



## **A STUDY ON CRITICAL SUCCESS FACTORS, CHALLENGES AND OBSTACLES IN TALENT MANAGEMENT**

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### **ABSTRACT**

*Talent management is the main component of human resource management in the organization. Through personnel recruiting, training, and development, the company creates plans and strategies that are best suited for the business. The purpose of this research to find what problems and barriers is effecting in the implementation of talent management and what success factor are using in the industry. Talent management is a complex and complicated field and has many significant barriers and challenges. Especially in the organizational scopes of structures, environment, behavior and management. Quantitative research conducted from 250 respondents in different banking and corporate sectors by using convenient sample technique. For the purpose of testing statistically, the research has applied Confirmatory factor analysis (CFA) to check the validity and reliability. After getting the desired results, the research used T-test and mean testing to identify the importance of items. For the purpose, SPSS, AMOS and excel software were used. After analyses of data challenges, barriers and success factors are more effecting in talent management in organization and also define the external and internal factor influence in talent management. The managers and human resource professionals define the talented human relation and make future organizational strategies and planning accordingly. The study also defines the*



*competency, knowledge, personal experiences, interest and attributes of the employees. This research is helpful for managers and human resource professionals to identify the best fit employees with right skills for the job and to reach the desired business objectives and implement the business strategy successfully. This study has applied on particular industry like banking and corporate sectors but the result will be remarkable if the future studies will be done in textile and automotive industries of Pakistan as they are considered to be the most advanced and established industries.*

**Keywords:** *Talent Acquisition, Talent Development, Talent Retention.*

## **Introduction**

The practice of hiring people who are most qualified for the position is known as talent management. The talent management helps the organization for the recruitment, training and development of the employees. Every firm needs competent workers, and talent management demonstrates that it prefers the most talented workers or those who are the greatest fits for the position while also identifying the skills of employees. The talent management process highly impacts on the organizational performance. The primary aspect of HR in management of a company is talent management. This division develops plans and strategies to improve the efficiency of human resource development and management (Berger & Berger, 2003). This research identifies the right stuff, this is the tool to find the talented in the employee McCal, (1998). This is a key to organizational performance and helps the company attract more competent workers to the market. Recent evidence from several reputable academics highlights the significance of talent management as a human resource programme that should be used to manage skilled people capital in order to accomplish corporate goals (Scullion, Collings & Caligiuri, 2010), in the study of Howe, Davidson & sloboda (1998) identify that people also studying about the talent what they have and how they prove themselves in the organizational context and talent management practice (Tansley, Harris, Stewart, & Turner, 2007).

Talent management is defined differently by various scholars. Some claim that this is essentially talent management for human resources. According to other academics, this is the technique to improve organizational performance in the context of talent management (Cappelli, 2008). to spot anyone's talent that points the route to future achievement. Many other scholars have thought about skill that is innate in the people for future success like what they can do in future or prove them in future success (Howe et al., 1998).

According to Blass (2017), the talent management defines as when organization gives the opportunity or career opportunity and wants eligible and talented human capital they show the criteria what type of talent they want. this is not the easy job to find the talented human capital in the market,



for this purpose the organization contact with the specialist people how have an expertise in hiring and recruitment process, though human resource this agency the organization can get large number of talent to enhance the organizational performance. According to this study, talent management is important at every aspect of HUMAN RESOURCE management. The talent management makes the strategy and planning for the new human capital in the organization like training and development, retention and succession plans of human resource (Blass & April, 2008).

In talent management concept there is many issues in the conceptual and intellectual are there. This issues and problems face by the human resource management where they have the responsibility and make some possible action (Collings, Scullion, & Vaiman, 2011). Human resource the importance of talent management, the organization faces some difficulties in hiring and satisfying the human capital and organizational commitment to keep maintain their performance in the organization (Beamond, Farndale, & Härtel, 2016).

The technique of talent management in the organizational setting provides the greatest opportunities for human capital to develop employees who have their own positive passions and interests in the organizational performance (Kuvaas, 2008). According to this research, the talent management is the pool of talented human capital. In 1997 firm McKinsey identify that this is the global war for talented people and is the critical success factor for the organization in the competitive market and firm performance. The talent management has become highly popular (Axelrod, Handfield-Jones, & Michaels, 2002).

Technique the human asset experts need aid the foundation for whatever associations. They not main fathom benefits of the business issues today as well as take part Previously, key viewpoints of the organization; ability oversaw economy will be a standout amongst them. Detailing of an ability management technique is the obligation of the human resource work. This may be frequently completed done interview for those benefits of the business capacity. Make it ability mapping Also arranging alternately performance, recruitment Also maintenance the human asset experts of the day are looking for crazy routes with streamline and coordinate their capacities with those more extensive business works. For aditya Birla group, Case in point there is immense lack of authority positions toward the highest point. The organization is growing Comprehensively What's more during a rate quicker over it camwood develop its human money. This need prompt ability deficiency What's more this will be as a relatable point in some associations. The issue obliges a thorough set for results. Once more in the same association Likewise said above, people need aid enabled Verwoerd right on time in their vocations on provide for them that's only the tip of the iceberg responsibilities Also raise All the more competencies to representatives. The best want receives a help from those associations.

Methodologies benefits of the business human resource will be one work that is Creating Quick Similarly as and only those human asset Branch. The man may be answerable for guaranteeing an even birch liaison amongst business Also human resource capacities. They fill in with benefits of



the business heads should create individual's methodologies on backing both transient What's more in length expression benefits of the business targets.

A coordinated circuit human resource approach implies that are uniform What's more standard methods to Worker Execution Assessment What's more compensation, up What's more down those associations. Execution is connected on development and the transform includes worth to workers will assess their worth of effort on their own. Indian advanced circle monster Moser Baer utilizes such procedure.

Human resource and benefits of the business work would have interrelated. None could exist without the opposite. Human resource capacities requirement on partake) energizes coordinated effort to survey current and future labor necessities would arrangement for those same. They necessity will strategize on the estimated labor requirements, the important abilities Also instructive qualification, payment and the as. This need should happen great ahead of time.

An at any point expanding accentuation is, no doubt laid looking into distinguishing the top banana performing What's more gifted workers will consider routes to extend, sustain and hold.

Moreover, associations likewise with keep ability inventories for unplanned conditions. As associations figure it out the abilities and abilities for individuals, they might at that point a chance to be more concentrated once contriving implies Also methodologies with attract, create Furthermore hold these individuals.

Talent Management has certainly not been much of an instant keeping than it is currently however, to fill an apparent talent management invalid, companies have to be cautious not to hustle into executing activities or programs which are more towards taking action than actualizing a well-crafted answer. Careful preparation, in full in enough talent management methodology that is tightly connected to the organizations itself general business methodologies and businesses looks for the talent management to become embedded in an organization's customs and practices. Only when this happens is it likely for talent management to be both efficient and maintainable.

## **1.2: Problem Statement**

The purpose of this research to find what problems and barriers is effecting in the implementation of talent management and what success factors are using in the industry. The most important barriers and challenges for talent management in category of organization in the aspect of structural, environmental, behavioral and managerial challenges and barriers in the organizational context.

### **1.2.1: Research Questions**



An objective of this literature is to identify the problems of talent management in banking and corporate sectors. The main research questions are:

RQ1. What are the problems and barriers to implementing talent management?

RQ2. What constitutes a talent management implementation's success factors?

RQ3. How may these obstacles and success criteria in Pakistan's business and banking sectors be categorized?

### **1.3: Research Objective**

In global perspective organization face many change and difficulty in business areas, Therefore, for firms to establish a sustained competitive edge, they need identify their key capabilities and create management systems. Recognizing skills and applying them is another aspect of transforming a problem-oriented strategy into a vision-oriented one. In this research we identify the areas where the human resource management face many challenge, barriers and success factors, like structural, environmental, behavioral and managerial challenges and barriers. Also, identify the success factors by structural, environmental and managerial

### **1.4: Industry/company overview**

Banking is considered as susceptible businesses all over the globe.

Banks plays a pivotal position in the financial system of a nation. Pakistan has a remarkable banking system, which encompass of an ample diversity of institutions from a state bank to commercial banking and then to specialized financial organizations. The state began its expedition with no benefits for banking network in 1947 but face experiential growth subsequently. Pakistan's banking industry have proved itself in International appraisals, ranks 25th amongst banks and 2nd in functioning and effectiveness, pointer s among the South Asian countries of the World Bank. Pakistan's banks hang about strikingly well-built and tough human resource the worldwide financial crisis.

### **Literature Review**

In the study of Williams (2000) different researchers gives the verity of definition of talent management. Talented people are those people who have a specific ability or skills in the success in any one specific field. According to Schweyer's, talent management have all the responsibility of human resource management, like selection, development, strategy and training and development of talented human capital. He also identifies the human resource different dimensions: talent identification and absorption, talents maintenance and talents development (Schweyer, 2004). Lewis & Heckman (2006) identify the problems faced by the talent management and define organized definition of strategic talent management. What future organization has in the future opportunity? Collings (2014) Findings that what are the challenges and opportunity organization has in the context of multinational national organization. He identifies that how multinational organization and global



talent management can be success. He also defines the dynamic to operate the talent management like social and human capital. According to this research, he identifies the human resource main strategy to reduce the problem faced in talent recruitment, development and maintenance in the human resource management in the globally organizational perspectives (Tarique & Schuler, 2010). Marjan, mahdi & mojtaba (2017) They list the most significant obstacles and difficulties in talent management in many organizational categories. They introduce the structural, environmental, behavioral and managerial challenges and barriers in the organizational context.

### **2.1: Structural challenges and barriers.**

According to (Marjan, et al., 2017) in structural challenges and barrier they define every component, factor, and physical circumstance inside an organization which effect high influence in industry. Therefore, all information moving around in organization are included in structural component.

The researcher (Marjan, et al., 2017) finds different components of structural difficulties and obstacles from different studies. "Strategic misalignment between Business strategies and human resources strategies" by Riccio (2010) and Guthuman resourceidge, Komm, & Lawson (2006) has also define the "a dearth of knowledgeable and specialised managers in HUMAN RESOURCE field" (Schuler, Jackson, & Tarique, 2011). "inadequate talent management integration program" and "lack of employee developmental planning" challenge and barrier identify by (Sweem, 2009). "Planning for succession continues to be a major hurdle." Guthuman resourceidge, Komm, & Lawson (2008) and "lack of talent management program" is presented by (Riccio, 2010).

There are also important structural challenges and barriers, Guthuman resourceidge et al. (2006) noted "poor execution of the working of the organization" and "lack of readiness to accept performance differences among individuals". Schuler et al. (2011) have noted the human resources "the challenge of cost-benefit analysis, particularly the expense of hiring the incorrect individuals".

### **2.2: Environmental Challenges and Barriers**

According to (Marjan, et al., 2017) the environmental challenges and barrier includes all the factors from the outside the organizational or external factors. These external factor effects on organizational management in the context of development and performance. In environmental challenges and barriers, "direct government involvement in identifying and nurturing national talent" define in the study of (Khilji, Tarique, & Schuler, 2015). In other research also define the "Rejuvenation of saturation of the labor market and population", "changing demographics and "Supply and demand gap" replace with "Supply and demand imbalance" represent by (Schuler et al., 2011).

Commercial sustainability is a strong theme for a long time. However,



no assigned regulatory body or controlled elements subsist; innumerable companies have started ecologically liable changes inside their firms. Above 2,500 businesses willingly chase the Universal Reporting Proposal (URP) that was inaugurated one and a half decade ago and gives a diversified detailing system to illustrate how organizations are incorporating supportability towards their operations.

Companies which join URP reporting in their own sustainability information. Whichever methodology is seconded, actualizing positive change is challenging. A lot of well-known organizations were founded when supportability was not mandatory and then to re-evaluate their business to fit in best practices. We have consequently had a look on some widespread that businesses face when moving towards to develop into more feasible, next to with how to overwhelm them:

#### *2.2.1 Senior Support:*

2.2.1.1–Issue: Getting to be sustainable requirements of the business of senior buy-in, as well as certain members of your higher-ranking group members might be helpful than others.

2.2.1.2–Solution: Enhance sustainability objectives into the individual targets of older employees to make sure everybody is answerable for productively pouring for change.

#### *2.2.2 Employee Engagement:*

2.2.2.1– Starting optimistic change will give much better chance of success if workers feel superior and occupied.

2.2.2.2–Solution: Select a person or make a team to drive positive change in the business. These representative can instigate and safe dedication from the rest of the company. Tune in to what drives your workers: if your workers feel you realize that volunteering is important to them, encourage – and organize on a company perspective volunteering day. For CSR activities, consider surveying workers to see what actual causes matter them.

#### *2.2.3 Cost:*

2.2.3.1–Issue: Businesses are fundamentally designed to generate profit, and implementing sustainability efforts typically has a cost.

2.2.3.1–Solution: Cost as a barrier is a short-term perspective. Sustainability initiatives may boost a company's productivity, which reduces expenses over time. Being self-sustaining will be appreciated by customers, which might increase the number of recommendations or repeat business you get.

#### *2.2.4 Metrics:*

2.2.4.1–Issue: Without a regulating agency, selecting what to evaluate is challenging. Programs focused on sustainability are particularly difficult since their effects on society at large cannot always be measured.

2.2.4.2–Solution: With so many metrics to think, it's valuable to determine your targets straight. Consider an adviser to help the company to decide that what



changes can make the major impact. Engrave a plan of action, stipulate your goals and how you are going to accomplish them – and deliver it. And one needs to ensure that all the goals are target oriented and manageable to be met after a regular interval of six months.

#### *2.2.5 Suppliers:*

2.2.5.1–Issue: Distinguishing supplier ensures that businesses require sustainable values are difficult and time consuming.

2.2.5.2 –Solution Remain the procedure makes plain. If on have prolong relationships with service providers that ultimately have the potential to apply positive change in pace up with your company then bring the final verdict to the execution. If one is not capable and reluctant to change the desired outputs than spends some time to find out the organizations flaw and then aligned with your goals – you will advantage in the long term.

#### *2.2.6 Consumers Don't Care:*

2.2.6.1 –Issue: Clients do not communicate on regular basis for their desire for sustainable items when exercising their purchasing activity..

2.2.6.2 –Solution: Time is changing – and there is a continuous shift in consumer's behavior towards sustainable items.

The conception of a sustainable business is still not clear and undeniably metrics and strategies for measuring sustainability have becoming much more sophisticated as the time passes. In terms of boundaries, you will unavoidably face challenges when introduction of change is concern. Every obstacle is considered as short term and can be overcome if one is very serious about becoming sustainable.

The main downturn here is considered that one does not needs to wait for tomorrow for change. The longer you the major take-away here is: don't wait until tomorrow to change. The longer you adjourn, and then there are enough chances for your competitors to get to the ropes first. And clients will become less excusing as awareness of sustainability issues grow.

### **2.3: Behavioral challenges and barriers**

According to (Marjan, et al., 2017) the behavioral challenges and barriers of human relation or employee attitude towards the organization. “Soft” organizational elements, like it's hard to access the information within the organization. In Behavioral challenges and barriers different researcher finds the mental attitude towards the organization and represents the components “silo thinking” and “Habits of mind” (Guthuman resourceidge et al., 2006), and (Schuler et al., 2011). this may be competitive advantage by hiring outside the organization instead of internal selection by Riccio (2010). “Cultural barriers”, “Resistance to change” and “Sexual discrimination” identify by the (Tatli, Vassilopoulou, & Özbilgin, 2013).

### **2.4: Managerial challenges and barriers**



Marjan, et al., (2017) Before practice of management the managerial challenges included in the behavioral challenges, but when managers' contribution and participation in the talent management so this section considered separately. In "Managerial challenges and barriers" the main compounds include like, "absence of top-management engagement, support, and commitment" identify by the (Guthuman resourceidge et al., 2006, 2008) and lack of a strategic human resources viewpoint is present by (Guthuman resourceidge et al., 2008). In the beginning, the positive approach strategy used by the human resource managers, which is replaced by the "Lack of positive outlook on HUMAN RESOURCE among managers" by Riccio (2010), and Schuler et al. (2011). "Lack of involvement and cooperation of managers in implementing TM's processes" and "Ignorance of managers' role in training and education" is defined by the (Guthuman resourceidge et al., 2006, 2008).

### **2.5: Shortage of talent as challenge**

In the context of global, the shortage of talent is the main challenge for human resource management. It is hard to find the talented employee in the global market. The human resource management may face the difficulties in the selection and recruitment of new employees (Tarique & Schuler, 2010). The shortage of talent is the big issue in the global context, because the competition, learning and innovation is increasing continuously so it difficult to find the best fit for the post (Bartlett & Ghoshal, 1989)

In the international market, the management of talent is the big issue. In the competitive and new trends effect on the employee's talent and this talent move in the regional level and that talent is positioned in different divisions of the global market (Farndale, Scullion, & Sparrow, 2010).

### **2.6: Structural success factor**

According to (Marjan, et al., 2017) in the structural success factor includes element, factors and physical condition in the organization. The main thing about the structural success factor in the talent management is using the qualitative data. The success factor includes in structural factor are "The best talent management plan is closely aligned with the company's strategic plan and overall business needs" and "Flat organization and decentralized decision-making process" both mention "strategic alignment between HUMAN RESOURCE (especially TM) strategies and business strategies" and "organization structure and hierarchy," respectively (Riccio, 2010).

### **2.7: Environmental success factors**

According to (Marjan, et al., 2017) in the enviromental success factors includes all external factors which effect the organization like, enhancing managerial stability protecting the company from outside influences on recruiting and appointments as well as direct government action.

### **2.8: Managerial success factors,**



In the study of (Marjan, et al., 2017) managerial success factors includes all the factors which effect the human relation with in the organization, importantly in the management level.

In the study of Riccio (2010) and Schuler et al. (2011) they present the factors, "Top-managers belief, commitment and support". According to Sweem (2009) identify the "Strategic Perspective on Human Resource Development" in the title of The strategic planning and execution of human capital projects must involve the HUMAN RESOURCE departments. In studies by Riccio (2010) and Sweem (2009) on "Breaking down Information Silos and Development in Collaboration," the factors of "holistic approach to developing talent" are defined in the literature as "open atmosphere and fluent communications."

Communication is gloomily nominated as a vital success element by the experts of academics. According to John Kotter (1998), under-communication frequently occurs when a change project fails. Large changes are frequently announced all at once, making up.0001% of all organizational communications. But two-way communication is essential since one-way communication is insufficient (CMA, 1995). According to recent studies, words and actions matter for more than just this when it comes to communication. Chomsky (1988) concurs that there is a strong link linking the precise communication and the necessary response to the transformation. According to Nelson (2003), the success of every project depends heavily on the organization's internal communication. In focus, it is costly to ignore the strong connection between what people really say and what has been accomplished; if change is not well conveyed to all parties involved, then issues will occur in the implementation (Vann, 2002). If a manager is confident enough to view opposition to change as an opportunity for personal growth and does not react negatively to it, they will perform better.

Preferably a manager experiences the eagerness and rendezvous of all the partners, but at times lethargy, opponent, doubt and sarcasm is the realism. All the negative responses will come out from panic, that new change is not readily accepted, an impression and thought that new The organization will not benefit from change., or many people does not possess the adaptability skills. The major problem can only be removed to motivate the staff for to undertake new tasks, good word of mouth in the organization to the progress that has already made, doing everything according to the policies and acts of the organizations that no one can make their own ways to create Not establishing a connection between the proposed change and the actual requirements of the stakeholders in order to bring about constructive change, as well as not allowing the employees to independently plan (CMA, 1995). The most efficient attempts to complete the project will be thwarted if the unfavorable standing is not addressed in the early phases of the shift. Commitment and true dedication of the executive management including staff (director's general, director and ministries etc.) are the essential rudiments of successful change implementation. A powerful guiding alliance begins, explains Kotter (1998), with the most influential person in the organization. Or else change cannot experience. More the people get into the power and on the thought process of new vision, than there



are more chances of the stronger success. It is vital to have a strong partnership made up of active team members that carefully weigh the pros and disadvantages of change for the company (Zachary & Johnson, 2003). According to the CMA Guidebook (1995), a strong sense of teamwork is essential for success. In order to assure the support system and allocate resources to the most productive areas, the top management's key stakeholders must be partnered with in order to maintain a healthy support system. A negligence of efforts by applying it to least efficient areas comprises a fast track to failure which therefore leads to system and networks failure. The coalition of managers is viewed as a single political entity (Braveman, 1974). The dedication and commitment to transform the whole group is the victory of the complete assignment. The success of the assignment depends on the group's collective commitment to change, especially when individual vested interests conflict with the new transformation vision (Guth and MacMillan, 1989). Although the crowd's support is essential, each team member's (particularly the most powerful member's) backing of the other members is as important. (Jones et. al, 2004)

## **Research Methodology**

### **3.1: Method of Data Collection**

The most important challenges, barriers and success factors in the field of talent management in category of organization in the aspect of structural, environmental, behavioral and managerial challenge, barriers and success factors in the organizational context. We are doing quantitative study and collected the data for this research from 250 respondents in different banking and corporate sectors by using convenient sample technique. The data is collected using offline mediums by visiting the respondents personally. Managers, specialists, and professionals from the human resource field who are well-versed in talent management in the banking and corporate industries make up the research population. We examined their viewpoint in order to outline the key obstacles, difficulties, and success elements in talent management. Concepts and categories were identified and grouped into structural, environmental, behavioural, and management problems and obstacles through the analysis and conclusion of data.

### **3.2: Sampling**

We collect data from different departments respondents in different banks and corporate sectors to analyze the challenges, barriers and success factors. We personally different banks and corporate sectors and fill the questionnaires through our respondents. The respondents give different opinions to define the variables and finds that which challenge, barriers and success factors they face mostly in talent management. We target different working experience and qualified respondents to know the variable bitterly because they use to face these challenges and barriers daily bases in different process like in hiring and requirement of employees for best fit in the organization to achieve the goals. We select 250 respondents to check the validity and other techniques for our variables.



### 3.3: Instrument

We use these instrument to collect data from different responses with demographic details and questionair.

Constructs	SA	A	N	D	SD
<b>Challenges and barriers in talent management (TM) (Structural challenges and barriers) (Marjan, et al., 2017)</b>					
Lack of a competency in organizational strategies effect the TM process					
Lack of strategic alignment between HR strategies and business strategies					
Finding professional and specialized managers in HR field					
Lack of HR departments' competencies to address TM challenge and focus					
Lack of an integrated TM approach effect the organization performance					
<b>Environmental challenges and barriers</b>					
Political governance & external pressures impact on hiring managerial positions					
Population and labor market saturation is a barrier to find talented employees					
Lack of stability in management effect the organizational performance					
<b>Behavioral challenges and barriers</b>					
Judgment of Mental and cognitive prejudices of employees					
Cultural barrier impact in talent management					
Talent management face the challenge of sexual discrimination					
Employee Expectations among selected people					
planning					
<b>Managerial success factors</b>					
Succession Planning					
Managers adopted Holistic approach to developing talent of employees					
TM doing Rational decision-making at the management level					
Commitment, support & involvement of seniors increase employees efficiency					
TM provide Strategic perspective on human resource development					
Shortage of high-quality talent in Pakistani organizations					
Talent shortages reduce competitiveness & increase employee turnover					
Talent shortages are most likely to reflect a lack of technical competencies					
<b>Critical success factors of talent management (Structural success factors)</b>					
TM use standard tools and processes to increase organizational performance					
TM Creating prerequisite and supportive processes for organization					
Talent management improve the Organizational structure and hierarchy					
Talent management process Motivational systems for employees development					
<b>Environmental success factors</b>					
TM Increasing stability of management effectively					
Keeping the organization from directs intervention of the government and external pressures on hiring and appointments					
Department and staff are assigned for specific responsibility for TM					



*Table 01: Instrument*

**3.4: Statistical Methods/Technique(s)**

We use the AMOS software to calculate the confirmatory factor analyses which indicate that the variable we choose challenges, barriers and success factors are reliable or not. We justify that what our respondents think about these challenges, barriers and success factors through calculations and explain the MODEL FIT. We also use the SPSS software for one sample T test and rank the mean which shows that our respondents mostly prefer that these challenges, barriers and factors are face in daily operations in the organization.

**Results & Analysis**

**4.1: Demographics details**

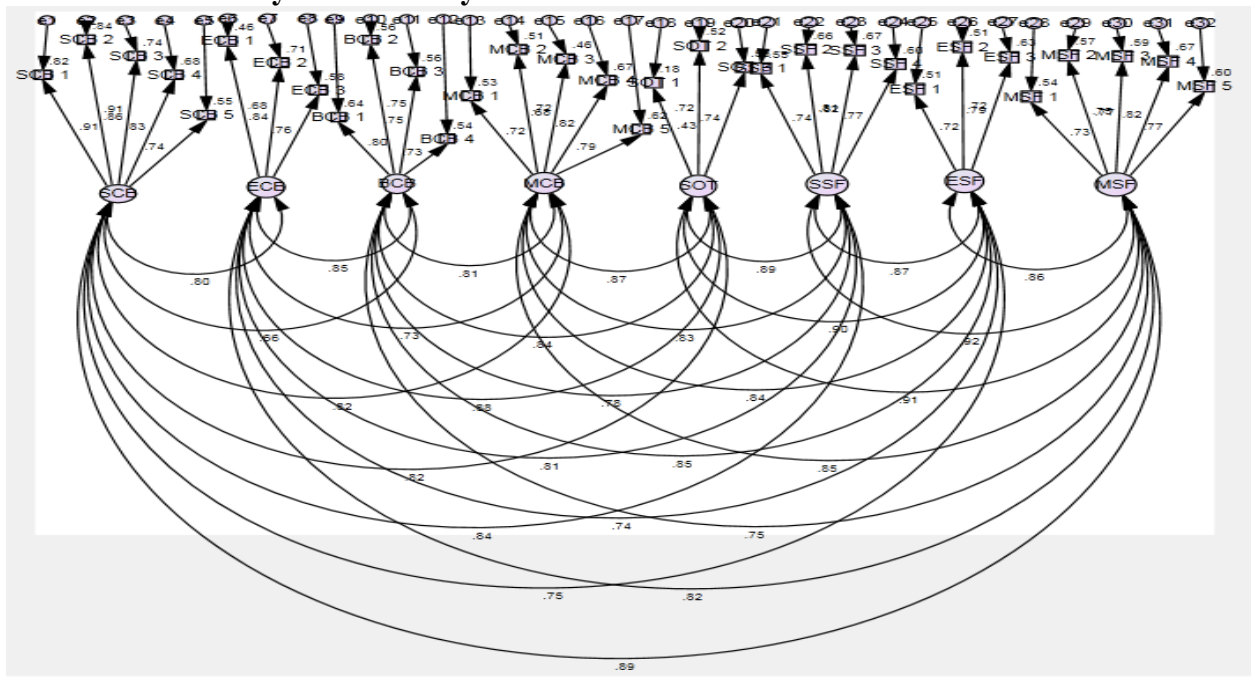
Constructs	Details	Total	%age
Gender	Male	212	84.8
	Female	38	15.2
Age	21 to 30	124	49.6
	31 to 40	113	45.2
	41 to 50	13	5.2
	51 and above	0	0
Income	15,000 – 25,000	0	0
	26,000 – 35,000	118	47.2
	36,000 – 45,000	14	5.6
	Other, _____	118	47.2
Qualification	Bachelors	120	48
	Masters	130	52
	Diploma certificate	0	0
Work experience	Less than 1 year	1	0.4
	1 – 3 years	65	26
	4 -6 years	57	22.8
	7 – 10 years	126	50.4
	Above 10 years	1	0.4

*Table 02: Demographic Details*



We collect the data from 250 respondents in different places and get the demographic details to identify and specify the results like who are the respondents filed the questionnaire and what background they have, in which we have 212 male respondents and 38 are females. We target the different age groups, divide in to four categories like 21 to 30, 31 to 40, 41 to 50, and 51, and above were the respondent's age falls any one category. in this 124 respondents fall in the 21 to 30 age group and 113 respondents falls in the 31 to 40 age group level. We also divide the category of respondent's income like 5,000 – 10,000, 11,000 – 20,000, 21,000 – 30,000 and other. in the income level 118 respondents have 11000 to 20000 and 118 have above the 30000 income, We target the respondents thuman resourceough qualification base who has well educated like Bachelors, Masters and diploma certificate. In this 129 are bachelors and 130 are masters. The main think is the working experience of the respondents are very important to identify the variable more easy, we divide the working experience in to five category like Less than 1 year working experience, 1 – 3 years, 4 -6 years, 7 – 10 years, Above 10 years. We have 126 respondents who have 7 to 10 years of experience, 56 have 1 to 3 year and 57 have 4 to 6 year of working experience.

#### 4.2: Confirmatory Factor Analysis



*Figure 01: CFA Analysis*

Thuman resourceough this AMOS diagram, we calculate the CFA to check the reliability of our variables.



Construct/Indicators	Standardized Factor Loading (CFA-AMOS)	Construct Reliability		Convergent Validity
		Cronbach's alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
<b>Structural challenges and barriers:</b>		<b>.928</b>	<b>0.930</b>	<b>0.726</b>
Structural challenges and barriers 1	<b>.91</b>			
Structural challenges and barriers 2	<b>.91</b>			
Structural challenges and barriers 3	<b>.86</b>			
Structural challenges and barriers 4	<b>.83</b>			
Structural challenges and barriers 5	<b>.74</b>			
<b>Environmental challenges and barriers:</b>		<b>.793</b>	<b>.806</b>	<b>.582</b>
Environmental challenge and barrier 1	<b>.68</b>			
Environmental challenge and barrier 2	<b>.84</b>			
Environmental challenge and barrier 3	<b>.76</b>			
<b>Behavioral challenges and barriers:</b>		<b>.843</b>	<b>.844</b>	<b>.574</b>
Behavioral challenges and barriers 1	<b>.80</b>			
Behavioral challenges and barriers 2	<b>.75</b>			
Behavioral challenges and barriers 3	<b>.75</b>			
Behavioral challenges and barriers 4	<b>.73</b>			
<b>Managerial challenges and barriers</b>		<b>.859</b>	<b>.863</b>	<b>.559</b>
Managerial challenges and barriers 1	<b>.72</b>			
Managerial challenges and barriers 2	<b>.72</b>			



Managerial challenges and barriers 3	.68			
Managerial challenges and barriers 4	.82			
Managerial challenges and barriers 5	.79			
<b>Shortage of talent</b>		<b>.438</b>	<b>.671</b>	<b>.417</b>
Shortage of talent 1	.43			
Shortage of talent 2	.72			
Shortage of talent 3	.74			
<b>Structural success factors</b>		<b>.865</b>	<b>.866</b>	<b>.617</b>
Structural success factor 1	.74			
Structural success factor 1	.81			
Structural success factor 1	.82			
Structural success factor 1	.77			
<b>Environmental success factor</b>		<b>.788</b>	<b>.788</b>	<b>.554</b>
Environmental success factor 1	.72			
Environmental success factor	.72			
Environmental success factor	.79			
<b>Managerial success factor</b>		<b>.878</b>	<b>.878</b>	<b>.591</b>
Managerial success factor 1	.73			
Managerial success factor 2	.75			
Managerial success factor 3	.77			
Managerial success factor 4	.82			
Managerial success factor 5	.77			
Reliability and Construct Validity Human resources holds: [Suggested by Fornell and Larcker (1981)]		$\alpha > 0.70$ (Nunnally, 1967)	CR > 0.70	i) AVE > 0.50 ii) CR > AVE

Table 03: Confirmatory Factor Analysis

According to this table reliability of variables is good except shortage of talent because their values are not match with the human resource holds. The variable shortage of talent are doing problem not reliable to predict the result accurately. Human resource enough these calculation our CR value is above 0.70 which indicate that excellent for the model fitness by this result we can make decision because all values the above 0.6 except variable shortage of talent.

## Model Fitness



CMIN/DF	P	GFI	AGFI	TLI	CFI	RMSEA
2.640	0.00	.763	.713	.864	.880	.080

Table 04: Model Fitness

The chi square value is less than 3 which indicates the model is fit we can predict the results. Furthermore, p values are also good which are less than 0.05 and RMSEA values are equal to 0.08 which means there are no errors or issues in the data. But other values are not good which are less than .90, they should be greater than .90 so we modify our model fit.

#### Model Fitness (Modification)

CMIN/DF	P	GFI	AGFI	TLI	CFI	RMSEA
2.291	.000	.838	.788	.909	.925	.072

Table 05: Model Fitness after modification

After modification the model is better than before. Its TLI and CFI values are greater than .90 but GFI and AGFI values are not greater than .90 and doing problem.

#### 4.4: Mean Testing

##### 4.4.1: Structural challenges and barriers

##### One-Sample Statistics

	N	Rank	Mean	Std. Deviation	Std. Error Mean
SCB 1	250	1	3.74	1.261	.080
SCB 2	250	2	3.71	1.139	.072
SCB 3	250	3	3.59	1.098	.069
SCB 4	250	4	3.54	1.130	.071
SCB 5	250	5	3.45	1.068	.068

Table 06.1: Mean Testing

In this table, we determine if the mean of a sample is different from particular values. The first question of structural challenges and barriers, "Lack of a competency in organizational strategies effect the TM process" has the highest mean 3.74 which indicates that this factor is highly preferred by the respondents. This factor shows the highest influence of competency in the organization. Second highest mean is 3.71 for, "Lack of strategic alignment between HUMAN RESOURCE strategies and business strategies" that is the second highest preference by the respondents and rank other questions according to the respondents' highest interest.

##### 4.4.2: Environmental challenges and barriers



**One-Sample Statistics**

	N	Rank	Mean	Std. Deviation	Std. Error Mean
ECB 1	250	1	3.69	.997	.063
ECB 2	250	2	3.47	1.076	.068
ECB 3	250	3	3.24	1.154	.073

*Table 06.2: Mean Testing*

In the environmental challenge and barriers, the first highest rank of mean is 3.69, which has the question “Political governance & external pressures impact on hiring managerial positions” which indicate that this is the highest interest taken by the respondents. Second highest preferred factor is “Population and labor market saturation is a barrier to find talented employees” which has mean 3.47.

**4.4.3: Behavioral challenges and barriers**

**One-Sample Statistics**

	N	Rank	Mean	Std. Deviation	Std. Error Mean
BCB 1	250	1	3.29	1.182	.075
BCB 2	250	2	3.32	1.131	.072
BCB 3	250	3	3.25	1.110	.070
BCB 4	250	4	3.59	.974	.062

*Table 06.3: Mean Testing*

In this table, we discuss about the behavioral challenges and barriers. The first highest preference by the respondents is “Judgment of Mental and cognitive prejudices of employees” have mean 3.29. the respondents are more think about this factor that there is an impact of judgment of mental ability of employees. The second highest mean 3.32 and the question is “Cultural barrier impact in talent management”. We rank all the questions according to their highest preference by the respondents.



#### **4.4.4: Managerial challenges and barriers**

##### **One-Sample Statistics**

	N	Rank	Mean	Std. Deviation	Std. Error Mean
MCB 1	250	4	3.46	1.053	.067
MCB 2	250	4	3.46	1.065	.067
MCB 3	250	3	3.54	1.112	.070
MCB 4	250	1	3.65	1.088	.069
MCB 5	250	2	3.57	1.114	.070

*Table 06.4: Mean Testing*

We test the managerial challenges and barriers questionnaires and rank them according to the highest mean. The first highest mean is 3.65 and the interested factor is “Lack of understanding about the importance and significance of TM”. This indicates that there is the high influence of importance for talent management. The second highest interested factor suggested by the respondents is “Challenges in staffing and promotion decisions of employees by managers” which has the mean 3.57 and so on.

#### **4.4.5: Shortage of talent**

##### **One-Sample Statistics**

	N	Rank	Mean	Std. Deviation	Std. Error Mean
SOT 1	250	3	2.13	.850	.054
SOT 2	250	2	2.28	.866	.055
SOT 3	250	1	2.54	1.010	.064

*Table 06.5: Mean Testing*

Here we test the variable shortage of talent and rank the question according to the highest mean. “Talent shortages are most likely to reflect a lack of technical competencies” has high mean 2.54 that is mean the respondents are more thinking about this factor. This factor shows that the managers face technical competencies in finding to talented human capital.



#### **4.4.6: Structural success factors**

##### **One-Sample Statistics**

	N	Rank	Mean	Std. Deviation	Std. Error Mean
SSF 1	250	4	3.36	1.108	.070
SSF 2	250	2	3.54	1.053	.067
SSF 3	250	1	3.55	1.112	.070
SSF 4	250	3	3.48	1.030	.065

*Table 06.6: Mean Testing*

In this table, we test the structural success factors. “Talent management improve the Organizational structure and hierarchy” have high rank with high mean 3.55.this figure indicate that if we implement the talent management the organization can improve their structure and hierarchy. We rank the second highest rank factor “Talent management Creating prerequisite and supportive processes for organization”. Thuman resourceough this test, we rank all the questions of structural challenges and barriers according to the high interest by the respondents.

#### **4.4.7: Environmental success factors**

##### **One-Sample Statistics**

	N	Rank	Mean	Std. Deviation	Std. Error Mean
ESF 1	250	2	3.49	1.042	.066
ESF 2	250	3	3.37	1.091	.069
ESF 3	250	1	3.52	1.061	.067

*Table 06.7: Mean Testing*

Here we test the environmental success factors and have the highest mean 3.52 for the “external pressures on hiring and appointments”. The respondents think more about this factor that there is the high influence of external pressure.



#### **4.4.8: Managerial success factors**

##### **One-Sample Statistics**

	N	Rank	Mean	Std. Deviation	Std. Error Mean
MSF 1	250	2	3.53	1.038	.066
MSF 2	250	4	3.46	1.045	.066
MSF 3	250	3	3.47	1.109	.070
MSF 4	250	1	3.57	1.074	.068
MSF 5	250	1	3.57	1.028	.065

*Table 06.8: Mean Testing*

Here we identify the importance of managerial success factors through one sample test. The highest factors are “Commitment, support & involvement of seniors increase employees efficiency” and “TM provide Strategic perspective on human resource development”, both have same high mean 3.57. These factors show that if managers do commitment and support to employees so they can increase the efficiency of employee and second factor indicates that talent management provides strategic plans to developed management. The second highest factor is “Succession Planning” has 3.53 mean, which means the respondents are thinking that talent management gives success planning to organization for achieve their goals.

#### **4.4.9: Challenges barriers and success factors**

##### **One-Sample Statistics**

	N	Rank	Mean	Std. Deviation	Std. Error Mean
SCB	250	1	3.61	1.006	.064
ECB	250	5	3.47	.906	.057
BCB	250	7	3.36	.908	.057
MCB	250	2	3.54	.869	.055
SOT	250	8	2.32	.625	.040
SSF	250	4	3.48	.909	.057
ESF	250	6	3.46	.892	.056
MSF	250	3	3.52	.869	.055

*Table 06.9: Mean Testing*



In this table, we calculate mean of all challenges, barriers and success factors. We identify that what factors are influencing in talent management or what are the factor mostly concern by the respondents. The highest two mean have structural and managerial challenges and barriers with 3.61 and 3.54, which indicate that respondents mostly thinking about the challenges and barriers in the organization. Second highest position has managerial and structural factors with 3.52 and 3, which means after challenges and barriers they more concern about these success factors. The respondents mostly preferred the managerial and structural challenges, barriers and success factors. The variable shortage of talent have last position mean there is no shortage of talent in Pakistani organizations. We test the one sample test and rank the mean of all-variable to check that what factors in challenges, barriers and success factors are mostly strongly agree and what factor are not influences in the respondent firm or less important in the human resource management field. We test all the variables separately to analyze the result separately and then take average of all variable then apply one sample test to check the differences from particular values in challenges, barriers and success factors.

## **Conclusion, Discussion and Future Recommendations**

### **5.1: Conclusion and Discussion**

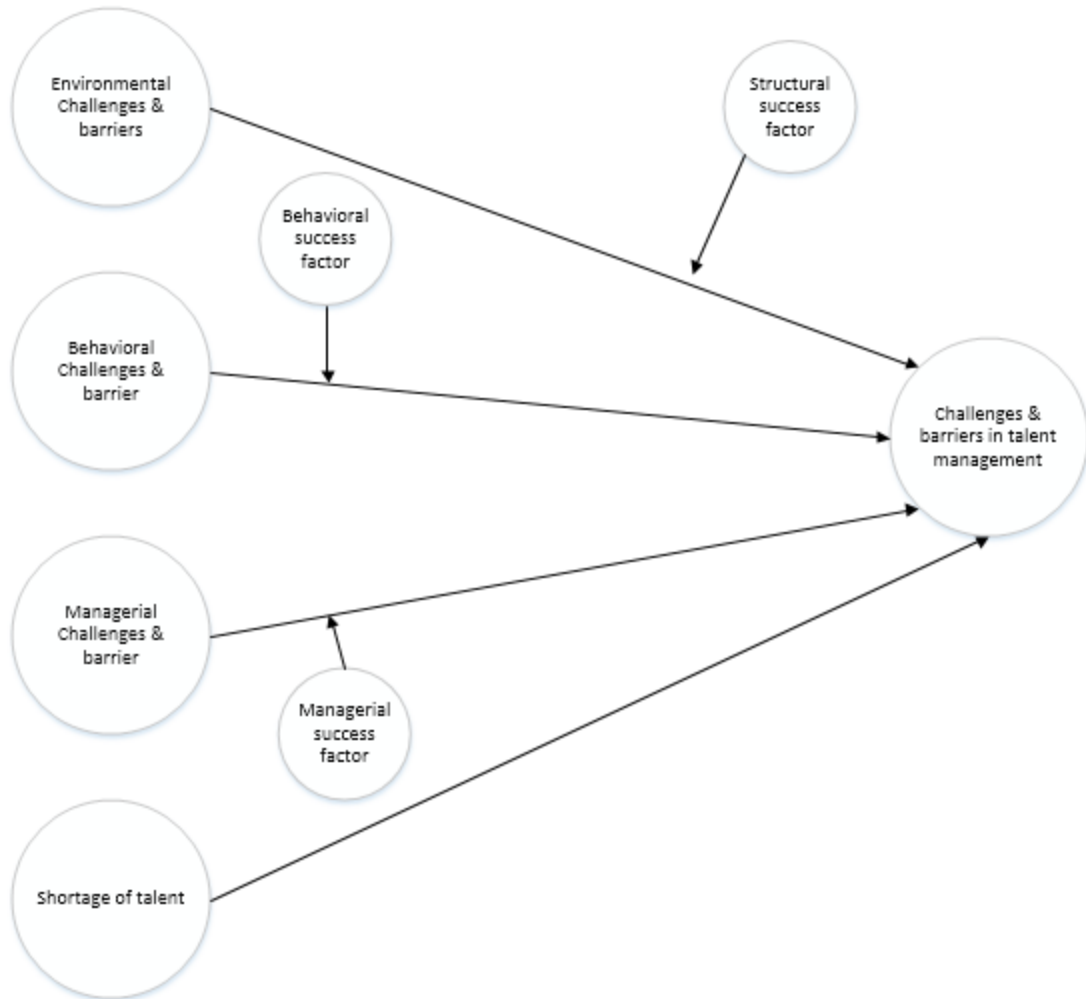
The literature review shows the purpose of this research to find what problems and barriers is effecting in the implementation of talent management and what success factors are using in the industry. Human talent is defined by managers and human resource specialists in connection to ongoing and upcoming corporate strategic goals and initiatives. Organizations must identify their core capabilities and establish management systems in order to obtain a sustained competitive advantage in the context of the global marketplace. Competency is described as a set of skills that will help with human resource management and organisational performance. These skills may include information, personal qualities, interests, experiences, and talents relevant to the work. We conclude from the data that these issues actually affect the ability to find, hire, and manage people in order to successfully implement corporate strategy. Talent management helps managers find qualified candidates with the necessary capabilities for open positions that will help them achieve their intended company objectives.

### **5.2: Recommendation**

The limitation of time and financial resources we collect the data from particular banks and small corporate sectors. In Pakistan all the managers who relate to the human resource management are highly recommended to read this research paper. This will help the managers to identify the what challenges, barriers and success factors influence in the organization and make the strategy, diverse and innovative strategy which human talent refers to those who have important actual or potential capabilities in creativity and innovation. We fill the questionnaire from different department of the organization in which some respondace are not interested to fill questionnars but they filled which impact on the results. In future researchers who interested to study more and deeply about these challenges, barriers and success factors collect data from good and reputable firms where they fill the questionnaires with intest and responde aquratly and also collect big sample size which help to aqurat



result. In Pakistan these challenges, barriers and success factors are highly influenced all managers are highly recommended to study this paper.





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