is proposed this research can be checked with an empirical study by mixed method approach Creswell and Clark 2017.<sup>29</sup>

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<sup>29</sup> Creswell, J. W., & Clark, V. L. P. *Designing and conducting mixed methods research*: Sage publications, 2017.