

THE ROLE OF HRM IN TALENT MANAGEMENT IN BRITISH GAS

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DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

December, 2025

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## **Dedication**

It took a lot of challenging work to complete this task, and I hereby declare that I have finished the job.

## **Acknowledgements**

I would like to acknowledge multiple individuals who contributed to the research, as their support made it possible for me to complete the project. Firstly, I want to thank God because He is the one who made me capable. Further, thank my teacher, who supported me at each stage and guided me thoroughly. Furthermore, I want to thank participants who gave me time, and with their support, I completed this research systematically. Finally, I want to thank my parents because I could not reach this point in life without them.

## **ABSTRACT**

### **THE ROLE OF HRM IN TALENT MANAGEMENT IN BRITISH GAS**

The modern energy sector faces significant challenges in attracting, retaining, and managing skilled talent amidst rapidly evolving market demands. This study examines how British Gas has transformed its Human Resource Management (HRM) practices to address these talent management challenges. The research explores the shift from traditional administrative HR roles to a strategic function that integrates technology, analytics, and employee-centric approaches.

The study aims to answer three key questions: What changes have been made in British Gas HR to address talent management challenges? To what extent does HR transformation at British Gas focus on talent management to address these challenges? Moreover, how can British Gas improve its talent management strategies to enhance employee engagement?

Employing an interpretivist approach, this qualitative study collected data through in-depth interviews with 10 employees from various departments at British Gas. Findings reveal that HR transformation at British Gas emphasizes personalized employee development, inclusive workplace culture, and leveraging data-driven decision-making to enhance talent retention and engagement. Key improvements include initiatives in diversity, open feedback mechanisms, and skill development programs.

The research concludes that British Gas's HR transformation effectively addresses talent management challenges by fostering adaptability, employee satisfaction, and strategic alignment.

Key recommendations include enhancing learning opportunities, integrating adaptive strategies for evolving market needs, and continuously improving HR policies to maintain competitiveness. This study contributes to HRM literature by demonstrating the value of strategic HR transformation in promoting organizational resilience and success in the energy sector.

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## **Chapter I: INTRODUCTION**

### 1.1 Introduction

Organizations are always striving to change and adjust themselves to remain competitive in this advanced and unique business environment. Human capital drives business operations and encourages innovation for an organization. There is broad discussion among business leaders and researchers that talent management plays a fundamental part in accomplishing corporate goals (Baartvedt, 2013). Organizations are made up of individuals. The processes of hiring, training, developing, inspiring, and promoting engagement and commitment among these individuals are crucial to the development and long-term survival of organizations (Jawaad et al., 2019).

In modern corporate environments, the human resources (HR) department plays a crucial part in dealing with these processes and operational tasks to ensure that organizations have the fundamental abilities and talented workers to accomplish the strategic targets of the organization. Considering the quickly changing and erratic business environment, the HR department often needs to adjust and change itself, alter its objectives to the demands of the ongoing industry conditions, and devise proficient ways to talent management (Haque, 2023).

Human resource (HR) transformation and talent management (TM) are essential concepts that play a significant part in the efficiency and reputation of the HR department and help organizations in attaining a competitive advantage. There have been many studies carried out

by scholars and researchers in order to understand the concepts of HR transformation as well as talent management and provision of frameworks for these concepts in both the public and private sectors (Kravariti & Johnston, 2019; Adebola, 2017). The current study plans to explore the concept of HR transformation and its impact on talent management inside the setting of British Gas Company.

This chapter introduces the study by presenting the definition of key terms, contextual background, offering a concise background of British Gas and its challenges, and describing the rationale behind undertaking the research, along with the study's contribution. All research efforts are directed towards the achievement of specific objectives and the provision of answers to questions. It also introduces the objectives and research questions.

## 1.2 Definition of Key Terms

### **1.2.1 Human Resources Transformation**

It defines human resource development as a discipline whose operational excellence and strategic relevance are powered by innovative service delivery, talent management, and technology innovation (Das & Ahmed, 2014). The phrase 'human resource transformation' refers to an extensive redesign of the HR department that prioritizes fundamental shifts above basic changes. Human resource transformation is centered on aligning HR with the firm's overall

purpose and goals. Human resource systems are frequently reformed during a company's transformation activities (Fu & Cheng, 2014). Like other parts of the business, human resource transformations attempt to strategically integrate multiple technologies, such as data and information digitalization, process automation, analytics applications, and enablement of digital interactions and communications (Jain, 2014).

### **1.2.2 Talent Management**

The goal of talent management is to enhance the productivity of the firm. The program increases production by increasing employee interest and enthusiasm for their work (Achieng, 2011). Talent management is a must-have because of its evident relevance. Businesses can gain an advantage over their competitors and surpass them overall by implementing a comprehensive set of complex human management practices that are difficult to replicate and imitate. In other words, talent management aims to maximize output through standardized approaches to leading and supervising employees (Fu & Cheng, 2014).

### **1.3 Background of the Study**

The primary purpose of HR transformation is to enhance organizational value and promote business success by the strategic realignment of the HR department with business objectives and redefining the HR function's role in implementing the business strategy (Achieng, 2011). Although many studies have examined the development and complexity of transformation

(Alvesson, 2009; Bagga & Srivastava, 2014; Armstrong, 2008; Beer et al., 2015), few have focused on how it is connected to HR procedures and outcomes (Tumi et al., 2021).

The current research intended to investigate how HR transformation within British Gas has specifically addressed talent management challenges, aligning with the broader organizational objectives (Achieng, 2011). While existing studies have extensively explored the development and complexity of HR transformation (Alvesson, 2009; Bagga & Srivastava, 2014; Armstrong, 2008; Beer et al., 2015), there's a notable gap in understanding how these transformations directly influence HR procedures and outcomes (Tumi et al., 2021).

This study will try to fill the gap in knowledge as it will look into the changes in talent management practices that resulted from the HR transformation at British Gas. Besides that, it will find out any specific changes the HR department has indeed made to respond to the specific challenges concerning talent management. This is achieved by reviewing the strategies, policies, and practices that are used by the HR department to solve the talent problems. Also, the research will assess how much the reforms have helped to resolve talent management challenges within British Gas. This involves studying already implemented policies and measures addressing problem areas regarding talented workers and their skills.

Moreover, the research offers many practical strategies that can enable British Gas to foster talent management and make employees more engaged. The results of the research highlight

the issues found and make suggestions on what steps HR can take in order to enhance their strategies. This objective is going to be attained by making innovative contributions towards revealing the connection between HR transformation and talent management outcomes, and also providing the useful directions for using HR strategies that are crucial in increasing business success and creating organizational value.

Human Resource professionals in recent years have been subjected to a great deal of changes which has been done in response to drastic and continued developments in the business environment (Das & Ahmed, 2014). This transition has resulted in a departure from their conventional responsibilities of overseeing the operational aspects of employee terms and conditions. Studies within the human capital field shows that the human resources sector is very important in collaboration with businesses, solving strategic and operational issues that are crucial to the development and functionality of organizations (Ulrich, 2020; Boon & Verhoest, 2016).

Ulrich (2020) argues that in the present day, human resources managers should decide between prioritizing content and process. Human resources professionals need to upgrade their skill sets and cultivate a talent-centric mindset to address the current challenges businesses face effectively. In addition, organizations must prioritize cultivating talented workers to effectively implement and propel these strategies forward, develop exceptional strategies of their own and align them with the organization's strategies (Ulrich et al., 2007). Historically, HR divisions have

managed routine administrative tasks and responded to employee inquiries. Human resources had a lot on their plate between negotiating employee contracts and monitoring the implementation of labor regulations and business policies, not to mention attending to employee issues and paying employees on time. It was pointed out that HR departments acted reactively, waiting for managers to report issues before acting. Human resources departments' primary focus was to keep production and sales running smoothly by mediating disputes only when they threatened to disrupt business operations (Ulrich et al., 2007).

Human resources have evolved to adapt to shifting business environments caused by external pressures that have evaluated traditional methods of operation. Human resources must be initiative-taking and instrumental in strategic business operations (Ampater, 2013). HR must undertake an increasingly strategic role that focuses on helping managers improve the business's capabilities instead of spending time on issues to do with administration (And & Sohal, 2008). It is becoming increasingly important for HR departments to shift their attention from administrative tasks to helping business leaders expand their operations. Strategic management necessitates a mental shift on the part of human resources professionals away from purely administrative concerns and toward those contributing to the company's success (Tumi et al., 2021). Instead of focusing on processes, Armstrong (2008) argues that human resources should focus on its outputs, emphasize aligning its mandate and developing practices and skills that enhance value. Additionally, HR must capitalize on transactional automation to prove its strategic position.

With the increased competition in business globally and locally, organizations must be focused on customers to succeed. Hence, HR professionals must strive to be change mentors and strategic partners (Beer et al., 2015). For success, Human Resources must be a function driven by business thoroughly understanding the organization with the ability to influence key policies and decisions. The HR Manager should focus on developing talent and strategic staff retention (Bani-Hani, 2014).

#### 1.4 Company Background and Challenges Faced by the Company

One of the leading and oldest UK suppliers of energy is British Gas. It provides electricity and gas, maintenance, and installation of domestic appliances and central heating systems. British Gas is partly or wholly owned by the Centrica Group. The British Gas company has highly qualified staff of over 21,000 with over 7,000 engineers (Centrica, 2023).

The organization places significant importance on individuals with exceptional abilities and regards its workforce as crucial to its achievements and development. The organization's HR policy emphasizes attaining business success by leveraging the combined efforts of its workforce. The capacity to attract, retain, and continually improve staff skills and abilities is vital for the organization's long-term success and sustainability (Tunio et al., 2023).

The companies in the UK market, such as EON Energy, EDF Energy, and Scottish Hydrogen and N Power, are competing consistently with British Gas. If, for some reason, these companies choose to reduce prices and attract more clients than British Gas it will become a challenging situation. If this were to happen, British Gas would have to reduce prices while providing their clients with quality service delivery. For this, British Gas will be obliged to hire a talented, skilled workforce to be placed in critical positions or to devise strategies to retain their talented workforce (Centrica, 2023).

Given that the whole economy worldwide is not stable and therefore, to bring positive changes in the economy, the government of the UK may impose extra levies on big companies such as British Gas. If this happens, the management at British Gas might have to think over how best to utilize their workforce and cut down their expenses (Barney & Hesterly, 2020). Under these circumstances, the challenge would be how best to plan the HR competency towards employees of British Gas then?

Also, if British Gas hires employees with cultural diversity, sometimes those hired are not fluent in English despite having the necessary competencies to hold the given positions. These challenges force HR management to wonder if they prefer talent over language (Cania, 2014). In addition, it is noteworthy that, with time, novel technologies are continuously emerging. Therefore, how does British Gas HR keep the workers up to date with the modern technologies,

and what training do they provide? How will HR and talent management prepare to fix these problems at British Gas?

In addition, in recent days, organizations must grapple with several external forces influencing how they conduct business, develop, and operationalize business plans (Tunio et al., 2023). These external influences impacting business planning include government, terrorist threats, natural disasters, competitors, and communities.

To address these challenges, the research will investigate the specific changes made within British Gas's HR department to tackle talent management issues. It will explore how HR transformation initiatives have been implemented to attract, retain, and develop a skilled workforce, crucial for the company's long-term success and sustainability (Centrica, 2023). Additionally, it will assess the extent to which HR transformation efforts at British Gas focus on talent management to address these challenges effectively.

The research will also make recommendations to British Gas on how to improve existing talent management activities and raise employee engagement. This includes identifying the aspects that needs improvement, which may include language diversity in recruitment and training and awareness of computer literacy among workforce to keep them updated with the latest technologies in the market (Cania, 2014). The research aims to assist British Gas in enhancing

their HR systems by providing solutions that would guide the company to compete in the current market and lead to organizational success.

Besides, it also aims to provide recommendations for improving the talent management practices within the British Gas and obtaining high levels of employees' engagement. These changes may include inclusion of diversity in the workforce. The study aims to help the British Gas to understand how it can improve the current and future HR management strategies to meet the competitive challenges and remain successful.

Therefore, the purpose of the study is to investigate how the current HR transformation strategies are addressing talent management challenges and promoting employee engagement in the British Gas. Focusing on the environment of a single company, the research aims at identifying the critical factors that would be helpful to the HR professionals, and at the same time contribute to the widening of the existing knowledge in the area of HR management in energy industry.

### 1.5 Research Problem

The research problem being addresses in the research is that how the HR transformation impacted British Gas' ability to overcome talent management in the highly competitive UK energy market. As suggested by Brewster and LucCerdin (2018), hiring and developing the best

people is an essential HR duty that significantly influences a company's performance, particularly in a difficult and competitive market. In that context, HR has been transmitted from the administrative to the strategic role gradually through the years (Brewster, & LucCerdin, 2018). As a result, the main purpose of this research is to examine the influence of HR transformation at British Gas on its ability to attract and retain the best of the workforce.

### 1.6 Purpose of Research

The purpose of the research is to explore how British Gas would transform its traditional HR strategy to a more modern one to deal with new challenges of talent management.

### 1.7 Intellectual Contributions

This research adds to the literature by studying the HR transformation process and talent management practice in British Gas. While previous literature has examined talent management (Fu & Cheng, 2014) and HR transformation (Truss et al., 2012; Armstrong, 2008) separately, but, there are few studies available that explored how HR transformation processes address talent management issues. By investigating the case of British Gas, this study explores the strategies that motivated the organization to improve talent management practices and how HR transformation strategies addresses talent management challenges.

Furthermore, the research contributes to the existing literature by highlighting the need for HR departments to transition from administrative roles to strategic functions (Gallardo-Gallardo et al., 2017; Truss et al., 2012). It emphasizes the importance of HR transformation in improving staff management and productivity, particularly in organizations facing talent management challenges. By exploring British Gas's approach to addressing these challenges, the study offers valuable insights that can inform HR professionals not only within British Gas but also in other organizations grappling with similar talent management issues.

## 1.8 Objectives and Research Questions

The following precise objectives have been set for the research project.

### 1.8.1 Research Objectives

1. To investigate how HR transformed at British Gas Company to address talent management.
2. To explore the extent to which HR transformation at British Gas address talent management challenges.
3. To propose ways in which British Gas can improve existing strategies on talent management to increase employee engagement.

### **1.8.2 Research Questions**

To fulfil the objectives mentioned above, a set of questions were formulated:

1. What changes have been made in British Gas HR to address talent management challenges?
2. To what degree does the HR transformation at British Gas focus on talent management to address challenges?
3. What can be done at British Gas to improve existing strategies to improve employee engagement?

## **Chapter II: REVIEW OF LITERATURE**

### 2.1 Introduction

An HR department that participates in and contributes to business operations is essential to any sustainable business strategy (Ulrich et al., 2007). Given the changes due to globalization, organizations are expected to strategically respond to the changes to survive and grow in the ever growing competitive environment of the business. For growth and survival, the HR manager should be seized with the company's strategic needs and integrated with the company strategy (Boselie, 2014). Then, policies for HR should be adapted, adjusted, and accepted for use by employees and line managers in their daily activities. According to Ulrich et al. (2007), a company's ability to maintain its activities depends on its human resource department. The human resource department needs to put more emphasis on output considering the present climate. As business leaders search for new methods to reduce expenses and boost profits, the complexity of dealing with these environmental shifts and pressures only increases the difficulty of the situation they face.

As such, this chapter explores how organizations have evolved in response to shifting conditions. The function of human resources within companies is examined, along with its development and solutions to difficulties. Current trends in the HR department's transformation and the idea of HR transformation are also analyzed. The HR transformation model was developed by Ulrich et al. (2007). Later, the challenges inherent in HR change and technology's role in overcoming those challenges are examined. Further, talent and talent management were

discussed, along with an evaluation of talent management components, responsibilities, and integration of talent management strategies. Finally, the chapter provides the review of the literature by exploring and analyzing the available articles on HR transformation and talent management challenges.

## 2.2 Exploring the History of Human Resource Management

Before embarking on HR reform, defining HR, identifying its historical roots, and studying its history is critical (Tubey et al., 2015; Ampater, 2013). As noted in the last chapter, HRM has developed significantly due to societal and fiscal developments over the past few decades. The history of the field can help one understand the impacts of these developments and how managers and human resources specialists respond to them (Armstrong & Brown, 2019; Tubey et al., 2015).

Over the last few decades, human resources discipline has developed tremendously, driven by external pressure and internal changes in how companies operate (Tubey et al., 2015; Vosburgh, 2007). It is used to believe that HR only manages administrative functions connected to staff management (appraisals, rewards, selection, and policies). In the 1920s, the idea of personal management (PM) was developed, which paid little attention to the association between employees' daily routines and the success of the business, focusing instead on the administrative aspects of work (Tubey et al., 2015).

In the 1980s and 1990s, personnel management (PM) was replaced by human resource management (HRM) (Vosburgh, 2007). Strategic thinking on how firms would adapt to change was fundamental to the growth of human resource management (Keenan, 2008). Tubey et al. (2015) describe human resource management (HRM) as the strategic management of a company's people and the procedures for enhancing their contributions to its success.

Business and academic leaders were optimistic about the benefits of the shift, but the transition did raise questions about the effectiveness of both HRM and PM. Although human resource management (HRM) was developed to replace personnel management (PM), some have argued that it is not substantively distinct from PM (Tubey et al., 2015).

Most HR administration time was spent on administrative tasks. However, human resource management monitors people based on their importance to the business and potential as a strategic asset (Tubey et al., 2015). Human resource management had a broader scope than traditional staff administration. It was supposed to encourage effective teamwork among employees by incorporating and improving traditional methods of personnel management. However, HR was solely concerned with paperwork and never considered how to assist employees in their professional development (Vosburgh, 2007). Some of the HR issues are highlighted in Figure 2.1.



Figure2.1

HR Challenges (Vosburgh, 2007)

Figure 2.1 depicts how human resources have fought for recognition over time (Vosburgh, 2007). The growing body of scholarly literature linking HRM, and business success has driven the rise of strategic human resource management. Concerns about the role and influence of HRM in achieving strategic objectives have prompted academics to investigate novel HR contributions to business success.

### 2.3 Highlight the HR's Evolving Responsibilities

Although human resources departments have evolved and changed over the years, their core responsibilities have remained the same (Vosburgh, 2007). This was the case till the 1970s, when businesses were given the motivation to emphasize employee values through more advanced and improved HR practices. Since then, human resource management has significantly advanced theoretically and practically (Jayathilake, 2014). SHRM is a more recent HRM framework that places a premium on employees' input as a strategic advantage to the business (Jayathilake, 2014).

SHRM practices help businesses attract and retain high-quality workers who are the real drivers of development and success. The increasing recognition of the importance of employees' efforts led many scholars (Ulrich, 1998; Fu & Cheng, 2014) to conclude that the human resources function in the corporate world needs to be reevaluated, rethought, and redefined. Human resource activities can be approached from a tactical or strategic perspective (Keenan, 2008). The human resources professional roles framework was initially proposed by Ulrich (1996) and then refined by Ulrich and Brockbank (2005). Figure 2.2 shows the typology of HR functional roles.



## Figure 2.2

### Typology of HR functional roles (Truss et al., 2012)

In (Figure 2.2), the tension between process and people is highlighted by the horizontal axis of Ulrich's four-role conceptual structure whereas in contrast, the vertical axis highlights the significance of day-to-day operations. The Strategic Business Partner is concerned with the operational details, while the Change Agent is concerned with the people and the big picture. The bottom left is the Administrative Expert position (which deals with procedures and operations), and the bottom right is the Employee Champion position (people and operations) (Truss et al., 2012). As a result of the focus on HR's evolving role, many in-depth discussions were held on the function's evolution and transfer. To achieve the intended outcomes in the workplace, HR must adapt in four ways, as outlined by Ulrich (1997).

## 2.4 Discussing HR Service Delivery Model and the Process of HR Transformation

Increasing the quality of HR services is crucial in transforming HR's impact on businesses (Bauwens et al., 2018). For an organization to achieve its goals, the first stage in HR transformation is to develop a strategy for delivering HR services. Boon and Verhoest (2016) argue that organizational leaders should gain clarity on what HR is doing and what HR should be doing to achieve strategic objectives to transform HR service delivery. By first identifying the gaps between the current and ideal conditions, human resources can create a new service delivery model and realign the goals of HR and organizational leaders. Deloitte (2017) contends that HR managers should evaluate the goals that are to be achieved by the business and then choose the method that will be most effective in delivering services for it. Changes in HR strategy is necessary for HR transformation to help organizations effectively execute their people strategies. Human resource (HR) systems may require reorganization, or changes may be made to company strategy, HR practices, or HR technology. These assertions are supported by the work of Boon and Verhoest (2016), who argue that the service delivery model is essential to HRM's success.

Human resource service delivery strategies have traditionally prioritized boosting administrative efficiency and decreasing overhead. Human Resources' mandate was to improve service delivery turnaround time and reduce managerial overhead costs. HR organizations should evaluate four factors before applying a new HR service delivery model (Deloitte, 2017). Top executives always try to improve HR skills, including people management, market expansion, and pay parity with the industry. Human resources professionals help today's top executives manage their workforces in competitive markets, fluctuating labor markets, and other talent issues. Human

resources must first provide outstanding customer service to attain its full potential. HR requires a staff of highly trained and educated individuals in the relevant areas. To successfully perform their corporate duties, they require structure, and HR may do wonderful things if suitable structures are in place to support them (Tanjung, 2020). Innovative human resource strategies that pay their employees well are not enough. Managers of the company's human resources (HR) department must anticipate and address fluctuations in staffing requirements (Deloitte, 2017). The ability to positively impact the bottom line is essential for the success of today's HR service delivery models.

## 2.5 Evaluating Latest HR Transformation Trends

Human resource reform methods have evolved over the past few decades along with the changing nature of business. Modern companies must adapt to a 'new world of work', requiring radical changes in management views, employee education, and other HR-related domains (Deloitte, 2017). Rapid change is the 'new normal' in today's business environments due to emerging technologies, a talent shortage, unstable economies, changing demographics, and intense rivalry for top talent (Ulrich et al., 2007). Human resource managers in the modern era need to be creative. The challenges of HR administration, performance evaluations, employee motivation, and team building are complicated (Armstrong & Brown, 2019). Executives and administrators in human resources have been caught up in the whirlwind of change. They are being forced to boost output and adopt innovative technologies. According to Deloitte (2017), HR needs to evolve drastically to keep up with the requirements of today's businesses. Since the role of HR and HR practices are being affected by environmental changes, HR professionals are

under growing pressure to keep up with the latest developments in their field (Armstrong & Brown, 2019).

## 2.6 Role of Technology in HR transformation and Barriers to HR transformation

Boselie (2014) found that businesses worldwide planned to increase their investment in human resources technology. These businesses planned to do so primarily by introducing SaaS systems, talent management solutions, HR portals, and mobile apps. They also found that one-third of the businesses they analyzed have plans to change how they manage human resources to boost the standard and productivity of their services. Deloitte's (2017) study on human capital in South Africa revealed an upward trend of 40% of businesses considering overhauling their foundational HR systems. Human resources (HR) advancements are intricately linked to the technologies they support (Beer et al., 2015). Technology's influence on HR practice design and its role in enhancing HR professionals' abilities are both the subject of extensive, well-documented study. As a result of recognizing the importance of tackling technological, structural, and process challenges, they are placing a high priority on identifying and capitalizing on opportunities to enhance the agility and flexibility of their organizations (Beer et al., 2015).

The advent of web-based technology has been a significant advancement because it has allowed human resources professionals to devote more time to customers, make more strategic decisions, and ensure data integration and constructive collaboration across organizations in various locations (Beer et al., 2015). The authors note that modern technology does more than

just boost HR productivity; it also improves competitiveness, the user experience, and the value across the entire company.

Similarly, Weeks (2019) argues that the field of human resources (HR) has undergone a significant transformation, becoming a decision-science discipline. This transformation has been facilitated by HR's improved capacity to utilize data analysis techniques, enabling them to provide managers with precise and dependable data. This data, in turn, assists in informing strategic decision-making processes. This has enabled them to strengthen their position as valuable partners and highlight the significant and quantifiable influence that HR can have on a company's bottom line.

The problems posed by technology, globalization, the requirement for an organizational change model, and the management of human capital competency have stimulated HR departments to adopt new perspectives and undergo transformation (Ulrich, 1996). Organizations can improve their revenue and profit ratios by adapting to shifts in the market and customer demand more quickly just because their HR departments have been transformed to provide future-proof capabilities (Deloitte, 2017). Organizational leaders and HR professionals need to have frequent in-depth conversations about the state of the company and the need for transformation to achieve success. Still, they both often fail to enquire about the necessity of HR transformation or to define its goals and objectives (Bauwens et al., 2018), which separates human resources from the rest of the company. Change is something that must be a win-win for both employees and

management. Like everyone else, businesses must alter their practices if the transition succeeds. When HR and business unit leaders invest their time and effort in the transformation's goals, outcomes will be achieved (Bauwens et al., 2018).

## 2.7 Discussing Talent and Talent Management

Defining and conceptualizing talent is necessary before understanding the notion and application of talent management in organizations. Researchers found that strategies for talent management varied depending on the organization's definition of the term. It was discussed that for a company to understand the worth of TM, it must settle on a definition that aligns with its mission, values, and vision. Also, factors such as the company's industry, culture, and management philosophy all play a role in shaping the way it approaches talent (Boselie, 2014).

Talent has been used to assess weight, money, and a person's value or intrinsic skills from biblical and ancient Greek times (Boselie, 2014). Academics have given the term several new meanings in recent decades. The investigation reveals that talent management academics do not always define their concepts clearly (Beer et al., 2015). Some meanings of talent are so vague that they raise the question of the utility of the term talent itself (Boselie, 2014). Business executives often battle with defining and making use of talent. When interpreted correctly, talent can encompass anything that helps a company achieve its goals. Talent in the workplace is based on a combination of skills, knowledge, cognitive ability, and possibility for development (Boselie et al., 2005).

An inclusive approach is based on the idea that everyone brings unique abilities and experiences to the firm (Boxall & Purcell, 2015). Employee output discrimination is eliminated using this method. This gives everyone a chance to improve the company. The inclusive talent management technique assumes that the TM strategy would develop participants' abilities and strengths related to the object perspective of talent. However, the exclusive strategy recruits and retains top talent. This technique targets a limited group of workers, focusing on filling essential roles to maintain the organization's competitive edge (Brewster & LucCerdin 2018). Consulting companies should use the exclusive approach to performance management because their success depends on all workers (Brewster and LucCerdin, 2018; Boxall and Purcell, 2015). The exclusive TM approach works well in competitive companies that reward employees for going beyond (Boxall and Purcell, 2015).

It is accepted that talent management (TM) should be an integral aspect of any company's human resources division. Nonetheless, in the current ruthless market, it is more important than ever that TM become an intrinsic part of business priorities and be managed appropriately to achieve company objectives. An organization's success depends on the skills, experience, and future contributions of its employees, and talent management is the practice of identifying, attracting, and keeping employees who are indispensable to the success of the business (Achieng, 2011). Key to the success of TM is attracting, engaging, developing, and retaining personnel, as emphasized by definitions of TM. The ultimate purpose of TM is to establish a

high-performance culture within a company that can be maintained over time and used to accomplish the organization's long-term goals.

## 2.8 Evaluating Talent Management Components, Responsibilities and Integration of Talent Management Strategies

Human resource management entails all the processes related to acquiring and keeping talented workers. The method employed to do this is known as "talent management." TM's original mission is to develop top talent for the benefit of the company's clients and workers. Employment, performance reviews, and career advancement are all components of talent management (Fu & Cheng, 2014). Organizations should implement the recommendations given by HR and managerial specialists to give their employees the knowledge and skills they need to drive the company's strategies. In addition, the significance of designing these procedures to work together to realize the organization's strategic objectives was emphasized (Khuay et al., 2023).

In today's knowledge-based economy, attracting and retaining top personnel is more important than ever. Knowledgeable and dependable employees are crucial to any company's bottom line. Firms that acknowledge this reality and adjust accordingly have a much better chance of attracting and maintaining top personnel, even though it often feels like a never-ending hamster wheel (Delery & Doty, 1996). Finding and recruiting good employees are two different tasks, yet both are crucial to a company's growth and success. A company's ability to attract top talent

depends on its ability to effectively analyze its present and future labor demands and the strengths of its current personnel. A key sign of the company's long-term ambitions is whether it intends to promote from within rather than fill vacant positions by bringing in inexperienced staff (Rožman et al., 2023).

However, a competitive salary and benefits package is not enough to attract and retain top talent in any industry. The company's worth also matters (Khuay et al., 2023). Companies that try to position themselves as the "best place to work" have a much easier time attracting and keeping talented workers (Rožman et al., 2023).

In today's competitive labor market, companies have a tough time filling unfilled positions and attracting and retaining workers due to the elevated levels of market instability and competition. Thus, firms have had to put in extra effort to develop strategies for attracting, engaging, training, and keeping employees.

Performance evaluations and measurements should be performed on a regular basis for the best results. Performance management is a typical element of talent management in which supervisors check in with their staff to determine if they have been fulfilling their duties (Vural et al., 2012). Managers evaluate workers based on numerous factors, including the quality of their work and how quickly they pick up new skills vital to their positions and the business's success.

Talent engagement is an innovative concept in contemporary management. Workers who enjoy what they do are likely to stick with a company for the long term. Employee engagement is based on company loyalty, work enjoyment, and social responsibility. Employees believe their efforts will bear fruit if they exhibit these behaviors (Mirvis, 2012). Furthermore, they claim that success can be predicted with greater certainty when employees are enthusiastic and invested in the company's growth. Since "engagement" has superior strength and face validity than "motivation," "job satisfaction," and "commitment," (Armstrong & Brown, 2019).

To help the organization achieve its long-term goals, middle and lower-level managers must devise a strategy for attracting and keeping the best people. In addition, the company should provide its employees with room for professional growth, competitive remuneration, encouraging management, a pleasant work environment, and the satisfaction of knowing their efforts are making a positive difference in the world. If talented workers are not satisfied with their compensation and rewards, and there are no opportunities for advancement inside the organization, they may decide to look elsewhere (Allen et al., 2010). Integrating personnel management into an overarching business plan is essential for increasing productivity, fostering growth, and rewarding employees. Long-term employment loyalty increases when workers enjoy their jobs, are respected by their superiors, and see opportunities for professional growth inside the company (Ateeq et al., 2023).

Talent management has evolved to the point where it is integrated into the company's overarching goals, in tandem with HR's expanding responsibilities and complexity, as Gooderham et al. (2018) mentioned. It has become an organizational priority because it streamlines many essential human resources and back-office processes. Talent experts agree that human resources can no longer manage the issue alone. Due to its significance, talent management requires the full support of upper management and the participation of all employees (Gooderham et al., 2018). Executives, HR experts, managers, and employees all play essential roles in talent management.

Today's leaders must invest heavily in personnel management. Leaders chart the organization's future and outline the milestones everyone working there must achieve (Guest, 2017; Gooderham et al., 2018). Strategic initiatives pave the way for talent strategies and methods that support organizational objectives, and HR managers follow this path with their guidance (Guest, 2017). The organizational structure for managing talent guides the creation of talent strategies that help companies succeed. Kim (2010) argues that leaders should actively pursue and involve critical talent that can increase the company's chances of future success.

Top-level executives frequently engage in in-depth conversations about the integration of talent management and for this integrated system should be in place (Vural et al., 2012). Before adopting a fully integrated approach. A complete people management and development system that includes talent acquisition, assessment, and development may help businesses manage

their HR investments better. Integrated human management helps companies understand their employees and implement strategic changes (Kim, 2010).

A unified interface, data platform, cross-process reporting, and analytics may help businesses manage their most asset: their people. It is a new way of dealing with human resources that considers the whole picture and makes it easier for businesses to adapt quickly to shifting market conditions (Allen et al., 2010). One must have an in-depth familiarity with the many parts of talent management to integrate it successfully. Talent management strategies should align with the organization's business goals, and human capital management operations should be linked to building a talent mindset. It is crucial to integrate and align TM efforts to reap the full benefits of this strategy, which include helping organizations build a reputation that attracts and keeps the best people and boosting the productivity of recruits (Ateeq et al., 2023).

It has been demonstrated that organizations with effective HR departments are better able to attract and retain talent over the long term. For survival in today's cutthroat business environment, organizations need strategic and integrated personnel management solutions that provide an all-encompassing perspective on human capital issues. An effective corporate strategy details an organization's steps to achieve its goals (Engert & Baumgartner, 2016). Human capital is the most critical factor in every business plan. This means that HR programs must align with the company's overall strategy and clearly state how they will contribute to the

company's objectives. Strategic talent management and other HR processes help organizations reach their objectives.

## 2.9 Analyzing HR Transformation and Talent Management

In the realm of human resource management, the interplay between HR transformation and talent management has emerged as a crucial area of study. The link between HR transformation and talent management lies in how HR strategies are aligned with the organization's talent needs, ensuring that they effectively support talent acquisition, development, and retention initiatives (Tanjung, 2020).

Numerous studies have explored the relationship between HR transformation and talent management across various industries and organizational contexts. HR transformation initiatives impact talent acquisition and retention in many organizational settings. Changes in HR practices influenced the company's ability to attract and retain skilled employees. It was emphasized that when HR strategies were closely aligned with talent management goals, it positively affect organizational performance and operations (Albourini et al., 2020). Additionally, it was found that the organizations, which highly focused on the HR transformation through measures like personal career development plans and the mentorship programs, have increased levels of employee engagement (Ali et al., 2019).

The human resources transformation in different sectors were investigated to obtain full plans of decisions and activities that were made and benefits offered in talent management areas. The study which investigated the subject of HR transformation in a banking sector discovered that the financial organizations that changed their HR strategy and aligned its policies and practices to align them with talent management received increased numbers of talented applicants, higher levels of employee engagement, and reduced levels of turnover (Ateeq et al., 2023). The examples previously mentioned demonstrate that by implementing strategic measures such as streamlining recruitment processes, enhancing benefits for employees, and fostering a culture of ongoing learning, these organizations successfully attracted highly skilled individuals, enhanced employee satisfaction, and reduced staff turnover rates. The research findings ultimately validate that the banking industry might achieve improved outcomes by aligning HR transformation with talent administration objectives (Němečková, 2017). These results can also be used in a wider professional environment and actively contribute to how talent is organized in the company and the performance of the company is achieved.

Considering the effects of HR transformation on the talent of the workers in manufacturing firms, especially, in determining whether the HR transformation is effective in bringing the changes on the work culture of the manufacturing organizations in terms of skill development and career growth opportunities of employees, it was found out that organizations have generally dealt with talent management successfully by utilizing strong HR transformation strategies. As a result, a tremendous improvement in areas such as, employee development rules, career advancement opportunities, and rise in employee motivation levels was seen (Alam

& Alias, 2018). These institutions rolled out programs such as training on an individual basis, mentorships and a career plan so that they could groom the talents of their workforce, and give them a chance of growing professionally.

HR transformation plays a crucial role by specifically focusing on how digitalization and automation initiatives impacted talent acquisition and retention. Organizations that give importance to HR transformation programs such as digitalization and automation were more successful in attracting and retaining top talent in the highly competitive sectors (Cascio & Montealegre, 2016). By leveraging technology to streamline recruitment processes, organizations will be able to create more personalized employee experiences and provide opportunities for skills development, which helps them to stay ahead in the talent game. The HR transformations enables companies to adapt to the rapidly changing technological landscape and remain attractive to top talent (Abodollahbeigi et al., 2017).

HR transformation helps in effective management of talent and it influences employee's engagement and motivation in a positive way. It was uncovered that effective HR transformation practices influenced employee engagement levels and impacts their productivity and job satisfaction (Alam et al., 2019). Organizations who implement effective HR transformation initiatives experienced higher levels of employee engagement, leading to increased productivity and job satisfaction among their employees. By prioritizing initiatives such as transparent communication, recognition programs, and career development

opportunities, organizations are in a good position and they will be able to create an environment where employees felt valued, motivated, and committed to their work (Ali et al., 2019).

The impact of HR transformation on talent mobility within the retail industry was also investigated to find out how the various practices of HR transformation influenced the talent mobility processes like internal rotation and promotions. It was found that organizations that were undertaking HR transformation had more effective practice in terms of talent management mobility that enhanced the transfer of knowledge and skills from one employee to the other (Dundon & Rafferty, 2018). Some of the effective strategies through which organizations can leverage the employees' skills include talent management frameworks and skill mapping in addition to internal job posting. That is why the findings highlighted the importance of HR transformation in supporting talent mobility and its impact on increasing the organizational flexibility and productivity (Albourini et al., 2020).

HR transformation can also impact diversity and inclusion practices of firms. HR transformation has a positive effect on diversity and inclusion practices which will help the organizations in shaping their culture and giving the impression to their employees that diversity will always be welcome in the organizations. Organizations with robust HR transformation strategies were more successful in promoting diversity and inclusion (Carter, 2015). By implementing initiatives such as diversity training programs, inclusive hiring practices, and employee resource groups,

organizations can create an environment where employees from diverse backgrounds felt valued, respected, and empowered. HR transformation can be a useful tool in promoting a culture of diversity and inclusion within firms which gives an impression to the employees that their firms give importance and give equal rights to all the employees without considering their background, culture and languages which will increase the performance of their firms and also the general well-being of their employees (Albourini et al., 2020).

HR transformation programs were also beneficial in improving employee retention rates and organizational stability. Most of the organizations transformed their HR to provide their employees with increased benefits and friendly environment for work. Organizations that implement HR transformation initiatives, such as flexible work arrangements and personalized career development plans, experienced lower turnover rates (Němečková, 2017). HR transformation in the organizations for the purpose of catering individual needs and career aspirations of employees, will help them to create a supportive and engaging work environment and friendly atmosphere for work. The importance of HR transformation in developing employee loyalty and retention was highlighted and it was argued that it has a strong beneficial impact on the service quality of the organizations (Andersen et al., 2016).

The assessment of HR transformation on employee well-being was also made to give a total picture for the organizations who want to enhance the level of their employees' well-being. The existing literature wrongly presumes that changes in HR transformation initiatives change job

satisfaction and a person's general happiness and well-being. The study revealed organizations that pay special attention to the wellbeing of its employees in their HR transformation initiatives, see increased level of satisfaction and morale among their workforce (Cui et al., 2018). The adopted strategies, including wellness programs, mental health support services and flexible working arrangements helps organizations to nurturer and provide a caring working environment for their employees.

Additionally, the HR reform on leadership development within those educational institutions were also studied to assemble a holistic understanding of how HR reform can be applied in the development of future leaders in the educational sector. The HR reform was an innovation in criteria that was primarily leadership development courses and mentorship programs, which gave the organization the creation of the future leaders (Creswell, 2016). Giving the potential leaders a lot of options and opportunities for learning new skills, mentorship, and leadership education, will help to promote the talent within the educational setting and people who have leadership potential of their future leadership endeavors. HR transformation can be an approach for developing high caliber leader talent among the educational institutions which will in turn be helpful to sustain and thrive the institutions for a long period of time (Delery & Doty, 1996).

The connection between human resource transformation and organizational performance is evident from the literature which implies what works and what does not in terms of HR

strategies and how it affects the businesses' performance and competitiveness respectively. Organizations that successfully adopt HR transformation initiatives have observed increased profitability and competitiveness. To integrate HR practices and policies with organizational goals, to eliminate redundant processes, to develop talent and to be more efficient and productive, all support innovation and help organizations achieve excellence (Carter, 2015). Another important theme identified in the study and echoed in entire literature on HRM and Talent Management is the strategic value of HR transformation for driving organizations' success. Strategy and execution of organizational goals through the alignment of people management strategies were integrated in the list of essential steps for excellence in people management (Collings & Mellahi, 2009).

Furthermore, a study on HR transformation regarding employee empowerment in the telecommunications field is also being conducted. The research mostly focus on the examination of HR transformation's repercussion on the workforce motivation, initiative-taking, and job satisfaction at telecommunication organizations. The evaluation has shown that where the HR transformation programs are being used to boost employees' authority, there are markedly noticeable improvements in employee tenacity, initiative-taking, and job satisfaction levels (Alam & Alias, 2018). Organizations can provide a culture of empowerment that makes employees feel appreciated, concerned, and inspired to produce their best by freshening their decision-making processes and allowing greater autonomy. The transformative impact of HR on employee empowerment in the telecommunications sector was underlined and discussed

together with its role in promoting organizational performance and the culture of innovation and sustained performance (Truss et al., 2012).

Different studies were conducted by researchers in marketing, finance, hospitality along with talent acquisition in various industries to observe the HR transformation effect. The immerse concepts of the study include the role that HR transformational process plays in organizations ability to attract and retain best talent. Organizations with HR transformation processes successfully increase the presence of top talent within them and they always reshape their policies and practices to meet the employees' needs (Andersen et al., 2016). Using state of the art recruitment technologies, new talent acquisition strategies, and putting employee career development and engagement above all, organizations outperformed the competitors in talent market. The strategic importance of HR transformation in talent acquisition was highlighted and it stresses its role in enhancing organizational capabilities and driving business success (Abodollahbeigi et al., 2017).

HR transformation influenced organizational culture also. Many scholars explored how strong HR transformation initiatives influenced organizational culture and its impact on employee engagement and performance. Organizations that adopt effective and strong HR transformation policies and practices creates a positive and innovative culture. Prioritizing transparency, collaboration, and employee development helps organizations to create an environment where employees feels that their work is being appreciated and they have the right to give their input.

The transformative impact of HR transformation on organizational culture shapes workplace dynamics and drive organizational success (Jayathilake, 2014).

HR transformation also plays an effective role in promoting work-life balance Organizations that gives value to work-life balance in their HR transformation initiatives and plans experienced improvements in employee satisfaction and retention as employees will have the time to manage their work and family both effectively. Organizations who incorporate work-life balance policies into their HR transformation strategies experienced significant improvements in employee satisfaction and retention (Farndale & Paauwe, 2018). Flexible work arrangements, promoting wellness programs, and prioritizing employee well-being offers organizations opportunities to provide a supportive and inclusive work environment where employees could flourish both personally and professionally. The strategic significance of work-life balance as an integral element of HR transformation becomes obvious by various scholars, and it has been proven that change in HR practice does improve employee well- being (Andersen et al., 2016).

#### 2.10 Evaluation of HR Transformation Addressing Talent Management Challenges

HR transformation has played a vital role in addressing talent management concerns worldwide. Several researchers have attempted to identify the methods by which HR has undergone transformation in various organizations to address talent management difficulties. They have also examined the degree to which the changes in HR enhances the effectiveness of addressing talent management issues (Cappelli & Keller, 2014). This concept is used to analyze the effects

of HR transformation which is definable as the changes in the practices of HR, on the talent management within Small and Medium Enterprises (SMEs). It was established that HR transformation had a positive impact on the talent management practices in SMEs. The study showed that HR transformation can be effective in enhancing recruitment processes, improving the training of employees, and in the identification of better ways of retaining key employees in SMEs (Cui et al., 2018). This indicates that there is an importance of adopting new and efficient HR practices in managing employees and the SMEs business in the market.

Research also examines the impact of the digital technologies known as digitalization on the talent management when they are combined with the HR transformation. The findings of the study pointed that digital HR transformation has a positive effect on talent management. In this way, talent acquisition becomes easier since organizations can leverage digital tools and platforms to make it efficient (Cascio, 2015). Also, it leads to increased employee involvement due to the opportunities offered by digitalization to enhance communication between employees, and with managers. Therefore, organizations get higher talent retention rates, which shows that digital HR transformation is useful in helping organizations in retaining their best employees (Weeks, 2019).

The use of HR technology was examined to assist organizations to deal with issues in talent management in order to give organizations the best ways which will be useful to them and through which they can deal with this issue. Integrating technology in talent management

proves to be beneficial to the organization in many ways. Through the use of technology in HR, organizations can enhance different processes of talent management such as talent acquisition, development, and succession planning (Bauwens et al., 2018). Thus, these processes become more efficient and effective, contributing to the overall improvement of talent management within the organization. This means that talent management challenges can be effectively tackled through the adoption of technology in the HR function.

It was also found out that strategic transformation of HR is one of the key factors to align business objectives with employee management initiatives. Managing talent management challenges requires organizations to strategically redesign the HR practices to support talent management since it enhances the cohesiveness between talent acquisition and retention and can ultimately improve the overall organizational performance (Boselie, 2014). Consequently, strategic HR transformation is a critical factor that can help in the process of mitigating different issues and concerns connected to talent management within organizations.

In a study, the case study research design was adopted to investigate the ways in which HR transformation enhances talent management. This case study confirmed that the HR transformation initiatives brought measurable changes. Employing interventions such as talent analytics and individual development plans, organization's experienced positive changes in talent management and career development (Beer et al., 2015). That is, by implementing best practices in the HR field, the company can better assess the capabilities and potential of its staff,

provide the necessary developmental experiences and thus provide career advancements opportunities and improve the overall outcome of the company.

To understand the impact of HR transformation on talent management, the concept of HR transformation and its degree in managing talent management challenges was also explored in multinational corporations. Talent management is a central area that is greatly influenced by HR transformation initiatives in MNCs. Through HR process centralization in MNCs and the adoption of global talent management systems, MNCs were able to improve talent mobility and development (Boxall & Purcell, 2015). When HR practices of MNCs are integrated across the different locations, the talent will be allowed to move from one location to another with ease and they will also be offered with better opportunities for development.

HR transformation also plays a central role in talent management in organizations that perform well. Effective organizations incorporate HR transformation as a means of developing flexible talent management solutions (Collings & Mellahi, 2009). These systems enable them to respond to changing business conditions quickly and foster innovation among the workers. In other words, through the implementation of the HR transformation, those organizations build the structures that support employees in achieving their objectives in complex environments (Andersen et al., 2016). This means that HR transformation is not about making processes better but about developing a culture and structures that engage people and enhance organizational performance (Aljawarneh, 2016).

HR leadership also has an important role in facilitating the change process in order to improve talent management practices. In this case, effective HR leaders in the organization enhance the culture that supports learning and growth. In this way, HR leaders contribute to change by promoting it and offering valuable guidance on how an organization should develop and improve the corresponding talent management strategies. This shows how leadership plays a critical role in supporting the changes in HR and enhancing talent management within the company (Cappelli & Keller, 2014).

Another area of research being conducted on HR transformation initiatives relating to talent management issues was in the healthcare industry. It was established that HR transformation was useful in assisting healthcare organizations to address talent management issues. The strategies that were employed in healthcare institutions included competency-based frameworks and advanced workforce planning tools; this enabled the healthcare institutions to overcome talent shortages as well as enhance staff retention (Aljawarneh, 2016). These initiatives help place the right people in the right positions to improve the delivery of care to patients and the performance of the healthcare organization. Thus, HR transformation is not only useful for enhancing internal activities but is also useful for enhancing the patient's care services in the healthcare industry.

## 2.11 HR Strategies on Talent Management to Increase Employee Engagement

The purpose of the study was to find out how HR can transform its strategies in order to improve both talent management and employees' engagement. In a research it was revealed that measures such as flexible work schedules and appreciation measures have a significant impact and increase the level of employee engagement. This was due to the fact that flexible work arrangements offers employees with the opportunity to exercise more control over their work schedules and hence, there was an increased level of job satisfaction and work-life balance. In addition, the recognition programs helped employees to feel appreciated and needed in the organizations and improve their productivity and loyalty towards the organization. These findings revealed that HR transformation initiatives play a crucial role in the improvement of employee commitment (Bani-Hani, 2014).

In addition, technology can help alter the current HR practices and optimize the approaches to engage the employees. Technological advancements in the HR field including employee self-service portals and other communication platforms contributed to the enhancement of employee engagement and satisfaction. The use of employee self-service portals also enabled the employees' access to various information including their salary and benefits from any location and at their own convenience thus increasing their level of independence (Tubey et al., 2015). Also, the use of technological communication tools facilitated efficient and effective communication between employees and management, encouraging the culture of openness and teamwork. The use of technology in HR activities was very useful in improving the level of engagement of employees in the firm.

Several authors have attempted to come up with a more encompassing model of talent management that would not only increase the level of employee involvement but also enhance the organizational culture positively. Combining the strategies of talent acquisition, development and retention to foster a more engaging environment for the employees can be useful in enhancing engagement and addressing talent management issues (Dries, 2013). In general, managing the entire process of employment cycle will help organizations to create positive perception about the employer among the employees. This led to better organizational commitment as employees felt valued since their professional development and health was considered by the organization (Keenan, 2008).

In another study, an attempt was made to identify and suggest HR practices that are more effective in engaging employees especially in retail industry. It was found that cross-training and frontline employee empowerment were effective in increasing engagement and providing better customer service in the retail industry (Carter, 2015). When the needs and aspirations of front line workers are addressed appropriately, organizations will be in a position to foster a positive culture that enhances staff performance. This not only leads to high level of engagement of the employees but also there is high level of satisfaction and loyalty among the customers (Armstrong & Brown, 2019).

It can also be seen that where organizations value initiatives such as feedback and learning and development, employees are more likely to be engaged and stay with the organization. In this

way, having clear feedback and offering training opportunities to the employees, organizations ensure that the workers are motivated, engaged and involved in their personal growth. Thus, they will be more committed to the organization and will be willing to work harder (Bauwens et al., 2018).

Moreover, when organizations spend resources on training employees and adopting policies that support employees, there will be better engagement among the employees. The concept of training and development refers to the processes of developing the employees' abilities and skills to perform their duties in a more efficient manner, thus increasing their engagement levels (Gilani et al., 2012). Also, cultivating a positive organizational culture that embraces their worth and recognition as valuable organizational members fosters organizational loyalty and commitment that enhances the level of employee participation (Farndale & Paauwe, 2018).

In another study, the goal was to learn and identify insights concerning the role of HR innovation in engaging employees in start-ups. It was showed that initiatives like communication transparency and employee ownership are some of the best practices that can be adopted by start-ups to see that their employees give their best in their duties (Khan & Ukperere, 2014). By encouraging free communication and engaging the employees in organizational decisions, startups make their employees feel special.

Furthermore, allowing the employee to work independently does enhance their desire to work. Thus, HR innovation plays an essential role in enhancing employee engagement, especially within innovative organizations like start-ups (Armstrong & Brown, 2019).

Besides it, organizations that regularly change their HR approaches according to the changing needs of its employees, have high levels of engagement and productivity in the long term. By changing according to the workplace requirements, organizations develop means by which employees can be encouraged to be committed to their tasks and be productive (Truss et al., 2012).

Nowadays, diversity and inclusion is an important component of HRM and organizations that promote diversity through inclusive HR practices are likely to enhance employee engagement and creativity. Through promoting equality of all people, companies ensure that workers with different characteristics feel welcome and appreciated. This creates a sense of purpose and gives employees the motivation to share their opinions and suggestions, thus promoting innovation in the organization (Alam et al., 2019).

A study was conducted with the aim of identifying lessons that can be learnt from COVID-19 pandemic in the process of designing and implementing new remote employee engagement strategies. The research discovered that organizations that focus on communication, flexible work schedules, and virtual team bonding during COVID-19 pandemic experienced higher rates

of employees' engagement and productivity. Through regular communication, implementing flexibility in work arrangements, and providing virtual team-building activities, organizations foster a sense of affiliation among remote workers. This enhances commitment and guarantees the employees remain effective and productive despite working remotely (Gooderham et al., 2018).

## 2.12 Theoretical framework

### **2.12.1 Model for HR transformation**

Although the roles and functions of HR staff may vary based on the organizational strategy, their ultimate goal remains the same, that is, to guide the success of the company. According to Andersen et al. (2016), HR transformation is a strategy that aims to make the staff a stable and healthy foundation through which organizations realize their missions and transmit their values to their employees. From the report by Deloitte (2017) it became clear that HR departments make changes without taking into consideration the overall picture. They just focus on what each individual company is asking from them. Human resources professionals tend to look inward at their roles and responsibilities rather than outward at the results they should produce. Beer et al. (2015) caution against wasting time and energy on change initiatives that solely target human resources (HR). Human resources must reorganize to generate value through an organization-specific performance management system to succeed. According to Boselie (2014), reorganizing HR means giving new importance to accountability, responsibilities, and

organizational structure. As shown below, strategic value, a competitive mindset, and process results are also highlighted.

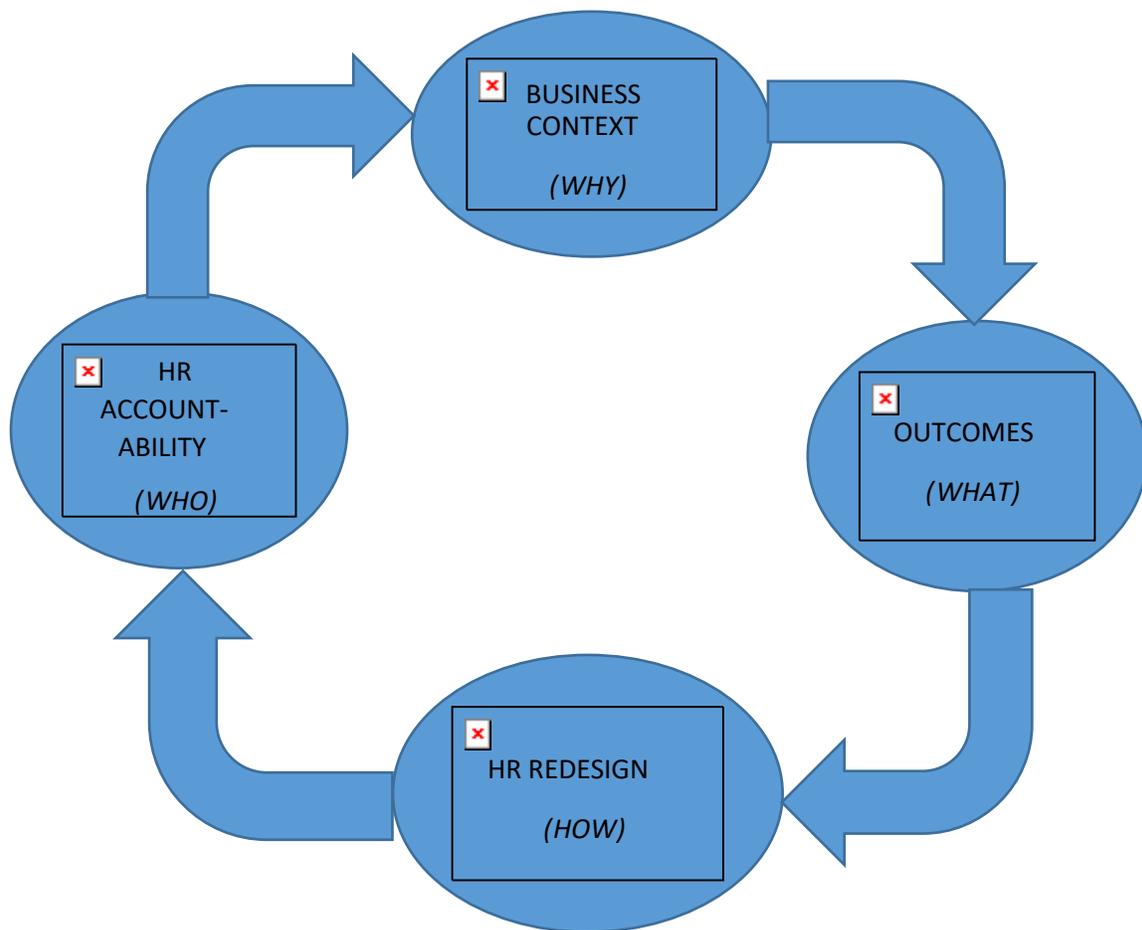


Figure2.3

Model of HR transformation (Ulrich et al., 2009).

### 2.12.2 Model for Talent Management in Human Resource Management

The talent management framework is built around a comprehensive model encompassing technical and behavioral capabilities. This framework is the foundation for integrated interventions included in the talent management process (Brown, 2004). According to Brown (2004), technology management (TM) extends beyond mere coexistence with other projects and systems inside an organization, as it also supports and facilitates coordination with them. According to Brown (2004), it is said that talent management should be aligned with the organization's business strategy to contribute to the achievement of business outcomes, as exemplified in the following illustration.

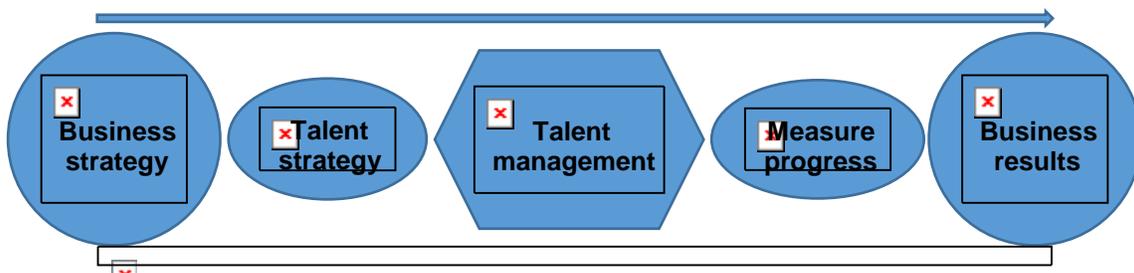


Figure2.4

Talent management framework (Brown, 2004).

Understanding the company's business strategy is the starting point for talent management (Brown, 2004). Therefore, talent management programs and practices, as well as the talent strategy itself, are designed to both drive and support the company strategy. A company's business strategy is its plan for achieving success in the face of competition from other businesses. The result is increased efficiency in commercial competition. Therefore, a company's talent strategy aims to help the company accomplish its business objectives by making the most of its human resources. Implementing a talent strategy entails several steps, such as finding and hiring the right people, giving them opportunities to gain experience and develop their skills, keeping them interested and committed to the company, and creating talent groups for succession planning (Gooderham et al., 2018). A company's success can be gauged by tracking its progress toward its objectives and analyzing any discrepancies between those objectives and the actual outcomes it has achieved. This involves checking whether the implemented talent management practices produce the desired results. This procedure entails analyzing the talent management aspects in detail, focusing on their strategic impact, or considering the talent strategy and its alignment with the company strategy (Gooderham et al., 2018).

### **2.12.3 Research Framework**

The relationship between HR transformation and talent management within companies is crucial and essential for the ongoing progress of those organizations that want to survive in this increasingly competitive business environment. Transforming Human Resources implies implementing a different responsibilities rendering from the HR within the company. Personnel HR serves as a strategic ally and instead of just looking into the administrative responsibilities

such as payroll and benefits provision. Such transformation determines HR manager to accord it the prime role to support the strategic objectives of the company, including the talent managements to be particular. In this sense, HR evolves from 'human resources' to a 'strategic partner' able to identify the individuals or organizations' needs aimed at pushing the organization forward.

The transformation of HR and talent management is the key area that influences the benefit of the whole organization. Through transformation in HR, HR experts are now better equipped with strategic thinking skills, technological toolset as well as data-driven insights that they need to excel in managing and compensating employers. Concurrently, successful talent management turns out to be very important for HR transformation for the company to make a "compelling case" of attracting, cultivating and retaining the talent required to reach the strategic objectives.

The research framework has been mentioned in Figure 2.5 as follows:



Figure

2.5

Research Framework (Source: Author).

## 2.13 Theories

### **2.13.1 Resource Based Theory**

The Resource-Based View (RBV) is a central theory of strategic management which posits that the competitive advantages are maintained due to the combination of an organization's resources and capabilities (Barney, 1991). It explains that a company's outcomes depend to a greater extent upon its exclusive resources. This can entail either tangible resources, such as the infrastructure, equipment and technology, but also the intangible assets such as employees' strong skills, knowledge, and abilities. HR suitable technology would be the solution to advancing these resources. When a company transforms its HR department, it is upgrading one of its most valuable resources: its people, who deserve the recognition and acknowledgment for their significant contributions to the company. Moreover, HR transformation is carried out by using new-age technologies and restructuring the HR system. That is why the purpose of those changes is to bring about improvements in the company that consists of its workforce.

### **2.13.2 Human Capital Theory**

A theory commonly associated with the name of economists like Gary Becker (1964) namely Human Capital Theory argues that a substantial resource for productivity growth and economic returns is the investments an organization should make in educating, training, and developing its workforce. The concept is extended here as he states that spending in people, in enhancing their skills and knowledge, can result in just as good an investment as investing in valuable assets.

Talent management is the strategy through which a company invests in its employees' skills and knowledge. Talent management encompasses activities like recruitment, training, and development, all contributing to nurturing and growing the company's human capital.

As per Boselie et al. (2005), talent management is all about recognizing employees' abilities and helping them develop those abilities, thereby enriching the company's human capital.

Resource-based theory explains how HR transformation upgrades a company's resources, with a particular focus on its employees. Then, Human Capital Theory highlights how talent management is a company's method to invest in and grow its human capital. This theoretical framework will help analyze and explain how HR transformation and talent management contribute to a company's success.

## Chapter III: METHODOLOGY

### 3.1 Overview of the Research Problem

In light of the research problem, it has been observed that HR transformation is a general concept but has been utilized in the organizations in a different manner. HR transformation practices and policies are relevant for tackling talent management challenges because they focus on unique practices and make organizations competitive globally. In the study, the analysis focuses on the gap in studies as there is limited research regarding specific organization practices. The analyst evaluated the practices of HR transformation in the light of talent management challenges.

The researcher mainly focuses on HR transformation practices to tackle talent management challenges in British Gas, UK. The specific policies and practices are considered as this allows the researcher to gain knowledge regarding milestones that British Gas need to consider while tackling the challenges they face in managing their talented workforce. Along with it, the researcher gained information regarding the how successful were the changes that British Gas HR has made to overcome the challenges of talent management and, in the end, the study propose ways in which British Gas can improve existing strategies on talent management to increase employee engagement.

### 3.2 Operationalization of Theoretical Constructs

From the secondary analysis, it has been observed that HR transformation practices influence talent management because it is the source that promotes innovation and manages human capital smoothly. The study's main aim is to explore and assess the nature and influence of HR transformation at British Gas to address talent management. The operational practices of HR are based on the organization's culture, employees' needs and management and supporting leaders to achieve the goals of the firm. The theory of resource based are discussed, and it has been analyzed that British Gas have different HR transformation practices which do impact its talented workforce management. Also, employees' need has been discussed and analyzed in light of the Human Capital theory.

### 3.3 Research Philosophy

According to Holden and Lynch (2004), the philosophy of the study is important because it focuses on the questions and data collection needs. Research philosophy is a belief that is considered while conducting research to manage the framework (Holden & Lynch, 2004). The philosophies of the study are multiple.

In the current study, the qualitative approach has been adopted to gain in-depth information regarding the practices of HR transformation and how it is helpful in mitigating talent management challenges of British Gas. Therefore, interpretivism philosophy has been selected. According to Saunders, Lewis, and Thornhill (2009), interpretivism philosophy allows researchers

to study each factor in detail and is a complete mechanism that focuses on social factors too. In the current study, with the support of interpretivism, the research can understand the operational structure of the Human Resource department of British Gas and how the HR department and its strategies can be transformed to address the challenges of Talent Management effectively. In the current study, the interpretivism technique was focused because it allows the analyst to present the opinion of each individual separately and gain knowledge regarding practices smoothly.

### 3.4 Research Design

According to Woiceshyn and Daellenbach (2018), the study's approach is interlinked with philosophy and supports the researchers in gathering information as per nature. Deductive and inductive approaches are commonly used research approaches, and they work under certain circumstances to capture the data in light of questions and objectives.

The technique used in the study is inductive because it supports interpretivism philosophy. This allows the researcher to investigate the factors to evaluate the research objectives thoroughly. The inductive approach is being considered in the study because detailed information is needed as numerical data cannot fulfil the requirements. The knowledge regarding HR transformation strategies that have been adopted by HR to manage talent management challenges in British Gas was gained.

### 3.5 Research Strategy

To evaluate a social phenomenon, a case study is utilized to generalize and highlight its primary characteristics. To address the research aim, a comprehensive analysis was necessary. Therefore, the case study research strategy was adopted to gain insights into the social phenomenon under investigation (Creswell, 2007).

### 3.6 Population and Sample

The population of the sample play a significant role in the study because it represents the practices of the overall industry. The population of interest for the research is employees of British Gas and the research sample for this study comprises ten individuals employed in British Gas. A meeting was arranged with the administration department of the British Gas to provide complete details about the research project and then their approval was obtained to conduct interviews with their employees. After that email was sent to the employees of the British Gas by their HR to find out the employees who were willing to provide interviews for the research. After that the time and date was scheduled with the participants to conduct the interviews through zoom. Initially, two or three employees provide their willingness and interviews were scheduled with them but then more employees were interviewed through recommendations of the participants.

### 3.7 Participant Selection

The participants are selected in the light of sampling techniques. In the current study, the non-probability snowball sampling technique was employed because it helps to get access to the participants easily. In this, information from one participant was gained who recommends and provides data of the other participant, which makes a chain and allows the researcher to gain access to participants smoothly without any challenge.

### 3.8 Instrumentation

The research is based on employing the interview method as a means of obtaining information since it is a valuable source that facilitates the collection of comprehensive and complete data. Questionnaire was prepared to guarantee the fulfillment of the study's objectives and all necessary criteria. However, in the present study, an open-ended questionnaire was utilized to finish the research in an organized way.

The interview questionnaire includes 23 literature-related questions including “Are you familiar with the terms HR transformation and Talent management (TM) and what is your understanding of these terms?”, “How has the approach of retaining talented employees and reducing turnover changed?”, “In your opinion, was HR transformation primarily aimed at improving talent management practices within the company?” etc. Interview guides provide open-ended questions to allow participants to express their unlimited opinions (Creswell, 2007). After calling participants to ask for their participation, the interview's date and time over the phone was confirmed once they agreed to participate. Then a zoom meeting was arranged with every

participant and the content of the interview was recorded and noted down. The duration of the interviews varied from 20-30 minutes. Interviewees were first introduced to the researcher, and the researcher gave a summary of the study's goals and methodology. The interview guide was then used to pose a predetermined set of questions. After each conversation, the researcher appreciated the subject for their participation.

### 3.9 Data Collection Procedures

The data collection procedure for the current study is simple because the researcher analyses the problem, and according to that, objectives are designed. The information regarding the participants was available, and with the support of a structured questionnaire, the data has been derived with the help of zoom interviews which were conducted by the researcher itself.

#### **3.9.1 Profile of Participants**

Out of the ten participants interviewed for this study, seven were male and three were females. Two participants were aged 25-30, three were aged 31-40, four were aged 41-50, and one was beyond sixty. All participants were highly qualified and possessed various degrees: six held master's degrees, two had bachelor's degrees (4-year program), one participant had MPhil degree, and one had a PhD. Besides degrees, one participant possesses a relevant diploma, and one is a CFA. Two participants had 6-10 years of work experience, three had 11-15 years, two had 16-20 years, one had 21-25 years, one had 26-30 years, and one had above 30 years of work experience. All participants were from various departments such as Human Resource, Finance,

Business, Sales, Marketing, Customer Support and Engineering. Most participants are in managerial roles such as Senior Manager, Talent Acquisition Specialist, Financial Planning and Reporting Analyst, Collections Specialist, Business Development Manager, Business Sales Agent, Senior Marketing Manager, Customer Engagement Manager, Smart Energy Engineer, and Senior Data Engineer.

### 3.10 Data Analysis

First the interview data was transcribed by the researcher itself through listening and reading the interview answers provided by the participants many time and typed all the interview answers on word for further use. Then, thematic analysis was used for data analysis since it is recognized as an effective method for deriving meaningful findings from the collected data. The data was transcribed manually in word file and common themes and patterns were extracted by thoroughly reading the document several times.

Qualitative research lacks a definitive and standardized method for conducting thematic analysis. However, Braun and Clarke (2006) proposes a six-step process for conducting such analysis. This process begins with getting familiar with the data, followed by the generation of initial codes. Subsequently, the researcher searches for and reviews themes and then describes and labels them. The researcher creates a comprehensive report.

### 3.11 Trustworthiness and Rigor

In qualitative research, rigor and trustworthiness are the basic concepts because thematic approach was adopted, and information is quite detailed. Challenges can arise regarding reliability, due to which it is necessary to focus on the principle. The concept was used in a different way to evaluate the qualitative data in a systematic manner and enhance the credibility of findings.

Examining the studies' credibility, transferability, predictability, and conformity can provide insight. A study's findings are credible if they align well with the hypothesized meanings of the data collected from the subjects (Creswell, 2009). The reliability of a study depends on how closely the results match the honesty of the information provided by the participants and how precisely the information is evaluated (Cresswell, 2007). This study's credibility was assured by drawing on the participants' observations and experiences. This was achieved by polling the participants to assess their understanding of HR transformation and talent management. The participants were requested to provide a brief overview of HR transformation talent management and to offer insights on the potential impact of HR transformation on talent management. The selection of discussion topics was based on the input provided by the participants.

As defined by Babbie (2012), transferability describes the significance and applicability of a study's results. The implications of HR transformation on British Gas Company's personnel

management were explored, and recommendations made, which are applicable beyond the financial services sector and the HR field.

### 3.12 Research Ethics

The study's ethics are essential because they focus on the credibility of findings and help researchers meet the standards (Mackey and Gass, 2015). The researcher focuses on the anonymity ethic, and the researcher implements it. The participant did not agree to share their personal information, and the analyst respected that. The researcher did not for anyone to share personal information and treated individuals anonymously in the research. Furthermore, the researcher provided detail regarding the research background, so the individual has complete information regarding the study as it is part of ethics. Similarly, the researcher fixes an appointment for an interview so it does not affect participants' other life events, which are essential and part of ethics. The analyst also considered secondary ethics, such as the researcher does not copy-paste any information directly because of plagiarism issues.

## **Chapter IV: RESULTS**

This chapter provides an investigation that delves deep into the multifaceted strategies and practices encapsulating the pivotal role of Human Resource Management (HRM) in talent management within British Gas. Comprehensive analysis revolves around paramount themes, illuminating insights into the organization's practical approach to nurturing and harnessing talent. These themes serve as pillars defining the landscape of HRM strategies within the context of talent management. The exploration uncovers a rich tapestry of practices, highlighting British Gas's commitment to fostering an environment where open communication, adaptability, continuous learning, technological integration, and inclusivity converge to shape a holistic and progressive talent management framework. This chapter synthesizes nuanced findings across the common themes found through thematic analysis of the respondents' narratives, illustrating their interconnectedness and collective contribution to the overarching talent management strategy at British Gas.

### 4.1 Transformation of HR at British Gas

#### **4.1.1 Shift from Administrative to Strategic Role of HR**

The thematic analysis revealed a concept of shift from administrative to strategic role of HR as an important theme to describe the transformation of HR at British Gas and to understand how the company addresses talent management. Its emphasis that HR at British Gas has changed its role from traditionally administrative to a more strategic and initiative-taking role. This

significant development reflects a traditional transformation in HR's functions, transitioning from basic tasks to a more analytical and future-oriented strategy. One of the managers responded:

“HR's job has changes from administrative to a more key and information driven job... HR now collaborates as an initiative-taking partner with the organizations, utilizing knowledge, listening to managers and employee’s perspectives to improve and modify strategies related to talent acquisition, commitment, and retention of employees in the organization.” (P7).

This highlights the vital change in HR's job, depicting it as an essential partner as opposed to just administrative support. The shift towards utilizing knowledge and information implies an initiative-taking position in adjusting HR systems to more extensive business targets and aligning its strategies to meet the overall objectives of the business as it is a main element in transformation of HR at any organization as indicated by.

Also, another respondent adds to it:

“As of late, HR's job has moved from authoritative to strategic. There is an articulated interest on utilizing information driven knowledge to adjust HR practices to business targets.” (P8)

Also,

“The HR department has progressed from dealing with administrative work to being a functioning partner in essential decision-making processes taking place in the organization. Now, managers from the HR department take part in important meetings to give their opinions and help the board of directors to reach a decision related to necessary changes or any other important thing. Their focus has moved towards adjusting HR practices to the organization's drawn-out objectives. (P1).

These responses certify the progress, stressing the articulated shift that HR of British Gas had taken from administrative job to cooperative in a strategic way. HR practices that are purposefully aligned with overarching business objectives are highlighted by incorporating data-driven insights.

“HR's role has evolved from a traditional administrative function to a strategic partner in recent years. HR now takes the responsibility to align its practices with the objectives of the business, embracing data-driven methodologies.” (P9)

In addition to this, a respondent said that,

“Here, in my organization, HR transformation can be described as an essential redesign in HR strategies and procedures marked by incorporating technology and underlying alterations to improve the abilities of the whole organization to benefit everyone.” (P10).

Also, some of the respondents also highlight the transformation in HR at British Gas in terms of keeping its employees satisfied and contented, as one of the participant states that:

“In addition to dealing with plans and numbers for the overall benefit of the organization. HR want to ensure that they hire the right people and keep everyone happy.” (P6).

“The change of HR has been outstanding, moving from providing support in terms of hiring and retaining employees, it has shifted its mindset to a strategic partner with the organization who works in accordance with the organization requirements of retaining employees and helping the leaders to create an environment in which everyone feels welcomed and motivated. HR currently teams up personally with different divisions to adjust human resource techniques to business targets and the general requirements of each department.” (P3).

While less unambiguous, these statements refer to the shift by demonstrating HR's commitment to key preparation and information driven choices. A more strategic and purposeful HR strategy is in line with the focus on hiring and employee satisfaction.

Also, it was added by a respondent that,

"HR transformation can be considered as a vital empowering agent in overcoming talent management challenges by organizing a transformative change in recruitment, retention and development techniques of the organization."(P2)

This answer highlights how HR can play a transformational role in dealing with talent administration difficulties by shifting from reactive methods to strategically coordinating recruiting, retention, and development efforts.

#### **4.1.2 Emphasis on Personalized Talent Development and Engagement**

The thematic analysis reveals a prominent theme emphasizing British Gas' dedication to personalized talent development and engagement strategies. This theme underscores the organization's commitment to tailoring initiatives that cater to individual employee needs, fostering a culture of continuous learning and personalized growth. It was extracted from one of the participant responses that:

"New strategies involve personalized career development plans, mentorship programs, and a culture that encourages innovation and recognition." (P7).

These narrative highlights British Gas' shift towards personalized career paths and mentorship initiatives for its employees to address the talent management challenges, as it is an effective way to provide employees with the feeling that they are valued. The emphasis on fostering a culture of innovation and recognition underscores a tailored approach to talent development and engagement.

“Innovative strategies now focus on personalized development pathways, mentorship programs, and fostering an innovative culture that recognizes and rewards exceptional contributions so that everyone feels that they are valued and ultimately it will impact their motivation and commitment to their work.” (P8).

The emphasis on personalized development pathways and recognition of exceptional contributions aligns with the theme. It highlights British Gas' commitment to individualized growth opportunities and a culture that values and incentivizes unique contributions. One of the respondents stated that:

"Strategies for talent retention now leverage predictive analytics to forecast attrition risks, allowing initiative-taking interventions. Customized retention plans are crafted based on predictive models, addressing individual needs." (P9).

Another participant added:

“The company has adopted a more personalized recognition system, acknowledging individual achievements in ways that resonate with each employee. This has significantly boosted morale and engagement levels across teams.” (P5).

The personalized approach to talent retention has widely been applied in British Gas. Using predictive analytics to craft customized retention plans highlights an initiative-taking and tailored strategy to address individual employee needs.

A participant that now HR at British Gas has identified the need of personalized training programs for employees to meet their specific requirements and enhance their overall potential also added it. There HR at British Gas has adopted personalized approach to training programs, by leveraging analytics to identify skill gaps and offer adaptive learning experiences, British Gas tailors learning paths to meet individual skill enhancement needs.

“Training programs now leverage analytics to identify skill gaps, personalize learning journeys, and offer adaptive learning experiences... enabling tailored learning paths.” (P10).

“There's a noticeable shift towards individualized growth paths. Employees receive personalized training sessions and career mentorship, fostering a sense of belonging and loyalty towards the company.” (P4).

Another participant brought into attention a new perspective as it states that,

“To keep people going, HR have got plans for each person's growth, shout-outs for good work, and provide opportunities to individuals to work how they want.” (P6).

British Gas valued their employees through personalized growth plans, recognition for decent work, and flexibility in work arrangements to keep them motivated and address talent management challenges that arises due to the rapid development in the world to mitigate the effect such development on the overall operations of the organization. It reflects British Gas' focus on individualized growth, praise, and accommodating work preferences.

#### **4.1.3 Integration of Advanced Technologies and Data Analytics**

The analysis reveals a theme highlighting British Gas' integration of advanced technologies and data analytics into their HR practices. This theme signifies the organization's commitment to

leveraging innovative tools and data-driven insights to enhance various aspects of talent management.

“The company has implemented advanced recruitment technologies, expanded sourcing channels, and refined employer branding strategies.” (P7).

Advanced recruitment technologies and increase in the sourcing channels are a way through which British Gas tries to counter talent management problems since using technology they can expand their networks and get the most suitable employee for their firm. The use of these technologies is relevant to the theme, as it demonstrates the organization’s commitment to using modern technology to recruit talents efficiently. One of the participants states that:

“Currently, the company has taken steps of changing the ways of recruitment and has introduced new technologies and other channels for sourcing so that they are able to get the right candidate for the job” (P8).

The focus on new recruitment methods that call for the use of technology underlines the adoption of technology in the human resource management of the British Gas. HR transformation involves the application of technology in the management of HR processes and British Gas HR has adapted to the advanced use of technology in its HR. It demonstrates British

Gas' initiative to integrate advanced tools into their recruitment processes for improved effectiveness.

“The company has fortified its talent acquisition strategies by embracing technological advancements and diversifying recruitment channels.” (P9).

Using advanced tools aligns with the theme, reflecting British Gas' commitment to leveraging technology for talent sourcing.

“The company employs an array of data-driven feedback mechanisms, such as sentiment analysis, engagement metrics, and predictive models to get appropriate feedback on its performance to provide employees with the feeling that their opinions and feedbacks are important for the organizations, and in most of the cases I have seen that the company has tried to implement the feedback provided by the employees.” (P10).

British Gas' focused on leveraging data analytics to gather employee feedback and insights which in turn increases the moral of the employees. Integration of technology in training programs are also vital and one of the participants bring into attention that:

“Here in our organization, the training stuff changed a lot. They are doing online things, workshops, and more plans that fit what each person needs.” (P3).

There is a shift in training methodologies towards online platforms and tailored plans in British Gas. British Gas' is committed to integrate advanced technologies and data analytics into their HR practices to address the challenges of talent management which is an effective way. The organization utilizes these tools across various aspects, from recruitment and training to feedback mechanisms, highlighting a concerted effort to leverage technology for enhancing talent management strategies.

#### **4.1.4 Emphasis on Predictive Analytics**

The theme "Emphasis on Predictive Analytics" summarizes the strategic adoption of data-driven methodologies within British Gas' HR transformation, specifically predictive analytics. This theme underscores the organization's focus on leveraging advanced analytics to forecast talent needs, identify future skill requirements, and predict employee behavior or trends. The incorporation of predictive analytics signifies an initiative-taking approach to talent management, allowing British Gas to anticipate and preemptively address challenges, align HR strategies with organizational goals, and make informed decisions to optimize talent acquisition, development, and retention. As one of the respondent states that:

“HR's role has transitioned from transactional to a more strategic and data-centric function. And they are trying to plan for the challenges of talent management to address them properly so that they cannot bring adverse effects for the organization, as keeping your talented employees is a blessing for the organization.” (P1).

Another participant added,

“Here, HR is aligning its practices with the dynamic needs of the workforce and overarching organizational objectives to enhance the overall productivity of the company and maintaining its competitive edge.” (P5).

In British Gas there is alignment of HR practices with dynamic workforce requirements and organizational goals, indicating the integration of predictive analytics to anticipate and meet evolving needs of employees.

HR department at British Gas is using insights derived from predictive analytics to optimize talent-related strategies to effectively mitigating the challenges related to talent management, indicating a shift towards more data-informed decision-making.

“Being a HR person, I must say we are leveraging insights to optimize talent acquisition, engagement, and retention strategies for the effective management of our talented employees

so that we don't have to lose them as here, we value our employees and trying our best to provide them with friendly environment for work." (P2).

Another respondent has added to that:

"HR department has started using a new technique, which I found quite interesting, they are trying to predict what new skills we'll need in the future to jobs effectively." (P6).

HR is using predictive analytics in forecasting future skill requirements, highlighting an interest in predictive HR practices. Also, a participant stated that."

"To keep people going, HR have got plans for each person's growth so that they can decrease their turnover by helping everyone in their growth which will obviously result in organization's overall growth." (P4).

HR has personalized plans for employee growth, derived from predictive analytics, tailoring development strategies to individual needs. Incorporating predictive analytics into HR functions at British Gas was highlighted and portraying a shift from traditional HR practices towards a data-driven approach. The transformation toward using predictive models, technological

integration, and data-centric strategies to anticipate, plan, and address talent management challenges will help the organization to proactively meet the evolving needs of its workforce.

#### 4.2 Extent of HR Transformation at British Gas to Address Talent Management Challenges.

##### **4.2.1 Focus on Employee Engagement**

The theme "Focus on Employee Engagement" revolves around British Gas' concerted efforts to enhance employee involvement, motivation, and commitment within their HR transformation. It underscores the deliberate strategies and initiatives implemented to nurture a workplace culture where employees feel valued, motivated, and aligned with the company's mission. By prioritizing employee engagement, British Gas aims to create an environment that encourages active participation, a sense of belonging, and continuous collaboration, contributing to higher productivity, reduced turnover, and improved overall organizational performance.

“New strategies center on personalized career development plans, mentorship programs, and fostering an innovative culture that recognizes and rewards exceptional contributions.” (P2).

Personalized career growth and mentorship is given priority at British Gas, indicating a deliberate effort to engage employees by recognizing and valuing their contributions within an innovative work culture.

“The company is improving its advertising and expanding its search for talented individuals. They are attempting to choose individuals that align with our values and principles.” (P3).

The company tries to enhance employer branding and recruitment strategies to attract talented individuals that matches with the company's values and culture, so that the company and the new individual must face less challenges, in this way the company is trying to promote engagement through alignment.

“Umm.....well, I will say things are going well; we have good people sticking around and HR has now started to take initiatives to provide employees with better facilities to increase their engagement and motivation so that they can stick with the organization. But also, I will say, that there's always room for making things even better.” (P6).

It reflects a positive sentiment regarding employee retention and HR at British Gas is trying to take initiatives which will positively impact their employee's engagement so that the

organization can effectively address the talent management challenges, but also it was stressed that there is a need for ongoing pursuit of improvement.

“The success of HR transformation in tackling talent management challenges is evident yet slow. The continuous refining of HR strategies is crucial for effectively managing the always changing challenges of talent management.” (P1).

Employees acknowledge the initiatives taken by the HR through its transformation, but they think there is need of continuous improvement in strategies to address talent challenges, which includes focusing on sustaining employee engagement, through which company can address talent management challenges effectively and successfully. However, the use of transparent communication and structured recognition frameworks aligned with organizational values, aiming to reinforce engagement by fostering a conducive work environment, as one of the participants mentioned that:

“Present strategies encompass transparent communication, recognition frameworks, and growth pathways aligning well with the organizational values.” (P7).

Also,

“Well, I must say that here HR’s intrinsic role in talent management strengthens our organizational backbone, as it serves as an agent for nurturing the most valuable asset – which is the human capital.” (P9).

HR at British Gas plays a pivotal role in talent management and nurturing human capital, focusing on engaging employees by recognizing their significance as an asset. Organizational focus on promoting and enhancing employee engagement through various strategies was evident in British Gas. HR efforts are directed towards personalized career development, recruitment alignment, transparent communication, structured recognition frameworks, and recognizing employees as vital assets. These initiatives aim to create an environment where employees feel valued, engaged, and aligned with the company's values, developing a culture of sustained engagement and growth.

#### **4.2.2 Talent Retention Initiatives**

The theme "Talent Retention Initiatives" captures British Gas' strategies to retain skilled and high-potential employees amidst HR transformation. It encompasses the deliberate steps and programs implemented to retain valuable talent within the organization. These initiatives include creating a conducive work environment, offering career advancement opportunities, enhancing employee benefits, and providing avenues for professional growth. Talent retention strategies aim to develop a sense of loyalty and commitment among employees, reducing

turnover rates and ensuring the retention of skilled individuals, which is vital to the company's success. As one of the participants stated that:

“Strategies for talent retention focus on providing an inclusive work environment, offering career advancement opportunities, and enhancing employee benefits.” (P5).

Also, another participant adds to it:

“Augmenting adaptability to market shifts, fostering agile talent frameworks, and intensifying diversity and inclusion initiatives represent focal areas for enhancement, and these areas do have a positive impact on employees.” (P10).

HR strategies aimed at talent retention, including creating an inclusive workplace, providing avenues for career growth, and enhancing benefits. These initiatives are designed to encourage employees to stay within the organization. Also, adaptability to market dynamics, agile talent frameworks, and diversity and inclusion initiatives are among some of the strategies taken by the HR of British Gas. By focusing on these, the company aims to retain talent by fostering an environment that adapts to change and values diversity.

"HR has changed their strategies to provide employees with the inclusive environment so that they can work comfortably, this is an effective way to retain your talented employees." (P4).

Providing a comfortable environment will influence the retention of the employees because when employees can do their work peacefully and feel the environment is suitable, they will be less likely to leave the organization.

The theme of Talent Retention Initiatives signifies the organization's deliberate efforts to retain valuable talent. It encompasses strategies such as providing an inclusive work environment, career advancement opportunities, enhanced benefits, adaptability to market shifts, and diversity and inclusion initiatives. These initiatives aim to create an environment where employees feel valued, engaged, and inclined to stay within the organization, contributing to talent retention.

#### **4.2.3 Inclusive Workplace Culture**

The theme "Inclusive Workplace Culture" relates to the concerted efforts made by British Gas to cultivate an environment that values and integrates diverse perspectives, backgrounds, and experiences. It encompasses the initiative to create an inclusive and welcoming workplace that celebrates diversity, encourages collaboration, and ensures equal opportunities for all employees. This theme highlights the company's commitment to fostering a culture where

everyone feels respected, heard, and empowered, contributing to a more innovative and cohesive work environment which motivates employees and will be helpful in overcoming challenges of talent management.

“After HR has taken a step to reform its activities and strategies to align them with the overall benefit for everyone included, I have seen there are strategies in place to support individual development, acknowledge achievements, and provide opportunities for autonomy.” (P3).

In British Gas, inclusivity can be seen through plans for individual growth, recognition for decent work, and offering flexible work options. These initiatives contribute to an inclusive workplace by valuing individual needs and contributions. Another participant adds to it:

“Retaining talent now involves creating an inclusive workplace culture, providing ample career advancement prospects, and improving employee benefits.” (P2).

An inclusive workplace culture is highlighted as a critical factor in retaining talent in British Gas. The emphasis on providing career advancement and improving benefits aligns with promoting inclusivity within the organization.

"In my opinion, an engaged workforce blossoms from a sense of purpose, continual growth opportunities, empathetic leadership, and an inclusive environment valuing diverse viewpoints and I think I have seen such things here." (P10).

An inclusive workplace, valuing diverse viewpoints, is crucial for an engaged workforce. The importance is given to inclusivity, which helps in creating an environment where employees feel heard and valued.

Where remote setups provide numerous opportunities and advantages, there is a challenge in it also in the form of not taking everyone into the decision-making process. Inclusivity has an immense importance in decision-making processes. In an inclusive culture, efforts are made to involve everyone in decision-making, even in remote work scenarios. This importance is highlighted by a participant as:

"In remote setups, it's hard to keep everyone in the loop, and sometimes not everyone's part of decisions." (P8).

Individual growth plans, recognition, flexible work options, career advancement, empathetic leadership, and celebrating diverse viewpoints are all forms of inclusivity and all these things are part of British Gas work environment. An inclusive workplace culture fosters engagement,

encourages diverse perspectives, and ensures all employees feel valued and included, contributing positively to the organization's dynamics.

#### **4.2.4 Open Feedback Mechanisms**

The theme of "Open Feedback Mechanisms" captures the strategies implemented by British Gas to establish channels for transparent and constructive communication between employees and the organization. It involves the creation of platforms, such as surveys, meetings, and open-door policies, which encourage employees to voice their opinions, share feedback, and express concerns openly so that the organization can cater to their concerns. This theme underscores the company's commitment to promote an environment where employees feel empowered to contribute their thoughts, ideas, and insights, facilitating continuous improvement and constructive dialogue within the organization.

“Well, I can say that HR has now developed various channels through which we can share our opinions and thoughts, they ask us what's good and bad in surveys, meetings, and chats, which is a good thing, and, in my opinion, they are pretty cool about listening.” (P8).

The utilization of various channels, such as surveys, meetings, and chats, for obtaining feedback from employees is an effective way of engaging employees and listening to their thoughts and perspectives.

British Gas's is committed to promote robust communication channels and responsive feedback mechanisms within its organizational framework. This focus underscores the company's dedication to creating an environment where open dialogue, transparent communication, and constructive feedback are encouraged. British Gas emphasizes the value of two-way communication, aiming to enhance information flow, facilitate collaboration, and actively incorporate employee perspectives. By prioritizing improved communication and feedback loops, British Gas aims to foster an inclusive and participatory culture that values diverse viewpoints and encourages continuous improvement.

“We filled surveys to give our opinion and share our feedback on various changes in policies and strategies that have been made by the organization, which gives me a feeling of involved like my voice will reach the management, I think so.” (P5)

Another participant adds to it,

“In order to cultivate an atmosphere that is suitable to open communication and to address workers' problems in an initiative-taking manner, the organization has adopted multi-dimensional feedback methods such as regular surveys, organized feedback sessions, and an open-door policy.” (P8).

The company has implemented multi-dimensional feedback mechanisms, including regular surveys and structured sessions, to get feedback from their employees to look after their requirements so that the company can resolve their issues effectively. It highlights an open-door policy, signifying an environment encouraging open dialogue and proactively addressing employee concerns based on received feedback.

"The organization makes use of a wide variety of feedback tools, including sentiment analysis, engagement measures, and predictive models, to cultivate a culture that prioritizes data-driven decision-making and a responsiveness to employee issues that is agile." (P10).

Using advanced feedback mechanisms like sentiment analysis and predictive models is an effective way to obtain feedback from employees. This underlines the data driven approach to decision making, suggesting an environment where feedback is used for quick and effective action and decision making.

There are several ways that British Gas employs to obtain feedback. These ways include several channels like surveys, structured feedback sessions, open-door policies, sentiment analysis, and predictive models. The focus on these numerous techniques reflects a culture where employees' suggestions and feedback are encouraged and incorporated in the organizational decision-making process.

#### **4.2.5 Emphasis on Diversity and Inclusion**

The theme “Emphasis on Diversity and Inclusion” reflects the strong commitment of British Gas in ensuring that the company supports the creation of a diverse, equal and inclusive workplace. This theme addresses the efforts that have been made by the company to ensure that talents from the various groups in society are appreciated and supported. It also includes measures to include people from different backgrounds, increase diversity, and promote it. British Gas places a significant emphasis on this theme, recognizing that a diverse and inclusive workforce reflects societal values, drives innovation, enhances decision-making, and contributes to a more robust organizational culture.

“For the purpose of ensuring that the values of prospective employees are in line with the culture of the business, there is a larger focus placed on cultural compatibility and diversity.” (P9).

There is a deliberate focus on cultural alignment and diversity during recruitment process in the British Gas so that individuals from diverse backgrounds will have the opportunity to take part and the company can increase its diversity. It underscores the importance of aligning candidates' values with the company's beliefs, indicating a commitment to diverse perspectives.

“HR has adopted strategies that embrace robust succession planning, diversity initiatives, and talent mobility frameworks to overcome the challenges of talent management.” (P3).

The mention of "diversity initiatives" within the broader strategies suggests a dedicated focus on fostering diversity as part of talent management. This inclusion emphasizes the significance of diversity as a strategic aspect of the organization.

“There is an organized effort being made to address the issue of work-life balance and to provide an environment that is favorable to the growth of talent.” (P6).

While not explicit, the emphasis on work-life balance often intersects with diversity and inclusion strategies. Creating an atmosphere that is inclusive requires responding to a variety of requirements that are relevant to maintaining a healthy work-life balance.

Another respondent provides a narrative to support the theme as follows:

“Here, we have a diverse workforce as the company welcomes employees from various backgrounds therefore, diversity and inclusion programs are some of the initiatives that are being implemented by the HR from last few years to meet the needs of its diverse workforce and to retain its talented employees.” (P1).

The mention of "diversity and inclusion programs" among strategic initiatives underscores their integral role in the broader talent management framework.

"Having a sense of purpose, opportunities for continuous growth, leadership that is empathic, and an atmosphere that values multiple points of view of all the diverse employees that are part of the organization are all factors that contribute to the development of an engaged workforce." (P10).

An inclusive environment plays a significant role in nurturing engagement as inclusivity, valuing diverse viewpoints, contributes significantly to creating an engaged workforce.

Deliberate integration of diversity and inclusion initiatives within talent management strategies at British Gas was emphasized in this theme. The implementation of diversity initiatives, making the environment cultural fit, improving work-life balance, and creating an inclusive environment underline the company's commitment to fostering a diverse and inclusive workplace culture within its talent management approach.

#### 4.3 Suggestions to Improve Existing Strategies on Talent Management to Increase Employee Engagement

#### **4.3.1 Adopt Adaptable Strategies to Market Changes**

The theme of "Adopt Adaptable Strategies to Market Changes" highlights the need for the British Gas to adopt strategies to respond dynamically to shifts in the market landscape. It reflects that the company should adopt the approach to stay agile and flexible in adjusting its HR practices, recruitment strategies, and talent management initiatives to align with evolving market demands. This theme emphasizes that the organization should focus on anticipating market shifts, swiftly responding to industry changes, and reconfiguring its talent strategies to remain competitive and responsive in a dynamic business environment. One of the participants added that:

“Making changes takes time since not everyone is immediately on board with them. In certain cases, we need more resources and effective planning in order to make things happen more quickly because if we do not respond to the needs of the employees effectively and on time then we will have a chance to lose that employee, because it will impact its engagement.” (P1).

The challenges are always associated with change implementation, thus adapting strategies to market changes will bring resistance and resource constraints, underscoring therefore there is need for agility and to take actions quickly to respond to the requirements of the talented employees. Another person added to it:

“We have learnt to move more quickly, to adapt, and to adjust our plans more quickly to stay up. Being adaptable and always one step ahead is essential. But there is more we can do about it like.” (P3).

There is a necessity for agility in adapting strategies to market changes. It highlights the need for a responsive approach to alter plans promptly to stay competitive and meet the needs of the employees and face the challenges of talent management that sometimes arise due to the change in market immediately to keep employees engaged.

"Could've been faster in reacting to market changes and maybe moved people around in better ways."(6)

Swift responses to market changes are important because adapting strategies involve reassigning personnel or reallocating resources for better alignment and advantageousness to the organization as well as its employees.

“Innovative shifts in talent management necessitate a more anticipatory stance, integrating predictive analytics, and leveraging data-driven insights to keep the morale of talented employees high.” (P7).

Adaptive strategies involve a forward-looking approach, incorporating predictive analytics and data-driven insights to anticipate market changes and proactively align talent strategies.

“Sometimes strengthening the capacity to respond quickly to changes in the market especially related to the talent management, cultivate flexible talent frameworks, and speeding up efforts to promote betterment of the employees.” (P9).

Also, a participant added,

“Now, the success of HR transformation emerges progressively, reflected in enhanced talent retention rates, strategic skill mapping, and initiative-taking skill development initiatives but the HR needs to move little bit faster so that they can further improve the overall engagement of the employees.” (P2).

The HR of the British Gas has seen improvement in enhancing talent retention rates and initiative-taking skill development but there is still need for improvement.

The theme of Adopt Adaptable Strategies to Market Changes is evident in the British Gas reflecting the need for agility, swift responses, anticipatory approaches, and leveraging data-driven insights to align HR strategies with dynamic market shifts. Adaptive strategies in talent management will be helpful in addressing evolving market challenges and sustain organizational competitiveness.

#### **4.3.2 Need for Continuous Improvement**

The theme of “Need for Continuous Improvement” emerges prominently in the narratives of the participants, signifying that British Gas should focus on ongoing enhancement, making necessary changes as and when required and adopt flexibility in their HR practices for effective talent management. Continuous improvement in the organization will help the company to modify their talent management strategies according to the requirements of the employees, which will have a positive impact on the employee’s engagement and motivation.

“Everything is going smoothly; and HR has succeeded in having some exceptional people who are staying with us. But there is always opportunity for improvement, and things can always be made even better.” (P10).

HR has made progress in attending to talent management challenges but there is room for improvement and continuous enhancement and modification in policies and strategies is a

crucial element to keep the employees motivated and engaged. It will give an impression of reflects an organizational culture that values valuing ongoing refinement and improvement to the employees.

“Obstacles often arise from entrenched organizational structures, resistance to change, and resource constraints. Overcoming these impediments necessitates astute change management strategies and strategic resource allocation to fuel seamless transformation. And then to continuously improve those strategies to meet the changing needs of the talented employees to retain them. (P6).

There exist challenges such as resistance to change and resource limitations. However, the organization can overcome these hurdles through effective management and then continuous improvement in those strategies.

“Improved talent retention rates, strategic skill mapping, and initiative-taking skill development efforts are some of the ways through which the effectiveness of HR transformation can be reflected gradually. However, to negotiate the complex web of changing talent landscapes, it is necessary to continually develop the process since it is an ongoing evolution. “(P3).

HR transformation at British Gas has succeed to address the talent management challenges however the participant stresses the ongoing need for refinement. It highlights the iterative nature of talent management evolution, emphasizing continual adaptation to evolving talent landscapes and continuous improvement in the strategies is necessary. Another participant added to it,”

“Transformation in HR refers to a comprehensive revamp of HR approaches..... but on the other hand, it is a process of improvement that calls for continuous refining in order to successfully negotiate the complicated need of changing leadership environments, to effectively increase the engagement of the employees “(P2).

HR transformation is a strategic overhaul in HR methodologies while the transformation process has a continuously changing nature. It aligns with the theme by recognizing that there is a continuous need for refinement amidst evolving talent landscapes.

One of the participant states:

“The continuous refinement of HR strategies is pivotal to address the ever-evolving complexities of talent management sustainably.” (P7).

The pivotal role of continuous refinement in HR strategies is emphasized as through continuous improvement the organization can respond to the ongoing changing nature of the talent management challenges. It underlines the necessity of continuous improvement to address the dynamic complexities of talent management.

The theme of continuous improvement is evident in the British Gas reflecting the need for ongoing improvement and enhancement in its talent management strategies. Acknowledging challenges, embracing change, and emphasizing the iterative nature of progress will help the organization in continual refinement of its HR practices.

#### **4.3.3 Enhanced Learning and Development Programs**

The theme "Enhanced Learning and Development Programs" highlights that British Gas's should promote continuous growth and skill development among its workforces. It embraces that the company has established strategies to provide tailored programs that align with individual employee needs and career trajectories, but they should focus on providing more of such programs. This theme underscores British Gas's should emphasis on creating robust learning ecosystems, incorporating diverse learning methodologies and personalized development pathways to empower employees and enhance their professional skills, thereby contributing to overall organizational success and increasing their engagement to effectively overcome the challenges of talent management.

“Much of the training material and programs has been updated. But there is a need for hosting more online events, seminars, and other programs that are tailored to meet the requirements of everyone.” (P6).

There is a need for improving training methods through a shift towards tailored and diversified learning strategies that cater to individual needs. It underscores the need to adopt an initiative-taking approach to skill development aligned with personalized growth paths. One of the participant states:

"Currently, training programs should focus on using a combination of conventional workshops and digital modules that are specifically designed to increase the skills of individuals to make them more skilled and talented." (P8).

The blend of traditional and digital methods is an effective way to cater to diverse learning preferences while ensuring continual skill enhancement.

Continuous learning that relates to personalized career paths and that caters to a variety of learning preferences is the primary feature of any organization that wants to increase the engagement of their employees so that they can stick to them.” (P1).

A focus on continual learning that aligns with individual career paths is necessary. It signals a strategic effort to ensure that learning initiatives are tailored to employees' long-term growth within the organization.

“In my opinion, the ultimate goals of the initiatives developed by the HR should be to create an atmosphere that is favorable to continuous development of their employees and increase their work satisfaction.” (P3).

A broader goal of enhancing skills and creating an environment that encourages ongoing growth, and satisfaction is necessary for any organization to retain their employees. It suggests a comprehensive approach to learning and development aligned with employee well-being.

“The core of human resource transformation should be on strengthening and updating methods related to talent management and enhanced learning and development of the employees. To achieve long-term success for the organization, the objective should be to develop a flexible and responsive infrastructure that is able to recruit, cultivate, and use the full potential of a wide range of talents.” (P9).

Creating a modern and adaptable infrastructure implies an integrated approach, including learning and development initiatives aligned with organizational success.

The recurring emphasis on tailored, continuous, and diversified learning approaches underscores the importance that should be placed on enhanced learning and development programs as it is a vital aspect of talent management strategies.

#### 4.4 Summary of Findings

British Gas has sculpted a robust talent management strategy by focusing on key themes that underscore its commitment to employee empowerment, adaptability, and growth. Open Feedback Mechanisms represent the foundation of their approach, emphasizing transparent communication through channels like surveys, meetings, and open-door policies, fostering an environment where employees feel encouraged to express their thoughts and concerns openly. This open dialogue forms the bedrock for constructive interactions within the organization.

Additionally, their emphasis on Enhanced Learning and Development Programs highlights a dedication to continuous growth by tailoring learning initiatives that cater to individual needs and career trajectories. This approach promotes skill development and nurtures an environment where employees can thrive and contribute meaningfully to the organization.

Moreover, British Gas displays a forward-thinking mindset by integrating Advanced Use of Technology and Analytics within its talent management practices. The company optimizes decision-making processes, talent acquisition, and development strategies by leveraging innovative tools and data-driven insights. The collective emphasis on these themes portrays a holistic talent management strategy that values communication, adaptability, learning, technological advancement, diversity, and inclusion within the organizational fabric of British Gas.

## **Chapter: DISCUSSION**

The research aimed at achieving the initial objective of HR transformation examination in British Gas included interviews with British Gas employees to gather information on key themes and trends of modern HR practices. These themes included the change from administrative to strategic functions, concentration on personalized talent development and engagement, usage of advanced technologies and data analytics in decision making, and emphasis on predictive analysis. With these ideas viewed in the British Gas background, the investigation gained some useful details about the changes implemented by the firm regarding talent management issues.

The results of the research are the primary emphasis of this chapter. These findings will be obtained in relation to themes with the goal of investigating the aim of the research in more depth. This chapter discusses the objectives of the research as well as the themes that will be utilized for concluding the research in a systematic manner. In addition, the researcher provides answers to the questions posed by the research to arrive at the key findings of the research in a systematic manner.

### **5.1. HR transformation at British Gas Company to Address Talent Management**

The transition from a primarily administrative function to a more strategic role of HR within organizations is a critical process that can be found excessively in contemporary literature (Ulrich, 1997; Delery & Doty, 1996) and in interviews of the employees of the British Gas also. At British Gas, this shift is clear in the organization's way to deal with talent management,

mirroring an essential repositioning of HR to address talent management challenges successfully as highlighted by the participants of the research. Most of the participants has acknowledged the fact that role of HR at British Gas has shifted from administrative to strategic one. Traditionally, HR departments were centered on administrative activities like managing payroll and benefits of the employees and compliance of the regulations and policies. However, when British Gas recognize the significance of talented employees in creating a competitive edge for them, they changed their HR to play a more essential part in talent management (Ulrich, 1998).

The findings indicated that at British Gas, the transition of HR from an administrative role to a strategic one can be seen in its initiatives and strategies which are redesigned to attract, develop, and retain talent in accordance with the organizational objectives. This shift is necessary and will be beneficial for the organization to meet the challenges of talent management in an ever changing and competitive atmosphere of industry (Ulrich & Brockbank, 2005).

The shift from administrative to strategic role of HR is also highlighted from the acceptance of latest technologies to improve the various processes especially decision-making process at the organization (Ulrich & Brockbank, 2005). The findings of the research showed that British Gas' focus on utilizing information driven insights and predictive analytics in talent management, which indicates that British Gas HR performs an effective job in driving informed decision-

making and improving HR practices to meet the developing requirements of the company (Carter, 2015).

The second theme of "Emphasis on Personalized Talent Development and Engagement" at British Gas demonstrates the practical strategy adopted by the company to deal with talent management challenges. The interview findings of the research indicate that individualized ways to deal with talent management challenges are an effective way. This way is fruitful for development and enhancing engagement of the talented as well as other employees (Farndale & Paauwe, 2018). Because of talent management challenges, British Gas has moved towards customized and personalized approach to nurture talent and enhance the commitment and engagement of their employees. By customizing improvement opportunities to individual likings, abilities, and profession objectives, British Gas can enhance its ability to create a talented workforce that is more engaged and satisfied.

This shift lines up with literature that encourages a more customized way to deal with talent management and underscores the significance of understanding and tending to the distinct requirements of workers (Cappelli & Keller, 2014). One of the participants mentioned that by offering tailored learning and growth programs, profession routes, and possibilities for growth, British Gas can increase worker happiness, enthusiasm, and retention (Boselie et al., 2012).

The emphasis on customized talent growth and engagement echoes a more extensive pattern towards worker-centric strategies in HR management (Ulrich, 2013). Research findings recommend that companies that focus on worker prosperity, development, and improvement are better able to achieve high performance and success (Albourini et al., 2020). By focusing on personalized talent development, British Gas is not just tackling prompt talent management challenges, but they are establishing the ground for organization achievement for long time.

Moreover, the focus on personalized talent development and engagement lines up with the idea of talent division, which includes distinguishing and focusing on key talent fragments according to their essential significance to the company (Andersen et al., 2016). It was found out that by investing resources and time in creating and engaging skilled individuals, British Gas is amplifying the effect of its talent management endeavors and is increasing the performance and productivity of the organization.

The findings demonstrated that the integration of advanced technologies and data analytics points out a critical change in HR strategies at British Gas, which can address the talent management challenges in a more strategic and information driven way. British Gas innovates in recruiting, retaining employees, and developing organizational strategies as most of the participants confirmed that British Gas utilize technology and analytics. The approach aligns with literature stating innovation improves businesses (Abodollahbeigi et al., 2017).

The 'emphasis on predictive analytics' theme of the British Gas HR policy change documents a systematic process of replacing 'human-centered systems' with 'data-sourced systems. It is telling that its underlying aim is to head off 'underlying talent management issues' before they are likely to occur as evident in the findings. This reflects the predictions that HR will make better use of predictive analytics to improve the onboarding process (Cui et al., 2018).

The findings of the study demonstrates that British Gas uses predictive assessment to anticipate future talent necessities by looking at data, examples, and models. Predictive assessment is a brilliant way to deal with talented staff, and firms as British Gas are utilizing it to remain ahead in the corporate world.

The findings show that predictive investigation might upgrade HR results (Ulrich, 2017). It assists organizations with predicting staff needs and distinguishing threats and amazing opportunities (Cascio, 2015). Most of the participants indicated that British Gas' HR change offers an all-encompassing way to deal with individual's management and organization success. The themes "Shift from Administrative to Strategic Role of HR," "Emphasis on Personalized Talent Development and Engagement," "Integration of Advanced Technologies and Data Analytics," and "Predictive Analytics" are crucial to this change.

The findings transition of HR practices and strategies at British Gas can be described as adopting multi-layered approach that is directed towards addressing and overcoming the talent

management challenges that arises due to the changing nature of the corporate world to strengthen the company to achieve success continuously.

The British Gas Human Resource transition from administrative role to strategic one implies that the HR concentration has moved from merely administrative activities to proactive vital strategies that are directed to address the talent management challenges that the company faces to retain their talented employees and increase the performance and success of the company (Ulrich, 2017). By adjusting HR policies to business targets, British Gas can use its employees more efficiently, guaranteeing that talent management policies and strategies are adding to the accomplishment of business objectives. This shift highlights the significance of HR as an essential partner in driving organization accomplishment through viable talent management strategies (Ulrich, 2017).

Complementing this strategic shift is the emphasis on personalized talent development and engagement, which recognizes the unique needs and preferences of individual employees. By tailoring learning and development programs, career paths, and engagement initiatives to the specific needs of employees, British Gas fosters a culture of growth and empowerment as indicated in the findings of the research (Ali et al., 2019). This personalized approach enhances employee satisfaction, retention, and performance, contributing to the organization's talent management objectives (Dries, 2013).

Besides, utilizing innovative technology and information assessment is a vital factor in developing HR efficacy and proficiency (Cascio & Montealegre, 2016). Through utilizing technologies, British Gas can smooth out HR processes, and gain significant understandings of its labor force. Expanding upon this establishment is the emphasis on predict investigation, which empowers British Gas to expect future talent needs and proactively address difficulties (Cascio, 2015).

The change of HR at British Gas is portrayed by an essential shift towards initiative-taking talent management strategies. By changing from managerial assignments to strategic drives, underscoring customized talent improvement and commitment, coordinating trend setting technology and information assessment, and utilizing predictive investigation, British Gas can enhance its HR practices to address talent management difficulties efficiently.

## 5.2 Extent to Which HR Transformation at British Gas Address Talent Management Challenges.

The focus on employee engagement inside the HR change at British Gas presents an essential reaction to talent management challenges, intending to support a labor force. Employees' commitment is broadly perceived as a pivotal element in organizational achievement, impacting efficiency, retaining employees, and overall productivity of the firms (Ali et al., 2019). The findings of the research show that by focusing on employee's engagement and commitment, British Gas works to establish a workplace where workers feel respected and engaged.

Research findings indicate that employees who have elevated levels of engagement show commitment, and achieve progress in their efficiency (Cui et al., 2018). This investigation identifies the significance of having a good workplace that propels laborers' prosperity and satisfaction (Cui et al., 2018). Findings of the research supports the literature, and it can be stated that British Gas' emphasis on talented employees' commitment lines up with this examination, highlighting the importance of building a positive workplace. With the assistance of efforts, for example, open correspondence channels and acknowledgment programs British Gas expects to reinforce the commitment of its labor force and lay out a culture that values growth of its employees.

Likewise, the emphasis put on employees' engagement is an impression of a central way to deal with talent management. This approach depends on the acknowledgment that talented employees who are keen on their occupation are likely to stay with the organization and add to its progression (Abodollahbeigi et al., 2017). The research findings indicated that the objective of British Gas is to address issues connected with talent management by concentrating on activities to strengthen employee engagement.

In accordance with the current HR trends, lot of focus is placed by the organizations to find out the requirements of their employees and even organizations have identified and are trying to find ways to provide their employees with good experience while working in their organization which aligns with the idea of employee engagement (Albourini et al., 2020). The findings shows

that British Gas' emphasizes on employee engagement as it evident in the interviews. British Gas is endeavoring to separate itself as a firm that simply decides and to situate itself for long haul improvement in the market by putting an emphasis on employee engagement.

As per Ulrich (2017), the rising stress put on employee commitment exposes the job of HR as an essential partner in driving achievement of the companies. The findings of the research demonstrate HR's huge impact on the worker experience and commitment inside the firm. British Gas's HR shows commitment to talent management and drives firm performance by implementing development plans. It was also found out that British Gas's HR endeavors to make a culture where workers feel appreciated, supported, and connected. This is done by applying interventions like professional improvement opportunities, workers' feedback frameworks, and diversity programs.

The theme of "Talent Retention Initiatives" inside the transition that has taken place in British Gas HR department is considered as an essential way to deal with talent management challenges by concentrating on holding talented and high-skilled workers and most of the participants stated that the company is working on many talent retention initiatives. Talent retention is a fundamental piece of talent management, as organizations try to hold their top workers and reduce their turnover rates (Cappelli & Keller, 2014). By implementing initiatives to hold critical talent, British Gas intends to ensure consistency in its workforce.

Research suggests that talent management procedures remember various methodologies that concentrate on laying out an agreeable work environment and giving different advantages to the employees (Allen et al., 2013). These drives are planned to support dependability, obligation, and responsibility among workers, thus diminishing turnover rates and holding key talent inside the organizations (Kravariti& Johnston, 2019). The findings of the current research correspondence with these ideas and it can be said that British Gas' emphasis on talent retention plans lines up with this investigation, as confirmed by its activities to lay out a positive work environment, offer proficient achievement chances, and increment benefits given to the employees.

Moreover, talent retention initiatives stress HR's strategic role in driving organizational performance (Albourini et al., 2020). Research shows HR plays a pivotal role in designing, implementing, and evaluating retention strategies (Collings & Mellahi, 2009). By directing inclusive work environments, career advancement opportunities, and enhanced benefits, British Gas HR demonstrates commitment to talent management and ensures organizational success.

Additionally, research shows that employees stay with organizations who provide growth, recognition, and development opportunities (Shrivastava & Purang, 2011). The findings emphasizes that by investing in talent retention initiatives, British Gas aims to enhance employee engagement, satisfaction, and commitment. This reduces turnover rates and retains key talent within the organization.

The theme of an "Inclusive Workplace Culture" in HR transformation at British Gas shows a strategic way to address talent management challenges. Most of the participants say that this is done by supporting an environment that values and includes diverse views, backgrounds, and experiences. Comprehensive work environment societies are progressively viewed as crucial for hierarchical achievement. They add to significant levels of representative commitment, fulfillment, and execution (Morley et al., 2015). By focusing on inclusivity, British Gas desires to become a workplace where all representatives feel regarded, heard, and enabled. Further, British Gas' attention on supporting a comprehensive working environment culture lines up with this (Cox and Blake, 1991), as it tries to use the different points of view of its labor force to drive development.

The theme of "Open feedback Mechanisms" inside the HR change at British Gas suggests an essential way to deal with talent management challenges by laying out straightforward and productive correspondence channels among workers and the company. As participant understands that open feedback mechanisms are fundamental for improving worker commitment, cultivating a culture of persistent improvement, and resolving issues proactively (Cappelli & Keller, 2014).

By asking input from workers, organizations can distinguish areas for development and address issues before they intensify (Mirvis, 2012). British Gas' emphasis on open feedback mechanism

mirrors an initiate to progress and hierarchical learning, as it tries to use worker knowledge to upgrade strategies and practices and most of the participants are aware of the fact as evident from their narratives.

Besides, open feedback systems are connected to more significant levels of trust and straightforwardness inside organizations (Němečková, 2017). When workers feel that their input is welcomed they trust authoritative administration and see their initiatives as fair (Dirks and Ferrin, 2002). British Gas' emphasis on open feedback mechanism plans to encourage a culture of trust and straightforwardness among employees, in this manner reinforcing connections among representatives and authority and advancing a positive workplace.

The theme of "Emphasis on Diversity and Inclusion" inside the HR change at British Gas features the company's accelerated work to make a working environment that accepts and promotes variety, value, and consideration. This essential spotlight on variety and incorporation lines up with contemporary literature featuring the positive effect of different labor forces on hierarchical execution and representative commitment (Rožman et al., 2023). By focusing on variety and inclusiveness, British Gas hopes to develop a culture where individuals from various backgrounds feel regarded, respected, and empowered.

Research suggests that diversity and inclusiveness relate to various positive outcomes, including creativity and development (Shrivastava & Purang, 2011). By incorporating various perspectives

and experiences, companies can exploit a greater extent of considerations and pieces of information and aggravating more innovative plans (Herring, 2009). British Gas' emphasis on diversity and inclusion mirrors an essential way to deal with talent management, as it tries to use the advantages of a different labor force to drive hierarchical achievement as highlighted by several participants.

Moreover, diversity and inclusion add to extended worker's responsibility and satisfaction (Haque, 2023). Research suggests that employees who see that they are respected and included in decision-making pay more attention to their work, more devoted to the company, and happier with their positions. The interview findings demonstrates that British Gas' focus on diversity and inclusion and always try to create a workplace where people from different backgrounds work and feel regarded, respected, and empowered to succeed.

The general themes of "Focus on Employee Commitment," "Talent Retention Initiatives," "Inclusive Workplace Culture," "Open feedback Mechanisms," and "Emphasis on Diversity and Inclusion" overall show the extensive methodology taken by British Gas in its HR change to address talent management challenges. These subjects are interconnected and add to cultivating a climate where employees feel motivated, upheld, and engaged, eventually improving hierarchical execution and achievement. These themes reflect the British Gas commitment to laying out a consistent and exhaustive work environment where employees feel

regarded and empowered to contribute their best. By focusing on such initiatives, British Gas hopes to achieve highest level of performance, attract, and hold top talent.

### 5.3 Ways for British Gas to Improve Existing Strategies for Improving Employee Engagement

The theme of "Adopt Adaptable Strategies to Market Changes" features the requirement for British Gas to remain agile and versatile in its management strategies to answer dynamic changes in the market. This theme mirrors the meaning of changing HR practices to boost business areas to ensure the company is sincere and honest in its work (Carter, 2015). Research suggests that companies that are taking initiative in changing their HR strategies to changing circumstances are better able to attract, hold, and cultivate top ability (Haque, 2023).

Most of the participants acknowledge British Gas efforts and says that by taking on flexible procedures, British Gas can work on its ability to investigate market weaknesses and advantage from emerging expected gateways. One basic piece of taking on flexible procedures is the prerequisite for British Gas to anticipate market shifts and proactively change its talent management approaches accordingly. This incorporates reliably checking industry designs, competitor activities, and client tendencies to perceive anticipated interferences or significant challenges (Gooderham et al., 2018).

By staying ahead market shifts, British Gas can portray itself as an industry leader and can attract top talent who search for strength and growth opportunities. Besides, British Gas should focus on working on its progressive skill by developing a culture of improvement, experimentation, and learning. Research suggests that companies that embrace change and urge employees to change and improve are more able to deal with challenges even with market troubling influences (Jayathilake, 2014). One of the participants recommends that by propelling a culture of quickness and improvement, British Gas can draw in laborers to perceive new opportunities, attempt various things with novel techniques, and change quickly to changing market circumstances (Hamel, 2007).

Another important strategy is the necessity for British Gas to place employees into development and modernized abilities to help its talent management. Research recommends that companies that impact advancements, for instance, data assessment, manufactured thinking, and automation, are more ready to conform to market changes and redesign their HR practices (Carter, 2015). By placing employees into advancement-enabled plans, British Gas can chip away at its ability to attract, overview, and encourage talent, as well as update its skills (Cascio, 2015). This can achieve efficiency and employee satisfaction across the company.

Besides, British Gas should focus on talent management and improvement to construct a different and versatile labor force equipped with answering business sector changes. By furnishing workers with open doors for development, improvement, and openness to various

aspects of the business, British Gas can encourage a culture of consistent learning and versatility that is fundamental for exploring market vulnerabilities (Sullivan, 2014).

The theme of "Need of Continuous Improvement" features the significance of continuous upgrade and change of talent management methodologies at British Gas to increase employees' commitment and address advancing challenges successfully. Continual improvement is beneficial for remaining competitive in the present unique business climate (Keenan, 2008). Research proposes that companies that focus on continuous improvement are better ready to adjust to changing economic situations, upgrade efficiency, and encourage advancement (Dundon & Rafferty, 2018).

To work on existing frameworks management and delegating responsibility, British Gas should embrace a culture of reliable learning and improvement. Research shows that companies that put resources to provide employees with improvement programs will undoubtedly attract and hold top talent (Farndale & Paauwe, 2018). By providing workers with such programs, British Gas can show its commitment to their improvement and satisfaction. In addition, by providing an open communication culture, British Gas can connect with workers to voice their points of view and add to the improvement of talent management. Additionally, British Gas should utilize advancement and data assessment to screen and measure specialist responsibility levels and recognize areas for improvement.

The theme of “Enhanced Learning and Development Programs” highlights the significance of consistent learning and development programs. It will open doors in talent management methodologies at British Gas to increase workers commitment. Research recommends that putting resources into learning and improvement programs upgrades ‘workers’ abilities and capabilities as well as cultivates a feeling of satisfaction and occupation fulfillment (Khan & Ukpere, 2014).

By giving workers chances to learn and develop, British Gas can show its responsibility towards its employees to make them satisfied and committed. To work on existing systems on talent management and enhance employee commitment, British Gas ought to focus on the improvement of its learning and advancement programs. This could include offering programs that are more extensive by taking into account the different necessities and preferences of workers (Dundon & Rafferty, 2018).

By conducting e-learning modules, virtual rooms, and portable learning applications, British Gas can offer employees the opportunity to learn at their own speed and comfort, prompting expanded commitment and cooperation in preparing programs. Moreover, British Gas ought to cultivate a culture of continual learning and information sharing across the company. Research demonstrates that companies that advance a culture of learning and improvement are able to attract and hold top talent. By empowering employees to communicate their skills and experiences to their partners, British Gas can establish a steady learning climate where workers

feel esteemed and enabled to add to one another's development and improvement (Gilani et al. 2012).. Besides, British Gas should provide employees with the opportunity to apply their recently gained abilities and information in practical situations. Research recommends that active growth opportunities are profoundly powerful in supporting learning and driving employee commitment (Khan & Ukpere, 2014). By offering experiential learning opportunities, British Gas can empower workers to enhance useful abilities and capabilities while additionally adding to the company's prosperity.

The themes of "Adopt Adaptable Strategies to Market Changes," "Need of Continuous Improvement," and " Enhanced Learning and Development Programs " can provide significant strategies through which British Gas can upgrade its talent management methodologies to enhance employee commitment.

By offering an extensive number of opportunities to workers to improve their skills and abilities, British Gas can enable workers to upgrade their abilities and capabilities, prompting expanded work fulfillment and commitment. To work on existing methodologies on talent management and enhance employee commitment, British Gas should adopt a comprehensive strategy that incorporates adaptable strategies to market change, consistent improvement activities, and upgraded learning and improvement programs.

## **Chapter VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS**

### 6.1 Achievement of Research Aim

The purpose of this research was to investigate and analyze the importance of talent management and development while focusing on British Gas in UK. The research aimed at accomplishing the initial objective of HR transformation examination in British Gas included interviews with British Gas employees to gather information on key themes and trends of modern HR practices. These themes included the change from administrative to strategic functions, concentration on individual talent, usage of sophisticated technologies and data analytics in decision making, and emphasis on diversity and inclusion. With these ideas viewed in the British Gas background, the investigation gained some useful details about the changes implemented by the firm regarding talent management issues.

The findings of the study suggest that British Gas has been able to achieve significant development and transformation in the HR department by using strong strategies for personalized talent enhancement, utilization of data analysis tools and technologies and by means of inclusion and diverse workforce culture. Moreover, the study has found out that even in this dynamic business environment, the company has successfully managed to tackle modern challenges in the workplace.

In addition, the study examined whether HR transformation at British Gas dealt with the talent management difficulties. Through the identification of various HR initiatives and programs in

place at British Gas, which include learning and development programs that are improved, talent retention initiatives, and workplace culture initiatives, it was discovered that the organization had adopted preemptive measures to deal with challenges in talent management. These tactics seek to boost worker commitment, retention percentages, and complete business show by ensuring an environment that sustains employee growth and progress. The research goal of examining HR change at British Gas to target talent control tests was encountered through an in-depth review of HR practices and drives inside the group. With the application of mixed methods utilizing queries and analyzing the objectives of the research considering literature, this report gives useful information on the HR plans of British Gas in strengthening workforce commitment in the current corporate world.

Overall, this study offers synthesized findings from extensive research articles and internal data. It puts forth specific suggestions to improve British Gas's talent management. The goal is to increase employee engagement. These suggested steps include increasing the depth of learning and development initiatives, implementing a continuous improvement culture within the organization, and giving more prominence to diversity and inclusion activities as strategic imperatives.

## 6.2 Contribution of Knowledge

The present recommendations are a comprehensive synthesis of the established principles in human resource management as well as the best practices from the industry, fine-tuned to align

with the unique sets of challenges and opportunities British Gas faces. This study contributes significantly to existing knowledge about Human Resources (HR) strategies for adaptation and transformation in addressing contemporary talent management challenges at British Gas. With the purpose of studying the HR transformation at British Gas, analyzing how effective these transformations are in meeting talent management challenges, and recommending ways of enhancing employee involvement, this research will be divided into three major sections. It is important for this discussion to underscore the value of previous studies addressing these goals and research questions with literature citations.

The first point of the study is that it helps to know how HR transformation takes place at British Gas and has been successful in dealing with the challenges of talent management. Through analyzing literature on HR transformation and assessing certain programs practiced by British Gas, such as greater learning and development initiatives as well as the application of innovative technologies, this investigation provides an understanding of HR's changing role in contemporary organizations. Consequently, it contributes to the global understanding of ways in which organizations can adjust their HR strategies in response to different dynamics experienced in talent management, thereby remaining competitive (Boxall & Purcell, 2016).

Secondly, this research is conducted to understand how well the British Gas company responds to talent management challenges. An examination of HR practices and actions allows us to identify British Gas's strengths and weaknesses in dealing with the issue of talent management.

The study also contributes to understanding the impact of HR transformation on employee engagement, retention, and organizational performance as key indicators of the effectiveness of HR strategies to address emerging issues in talent management (Collings & Mellahi, 2009).

In addition, the study identifies some strategies that can be applied to enhance the existing talent management programs at British Gas and hence achieve elevated levels of employee engagement. This comes from both a synthesis of key HRM literature with respect to HR practices and the analysis of HR practices at British Gas (Carter, 2015). These practices, for example, upgrading learning and improvement trainings and cultivating a culture of constant improvement, play a key role in effective management of resources in an organization.

This research bridges theory and practice in HR management. It examines British Gas's HR transformation initiatives, offering real-world examples. By analyzing the alignment of HR practices with organizational goals, insights emerge on HR's role in driving success. In summary, this helps in understanding of HR transformation, talent management, and engagement at British Gas. By connecting theory to practice and providing recommendations, it informs practitioners and scholars on effective HR strategies for contemporary organizations. (Ulrich, 1997).

### 6.3 Practical Implication

This study presents strong recommendations from its findings that 'offer the chance for deep learning' for British Gas and other organizations that have been, or are in the middle of, HR transformation processes to address contemporary talent management challenges. This study specifically explored the HR transformation at British Gas to illustrate how they addressed talent management challenges that are relevant for organizations going through similar HR transformations, while providing practical suggestions for other organizations in the same situation. He provided evidence that British Gas adopted futuristic technologies, as well as tailored talent practices to address the personalized development of its current talent. This study took his examination of various aspects of HR development at British Gas beyond the surface and found that they adapted after evaluations to implement best practices. If favorable changes were implemented at British Gas by embracing these themes, other organizations can copy such a positive example, and fit their HR strategies to concepts that reflect the dynamic management processes of today (Guest, 2017).

Secondly, the- exploration of British Gas's HR transformation's extent addre-ssing talent management challenges offer practical guidance. Organizations asse-ssing HR practices' effectiveness can identify strengths and are-as needing improveme-nt in talent strategies by evaluating transformation's impact on metrics like engagement, retention, and performance (Collings & Mellahi, 2009).

British Gas can further improve existing talent management strategies to increase employee engagement. For instance, enhancing learning programs and fostering continuous improvement culture provide practical steps to boost engagement and retention (Ulrich, 1997). Moreover, aligning HR initiatives with organizational goals and values maximizes HR strategy impact on success. In summary, actionable recommendations like enriching development and developing a culture of progress supply organizations with ways to grow employee engagement and retention (Boxall & Purcell, 2016).

The research offers organizations insights to improve HR strategies and tackle talent issues. British Gas's experiences highlight best practices for attracting, growing, and retaining talent amid competition. By learning from British Gas and applying the study's best practices, companies can better draw, develop, and keep talent in today's business climate.

#### 6.4 Limitation of the Study

The study has offered valuable insights into the HR transformation of British Gas and its strategies for coping with current issues in talent management. Nonetheless, as with any other research, there are limitations, which ought to be recognized so that appropriate interpretation and generalization of findings can be done (Saunders et al., 2016).

One potential limitation of this project is bias in the data collection process. However, despite conducting interviews and using a variety of information sources in the form of interview analysis, we may still have implicit biases within the data. This could arise where participants offer responses that favor their own organizational or personal interests thereby leading to a biased outcome. Additionally, relying on self-reported data could introduce response bias thus participants may give answers that they think look good rather than what really is. Another limitation lies in terms of generalizability; this means that context and specific attributes about British Gas Company might limit how far the findings can be extended towards other organizations and industries.

The unique culture, dynamics, and factors impacting British Gas may not represent other organizations undergoing transformation (Tumi et al., 2021). However, the study's use of qualitative methods may restrict the analysis's depth and the capacity to make causal inferences. While qualitative research offers profound, thorough insights into intricate phenomena, it can lack the statistical power to prove causation or make accurate predictions (Beer et al., 2015). Thus, this study's discoveries may be more descriptive than clarifying, constraining the comprehension of the mechanisms behind HR change and talent management practices at British Gas.

Additionally, the study overlooks broader factors influencing HR and talent. Organizational change and talent management interplay between internal and external factors such as

economic conditions, regulations, market trends. The exclusive focus on an organization may not fully capture the complexity of the systemic context as noted by Dundon and Rafferty (2018). By concentrating on British Gas, the study risks overlooking factors that influence HR and talent management practices. The changing landscape of HR transformation and talent management poses a challenge. Organizational strategies adapt quickly to both external shifts. Conducting research over a period or maintaining scrutiny of Human Resource strategies could provide valuable insights into the gradual evolution of HR practices. In conclusion while this research sheds light on aspects of HR transformation and talent management within British Gas it is essential to acknowledge and address the limitations of the research approach. Recognizing these constraints not only ensures interpretation and application of findings but also provides a roadway for further exploration and improvement, in HR strategies and talent management.

## 6.5 Future Research

Providing further details on specific aspects of HR transformation and talent management at British Gas might help enhance our understanding and address any remaining uncertainties. Many scholars have conducted longitudinal studies to track the lasting impacts of changing HR methods on talent administration outcomes at British Gas. This viewpoint enables them to evaluate the durability and efficiency of the strategies implemented, identify obstacles or areas for improvement, and observe the evolution of HR practices in line with changing organizational needs and external factors (Tumi et al., 2021). Longitudinal evaluations provide essential insights into the process of HR transformation and talent management, giving a comprehensive understanding of the approach.

Another aspect to explore in future study may be examining the impact of leadership and organizational culture on a successful HR transformation at British Gas. Furthermore, the researchers may explore the emerging technologies such as AI and anticipatory analysis to develop the talent management approaches in the company's context of British Gas. It is possible that the analysis of leadership behavior, communication approaches, and organizational principles may contribute to the understanding of factors that would support successful HR transformation and directions for establishing conditions for change supportive cultures (Creswell, 2016). Perhaps, investigating how the workers understand the business culture and its influence on their level of commitment as well as their productivity could yield useful information regarding the correlation between the HR practices and organizational values (Carter, 2015). Leadership commitment in a company is very important when it comes to fostering a culture that fosters innovation, improvement and change.

The modern literature and practices can demonstrate advanced techniques that can be used to identify effective HR practices that are inspired by real life examples. For example, with time to time, different challenges will be faced by big companies like British Gas based on different circumstances which can be analyzed to develop new strategies. Using data science and advanced technological tools, it will be possible in the future to make the existing strategies more effective and useful.

## 6.6 Recommendations

The research unveiled gaps in HR and talent strategies at British Gas. To boost engagement, it is suggested to improve current approaches. The findings exposed a few weaknesses in HR and talent plans at the company. To increase commitment, enhancing present tactics is advised. British Gas commits to ongoing investment in skills development. This anticipates evolving workforce requirements amid ongoing changes. Skills training prepares employees for new roles. It should be customized to the needs of employees and technologies should be harnessed by developments of online platforms and digital modules to ensure employees can easily obtain resources they need to excel in roles. Moreover, it is essential that the personalized development plans should be targeted for the individuals' career paths to make them very enthusiastic and minimize attrition (Ali et al., 2019).

British Gas should enhance the efforts in diversity and inclusion interventions toward developing a culturally inclusive workplace. The diversity programs, succession planning strategies and the talent management frameworks can be adapted to foster diversity at all levels (Aljawarneh, 2016). Through the acknowledgement of different viewpoints and the formation of pathways for underrepresented groups, British Gas makes employees feel engaged and stimulates innovation. British Gas attracts a wide range of candidates from diverse backgrounds at the same time.

British Gas should use data mining and forecasting models to guide the recommendations on talent management decisions. Through evaluating employee data (rendering trends), this company can draw educated conclusions, why there is employee engagement, their performance, and rate of retention (Aljawarneh, 2016). Applying predictive analytics can not only be used to anticipate future talent need but also to proactively develop the necessary strategies to address potential challenges (Cappelli & Keller, 2014). Spending funds on data-driven HR strategies might help British Gas take more strategic and informed talent management decisions.

British Gas should prioritize transparent communication channels and feedback mechanisms to foster open dialogue and collaboration within the organization. Implementing regular surveys, structured feedback sessions, and an open door policy can provide employees with opportunities to voice their opinions and concerns (Dundon & Rafferty, 2018). British Gas should demonstrate commitment to employees by actively listening and addressing their needs. This creates a supportive environment. Leadership programs enhance managers' abilities to boost employee engagement and productivity. Providing training and mentorship opportunities helps develop a robust leadership pipeline, promoting a culture of responsibility and empowerment. Competent leadership fosters a favorable atmosphere that inspires workers to reach their maximum capabilities (Albourini et al., 2020). British Gas may cultivate an organizational culture that supports and empowers people by investing in ongoing learning and development, encouraging inclusion and diversity, and upgrading leadership training programs. This leads to improved participation, efficiency, and performance.

## 6.7 Conclusion

Analysis of the HR transformation and talent programs at British Gas has eventually revealed valuable insights. Considerable knowledge has been acquired through an exhaustive analysis of the human resources modifications implemented at British Gas. Information on the implemented enhancements, the HR transformation approach to talent concerns, and methods to increase employee engagement are included in the materials.

According to the findings of the study, human resources shifted significantly from administrative duties to strategic initiatives focused on people management concerns in an organization. British Gas demonstrates a strategic dedication to enhancing employee engagement, fostering a culture of ongoing progress, and harmonizing human resources practices with organizational objectives via inventive approaches such as tailored talent development, integration of innovative technologies, utilization of data analytics, and an emphasis on diversity and inclusion. The research emphasized the importance of employing adaptive strategies to promptly adapt to evolving market conditions. British Gas demonstrated a commitment to competitiveness through the implementation of agile principles and the promotion of employee engagement to effectively respond to evolving business conditions. Emphasizing open systems and talent retention demonstrates a commitment to fostering a friendly environment that empowers highly valued personnel.

British Gas has achieved notable advancements in HR transformation and people management, but there are still chances to improve current tactics. Particularly in leadership development, communication, and feedback mechanisms. By leveraging analytics and investing in these areas, British Gas can further optimize talent practices. This would propel employee engagement to new heights.

Therefore, British Gas UK must update their talent management strategies as the business world changes so that they can adapt according to the market needs. The business environment changes, and a varied workforce has changing requirements. For long-term success, firms such as British Gas should customize human resource strategies and stay initiative-taking.

This study sheds light on the complexities of HR transformation and talent management at British Gas. The analysis focuses on the obstacles faced, strategies used, and improvements. It offers practical guidance for organizations looking to improve HR processes and promote employee engagement. By continuously educating, adapting, and innovating, British Gas and similar organizations may effectively navigate the complexities of personnel management and succeed in the ever-changing business environment.

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INTERVIEW GUIDE

**Project Information**

**Project Title:** The Role of HRM in Talent Management in British Gas

**Principal Investigator:**

**Phone:**

**Email Address**

**Institution**

**Department HRM**

**Purpose:**

The purpose of the study is to gain information regarding the role of HRM in talent management. The researcher mainly focuses on British Gas to conclude findings.

**Duration**

Each interview will be for 20 to 30 minutes

**Risks**

There is no risk that is linked to the present research.

**Confidentiality**

The researcher will not take the personal information of the participants because it is part of ethics.

### **Participant's Assurance**

Participation in the study is voluntary; the researcher does not force anyone to gain information. Individuals have the right to withdraw from the study if they are not comfortable or have some other issue. The meeting time has been set with mutual understanding and ethical boundaries before gathering information.

### **Interview Questionnaire**

1. Are you familiar with the terms HR transformation and Talent management (TM) and what is your understanding of these terms?
2. In the past 2 years, how has the role of HR changed in the company?
3. How has the company improved the way they find and hire talented employees?
4. Can you describe any new strategies or methods the company has adopted to keep talented staff motivated and engaged?
5. What changes have been made to the training and development programs to nurture talent?
6. Have there been any adjustments in how performance evaluations are conducted to better manage talented employees?

7. How has the approach of retaining talented employees and reducing turnover changed?
8. Can you provide examples of initiatives or policies that were introduced to address talent management challenges?
9. What kind of feedback mechanisms or communication channels have been implemented to understand the needs and concerns of talented staff?
10. Are there any specific success stories or outcomes resulting from these changes in your company HR's talent management approach?
11. How do you perceive the role of HR transformation in addressing talent management challenges?
12. In your opinion, was HR transformation primarily aimed at improving talent management practices within the company?
13. Do you believe that HR transformation has been successful in addressing talent management challenges at British Gas? Why or why not?
14. What obstacles or barriers, if any, do you think have hindered the effectiveness of HR transformation in addressing talent management challenges?
15. In-terms of managing Talent, what do you think the HR department should do differently?
16. Are there areas or aspects where you believe the company could have done better in its HR transformation to enhance talent management?

17. What suggestions or recommendations do you have for further enhancing HR transformation efforts in the context of talent management challenges?
18. From your perspective, what are the current employee engagement strategies at the company and what aspects of the existing strategies are working well, and why?
19. Have you noticed any challenges or issues with the current strategies that may be affecting employee engagement negatively?
20. What do you think could be improved or changed in the current employee engagement strategies to make them more effective?
21. What role do you think leadership and management can play in improving employee engagement?
22. In your view, what are the key factors that contribute to a more engaged and motivated workforce?
23. Are there any additional comments you would like to share on the role of HR and talent management in the company?