An Investigation of Talent Management and its Organisational Impact: A Case Study of PayPal Ireland

Chloe Henshaw

X20140525

SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MA IN HUMAN RESOURCE MANAGEMENT

National College of Ireland

SUBMITTED TO THE NATIONAL COLLEGE OF IRELAND, 18TH AUGUST 2021.

ABSTRACT

Introduction - This research focuses on talent management, development and its strategies, a practice which is prevalent within the area of human resources. Further exploring the impact of the strategies implementation on the overall success of the organization. The effect the strategy bares in relation to the systematic attraction, development and retention of talented individuals is thoroughly examined. All whilst uncovering which elements of talent management and development strategies are most prevalent within a specific industry and further determining the reasoning behind this. This research focuses on the global multinational organisation PayPal, in Ireland.

Objective - The primary objective of this research is to investigate the weight of both talent management and development within an organisation, additionally uncovering how a successful global organisation is currently utilising the practice. This research will specifically focus on PayPal Ireland. The factors that are most commonly associated with an organisations talent management strategies are: their retention rates; their experience with skill and labour shortages; and whether the strategy improves their competitiveness and adaptability. Additionally, this research focuses on providing an understanding towards how talent management is practiced and whether organisations recognise it to be an imperative componant which contributes to the success of an organisation.

Method - This study employs a semi structured interview method and follows a qualitative approach.

Result – See page 65

Conclusion - This research proposes an understanding of talent management and development strategies and how they have been implemented within PayPal, the influence the strategies bare on the attraction, development and retention of employees. Whilst additionally uncovering the role talent management plays towards enhancing the adaptability and competitiveness of an organisation.

Keywords: *talent management, talent development, talent management strategies, exclusive strategy, inclusive strategy, attraction, retention,*

development, adaptability, competitiveness, skill shortages, human resource management, organisational objectives

DECLARATION

Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

Name: Chloe Henshaw

Student Number: x20140525

Degree for which thesis is submitted: Master of Human Resource Management

Title of Thesis: An Investigation of Talent Management and its Organisational Impact: A Case Study of PayPal Ireland

Date:18/08/2012

Material submitted for award

    A. I declare that this work submitted has been composed by myself.   x

    B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.   x

    C. I agree to my thesis being deposited in the NCI Library online

open access repository NORMA. x

D. **Either** *I declare that no material contained in the thesis has been used in any other submission for an academic award.

Or *I declare that the following material contained in the thesis formed part of a submission for the award of

_____

(State the award and the awarding body and list the material below) x

<u>ACKNOWLEDGEMENTS</u>

I would like to acknowledge and thank the following individuals for their assistance, support and guidance throughout the completion of my master's degree and dissertation:

Firstly, I would like to thank my aunt and uncle, Sinead and Malcolm for all of their encouragement, assistance and around the clock support throughout this dissertation. Without them the process would have been much more challenging.

And of course, my dear grandparents, Rosaleen and Kevin for their constant support, love and reassurance throughout this research project.

Next, I would like to thank my supervisor Dr. Kesiena Ebenade who provided me with both guidance and assistance throughout this dissertation. And of course, all of the individuals who participated and contributed greatly to this study.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

CIPD - chartered institute of personnel and development

HR - human resources

HRM - human resource management

OD - organisational development

TD - talent development

TM - talent management

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

According to CIPD (2020), the practice of talent management is "the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation. This may be through their high potential or because they fulfil critical roles". CIPD further states that an organisations talent management strategy should be thoroughly aligned with their strategic objectives and organisational goals. CIPD believes that through the strategic management of talent, organisations will then possess the ability to construct a workplace that consists of high-performance levels, whilst supporting an organisation of active learning and development. Supplementary to this, CIPD suggests that both diversity and the organisations employer brand can be improved through the correct management of talent.

It has been widely acknowledged that one clear and concise definition for the word talent does simply not exist (Gallardo-Gallardo, Dries and González-Cruz, 2013; Ansar and Baloch, 2018), even though the term has become increasingly popular amid practitioners and academicians within the last two decades (Lewis and Heckman, 2006). According to Tansley (2011) due to the many different languages that prevail around the world and the lack of a universal definition, the meaning of talent commonly relies upon the native language which is encompassed within the organisation to further provide an interpretation of the word.

Throughout the former decades, due to increasingly challenging demographic, economic and technological changes, global organisational requirements have become entirely more complex. In order for organisations to continue as competitive entities, they have been forced to reconstruct their strategies, whilst providing innovative practices that aim to tackle organisational challenges (Daryani and Amini, 2016).

The strategy of talent management and development has been commonly labelled as an imperative competence for all successful organisations. With a highly effective system providing the means to conquer not only competition, but also demographic, globalization, business transformation and economic climate challenges (Savanevičienė and Vilčiauskaitė, 2017). The many advantages of talent management have been previously highlighted, with the most prevalent being increases in productivity; the creation of opportunities of growth and meaningful work; diversity and inclusion; the promotion of continuous learning; the

construction of a workplace consisting of high performance; retention; and contributing to the employee value proposition (Talent Management Overview | Factsheets | CIPD, 2020; Holland, Sheehan and De Cieri, 2007; Collings and Mellahi, 2009).

1.2 ORGANISATIONAL CONTEXT

This research is solely focused upon PayPal Irelands talent management and development strategies.

1.2.1 HISTORY OF PAYPAL

PayPal Inc. is a subsidiary of eBay Inc. The company was launched in October 1999 and was acquired by eBay Inc. in 2002 for $1.5 billion in stock. PayPal Inc. is the parent company of PayPal Europe and is headquartered in California, USA (PayPal Inc. - Company Profile, Information, Business Description, History, Background Information on PayPal Inc., 2021). Latter to this, in 2015 PayPal transferred into an independent organisation, although eBay continued to use its services despite this (PayPal | History, Description, & Facts, 2021). PayPal has upheld its respected reputation due to the many advancements it has hailed in relation to identity theft and security prevention, further granting customers eligible for refunds where they have been wrongfully cheated or misled (Darling, 2020).

1.2.2 PAYPALS SERVICES

PayPal's organisational perspective is the provision of a service which enables any individual or business with a working email address to cost effectively, conveniently and securely receive and send online payments. PayPal further builds upon the current monetary infrastructure of bank cards and accounts to establish a real time and global solution of payments. PayPal believes that they deliver a product which is specifically suited towards online merchants; small businesses; individuals; and others which are factually missing out from the traditional mechanism of payments (About Us - PayPal, 2021).

1.2.3 PAYPALS COMPETITORS

Through the addition of many partnerships crosswise the commerce and payments space, PayPal has successfully sustained its effective growth levels. In order to remain relevant in its industry, PayPal has competed with competitors in the market through their direct engagement with several acquisitions and partnerships. These partnerships included organisations such: Instagram; Mastercard/Visa; and Uber. In addition to these partnerships, PayPal engaged in acquisitions of GoPay and Venmo. As a consequence of PayPal's strategy in relation to partnerships, the organisation has been provided with access to a massive number of global

customers and additionally foreign markets (Lohia, 2020). PayPal are faced with numerous competitors which are continuously growing their strength within the industry, which include: Google pay; Stripe; Revolut; Amazon Pay; and WEPAY amongst many others. Although, they have managed to successfully maintain the highest level of profits amongst all their competitors and have obtained the largest market coverage (Costa, 2019).

1.3 RESEARCH AIM AND OBJECTIVES

This research will firstly aim towards creating an understanding of the following question:

"How has PayPal Ireland Implemented its Talent Management and Development Strategies in order to attract, retain and develop their employees?"

This research also focuses on four additional research objectives:

1. *To uncover what aspects of talent management are being utilised by PayPal*

2. *To examine whether PayPal are following inclusive or exclusive talent management strategies.*

3. *To understand how to make talent management and development more effective.*

4. *To determine if talent management and development improves the adaptability and competitiveness of PayPal.*

1.4 RESEARCH HYPOTHESES

The following presupposed hypotheses are to be tested within the course of this research:

Hypothesis one

H_0: talent management and development has no impact on the competitiveness and adaptability of an organisation

H_1: talent management and development has an impact on the competitiveness and adaptability of an organisation

Hypothesis two

H_0: large multinationals are using exclusive talent management strategies rather than inclusive strategies

H_1: large multinationals are not using exclusive talent management strategies rather than inclusive strategies

Hypothesis three

H₀: many aspects of talent management and development are being utilised within multinational organisations

H₁: many aspects of talent management are not being utilised within multinational organisations

Hypothesis four

H₀: talent management and development has contributed to the effectiveness of the organisation

H₁: talent management and development has not contributed to the effectiveness of the organisation

1.5 JUSTIFICATION FOR RESEARCH

In spite of there being considerable amounts of available literature regarding the practice of talent management, confusion prevails as to what exactly is practiced by successful organisations. It has been argued that knowledge is extremely limited on the development, outcomes, implementation and conceptualisation of the management of talent (Gallardo-Gallardo and Thunnissen, 2017).

The central aim of this research is to provide some contribution towards human resource management knowledge, by clarifying how talent management and development is implemented as a strategy and how it impacts upon an organisations ability to successfully attract, develop and retain individuals. Additionally, uncovering its contribution towards an organisations competitiveness and adaptability in the market. This study analyses the encompassed knowledge of the HR and management department within PayPal regarding TM and TD in order to understand how to successfully attract, retain and develop current and prospective employees. Furthermore, this study determines how organisations implement and develop talent management and development strategies to overcome talent shortages and high labour turnover rates.

 The outcome of this research can serve as a guiding mechanism for HR managers across various industries, further providing these individuals with the necessary means to understand that there are many aspects to talent management, and that it is an imperative component which contributes to organisational success. Subsequently, HR managers will be able to comprehend how to develop strategies based upon their organisational goals. This study will help employees

gain knowledge of talent management and the position they hold as talented individuals. Additionally, helping them to determine how they can be considered as talent within their organisation. This study can provide the means for future research in the area of talent management and development, whilst contributing to insight on a multinational organisations talent management and development practices.

Whilst a considerable amount of literature exists which focuses entirely on the general areas of talent management and its relevance to organisational matters (Ansar and Baloch, 2018; Baqutayan, 2014; Gallardo-Gallardo, Dries and González-Cruz, 2013), there appears to be an abundant gap towards determining what exact strategies and practices are being implemented and utilised by successful organisations.

In excess to this abundant gap, a recent study carried out by Manpower group, uncovered that Ireland is currently in the midst of its worst talent shortage in over a decade. The research further found that Irelands skills gap has increased from 5% that was recorded in 2009, up to 27% in 2020. The study uncovered that organisations are struggling to find talented employees, with a massive 75% of organisations stating that they are unable to successfully fill their available positions (Irish Talent Shortages Deepen as Firms Suffer Worst Talent Shortage in a Decade. | manpower.ie, 2020). In addition to this, in a report that was published by SOLAS named the "National Skills Bulletin" in 2020, it was further uncovered that organisations in the financial industry are experiencing talent shortages due to the increasing demand that they are facing (McNaboe et al., 2020).

In a report by CPL, it has been suggested that it is absolutely imperative for organisations to continuously upskill their employees to successfully cultivate a competitive advantage (Morris, 2020). Research into the specific types of talent management strategies that are currently being implemented in order to influence the desired organisational outcomes, such as decreased turnover rates and increasing the availability of talent could add imperative value to the knowledge around such strategies, further helping organisations to effectively close these apparent skill gaps. Additionally, due to the gap in literature, there is a failure noted towards clarifying the reasons why some organisations talent management strategies are deemed to be more successful than others.

1.6 DISSERTATION STRUCTURE

This dissertation is divided into five chapters:

Chapter 1 presents a brief introduction and background of the study, whilst explaining the aim, context and rationale of the research.

Chapter 2 presents the literature review, specifically reviewing and summarizing the available secondary research regarding talent management.

Chapter 3 outlines the methodology which has been adopted within this study. Consisting of research framework, philosophy and the research method which has been used to collect the data for this research topic. Additionally, this topic justifies the method of selection for the research question, whilst listing the limitations which have been faced.

Chapter 4 includes the data analysis and further presents the concise results of this study.

Chapter 5 consists of the findings and conclusion of the study, alongside the presentation of limitations and recommendations for potential future studies.

Appendices and references are provided at the end of the dissertation.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The objective of this chapter is to assess and present the secondary research findings which are involved within this area of study.

This chapter is spilt into five sections: the first section explains talent management and development as a concept, touching upon its benefits and also the challenges it faces; the second section focuses on the talent management loop; the third section examines talent management within the financial sector; the fourth section explores the aspect of skill and labour scarcity; whilst the final section examines labour turnover and retention.

An understanding of the core models and concepts from the existing literature will provide the foundation for this research, which aims to explore talent management and development with regards to its implementation and strategies.

2.2 TALENT MANAGEMENT

2.2.1. DEFINITIONS AND APPROACHES TO TALENT MANAGEMENT

Alongside many other recent organisational terms, many definitions of talent management have been presented in contrasting ways. The term was originally composed by human resource practitioners that were employed by McKinsey & Co at the beginning of the 21st century, the term is now recognized all around the world (Taylor, 2018).

Armstrong (2014) defined talent management as the practice of "ensuring that the organisation has the talented people it needs to attain its business goals. It involves the strategic management of the flow of talent through an organization by creating and maintaining a talent pipeline."

More recently, according to CIPD (2020), the practice of talent management is "the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation. This may be through their high potential or because they fulfil critical roles". CIPD further states that an organisations talent management strategy should be thoroughly aligned with their strategic objectives and organisational goals. CIPD believes that through the strategic management of talent, organisations will then obtain the ability to construct a workplace that consists of high-performance levels, whilst supporting an organisation of learning. Supplementary to this, CIPD suggests that both diversity and the organisations employer brand can be improved through the management of talent.

2.2.2. THE ROLE AND SCOPE OF TALENT MANAGEMENT

Following the agency theory, which was developed in 1991, the practice of talent management is believed to be initiated to direct the behaviour of employees, therefore ensuring that the organisations goals can be successfully achieved. Intellectual capital is consequently increased due to the systematic investment that is provided towards human capital, as employees become increasingly skilled they obtain the ability to produce a higher standard of work. (Pratt and Arrow, 1985) Although it has been recognised that the practice of talent management has the potential to contribute greatly in terms of enabling competitive advantage and adding additional value in terms of human capital to the organisation, it has been noted that difficulties are still being faced by businesses in relation to fully utilising and benefitting from the strategy. (Mtetwa and Mutambara, 2020)

The scope of what is accepted to be talent has been questioned in the past, in order to further determine if talent incorporates a specific group of capacities such as: credentials, abilities and knowledge within certain people, or whether the term is effectively used to construe an individual who will positively contribute to the expected outcomes of the organisation itself (Gallardo-Gallardo, Dries and González-Cruz, 2013).

The management of talent has been previously considered as a process which maintains an interactive nature, which indefinitely includes four prevalent aspects. These aspects have been conceptualized as follows: beginning with the top management and their responsibility towards constructing the strategy; the supervisors and their role in deploying, developing and attracting talent; talent managers and their selection and recognition of talent; and lastly the talented individuals who thoroughly support both development and learning (King, 2015). Armstrong (2014) identified that the process of talent management assures that the organisation obtains the necessary talented individuals it requires to achieve its organisational goals.
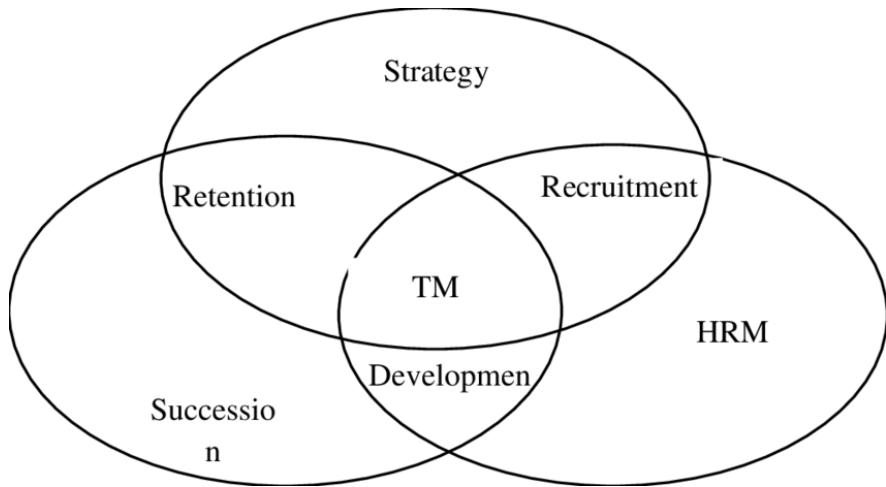
Figure 1: Talent Management Territory Diagram Blass (2009, p. 22).

2.2.3 INCLUSIVE AND EXCLUSIVE TM APPROACHES

Organisations can choose to either adopt an inclusive TM strategy or an exclusive TM strategy. It is widely accepted that both approaches hail pros and cons, similarly an exclusive strategy may be suitable for a certain organisation but not advisable for another. For that reason, it has been suggested that there is a lengthy assessment of the organisations contextual variables, such as: culture, values, size and missions. It has been proposed that the organisations contextual variables should be thoroughly evaluated against both approaches strengths and weaknesses (Sidani and Al Ariss, 2014).

An additional point that has been identified by Sidani and Al Ariss (2014) is the weighted significance in terms of examining each strategy alongside the specific industry is which the firm is located within. Furthermore, ensuring that the chosen approach is a strategic match for the organisation as a whole.
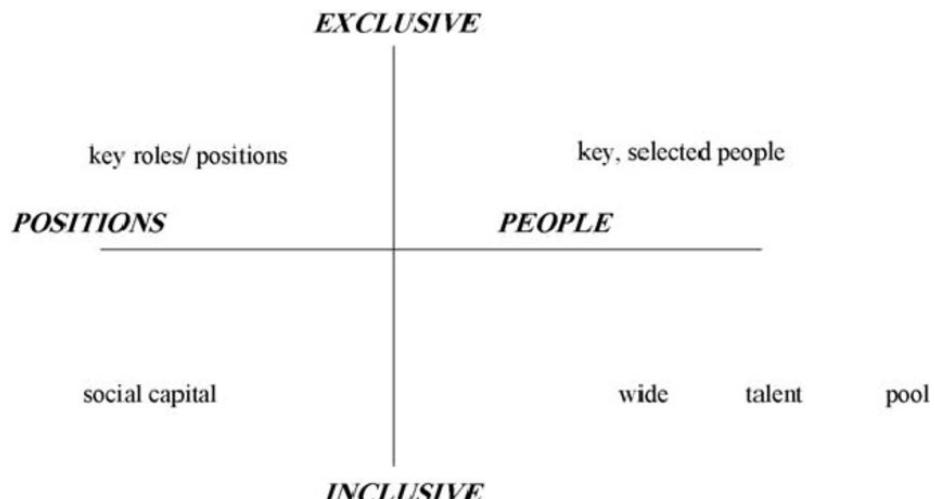
Figure 2: Talent Management – Four Quadrant Model Iles et al. (2010)

2.2.3.1 EXCLUSIVE TM APPROACH

Where an exclusive TM approach is implemented and developed by firms, talent is separated in conferment to essentiality, categorically focusing on certain individuals that the organisation believe to consist of high potential. Subsequently, the breadth of training, support and learning is specifically provided towards the organisations highest performers (Mousa and Ayoubi, 2019).

Incipiently, employers were only presented with the choice of ratifying an exclusive TM approach within the organisation. Concentrating solely on employees of high potential, value and uniqueness, who are essentially distinguished by the significant roles they employ. Although, a miniscule 1-15% of a firms employees are believed to fall into this category, further highlighting the sheer number of individuals who are left behind (Cappelli, 2009). The investment of this group is believed to heighten loyalty and motivation levels, whilst further ensuring the attraction and retention of these specifically desired employees. With regards to the long-term organisational perspectives, an exclusive approach has proven to help achieve a competitive advantage (Savanevičienė and Vilčiauskaitė, 2017).

Previous research has validated the investment of highly performing employees, due to their additional contribution towards the value of the organisation, in comparison to those providing average or low levels of performance (Aguinis and O'Boyle, 2014).

It has been argued that when adopting an exclusive TM approach, transparency is an imperative aspect that must be present throughout the process. It is believed that organisations may jeopardize the psychological contract if they do not specifically clarify which employees are included within the constructed talent pool (Dries and De Gieter, 2014). Exclusive TM approaches have been widely disputed, mainly due to the probable damaging effects that may be faced by the employees who have not made it into the talent bracket. Therefore, it has been suggested that organisations are downplaying their obligation of care in relation to their remaining staff and their personal organisational contributions (O'Connor and Crowley-Henry, 2017).

In more recent times, organisations have utilized inclusive TM approaches. Where in contrast to exclusive TM, all of the employees within the organisation are considered to be encompassing talent and will therefore reap the developmental benefits (Miller and Green, 2020).

2.2.3.2 INCLUSIVE TM APPROACH

Where organisations adopt inclusive approaches, there reasoning is formed on the basis that all of their employees encompass both qualities and talent which are beneficial for the firm. Previous researchers argue that an inclusive approach assures that each individual's talent is exploited rather than wasted. Subsequently, acknowledging where specific talents may not be flourishing in a certain department, they may in fact flourish in another. According to Frost and Kalman (2016) it is imperative for leaders to understand that every level and department within an organisation carries talented individuals, the researchers believe that talent will then prosper as all employees are equally accommodated.

Savanevičienė and Vilčiauskaitė (2017) noted that firms who follow inclusive approaches maintain the ability to both adapt and respond to challenges within the labour market, cultivate a diverse workforce and successfully compete in the war for talent. Meyers (2015) expressed the opinion that inclusive strategies are most appropriate in organisations where well-being and cooperation are favoured over competition. Further reporting that within the approach, continuous learning, enthusiastic behaviours and employee well-being are all actively promoted whilst employees potentials are commonly reached.
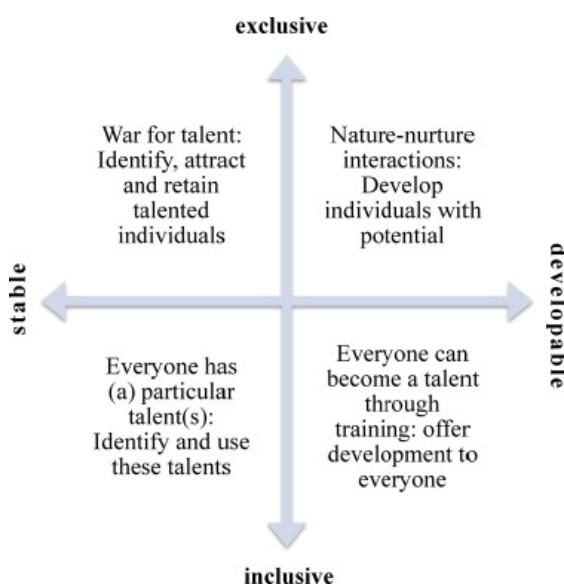
Figure 3: Talent Philosophies Meyers and van Woerkom (2014)

2.2.3.3 HYBRID/BLENDED APPROACH

Miller and Green (2020) explored the idea of a blended/hybrid approach to talent management. Essentially suggesting that the engagement and development of all staff is apparent within a hybrid approach, but a specific group of those employees will be focused on with more significance.

It has been proposed that the intention of a blended/hybrid approach is to uncover the individual talents of an employee, then later to organise each of the particular talents into the most suitable positions. Whilst additionally providing employees with opportunities of progression (Meyers, 2015).

2.3 TALENT DEVELOPMENT

2.3.1 DEFINITIONS AND APPROACHES TO TALENT DEVELOPMENT

Langenegger, Mahler and Staffelbach (2011) concluded that the process of talent development encompasses an ambition to utilize employees strengths and abilities, further enabling the steady growth of these individuals whilst providing them with the means to learn and expand within their specific fields. It has been widely determined that talented individuals seek employment from organisations which actively construct and provide development opportunities, mapped career paths and goal timelines. Therefore, illustrating the importance of talent development strategies within competitive organisations.

Cappelli (2009) suggested that an imperative element of the general process of talent management is represented by talent development. Further noting that although it is possible to adopt a strategy which focuses solely on external talent management, the process is likely to be unsuccessful in the long term. Based on the ideas of Panda and Sahoo (2015), if an organisation neglects talent and additionally a strategy of development is not present to support the practice, employees will fail to attain their full potential or most importantly maintain the organisations growth levels. Research has uncovered numerous methods of developing talent, most commonly incorporating plans of training and development including classroom and on the job training, mentoring, coaching and also outbound training depending on the explicit needs of the organisation.

2.3.2 CHALLENGES AND CRITIQUES OF TALENT MANAGEMENT AND DEVELOPMENT

Painter-Morland, Kirk, Deslandes and Tansley (2018) expressed the opinion that the practice of talent management is filled with both difficulties and ethical risks. Mainly stemming from the way in which talent has been and is actively defined, alongside the affect the practice bares on the given employees encompassed capabilities for reflection, within an ethical sense. Previous researchers have proposed that an individual's freedom towards behaving in an increasingly or decreasingly ethical manner can be further increased or restricted through the specific way in which talent is defined. The authors argument is due to the practices promising

contribution towards structurally forming individuals relationships within the organisation (Swailes, Downs and Orr, 2014).

Additionally, the practice of talent management is most commonly associated with terms such as skill scarcity and the war for talent etc. Therefore, the proposal that a certain type of talent is scarce within an organisation can leave individuals with feelings of inferiority, or further lead them to construct the belief that they are essentially untalented. Although the categorization of certain employees in terms of their talent levels can hail organisational benefits, it can also have negative impacts on the given employees impending career and life within the organisation itself (Painter-Morland, Kirk, Deslandes and Tansley, 2018).

According to Collings (2014) motivation levels may decrease within those individuals who have not been included within the talent bracket. Consequently, leading to increased turnover rates amongst the employees who have just missed the hierarchical categorization as they believe they are effectively being undervalued. However, the individuals who have been deemed to incorporate high levels of talent do not always experience stark benefits in contrast to those who do not. As a position within a TM and TD programme will exert increasing levels of pressure on the individual to further relate to the identity and value of the organisation, whilst producing heightened performance levels.
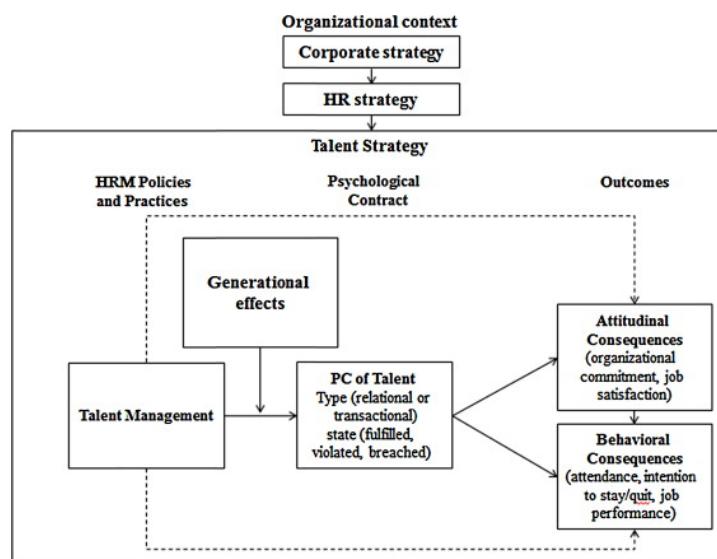
Figure 4: Generational challenges to talent management Festing and Schäfer (2014)

Based on the ideas of Swailes (2013), with the implementation of specific practices of talent management, behaviour of an unethical nature is somewhat incited, which was showcased within the organisation Enron where destructive behaviour was rewarded. These behavioural

traits were sought from the beginning of the recruitment process, the successful applicants were encompassing the following traits: creativity, hunger and boldness. Whilst Enron's organisational structure was categorized by the obtainment of profits (Sims and Brinkmann, 2003).

2.3 TALENT MANAGEMENT LOOP

According to the CIPD (2020) the talent management loop consists of six essential areas, which include the: attraction, identification, development, engagement, retention and deployment of employees. Below the researcher will discuss each imperatively labelled element individually.

2.3.1 ATTRACTING TALENT

Armstrong (2014) expressed the opinion that people resourcing is a concept which guarantees that firms can successfully attract, select and retain the necessary individuals in order to derive organisational success. Additionally, including the effective and efficient use of these individuals talent and competencies, whilst lessening the burden relating to high turnover and poor retention levels.

Talent attraction has been deemed to be one of the most imperative elements required for success amid modern institutions which are knowledge based (Hughes and Rog, 2008). Organisations strongly rely upon the attraction of talented and experienced employees to occupy their key and vacant positions; the attraction of these individuals is solely dependent upon the values of the organisation and how the prospective employees perceive the organisation as a whole (Poorhosseinzadeh and Subramaniam, 2013). Whilst further aiming to attract these individuals from both the external and internal labour market (AlKerdawy, 2016), challenges and difficulties are believed to further present themselves during the process (Garrow and Hirsh, 2008).

2.3.1.1 TALENT ATTRACTION APPROACHES

Beardwell and Thompson (2014) established three prospective approaches regarding the attraction of talent, which have been deemed to be effective: The person-based approach; the job-based approach; and the competency-based approach.

Firstly, analysing the person-based approach which focuses entirely on the identification of a person's attitudes which are desired by an organisation. This approach contributes to the achievement of the organisations goals and can be embraced to recruit prospective employees to occupy existing vacancies.

Secondly, the job-based approach which entails the construction of a detailed job description of an existing job which is held by an employee, then further creating a specification of the sought-after individual based upon the job description. Nevertheless, the job-based approach is grossly inflexible as the jobs responsibilities or tasks may be subject to change and will not be taken into direct consideration.

Lastly, the competency-based approach aims to recruit employees through the specific competency sets which the job requires, such as experiences, knowledge, personal values and skills. Although, the competency-based approach may face difficulties with regards to its implementation, latterly affecting the possible achievement of the organisational goals (Beardwell and Thompson, 2014).

2.3.1.2 EMPLOYER BRAND AND VALUE PROPOSITION

Previous research has demonstrated that an organisations reputation plays a critical role towards the attraction of key employees (Schmidt, Albinge and Freeman, 2021). The establishment of both an attractive and enticing employee value proposition and employer brand is believed to aid the attraction of desired external talent (Weeks, 2020).

Ambler and Barrow (1996) suggested that a firms distinctive attractiveness is associated with their employer brand, subsequently it was later uncovered that a compelling employer brand effectively acts as a factor of enticement for the attraction of talented individuals in today's working environment (Rosethorn, 2017).
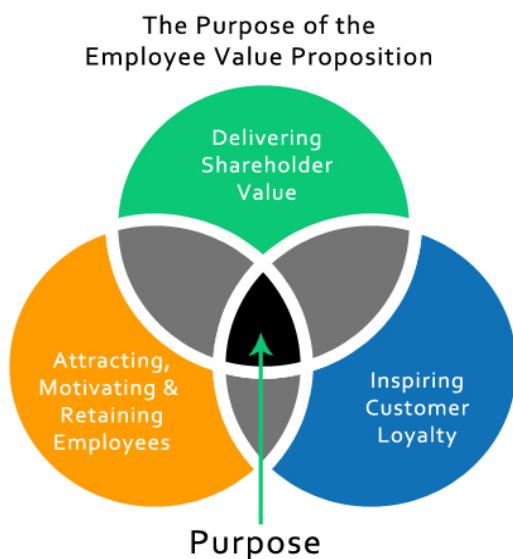
Figure 5: The Purpose of the Employer Value Proposition TreSpheres. (2021)

CIPD (2008) has defined an employer brand to be "a set of attributes and qualities, often intangible, that adds to an organisation distinctiveness, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture". It is now imperative for organisations to comprehend what their customers, stakeholders and both prospective and existing employees think of them, therefore techniques have been developed by professional marketers to assist organisations towards the attraction of these individuals, often through the means of effective communications and ensuring their persistent loyalty towards the organisation and its brand. Employer branding has maintained its relevance within times of economic hardship, especially in an economy where organisations are competing in a war for talent and skill shortages are also apparent. The receptivity of employers has been publicized due to the COVID-19 pandemic, and their reputation has been at risk where they have treated their employees insufficiently during the current pandemic period. Which subsequently may affect prospective employees impression of the organisation (Peters, 2020).

It has been noted that organisational leaders, alongside their human resource departments are striving towards issuing a massive amount of emphasise on their employer brand, in order to ensure a competitive advantage regarding the war for talent (Mosley, 2015). This has been further highlighted in a recent survey by Universum, where it was found that 60% of leaders recognised their responsibility towards their organisations employer brand and its role in achieving heightened strategic importance in relation to talent attraction (2020 Outlook: The Future of Employer Branding (Infographic), 2020).

In a report from Deloitte (2013) it has been stated that organisations which possess the "hottest" employer brands boast the ability and benefit of having access to the largest pool of available talent, whilst additionally reducing the burden of costs which are generally associated with both turnover and recruitment. It is believed that once the talent brand strengthens the corporate brand and contra, organisations place themselves in a righteous cycle which differentiates them from their competition (Gill, Luckey and Gretczko, 2013).

2.3.2 IDENTIFYING TALENT

King (2016) asserts that "talent identification is a significant event which results in an employee's inclusion in a firm's talent pool, to which heightened development investment, performance rewards and management attention is extended". Essentially proposing that organisations implement the process of talent identification to further recognise employees who

consist of high potential. These employees are believed to be identified for places within talent development programmes and additionally considered for probable organisational advancements. Huselid, Beatty and Becker (2005) stated that firms recognise and further rank their organisations top performing individuals as "A Players".

Downs (2015) expressed the opinion that an importance lies within distinguishing between individuals who are high performers and individuals who are deemed to be high potentials. The reasoning behind this suggestion is down to the idea that high performers commonly bare a wealth of knowledge in relation to their area of expertise, subsequently producing greater levels of performance in comparison to other employees. Contrary to high performers, high potentials have the ability to adapt quickly to new environments and tasks, further excelling in additional areas of expertise and tasks, therefore regarding these individuals as the perfect candidates for any advancement opportunities. Although other researchers have argued that most high potentials are also regarded as high performers. However, it is important to note that high performers are not inevitably high potentials (Fernández-Aráoz, Groysberg and Nohria, 2011).

2.3.2.1 TALENT ATTRACTION PROCESS

The CIPD (2020) maintains that prior to talent identification, business critical roles have to be analysed first. These roles are inclusive of specialist and leadership positions, where if not filled they transfer the organisation into a vulnerable position. Existing research has deemed the process of succession planning as one that must not be overlooked, which furthermore positively impacts upon the organisation due to its support of talent (Pandey and Sharma, 2014). The final step to identify and determine talent from an early stage is through a vigorous performance evaluation system, a process which has been deemed to be a controller of both an individual's production capacity and efficiency (Vural, Vardarlier and Aykir, 2012).

2.3.3 DEVELOPING TALENT

CIPD (2020) believes that the practice of talent development must be associated with additional learning and development actions, both of an informal and formal intervention nature which echo the organizational objectives.

2.3.3.1 COACHING

Coaching acts as a development approach which incorporates the creation of close working relationships between managers and other organizational members. The direct aim of the coaching process is to improve the individual's performance levels, clarify objectives and goals and lastly overcome any issue that may have occurred in the past. It is imperative that the coach

maintains the correct competencies required to successfully coach the given individual such as: directing and listening skills. The coached competencies, performance and knowledge are actively improved during the practice, whilst the coach monitors their rate of progression. Employees are further issued with confidence and empowerment from the process, providing them with the means to make effective organizational judgements (Bachkirova and Arthur, 2015).

Subramaniam, Silong, Uli and Ismail (2015) suggested that the passing on of knowledge and wisdom from superiors will effectively aid these individuals' development. Based on the ideas of the theory of social learning, it is believed that individuals mimic behaviors of those who they respect and admire, therefore contributing to the creation of an organizational culture which is both knowledgeable and productive.

2.3.3.2 MENTORING

Similarly, mentoring as a development approach incorporates a relationship of a consistent nature between two of an organization's employees. One of these employees at a junior level and the mentor occupying a senior position. The mentor effectively provides guidance to the protégé, whilst additionally building upon their comprehension of the goals of the organisation and the organisation itself. The process of mentoring adopts a formal approach, where the mentee upholds the responsibility of learning, whilst the mentor provides the insight and direction. The practice demands equal participation throughout (Bachkirova and Arthur, 2015). Essentially, the protégé is guided towards determining both their personal and organizational goals, whilst the mentor inspires them with the means to cultivate the required skills in order to accomplish them. Mentoring aims to develop individuals for the long run (Subramaniam, Silong, Uli and Ismail, 2015).

2.3.4 ENGAGING TALENT

According to CIPD (2020) employees will successfully construct links between the objectives of the organisation and their role where they have jobs, which are inclusive of autonomy and quality. Further motivating employees to produce heightened performance levels.

It has been determined that innovation, knowledge and learning are the fundamental sources of an organisations competitiveness, adaptability and economic growth. In an economy which has been recognised to be one of which is knowledge based, a heightened demand has been noted towards increasing engagement levels in employees who possess levels of talent, with regards to both intangible and tangible benefit formation. Organisational leaders are faced with the task

of engaging their employees, commonly through the means of supplying them with purposeful work where they have the opportunity to thrive (Jakubik, 2016).

Glen (2006) described employee engagement to be a crucial variable which is required towards aiding talent retention. Whilst, Davies and Davies (2010) have proposed that individuals who possess talent long for the feeling that they are valued, and additionally that their organisational input is making a change. Where these individuals feel valued, recognised and appreciated, their levels of engagement and motivation further increase alongside their alignment with the objectives and goals of the organisation.

2.3.5 DEPLOYING TALENT

CIPD (2020) believe that deployment is the use of an organisations workforce in a way in which is the most efficient and effective. Further proposing that the deployment of talent is fully utilised whilst it is in conjunction with a policy of supportive mobility, investment towards development and skills and workforce planning.

2.4 TALENT MANAGEMENT IN THE FINANICAL SECTOR

In A study by PWC titled the '19th Annual Global CEO Survey - Key talent findings in the FS industry' it was highlighted that 70% of CEOs operating within the financial sector view skill scarcity as a direct threat to organisational growth, therefore placing the matter of a higher importance over other threats such as competition and customer spending shifts. Although it was further uncovered that a miniscule 28% of these organisations are consequently modifying their concentration towards the adaptability and skills of their employees (19th Annual Global CEO Survey: Key talent findings in the financial services industry, 2016).
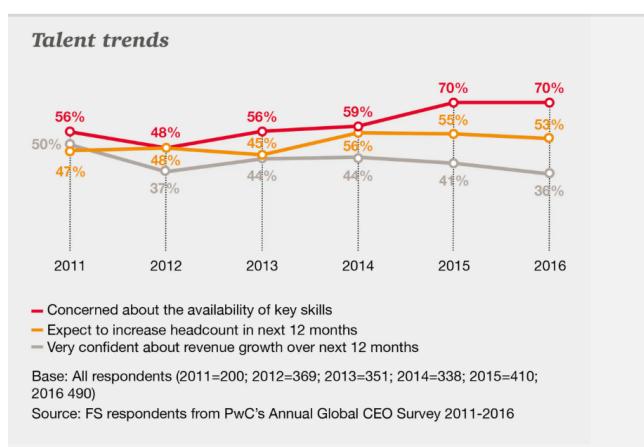
Figure 6: PwC Global CEO survey - Talent Trends within the financial sector 2011-2016

When Oracles global head of financial services was questioned regarding the retention of staff in the financial sector he provided the following statement: ' Successful banks and insurance companies are focused on cultivating and retaining top talent through training programs and learning tools while also investing in technology as a way to accelerate employee performance' (Qian, 2020).

Milligan (2018) believes that the financial sector is located at a 'crossroads' from the perspective of talent management. Further claiming that this is due to the several different generations who occupy positions within the organisation itself. All of which encompass their own generational likes, peeves and personality traits within the organisational environment. As the baby boomer generation are declining within the workforce, the financial industry is being forced to manage their talent pools in a more proactive manner. It has been suggested that it is imperative for these specific organisations to focus on the creation of meaningful opportunities for millennials as they will constitute for a large part of the organisations employees in the very near future. It has been noted that due to the increase in automation, AI and everchanging technologies within the financial sector there has been an increasing number of employee layoffs.

2.5 SKILL AND LABOUR SCARCITY

2.5.1 'The War for Talent'

The most valuable source of competitive advantage has been previously identified as human capital. McKinsey and Co. first identified the idea of 'The War for Talent' back in 1998. Following this, talent management began to gauge interest from both common professionals and practitioners, all with the hope of achieving organisational success (Chambers et al., 1998). Although doubts have been expressed regarding the war for talent conceptualisation, Pfeffer (2001) expressed that it was an incorrect analogy for an organisations effectiveness. He believed that this metaphor would effectively influence a range of undesirable organisational characteristics.

2.5.2 Organisational Implications

An organisations success and survival is believed to depend on the capabilities and talent of their employees (Leekha Chhabra and Sharma, 2014). Skilled employees have been deemed as a crucial componant within the organisation, which have been further compared as an economic resource equivalent (Silzer and Church, 2009). It has been widely recognised within literature that talent shortages bare a destructive impact towards the organisation and its efforts to pursue

strategies of economic growth. Additionally, these shortages also affect the organisations productivity levels and their retention abilities (Ifeoma, Purity and Okoye-Nebo, 2015).

As a consequence of the decreased levels of talent available within the labour market, attention has been solely focused on both the aspects of skill scarcity and labour shortages (Determining labour shortages and the need for labour migration from third countries in the EU, 2015). Subsequently, this has stimulated organisations towards harnessing their current employees competencies to ensure their capabilities towards closing the apparent skills gap. Additionally, through focusing on their internal employees, the organisation works towards guaranteeing their loyalties and engagement towards the organisation for the future (Mishra and Kumar, 2019).

2.5.3 Recommendations for overcoming 'The War for Talent'

Within the current economy, which is entirely distinguished by an erratic talent equation based on supply, demand and fierce competition, firms are experiencing extreme difficulties with regards to the attraction, management and development of these highly sought-after individuals. To further complicate matters, there is an intensified demand for modernised and new skills, which have been devised through the accelerated advancement of markets, technologies and products. Therefore, contributing to the existing war for talent as fewer individuals are available to learn and uphold these required skillsets (Cheese, Thomas and Craig, 2008).

Furthermore, the effective management of available talent remains a massive challenge for organisations right across the globe. Due to the competition that has arisen from international business, organisations have been wholly encouraged to achieve superiority and improve themselves in order to effectively compete in the market. Which can be achieved through the means of maximising and prioritising both their employees competencies and skills (Hartoyo and Efendy, 2017).

It has been previously suggested that organisations can overcome these talent shortages through the elevation of their talent management strategies to a top priority position. Following this it has been recommended that the employee value proposition must be refined to retain and attract the required individuals and lastly the explicit need "develop, develop, develop!" has been highlighted (Chambers et al., 1998).

2.6 LABOUR TURNOVER AND RETENTION

The dilemma of poor retention rates is not a new challenge which has been presented to organisations. Psychologists and scholars in the 1900s initially began to recognise the reasoning behind individuals losing interest in their current positions, they firstly began by acknowledging the effect that greater alternative opportunities may present to individuals (Wright, Rowland and Ferris, 1994).

The practice of talent management guarantees that the most suitable individuals are motivated to become part of a given organisation, whilst the strategy further provides incentives with the aim of retaining them. Previous literature suggests that the recognition and appreciation of employees further drives heightened commitment levels (Langenegger, Mahler and Staffelbach, 2011). It has been acknowledged that the retention of employees is an organisational aspect which is prioritised across most firms, acting as a foundation for organisational prosperity. The strategy of TM and TD is said to allow organisations to increase their productivity levels through the retention of their top talented employees (Savanevičienė and Vilčiauskaitė, 2017). The process of employee retention ensures that employees are persuaded to keep their position within a given organisation, therefore hailing both beneficial and profitable outcomes for both the organisation and its employees (Akila, 2012).

2.6.1 The causes of poor retention rates within organisations

The most apparent issues leading to high turnover rates have been identified from previous research as: little opportunities for learning and development, limited scope towards advancement, lack of rewards and recognition and minimal job security. Therefore, a mixture of tangible and intangible factors have been identified (Baharin and Hanafi, 2018). It has been suggested by previous researchers that increased labour turnover rates have become a common componant of employee relations across multinational organisations. Thus, highlighting the failing stance of employers, as they maintain their claim of continuously trying to eliminate heightened turnover levels through various mechanisms (Smith, Daskalaki, Elger and Brown, 2004).

It has been argued by economists that where there is a short supply of labour in the market and employees have been heavily invested in through the means of upskilling and training by their current employers, labour turnover within such organisations will subsequently produce a firm which is ineffective and unprofitable (Campbell, 1993). High labour turnover rates present diseconomies of scale for the organisation in relation to training, recruitment and advertisement

costs, whilst production levels may also drop due to the new employees inexperience. Consequently, placing additional strains on the employer (Hutchinson, Villalobos and Beruvides, 1997).

In a recent study by Universum (2020) it was showcased that the attraction of talented individuals is due to become increasingly more difficult, it was uncovered that due to the COVID-19 pandemic and current economic climate, employees are no longer willing to risk leaving their current stable employment. Consequently, heightening the organisations retention abilities (Employer Branding Now 2020 | Universum, 2020).

2.6.2 Suggestions and reasons for improvement

It is widely accepted that organisations which present greater retention rates escape the costs associated with training and recruiting new employees. Subsequently, this capital can be issued towards building upon current employees competencies and knowledge through training and development mechanisms.

In a report from Deloitte (2013) it has been found that organisations which possess the "hottest" employer brands boast the ability and reap the benefits of having access to the largest pool of available talent, whilst additionally reducing the burden of costs that are generally associated with both turnover and recruitment. It is believed that once the talent brand strengthens the corporate brand and contra, organisations place themselves in a righteous cycle which differentiates them from their competition (Gill, Luckey and Gretczko, 2013). Subsequently increasing their retention abilities.

According to Bussin (2018) where the most fitting individuals are employed from the outset turnover rates may be improved. This is believed to be the case as individuals who embody the sought-after competencies will be capable of carrying out their role with little to no adjustment issues.

As identified by Erasmus, Naidoo and Joubert (2017) an organisations retention rates can be improved through a mixture of tangible and intangible aspects, including: meaningful rewards and recognition, opportunities of development and personalised benefits. Engagement strategies and retention frameworks will further motivate individuals.

2.7 CONCLUSION

This chapter has explored secondary research around the areas of talent management and talent development. Further focusing upon the talent management loop and then exploring talent

management within the financial sector. The final part of this chapter introduces the ideas of both skill and labour scarcity alongside labour turnover and retention.

The primary aim of this study is to uncover how PayPal Ireland are implementing their talent management and development strategies in order to attract, retain and develop its employees; therefore, the purpose of this literature review is to highlight the background and importance of talent management and development whilst touching upon the undesired aspects of labour turnover and skill scarcity which the strategy aims to eliminate.

CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION

The purpose of this chapter is to provide the research philosophy, approaches and methods of the study. Whilst outlining both the practical and philosophical considerations of this research. The background of the primary research will be explained. It focuses on the issue that talent management currently faces - the lack of research regarding the development, outcomes, implementation and the conceptualisation of the management of talent. This dissertation contributes to overcome this issue by presenting additional research with the aim of filling this apparent gap. This chapter further includes an account of ontology in which briefs epistemology, followed by the methodology and the chosen research methods. Additionally, this chapter contains what method of sampling was initiated and the individuals who have been interviewed in order to provide the primary data for this research. Research limitations and ethical issues are presented to provide the challenges of the study.

3.2 RESEARCH QUESTION AND OBJECTIVES

This dissertation answers the main research question:

How has PayPal Ireland Implemented its Talent Management and Development Strategies in order to attract, retain and develop its employees?

The main aim of this research is to fill the apparent gap which exists in the available literature regarding what type of TM and TD strategies i.e., inclusive or exclusive and practices are being adopted by multinational firms. Additionally, to uncover how PayPal are implementing each practice and strategy in order to improve organisational outcomes with relation to both employees and the adaptability and competitiveness of the firm. As determined in the literature review, much literature exists which notes the benefits of talent management and development, although there is a lack of real-life implementation scenarios and recommendations.

This dissertation concentrates on four research objectives which have been established around existing literature:

1.   To investigate what aspects of talent management are being utilised by PayPal.

The CIPD (2020) constructed the idea of 'the talent management loop' which essentially consists of the most important aspects of talent management. Specifically, including talent attraction, identification, development, engagement, retention and deployment. It is therefore

useful to understand if PayPal is following each component within the 'talent management loop' in order to derive success from the practice or if they have deemed any aspect to be unworthy of inclusion.

2.   To determine whether PayPal is following inclusive or exclusive talent management strategies.

The literature has provided both the advantageous and undesirable results that may occur through the adoption of either inclusive or exclusive TM and TD strategies (Savanevičienė and Vilčiauskaitė, 2017; Sidani and Al Ariss, 2014). Sidani and Al Ariss (2014) suggested that a firms decision regarding the adoption of an inclusive or exclusive strategy should be based on the results of an assessment regarding the contextual variables, including: values, culture, size etc. It is therefore crucial to understand what strategy has been adopted by PayPal and the specific reasoning behind this decision.

3.   To understand how to make talent management and development more effective.

Within the literature there have been many critiques of TM & TD (Collings, 2014; Painter-Morland, Kirk, Deslandes and Tansley, 2018; Swailes, 2013). Some of the specific practices are believed to be ineffective or motivate undesirable behaviour, therefore this research will clarify how to increase the effectiveness of TM & TD whilst helping to overcome both the critiques and challenges of the strategies.

4.   To ascertain if talent management and development improves the adaptability and competitiveness of PayPal.

From the discussed literature, Pratt and Arrow (1985) determined that an organisations goals can be achieved through the means of talent management. Mtetwa and Mutambara (2020) reiterated this proposal, emphasizing on the aspect of competitive advantage but highlighted how organisations are facing discrepancies in terms of fully exploiting the strategy. Consequently, it is important to understand if TM & TD practices are effectively improving the adaptability and competitiveness of the organisation.

3.2 RESEARCH PHILOSOPHY

Burrell and Morgan (1979) proposed that all of the attitudes initiated towards social sciences have a direct correlation to the existing hypothesises regarding human nature, epistemology and ontology. Whilst in later research it had been distinguished that an apparent relationship prevails between epistemology, ontology, methods and methodology (Morgan and Smircich,

1980). The research onion was developed by Saunders, Lewis and Thornhill (2007) in order to help understand both research philosophy and the approaches to theory development. Each level has been outlined from the top downwards in which influence the research design. The top three levels have been identified as the research philosophy assumptions, commonly known as ontology, epistemology and lastly axiology.

It has been acknowledged that methodology is involved with how data is collected and what methods are used to essentially produce that knowledge. Whilst considerably broader philosophical problems regarding knowledge and its nature are considered by epistemology (Cunliffe, 2010). Prior to selecting a research method, it is imperative for a researcher to detect their personal assumptions regarding the aspect of social reality, the capacity of knowledge and its disposition (epistemology) and lastly the idea of being a homo sapiens (ontology) (Burrell and Morgan, 1979).

Therefore this dissertation has adopted an inductive approach as it enables the researcher to comprehend the various perspectives that have arisen from each interviewee, collect and evaluate the qualitative data. Through the utilisation of an inductive approach, the researcher can successfully collect the primary data without constructing assumptions towards possible results that the analysis may bring. Although previous research has proposed that it is next to impossible to collect data without preconceptions (Harding, 2013).

3.3 RESEARCH FRAMEWORK

Research is guided through clusters of beliefs called research paradigms. Saunders, Lewis and Thornhill (2007) presented the paradigms as the following: radical structuralist, radical humanist, interpretive and functionalist. These such paradigms handle several aspects, with regards to the constructionist-objectivist ontological philosophy, including the organisations and its societies and the internal arrangement of organisational cultures. The two antagonistic forces have been distinguished as the radical change paradigm vs. the regulation paradigm. The radical change paradigm involves constructing brand new and original methods of operating. Whereas the regulation paradigm is concerned with thoughts relating to how existing methods can be enhanced with modern practices.

Within this study, the researcher has adopted the perspective of regulation, the reasoning behind this is due to the fact that talent management and development are entrenched terms. Following the ambition of this study, a functionalist paradigm is adopted, with a combination of objective ontological philosophy and the regulation perspective. Commonly within

positivist/objectivist research the functionalist paradigm is adopted, but it can additionally be utilised for interpretive research also.

3.5 RESEARCH STRATEGY

Together with the component of research philosophy, the research approach/strategy upholds an essential position towards crafting the research. Burney and Saleem (2008) described the two most broad approaches of reasoning to include the inductive and deductive approaches. Saunders, Lewis and Thornhill (2007) depicted three research strategies which included, abduction, induction and deduction. The apparent differences between a deductive and inductive research approach have been described by Burney and Saleem (2008) as the following: where an inductive approach is adopted, data is collected primarily and later organised. Following this the researcher constructs a theory formed from the data and then analyses the findings amongst the context of existing literature. On the other hand, a deductive research approach focuses on the applicable theory before further cultivating hypotheses which are later tested to prove that they are either true or false.

This research adopted an inductive approach, where linkages are sought amongst variables in order to develop a generalised conclusion.

3.6 RESEARCH DESIGN

Research has been deemed to be a process in which knowledge is actively searched for. The formulation of the research design emanates from when the research objectives have been defined.

Lavrakas (2008) proposed that the establishment of a studies research design involves more than determining the structure of the research. Also included is the formation of the research scope, hypotheses, data variables and additionally the definition of both the tools and approach for the analysis of data.

This study adopts a qualitative research design in order to discover how PayPal Ireland implemented its talent management and development strategies in order to attract, retain and develop its employees. Qualitative data can be collected through several means, including observational studies, interviews, surveys and questionnaires. Niraula (2019) suggested that hidden and socially stigmatized issues have the ability to be both explored and understood through the adoption of a qualitative approach of research.

This dissertation was conducted as an exploratory case study, the reasoning behind this is due to the ability it provides the researcher with towards interacting with employees within a specific organisation. Additionally, an exploratory research design provides the researcher with a direct understanding of the talent management and development strategies of PayPal Ireland, in comparison to other organisations within the banking sector in Ireland. A qualitative approach was the most suitable method to obtain sufficient data in terms of understanding what specific strategies have been implemented within PayPal. A qualitative approach has been recognised as an imperative method for examining a case study as it highlights possible ambiguities that prevail within firms operating in the financial market. Whilst additionally answering the research question which desired to comprehend how PayPal Ireland are utilising talent management and development strategies to attract, retain and develop their employees. Subsequently emphasizing how the research question is too complex to adopt a survey strategy.

3.7 POPULATION AND SAMPLING

According to Majid (2018) the studies population of interest is the research population in which the research aims to focus on. The researcher must ensure that prospective participants fall within the criteria of eligibility, which will further deem them to be qualified or not through following a process of inclusion or exclusion criteria.

The process of sampling essentially translates to the selection of an interpretive sample of people chosen from the given population of interest (Majid, 2018). Niraula (2019) proposed that samples are studied and collected with the aim of estimating the parameter of the population. Therefore, creating the ability to generalize the data from the collected sample.

As the topic of this research focuses solely on talent management and development practices, the most appropriate group to focus on is HR and management professionals, who are actively involved with the practices and their implementation. In this study eight employees of PayPal who occupy management and personnel positions serve as the population for this research. The rationale behind this sample is due to the fact that management uphold the responsibility to implement talent management and development strategies within PayPal, meaning that they would be able to provide the greatest insight regarding the adopted strategies.

3.8 DATA COLLECTION

The data which has been collected for this research has been categorized as primary data and secondary data. The primary data consists of the information that has been collected from the

semi structured interviews, which were carried out by the researcher personally. Whereas the secondary data comprises of the reviewing of previous literature which bares relevance towards the concepts of the research objectives, including books, reports, scholarly articles and websites. The primary and secondary data were both valuable contributors towards developing the research questions, hypothesises, the method of analysis and additionally the recommendations and conclusions.

The qualitative aspect of this research investigated how PayPal Ireland has implemented its Talent Management and Development Strategies in order to attract, retain and develop its employees. Therefore, the interview guide was semi structured, founded on the research question. Through utilising the instrument of interviews as a data collection method, a more in-depth exploration and explanation of the research topic can be achieved.

Both the data collection and analysis were positioned from interviews with nine directors and HR managers. Insights were provided from the interviewees regarding how talent management and development works within PayPal, whilst the imperative positions of the interviewees provided a perspective of a strategic nature towards the data collection. The prospective interviewees were communicated with through email, phone and LinkedIn from the researchers personal contacts, where they were then requested to participate in the research. Consent forms were provided to the participants, and they were additionally enlightened about the aspect of confidentiality which is present within the study. The interviews took place over the platform of Microsoft Teams.

3.9 INTERVIEW DESIGN

As mentioned prior, the interviews were semi structured. This consequently permitted the researcher to explore the topic whilst asking probing questions. The questions were designed in an open-ended manner in order to provide the interviewees with the space and opportunity to discuss the topic. The interviews were recorded and later transcribed onto a word document, further allowing the researcher to have the data in a clear and concise form ready for analysis. The files which consist of the recordings are password secured and will be disregarded once the research is complete.

3.10 PARTICIPANT PROFILE

Table 1. Participant Profile

No.	Coded Name	Job History and Experience	Years in PayPal
1	Malcolm	HR, Management	19 Months
2	Michelle	HR, Leader of Talent Management Teams	18 months and 20+ Years of experience in HR
3	Cameron	HR, Onboarding, Recruitment	3 Years
4	Gordon	Talent Acquisition	9 Years
5	Aoife	HR, Change Coordination	7 Years
6	Jackie	HR, L&OD, TD	16+ Years
7	Nadine	Senior HR business partner, HR	8 Months
8	Carla	HR, Leadership Development	12 Years

3.11 DATA ANALYSIS

As this research has adopted a qualitative research design, the method of analysis will be carried out in a qualitative form. Primarily the interviews were recorded with consent and then transcribed. Latter to this, the data was analysed through the process of thematic analysis. This process was adopted to determine the relevant patterns and further connect them to one another in order to cultivate a greater understanding of the given subject. Through the use of thematic analysis, greater flexibility is provided towards analysing the given qualitative data as the researcher is allowed to determine and connect the information which has been supplied from the interviewees. Following the discovery of the most prevalent themes, they have been further classified corresponding to the studies main objectives. Saunders, Lewis and Thornhill (2007) have identified two contrasting approaches to effectively analyse data, namely the inductive and deductive approach. As mentioned prior, this research adopted an inductive approach.

Table 2. Sample of data analysis

Interview quotation examples	Coding	Theme	Research Question
Malcolm: "We follow the tried and tested approach by using coaching, mentoring, personal development plans (PDP), 9 block succession planning (gap analysis, build/borrow/buy strategy to plug gaps), online assessments via external provider, skills & competency development via a blended approach of self & classroom lead.	Coaching, mentoring, training courses, upskilling, online assessments, 9 block succession planning, blended approach	Employee Development	**Research Question 1.**
Jackie: "As well as a lot of core programs and some differentiated learning experiences, we also offer over €4,000 per year for employees to spend on their own development. We also have an ethos of paying for performance and this is reflected in employee's annual bonus"	Attractive remuneration, personal development pay out, performance reward strategies, benefit philosophy, individual development plans	Employee Retention	

3.12 ETHICAL CONSIDERATIONS

All of the interviewees were informed of the nature of the study before the commence date of their interviews. This was to ensure that all of the participants had a clear understanding of the research and its aim. Each individual gave their informed consent to take part in the research. The researcher clearly explained the objectives of the study, whilst additionally notifying the interviewees that they could withdraw their participation from the research at any given time without consequence.

Confidentiality and consent forms were provided to the interviewees by email and returned as an agreement to consent. The identity of the participants has not been disclosed during the interviews and has been further concealed throughout the analysis and final conclusion of the dissertation. In order to successfully keep each participants, profile confidential, their names have been changed.

3.13 RESEARCH DESIGN LIMITATIONS

Several limitations prevailed which bared an effect on the findings, quality and progress of this dissertation.

The first and most prevalent limitation was the time constraint. Due to the time constraint for the masters dissertation, it was not feasible to obtain a larger sample size. If the sample size was larger it may have been more representative of PayPal's employees views of talent management and development within the organisation. If more data were collected from additional interviews theoretical saturation would have been achieved.

Due to the current Covid-19 pandemic difficulties arose regarding the organisation of interviews, participants were somewhat reluctant to meet in person and therefore the process had to be switched to online means.

Through the use of semi structured interviews, and the qualitative analysis which followed, the researcher was enabled to comprehend the interviewees practical knowledge and experiences and further compare and contrast the data with the theory. The flaw in this method relates to the fact that the obtained data has been influenced by several different aspects including but not limited to viewpoints, values and personal experiences, therefore the data is difficult to generalise and place reliance on. Another limitation of the research method relates to its interpretation, as it is possible that the interview transcripts could be viewed in a different way by alternative researchers.

3.14 CONCLUSION

This research methodology chapter has explained how the collected data was interpreted, analysed and collected. The research technique and its importance has been provided, alongside the argument for the use of a qualitative approach to obtain data in order to achieve the research objective. Insightful and useful data was provided due to the interviewees wealth of knowledge within the HR and management field. Although several limitations arose within this research,

the findings were analysed concisely. In addition to this, the apparent themes that were derived from the interview transcription were accredited to clarify the appropriate research objective.

CHAPTER 4: DATA ANALYSIS

4.1 INTRODUCTION

This chapter demonstrates the findings which have been analysed from the eight interviews which took place with senior HR practitioners within PayPal Ireland. It further summarizes the interviewees perspectives regarding talent management and development strategies and the perceived connection towards aiding the attraction, retention and development of the organisations employees. Additionally, it presents the views of the interviewees in relation to PayPal's chosen talent management and development strategies, further uncovering the reasoning behind why such strategies have been selected. Furthermore, shedding light on how these strategies improve both the organisations adaptability and competitiveness. Moreover, this section displays the apparent similarities and differences of each interviewees perspectives and views through real life practices in contrast to the proposals that have been illustrated in academic research and literature.

Initially this chapter provides in detail each profile of the individual interviewees and later demonstrates how they each define talent management and development. The main body of this chapter progresses to present the answers from the findings to the four research objectives of this study. Each of the research objectives have been accredited to the themes that emerged throughout the interviews. Nevertheless, these conclusions are strictly limited to this dissertations research objectives, and both the primary and secondary data has been absorbed and involved in the collection of responses to the research objectives and question.

4.2 RESEARCH PARTICIPANTS PROFILES

All of the interviewees occupy leading HR or management positions within PayPal Ireland. Each interviewee has formerly obtained a bachelor and or master's degree in HR or business-related studies.

The interviewees maintain 10-25 years of specialist experience, with their careers being both built and progressed in Ireland. Due to the apparent time constraints, each interview lasted an average of 20 minutes. Table 1 presents the in-dept individual profiles of the interviewees.

4.3 RESPONDENTS UNDERSTANDING OF TALENT MANAGEMENT AND DEVELOPMENT STRATEGIES

Prior to analysing the interviews and answering this dissertations research objectives, it is imperative to determine how exactly the interviewees perceive talent management and development. Each interviewee elucidated their professional history, whilst additionally addressing the talent management and development endeavours in which they have contributed to. In addition to this, several of the interviewees outlined both the scope of TM&TD and its overall aim.

4.3.1 TALENT MANAGEMENT AND DEVELOPMENT DEFINITION AND GOALS

Much of the participants concluded that the fundamental goal of TM&TD is the identification, attraction and retention of highly skilled employees whilst additionally developing these employees skills with the aim of motivating them to further enhance their performance, engagement and development levels within the organisation.

4.3.1 TALENT MANAGEMENT AND DEVELOPMENT SCOPE

The interviewees referred to the multiple TM&TD activities and practices in which they were previously or are actively immersed in. As a consequence of the interviews being semi structured, not all of the interviewees explained the scope of TM&TD during the interview. The themes which arose as representatives of TM&TD are shown in figure (5), displayed in order of popularity. Therefore, the mass of the discussed areas were analysed in the literature review chapter and deemed to be imperative factors.

Talent Attraction	Talent Selection	Talent Development	Talent Retention
Engagement	Training Courses	Inclusive and Exclusive Strategies	Mentoring
Coaching	Employer Brand	Recruitment	Talent Shortages
Performance Management	Talent Identification	Labour Turnover	

Figure 7: Talent Management and Development Components Identified Throughout the Interviews

4.4 RESEARCH OBJECTIVE 1: To uncover what aspects of talent management are being utilised by PayPal

"We follow the tried and tested approach by using coaching, mentoring, personal development plans (PDP), 9 block succession planning (gap analysis, build/borrow/buy strategy to plug gaps), online assessments via external providers, skills and competency development via a blended approach of self and classroom led activities." Malcolm

In the course of the interviews, the interviewees specified the many aspects of TM&TD that are currently being adopted and practiced within PayPal. This section provides the practices which PayPal deem to be the most important components of TM&TD. Subsequently aiding the organisation towards attracting, retaining and developing its employees. Before moving on to discuss the themes which were established throughout the interviews that correlate with this dissertations second research objective.

Table 3. Research Objective 1. – Themes and Coding

Themes	Coding
Planning	Workforce planning, succession planning, 9 box grid, understanding organisational strategy, output evaluation, needs evaluation, strategic alignment
Attracting	Talent acquisition, employer brand, employee value proposition, marketing, competitive salaries, bonuses and packages, employer of choice
Developing	Career pathways, extensive on-boarding, blended approach, assessments, performance management, performance appraisals, learning and development, coaching, mentoring, training courses, upskilling, competency frameworks, e-learning, leadership training programs
Retaining	Organisational culture, progression opportunities, autonomy, engaging work, attractive remuneration, personal development pay out, performance reward strategies, benefit philosophy, individual development plans, environment, onboarding
Transitioning	Exit interviews, succession planning, management of knowledge, retirement replacement, internal movement

Identification	Defining desired competencies, characterise behaviours and traits of desired employees, refer to performance data
Engagement	Work life balance, flexibility, continuous performance feedback, teamwork, sense of community, transparency
Deployment	Placing individuals in the most suitable roles, supporting employees career development, filling essential skill gaps, creating organisational value

4.4.1 Planning

The participants insinuated that their primary tasks involve comprehending the organisational strategy in order to determine what must be done to align the TM&TD activities with it. The majority of the interviewees referred to workforce planning. Five of the interviewees later voiced the importance of aligning TM&TD with the organisational strategy to increase the practices overall effectiveness. Whilst several of the participants emphasized the importance of having a clear understanding of PayPal's organisational strategy. The interviewees also voiced the usefulness of needs and output evaluations to assess what specific human capital is required by the organisation itself.

4.4.2 Attracting

Several of the participants alluded to both candidate and brand awareness, which they believe to be a key component of the attraction process. Malcolm referred to the organisations "strong online recruitment presence" and the use of senior in-house recruiters to engage and attract prospective talented employees. The participants agree that PayPal's behaviours, values and mission also aid the attraction process.

4.4.3 Developing

All of the participants discussed coaching, mentoring and 360-degree feedback as valuable activities in which support the active development of employees. Malcolm referred to the adoption of a "blended approach" to successfully develop employees whilst Michelle added to this analogy specifying the use of classroom, on-line and virtual training activities. In addition to this Gordon highlighted the use of leadership assessments. Carla discussed how "Following leadership assessments we have invested in targeted coaching and development planning to enable leaders to take action on any strengths/opportunities that are identified in the process".

4.4.4 Retaining

It was highlighted by Michelle that PayPal "continually evolve our TM & TD strategies in terms of IDP discussions, mentoring programs, targeted skills and competency training, etc. to ensure we create high employee engagement and impact retention rates". Malcolm added that "the company culture is imperative to retaining staff also". The majority of the participants discussed opportunities for progression within PayPal, with Cameron emphasizing on the autonomy and engaging work which the employees are provided with. Monetary benefits and rewards were mentioned by Gordon and Jackie. The mass of the participants described individual development plans as a method of retaining employees. Two of the participants discussed how PayPal uses retention tools, such as RSU's (restricted stock units) to retain "key talented individuals".

4.4.5 Transitioning

Cameron discussed how "Exit interviews help to determine ways in which certain processes or procedures can be improved based on the needs on employees" which further supports PayPal in transitioning to a more effective workplace. Succession planning was identified by the majority of the participants, highlighting the importance of ensuring that there are always individuals available in the talent pipeline. Malcolm alluded to the career paths that are available to employees within the organisation, and how they encourage these individuals to participate "with PDP's and career networking/pathing".

4.4.6 Identification

Michelle, Malcolm, Cameron, Gordon and Aoife mentioned the use of a 9-box grid to identify "key talent" through both potential and performance. The use of leadership assessments were also discussed by the participants in relation to identifying talented leaders based upon the core competencies which leaders require.

4.4.7 Engagement

Several of the interviewees described how feedback is provided to employees regarding both their performance and development. Whilst Michelle highlighted that employees have the opportunity to provide feedback regarding PayPal's talent management processes. In addition to this the participants stated that because of the culture and community which exists due to TM&TD practices, employees feel increasingly valued.

4.4.8 Deployment

Michelle explained that PayPal "recently engaged an external vendor to provide leadership assessments and individual coaching for senior management level development to help us build our talent pipeline". Other participants highlighted that it is more cost effective and efficient to concentrate on developing internal employees for deployment across the organisation.

4.5 RESEARCH OBJECTIVE 2: To examine whether PayPal are following inclusive or exclusive talent management strategies.

All of the interviewees discussed the advantages and disadvantages of both inclusive and exclusive TM&TD strategies.

Malcolm described how PayPal tends to "use an inclusive strategy but there are elements of exclusive based on role and niche skill". Whilst Gordon mentioned that "there are variances" based on altering geographics and functions. Therefore, it can be subsequently determined that PayPal utilise a blended approach, a conclusion which was solidified by all of the participants.

Table 4. Research Objective 2. – Themes and Coding

Themes	Coding
Inclusive Strategy	Aids retention, heightens engagement, actively supports employees, gives employees control of their careers, enhanced career opportunities, global nature, accelerated growth rate, talent plans, succession plans, development plans, leaders
Exclusive Strategy	Cost effective and efficient, focus on identified talent, address talent needs, performance based, reduced employee wellbeing, sustainability, succession planning, retention of top talent

4.5.1 Inclusive Strategy

The participants described how the use of an inclusive TM&TD strategy has helped PayPal to retain employees due to its inclusive nature. One interviewee stated that due to PayPal being a global entity, they maintain the ability to "foster and actively implement and encourage such moves" and provide "enhanced career opportunities". Several of the participants described how employees are increasingly engaged in their careers as they are supplied with autonomy with regards to their own development and success. Malcolm mentioned that with the use of

inclusive strategies, employees are actively supported based on the direction they want to take. Carla stated that "PayPal is also very focused on ensuring we create development opportunities for all employees to enable them to have meaningful careers at PayPal. We do have a priority on development for all employees and see it as an important factor in employee engagement and retention".

All of the participants minus one agreed that an inclusive strategy is the most effective strategy for PayPal to follow in order to achieve its organisational goals. Several of the interviewees believe this to be the case due to PayPal's global nature and the accelerated growth rate the organisation is experiencing.

4.5.2 Exclusive Strategy

Michelle explained that in terms of efficiency and cost effectiveness it makes sense to focus on specific employees which are "identified as high potential and high performance". Jackie also discussed how she believes an exclusive strategy is beneficial as it addresses PayPal's talent needs and is measured around presented performances and potential, further allowing for succession planning and sustainability. Three of the interviews stated that with the implementation of an exclusive strategy, it allows PayPal to successfully retain "top talent".

Although several of the participants also recognised the disadvantages of the strategies implementation on employees wellbeing, confidence and satisfaction. Cameron concluded that where "confidence levels disintegrate, so does engagement."

4.6 RESEARCH OBJECTIVE 3: To understand how to make talent management and development more effective.

"As we continue to grow through acquisition, a more inclusive approach would be valuable to better understand the knowledge, skills and capabilities of the workforce while leveraging this talent through a global mobility lens. Encouraging and investing in talent development across the board will increase engagement and retention of talent, including key talent".   Michelle

Due to the extensive experience that the interviewees maintain within the field of TM&TD it further aids the aim of establishing the most effective practices required in order to make TD&TM increasingly effective. In order to fully comprehend this, table 5 examines the most prevalent themes which were recognised from the interviews.

Table 5. Research Objective 3. – Themes and Coding

Themes	Coding
Challenges of TM&TD	Represented in figure 11
Understanding the organisation, being an active organisational partner	Understanding both the industry and the organisation, contributing as a partner of the organisation, establish what the organisational problems are present or future, conduct meetings to gather necessary feedback with managers and staff, carry out surveys,
Addressing the needs of the organisation	Constructing action plans to target and address the organisational needs, implementing the organisational needs, ensuring suitable timing, using suitable approaches, ensuring accessibility, covering the learning and developmental needs, KPIs, leveraging talent
Maintaining a personal approach	Maintaining sincere interest in employees, being present and engaged, cultivating relationships, behavioural traits of TM&TD practitioners, embodying a coaching and mentoring manner, guiding people throughout the process, communicating and collaborating, perfecting behavioural traits and coaching/training styles, employee experience
Gaining support from leadership	Involve top management, ensure to start the process at the top, engage management through the process, facilitating leaders to talk about their career journey, encouragement from leaders, execution
Providing paths of continuous learning and development	Construct an organisation of continuous learning, initiate transparent paths of career development, prepare employees for management roles, construct an employment ladder, create a pool of talent development, aid retention, internal career fairs, more inclusive approach, communication and collaboration, value enabled training
Close alignment with the organisational structure and strategy	Align TM&TD strategies with the organisational structure and its chosen strategy, strive to achieve goals based on the strategy, mature practices across the organisation
Increased accountability from employees	Do not spoon feed, provide guidelines as to what a successful career with PayPal can look like, the ability to successfully manage a work life balance

4.6.1 Critiques and Challenges that TM&TD professionals face

Restricted time frames and resources	Restricted budget, not much scope for large scale investment	TM&TD activities provide some intangible benefits, difficult to calculate the activities return on investment	Difficult to achieve buy in from management and additional departments
No evaluation processes to measure employees development from the activities	Employees are no longer searching for a lifetime job	Investing in employees who then leave the organisation	Encouraging personal drive and passion towards the organisations goals
Supplying engaging tasks/work	Providing competitive salaries	Attracting talented individuals to the organisation	Employee turnover
	Providing frequent feedback	Communication and collaboration	

Figure 8. Challenges which HR and Management Practitioners Face

4.6.2 Understanding the organisation, being an active organisational partner

The majority of the interviewees deemed it a necessity to understand the organisation and essentially fulfilling the role of an active organisational partner. Cameron discussed how it is imperative to fully comprehend the "nature and environment of the sector you are operating in, as it will have a knock-on effect on the actions which are required to successfully attain, development and manage your talent pool". Several of the participants voiced the importance of feedback, and how it is essential that it is provided in a timely manner to both employees and leadership. Gordon mentioned specifically how stakeholder feedback is taken from clients and engagement and pulse surveys are also a key component, whilst also noting that preparation work is required to ensure that the organisation does not face "performance problems in the future".

4.6.3 Addressing the needs of the organisation

The majority of the participants discussed effectively addressing the needs of the organisation through the strategy, whether it is improving retention, lessening turnover or increasing talent pools. Michelle mentioned how PayPal are providing individual coaching to senior management in order to "help us build our talent pipeline". Similarly, Jackie discussed how

PayPal "deployed a series of manager conversations focused on career development and retention for leaders to use to drive retention". Whilst Gordon highlighted the importance of constructing plans of action to target and improve certain areas where the organisation may be at a disadvantage.

4.6.4 Maintaining a personal approach

Carla established that PayPal "puts the employee experience at the heart of what we do and we work very hard at ensuring that our employees have a great experience at every stage of the employee cycle".

A number of the participants believe that there must be a personal approach to TM&TD in order for it to be effective. Michelle mentioned how "Employees are guided and supported throughout their development plan" whilst Gordon stated that PayPal ensure to support "said individuals" where there are issues and gaps. Cameron discussed the how communication is essential and will further motivate heightened interest and engagement within the process. Gordon additionally spoke about the importance of high-quality training and believes that "more value enabled training" is the answer.

4.6.5 Gaining support from leadership

Several of the interviews alluded to the role leadership play in contributing to the success of TM&TD. Malcolm specified how PayPal "facilitate leaders to actively talk about their career journey which encourages those who feel there are ceilings and that they will never achieve it". Additionally, Cameron cited the importance of engaging leaders with the TM&TD process from the starting point. Further complimenting Michelle's statement of avoiding any issues with "execution".

4.6.6 Providing paths of continuous learning and development

All of the interviewees emphasised on the importance of providing employees with paths of continuous learning and development. Malcolm referred to how PayPal "regularly hold internal career fairs". Whilst Michelle concluded that "Encouraging and investing in talent development across the board will increase engagement and retention of talent, including key talent". Gordon highlighted his opinion on "compliance training" and his recommendation that organisations should move to "more value enabled training". Jackie discussed how "There are some barriers to communication and collaboration that impact its effectiveness" and also mentioned how on occasion "There may be issues with execution". Carla concluded that due to the "commitment to meaningful employee development and career opportunities within the organisation"

employee turnover rates are considerably lower than expected in addition to increasingly high engagement scores.

4.6.7 Close alignment with the organisational strategy

One participant suggested that TM&TD activities should be aligned with the existing structure and strategy of the organisation. Cameron stated that "Each strategy which is implemented by an organisation should have some sort of correlation between the existing organisational structure and the strategy which is set to compliment it". Before concluding with the point that the strategies "Alignment to the goals of the organisation are key". Carla believes that in order to make TM&TD more effective PayPal must recognize that the "opportunity is to mature our practices across the entire organisation and create more lateral movement cross functionally". Inevitably leading to the creation of additional "opportunities to move cross functionally and internally".

4.6.8 Increased accountability from employees

Malcolm stated that it is imperative that employees are aware "that they own their own development" and maintain more accountability for their own progression. Which in turn will encourage "effectiveness" and drive the process whilst improving their own engagement levels. Nadine highlighted how the idea of achieving a work life balance has been on the "forefront of people's minds" further reiterating the need for employees to take accountability for these personal matters.

4.7 RESEARCH OBJECTIVE 4: To determine if talent management and development improves the adaptability and competitiveness of PayPal.

Throughout the interviews, the interviewees alluded to the numerous advantages of TM&TD practices, whilst highlighting the ways in which they strengthen organisational performance. Monetary benefits were not specifically emphasized, although it can be determined that several of the provided aspects can promote both productivity and profits.

"We are moving in the right direction regarding adaptability and competitiveness in the market. There needs to be clear communication regarding our talent management and development strategy to ensure continued success and increased engagement."   Michelle

The table below presents the ten themes in which emerged from the interview conversations, which illustrate how TM&TD improves the competitiveness and adaptability of PayPal.

Table 6. Research Objective 4. – Themes and Coding

Themes	Coding
Employee Retention	Progression opportunities, career development, reducing turnover, planned and clear career paths, life cycle of employees
Employer Branding	Attracting talented individuals, retaining employees, being an employer of choice, positively recognised brand
Employee Satisfaction & Wellbeing	Heightened job satisfaction, increased motivation, job satisfaction, valuing employees, promoting confidence
Employee Performance	Enhancing skills, greater performance, improving productivity, development, maintaining highly skilled employees, increasing effectiveness of performance
Learning Culture	Culture of high performance, values, competitive, results orientated, investment in development
Management of Change	Ability to quickly react to change, mentality, openminded, adaptability, market changes, receptive, working remotely
Employee Engagement	Sense of community, positive culture, maintaining interest and passion, loyalty towards employer, promoting social engagement

4.7.1 Employee Retention

Six of the participants noted that TM&TD can boost employee retention due to the provision of future promotion preparation, continuous learning, and career development plans. Therefore, verifying the necessity of the practice towards creating a successful organisation.

"Encouraging and investing in talent development across the board will increase engagement and retention of talent, including key talent."   Michelle

Malcolm stated that it is fundamental to retain talented employees. Furthermore, it was determined that the practices of TM&TD aid the retention process through the preparation of employees towards adapting to advanced opportunities and responsibilities across the organisation itself. Consequently, building upon each employees level of organisational knowledge, competencies and personal adaptability. One interviewee recognised that if high rates of turnover existed within PayPal, there would be knock on negative effects relating to the capturing of knowledge and the culture of continuous learning.

The participants explained that employee wellbeing is not the only contributor to improved retention rates, since clearly planned career paths and development plans gained popularity within the world of work. Jackie believes that where organisations provide their employees with opportunities of progression and development it will increase both their motivation and loyalties to the organisation itself. Subsequently, aiding the organisations retention abilities.

4.7.2 Employer Branding

Being an 'employer of choice' was mentioned by several participants. Malcolm stated that employer branding is an essential tool which is required to attract and retain individuals who encompass high levels of talent. Whilst the majority of participants recognised that how the organisation treats its employees, the specific practices of talent development that they utilise, and their brand image will somewhat determine the quality levels of prospective employees.

Carla declared that PayPal "are an employee centric company, very focused on employee wellbeing, with a very inspiring mission so we generally find PayPal is somewhere that people want to work".

Nadine believes TM&TD have improved both the competitiveness and adaptability of PayPal and stated that "we are still seen as one of the top employers given our offering, but it is becoming increasingly competitive with the likes of Facebook, LinkedIn, and Tik Tok having the work from anywhere strategies".

4.7.3 Employee Satisfaction & Wellbeing

Employee well-being, satisfaction and contentment were discussed by the participants, who later alluded that well-being, satisfaction and contentment are the direct advantages associated with the adoption of TM&TD practices. The interviewees who came to this conclusion believe that employees are then increasingly motivated to excel in their positions.

Nadine discussed the initiatives which PayPal currently have in place to aid employee wellbeing and satisfaction levels known as "competitive perks - wellness days amounting to 9 a year, Financial wellness initiatives etc, flexible working, virtual working and supporting flexibility, wellness initiatives including EAP, PEP talk, mind yourself programme, quarterly wellness themes and activities with a huge focus on your mental wellbeing, crisis leave with 2 weeks paid leave to deal with a crisis".

The interviewees emphasized the importance of employees maintaining high confidence and satisfaction levels as they believe that if employees are lacking in these competencies it will

negatively impact how they cope and react to daily tasks. Cameron mentioned that when he requested feedback from a handful of employees regarding the TM&TD practices, the most occurring analogy was that employees felt their workplace confidence was heightened, subsequently empowering employees further as their skills and self-worth are built upon. It was highlighted by Aoife that developing employees through TM&TD programmes can provide them with a sense of achievement whilst additionally increasing their job satisfaction levels. It was further recognised by some of the participants that job satisfaction is a major determinant of the quality of work life for employees. Subsequently concluding that where employers value and nourish the wellbeing of their employees as stated by Carla, they inevitably become employers of choice whilst additionally being more competitive.

4.7.4 Employee Performance

"I would say that Talent Management and Development is critical for developing our workforce to be agile and to help us to get ahead of and consider future talent needs for the business 2-5 years from now which is critical to remain competitive within the market".   Carla

The plurality of the interviewees declared that the most prevalent advantages of TM&TD are higher productivity rates and enhanced competencies. Malcolm mentioned that one of the components of TM&TD is engagement, and once employees are both motivated and engaged, their productivity and performance levels increase. The process of on-boarding was touched upon by Gordon as a process which TM&TD exploit in order to improve employees performance from the outset. It has been acknowledged by most of the interviewees that recruitment alone cannot guarantee the most talented employees, but TM&TD ensures that this is the case following onboarding. Gordon mentioned that where employees are not provided with an appropriate onboarding, the organisation will face the consequences regarding performance levels in the long run.

Aoife stated that she noted employees instantaneous application of the skills in which had been learnt from training and development courses, further alluding that the process of upskilling alters the behavioural traits of employees whilst enabling them to reach higher performance standards. The interviewees maintain the belief that if employees do not possess the confidence to complete their tasks, they will not obtain the results in which are expected of them.

From the interviews it was established that TM&TD is also a more simple and less costly alternative over getting rid of existing employees and hiring new ones. The process of

upskilling existing employees has been mentioned by Michelle as an imperative element in enhancing the organisations services.

4.7.5 Learning and Development Culture

The aspect of the culture of the organisation was brought up by several of the interviewees and deemed to be one of the direct advantages of TM&TD. The interviewees believe that HR and L&D departments behold the ability to enhance a culture of continuous learning and development. Malcolm and Michelle believe that TM&TD initiatives have the ability to disassemble destructive organisational cultures and aid the construction of a collective and symbiotic one which will aid the retention of key individuals. The participants consider this to be the case sue to the switch from authoritarian management to management who are involved with mentoring and coaching activities. Although Cameron recognised that certain teams which encompass high performance rates would not be able to excel if the culture were not one of high performance.

4.7.6 Change Management

Few of the interviewees mentioned TM&TD relation to change management, although Malcolm highlighted how there has been an increase in requests from existing employees and new hires to work remotely since the pandemic. Additionally, stating that "We can't afford to stand still in what is a global market for talent."

4.7.7 Employee Engagement

The bulk of the participants concluded that where employees are increasingly motivated and satisfied they subsequently become progressively engaged in their duties. It is widely recognised from literature that the achievement of competitive advantage depends on the motivation levels of employees (Chambers et al., 1998). Gordon discussed that when employees are developed within the workplace, the additional skills with they have learned are applied instantaneously. Cameron believes this is due to the encouragement they are subjected too and their increased engagement levels. Michelle stated that engagement levels can be determined through the distribution of surveys across the organisation, which inevitably highlights where the organisation is at and what specific things need to be improved. Aoife described how TM&TD practices bolstered the organisation towards growing engagement levels amidst employees. This dissertation confirms that development opportunities, feedback, and training stimulate a direct improvement in behaviour, loyalties, motivation and engagement amongst employees (Erasmus, Naidoo and Joubert, 2017; Mishra and Kumar, 2019).

Correctly trained employees	Providing employees with autonomy	Promoting innovation and creativity	Management which is adapatble, credible and powerful
Transparency with expectations	Having the most suitable people in each role	Clear communication	Frequent performance reviews/appraisals
Hiring the right people	Heightened loyalty towards the organisation	Staying up to date with market trends	Investment in Human assets
Squashing behaviours which are unethical	Rewards and recognition	Culture of continious learning	Investing in the organisations brand
Budget smartly	Practice diversity and inclusion	Highly Skilled Employees	

Figure 9: What PayPal requires in order to be a successful organisation

4.8 CONCLUSION

This chapter comprises of an analysis of the data which has been collected from the interview participants regarding the implemented talent management and development strategies within PayPal. More specifically determining how they aid the attraction, retention and development of the organisations employees. This chapter further demonstrated the participants views and opinions on specific strategies, whilst uncovering the organisational impact that they have brought. It proved to be beneficial to uncover the exact talent management strategy which has been adopted by PayPal, as it additionally provided the interviewees perspectives on how the specific strategy can improve the adaptability and competitiveness of PayPal. The opinions and perspectives that were provided by the participants with regards to the impact talent management and development can have on the organisation will effectively contribute to this dissertations final findings. Although, as mentioned prior in the limitation section, as the sample size was limited to eight participants it is therefore impossible for the findings to be generalised.

CHAPTER 5: DISCUSSION

This research presents both professional insights and understanding regarding the implementation, practices, approaches of TM&TD. It also discusses the most familiar aspects, associates and initiatives of TM&TD such as: inclusive and exclusive approaches, the talent management loop, skill and labour scarcity and labour turnover and retention. Furthermore, taking each aspect in to deliberation and critically interpreting the strategic contribution they make to the organisation itself. This research also examined the proposed best practices and propositions of TM&TD gathered from both the interviews and existing literature.

This research presented various unanticipated findings. It was expected that the participants would emphasize on the organisations sales increases, investment returns and organisational results with regards to the benefits of TM&TD, but instead the results illustrated that the spotlight is focused on the employees themselves, their engagement, development, retention and performance levels. Further uncovering the ambition of the practice being to become self-reliant by increasing the organisations internal talent pool, decreasing the organisations spending within these areas and additionally accomplish targets and goals in a more effective manner.

This research illustrates how TM&TD strategies are implemented within PayPal and highlights the positive effect they have on improving the attraction, retention and development rates of an organisations employees. Although, as explained by the interviewees, TM&TD is not the sole contributor of an organisations success. The participants understanding of TM&TD strategies has been evaluated with the aim of determining any apparent practical resemblance and divergences amongst them and the available literature. The concluding findings of this research provide the financial sectors best practices towards successfully attracting, retaining and developing employees, which is subsequently advantageous to professionals within HR and other relevant fields.

The majority of the strategies, best practices and worries that were highlighted in the literature review chapter were considered and additionally discussed by the interviewees. Furthermore, it has been accepted that organisational success, adaptability and competitiveness is contingent on the human element of the organisation and their development by both the interviewees and the literature. Equivalently when discussing inclusive and exclusive strategies the benefits of exclusive strategies corresponded with the literature, although the participants did not recognise the potential negative career progression effects that the strategy may have on the

individuals who fall short of inclusion, which was specifically highlighted throughout the literature review.

Both the literature and the interviewees discussed the challenges and critiques of TM&TD. The most pressing concerns included the negativity which is surrounded amongst the TM term due to its relation to 'the war for talent' and skill scarcity and additionally the decrease in motivation levels amongst the employees who were not included within the TM&TD bracket.

The literature and interviewees emphasised the importance of the alignment of the TM&TD strategy with the goals and strategic objectives of the organisation. Nevertheless, the literature proposed that the employer brand and organisational diversity can be improved through TM, although this was not mentioned or recognised by the participants. The interviewees further emphasised the significance of TM&TD practitioners acting as business partners, although the literature did not reciprocate this element either. Moreover, both the interviewees and the literature acknowledged that TM&TD practitioners must have a concise understanding of the organisation and therefore address its human capital needs through the most appropriate TM&TD approaches. The participants also discussed the importance of acquiring and implementing systems which will collect the relevant metrics and subsequently track both the initiatives and employees progression rates.

The research participants and the literature related career progression to improved retention rates, although dissimilar to the literature the participants concluded that employee engagement and satisfaction also plays an important role towards heightening the organisations retention rates.

CHAPTER 6: CONCLUSIONS AND FINDINGS

5.1 INTRODUCTION

This dissertations aim was to generate a concise understanding of the practical implementation process of talent management and development in a multinational enterprise, where literature around this area is considerably limited. This dissertations direct goal was to clarify the research question about determining how PayPal Ireland has implemented both its TM and TD strategies in order to attract, retain and develop its employees. The research question was subsequently addressed and centred in the literature review section, and additionally answered in the data analysis section. Subsequently, this chapter encapsulates how the research problem has been fulfilled and highlights the fundamental findings whilst presenting a brand-new conceptual structure regarding the implementation of talent management and development within PayPal.

The research findings are an imperative component of this dissertation as they provide additional knowledge within the TM and TD area, which can be further utilised by professionals in HR and other relevant roles.

5.2 SUMMARY OF RESULTS

The aim of this research was to establish how talent management and development practices and strategies have been implemented within PayPal to attract, develop and retain individuals. The findings illustrated that PayPal have adopted a blended TM&TD strategy, whilst wholly agreeing that eventually an inclusive strategy would be the most efficient and effective choice for PayPal. It was later uncovered that PayPal are utilising the following TM&TD activities to support their employees development: 9 block succession planning, coaching, mentoring, individual development plans, cross training, leadership assessments and on-line employee development. The participants stated that with the implementation of such TM&TD practices, PayPal has noted increased levels of engagement, development of capabilities and internal promotions. This research found that in order to attract, retain and develop employees, PayPal have continually evolved their TM&TD strategies, to guarantee they create heightened employee engagement levels whilst impacting retention rates. Additionally, it was found that PayPal's adaptability and competitiveness within the market has been heightened due to the implementation of TM&TD strategies, but it was also determined that there is still room for improvement.

5.5 LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

Within academic research, practical knowledge around TM&TD is limited due to its newness as a topic. Furthermore, both talent management and developments application in a strategic sense should be examined further by additional researchers with emphasis on organisations within different sectors as there is minimal information available. Although this dissertation strengthened the available research, researchers should consider to further cultivate the field.

Firstly, regarding the sample size of the data collection, within this study a limited number of eight individuals were interviewed. It is recommended for further research that a larger sample size is utilised. Had more participants been interviewed, the study's findings would have provided a deeper understanding of the topic.

Increasingly interesting results could have been collected, whilst providing greater insightful benefits where more access to individuals with extensive and diverse experience across numerous industries had been achieved. In addition to this, it is recommended that the interviews should persist in expectation of no further insights of a theoretical nature to occur from the data collection. As mentioned prior, the researcher was incapable of obtaining saturation because of the apparent time constraints, therefore it is recommended that additional interviews are necessary.

This research was primarily based within the financial sector in the Irish market, and with specific focus on one organisation. It is recommended that further research should be conducted in a more broad and additionally international framework, as it will provide increasingly comprehensive views and results on the present state and practices of TM&TD within organisations. It is a well-established fact that every country maintains altering degrees of understanding, cultures and resources, therefore individuals attitudes regarding TM&TD practices within the workplace will diverge. Furthermore, international research would provide contrasting results, as what is considered to be best practice varies worldwide.

Likewise, it would be advantageous to facilitate an extended period of time for additional research. The researcher spent a total of eight months to carry out this dissertation. With an extended timeframe, researchers would be allowed to dedicate more time towards conducting both the primary and secondary research. This will guarantee that the data is insightful and precise in terms of its analysis and collection.

The specific proposed areas for future research regarding TM&TD are as follows:

(1) Implementation Implications of TM&TD

(2) The development of processes which measure the effectiveness of TM&TD

(3) The formulation of TM&TD strategies

(4) The talent management and development inclusion bracket and inconsistencies

(5) Overcoming dissatisfaction rates from individuals who are not deemed to be 'talented'

5.6 CIPD RECOMMENDATIONS AND IMPLEMENTATION PLAN

The following recommendations have been established from the findings of the researcher:

(1) Instead of adopting either a strict inclusive or exclusive strategy, organisations should ratify a blended approach. Although six out of eight of the interviewees stated they believe that an inclusive approach is the most effective, this may lead to the loss of highly skilled individuals who may feel like their contributions are not being valued enough by the organisation and vice versa through the adoption of an exclusive approach. The utilisation of a fully inclusive approach would be less efficient and not cost effective for an organisation as it is not focusing solely on those individuals who have been identified as talent. Therefore, in order to retain and develop employees, employers should adopt a more hybrid TM&TD strategy, which could be beneficial to the organisation monetarily also.

(2) Retention is another imperative factor, and employers should not only invest but also encourage TM&TD across the entire organisation to ensure the retention of top talent and also heighten engagement levels. Reward packages are no longer adequate to retain employees on their own, employers must create additional opportunities which allow for employees to advance their careers internally and also cross functionally. High retention rates present negative financial implications for organisations, especially when there has been investments in employees development. Another implication is that new employees have to be recruited and trained which is also a lengthily and costly process.

(3) Again, in terms of the attraction and retention of employees, employers should pay close attention to their competitors and what they are offering their employees. Although small differences in salaries and rewards may be overlooked by employees, certain offerings may determine whether an employee will leave the organisation to occupy a position in rival organisation. In relation to COVID-19

organisations such as Facebook, LinkedIn and Tik Tok have offered their employees work from anywhere strategies. Therefore, if PayPal or another organisation choose to ignore this organisational shift, they could be faced with increased turnover causing substantial financial issues and also operational implications, as the organisation would lose the talented individuals in which it has relied upon to deliver results which have delivered success.

The implementation of the above recommendations would demand the strategic planning, formulation and application of brand-new TM&TD strategies and practices by organisations. Although transferring the organisations existing TM&TD strategy to a hybrid approach may be time consuming, cause interruptions to the organisational flow whilst requiring substantial investments, the process would be greatly beneficial in the long run, for both the organisation and its employees. Investing in TM&TD may seem like a financial burden initially, the money is returned through heightened performance and engagement rates. Investment in employees should begin once they enter the organisation. In terms of keeping up with competitors, additional employees may be required to establish competitor analysis's whilst ensuring that social media accounts and the employer brand is still on par, these additional positions may initially have financial implications, but the positions will aid both attraction and retention.

5.6 PERSONAL LEARNING STATEMENT

Completing this research study has been the most challenging task of my time in academia so far. However, through the completion of this work I have further developed my secondary research skills and whilst doing so I have learnt a lot about talent management and development which I will bring forth with me in my professional career. In addition to this, the researcher acquired a brand-new skill in terms of collecting primary research. Taking on this research has helped the researcher improve her time management skills, the process of the research demanded comprehensive planning and preparation for each chapter. In completing this dissertation, the research has built upon her level of self confidence in terms of conquering anxieties with communicating with primary sources after the pandemic. At the beginning the researcher was unsure whether these worries would allow her to carry out interviews as a data collection method, but with much preparation the researcher carried out the interviews in a confident manner whilst improving her communication skills.

5.6 CONCLUSION

The research question was answered by this dissertation. Additionally, this research has filled an apparent gap in the available literature as the connection between TM&TD and its implementation and effect within organisations is minimal. This research suggests that when TM&TD practices are implemented in a manner where employees development is prioritised and is strategically aligned to the objectives of the organisation, the attraction, retention and development of the organisations employees can be successfully improved and achieved. This research has also determined that the practice contributes to PayPal's adaptability and competitiveness through the utilisation of human capital.

REFERENCES

Aguinis, H. and O'Boyle, E., 2014. Star Performers in Twenty-First Century Organizations. *Personnel Psychology*, 67(2), pp.313-350.

AKILA, D., 2012. A STUDY ON EMPLOYEE RETENTION AMONG EXECUTIVES AT BGR ENERGY SYSTEMS LTD, CHENNAI. i*nternational Journal of Marketing, Financial Services & Management Research*, 1(9), pp.18-31.

AlKerdawy, M., 2016. The Relationship between Human Resource Management Ambidexterity and Talent Management: The Moderating Role of Electronic Human Resource Management. *International Business Research*, 9(6), pp.80-90.

Ambler, T. and Barrow, S., 1996. The employer brand. *Journal of Brand Management*, 4(3), pp.185-206.

Ansar, N. and Baloch, A., 2018. Talent and Talent Management: Definition and Issues. *IBT Journal of Business Studies*, 14(2), pp.174-186.

Armstrong, M., 2014. *Armstrong's Handbook Of Human Resource Management Practice*. 13th ed. London: KOGAN PAGE, pp.207-276.

Bachkirova, T. and Arthur, L., 2015. Evaluating a coaching and mentoring programme: Challenges and solutions. *International Coaching Psychology Review*, 10(2), pp.175-189.

Baharin, N. and Hanafi, W., 2018. Effects of Talent Management on Employee Retention: A Case Study of Hospitality Industry. *Global Business and Management Research: An International Journal*, 10(2), pp.697-707.

Baqutayan, S., 2014. Is Talent Management Important? An Overview of Talent Management and the Way to Optimize Employee Performance. *Mediterranean Journal of Social Sciences*, 5(23), pp.2290-2295.

Beardwell, J. and Thompson, A., 2014. *Human Resource Management: A Contemporary Approach*. 7th ed. Boston: Pearson, pp.146-178.

Blass, E., 2009. *Talent management: cases and commentary*. 1st ed. Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, pp.8-26.

Burrell, G. and Morgan, G., 1979. *Sociological Paradigms and Organisational Analysis*. 1st ed. London: Heinemann Educational Books, pp.1-184.

Bussin, M., 2018. *Retention Strategies: The Key To Attracting And Retaining Excellent Employees*. 1st ed. Randburg: KR Publishing, pp.3-91.

Campbell, C., 1993. Do Firms Pay Efficiency Wages? Evidence with Data at the Firm Level. *Journal of Labor Economics*, 11(3), pp.442-470.

Cappelli, P., 2009. Talent on Demand – Managing Talent in an Age of Uncertainty. *Strategic Direction*, 25(3), pp.46-51.

Chambers, E., Foulon, M., Jones, H., Hankin, S. and Michaels, E., 1998. The War for Talent. *McKinsey Quarterly*, 1(3), pp.44-57.

Cheese, P., Thomas, R. and Craig, E., 2008. *The talent powered organization: Strategies for globalization, talent management and high performance.*. 1st ed. London: Kogan Page, pp.1-55.

CIPD. 2020. *Talent Management Overview | Factsheets | CIPD*. [online] Available at: <https://www.cipd.co.uk/knowledge/strategy/resourcing/talent-factsheet#7237> [Accessed 5 April 2021].

Collings, D. and Mellahi, K., 2009. Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), pp.304-313.

Collings, D., 2014. Toward Mature Talent Management: Beyond Shareholder Value. *Human Resource Development Quarterly*, 25(3), pp.301-319.

Costa, C., 2019. *Top Competitors of Paypal*. [online] Medium. Available at: <https://medium.com/@harish_6956/top-competitors-of-paypal-799c0703767> [Accessed 11 April 2021].

Darling, T., 2020. *PayPal's Strategy and How It Evolved Over Time*. [online] Medium. Available at: <https://medium.com/the-innovation/paypals-strategy-and-how-it-evolved-over-time-f1323fc2a888> [Accessed 11 April 2021].

Daryani, S. and Amini, A., 2016. Management and Organizational Complexity. *Procedia - Social and Behavioral Sciences*, 230(1), pp.359-366.

Davies, P., 2010. Talent Management in Academies. *International Journal of Educational Management*, 24(5), pp.418-426.

Downs, L., 2015. Star talent: investing in high-potential employees for organizational success. *Industrial and Commercial Training*, 47(7), pp.349-355.

Dries, N. and De Gieter, S., 2014. Information asymmetry in high potential programs. *Personnel Review*, 43(1), pp.136-162.

Ec.europa.eu. 2015. *Determining labour shortages and the need for labour migration from third countries in the EU.* [online] Available at: <https://ec.europa.eu/home-affairs/sites/default/files/what-we-do/networks/european_migration_network/reports/docs/emn-studies/emn-studies-05a_cyprus_labour_shortages_final.pdf> [Accessed 13 April 2021].

Encyclopedia Britannica. 2021. *PayPal | History, Description, & Facts*. [online] Available at: <https://www.britannica.com/topic/PayPal> [Accessed 10 April 2021].

Erasmus, B., Naidoo, L. and Joubert, P., 2017. Talent Management Implementation at an Open Distance E-Learning Higher Educational Institution: The Views of Senior Line Managers. *The International Review of Research in Open and Distributed Learning*, 18(3), pp.83-96.

Fernández-Aráoz, C., Groysberg, B. and Nohria, N., 2011. How to Hang On to Your High Potentials. *Harvard Business Review*, 89(10), pp.76-83.

Festing, M. and Schäfer, L., 2014. Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. *Journal of World Business*, 49(2), pp.262-271.

Frost, S. and Kalman, D., 2016. *Inclusive Talent Management : How Business Can Thrive In An Age Of Diversity*. 1st ed. London: Kogan Page, pp.7-89.

Gallardo-Gallardo, E., Dries, N. and González-Cruz, T., 2013. What is the meaning of 'talent' in the world of work?. *Human Resource Management Review*, 23(4), pp.290-300.

Gill, C., Luckey, G. and Gretczko, S., 2013. *Branding the Workplace: Innovating the talent brand.* [online] Www2.deloitte.com. Available at:

<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/dttl-humancapital-trends10-branding-workplace-no-exp.pdf> [Accessed 13 April 2021].

Glen, C., 2006. Key skills retention and motivation: the war for talent still rages and retention is the high ground. *Industrial and Commercial Training*, 38(1), pp.37-45.

Harding, J., 2013. *Qualitative Data Analysis from Start to Finish*. 1st ed. Northumbria: SAGE Publications Ltd, pp.7-53.

Holland, P., Sheehan, C. and De Cieri, H., 2007. Attracting and retaining talent: exploring human resources development trends in Australia. *Human Resource Development International*, 10(3), pp.247-262.

Hughes, J. and Rog, E., 2008. Talent management. *International Journal of Contemporary Hospitality Management*, 20(7), pp.743-757.

Huselid, M., Beatty, R. and Becker, B., 2005. A Players or A Positions? The strategic logic of workforce management. *Harvard Business Review*, 83(12), pp.110-117.

Hutchinson, S., Villalobos, J. and Beruvides, M., 1997. Effects of high labour turnover in a serial assembly environment. *International Journal of Production Research*, 35(11), pp.3201-3224.

Ifeoma, O., Purity, N. and Okoye-Nebo, C., 2015. Effective Talent Management : Key to Organisational Success. *Journal of Policy and Development Studies*, 9(2), pp.95-106.

Iles, P., Preece, D. and Chuai, X., 2010. Talent management as a management fashion in HRD: towards a research agenda. *Human Resource Development International*, 13(2), pp.125-145.

Jakubik, M., 2016. TALENT ENGAGEMENT FRAMEWORK AS A JOURNEY TO PERFORMANCE. *Review of Innovation and Competitiveness*, 2(3), pp.101-122.

King, K., 2015. The talent deal and journey Understanding how employees respond to talent identification over time. *Employee Relations*, 38(1), pp.94-111.

King, K., 2016. The talent deal and journey: Understanding how employees respond to talent identification over time. *Employee Relations*, 38(1), pp.94-111.

Langenegger, P., Mahler, P. and Staffelbach, B., 2011. Effectiveness of talent management strategies. *European J. of International Management*, 5(5), p.524-535.

Lavrakas, P., 2008. *Encyclopedia of survey research methods*. 2nd ed. Thousand Oaks, Calif.: SAGE Publications.

Leekha Chhabra, N. and Sharma, S., 2014. Employer branding: strategy for improving employer attractiveness. *International Journal of Organizational Analysis*, 22(1), pp.48-60.

Lewis, R. and Heckman, R., 2006. Talent management: A critical review. *Human Resource Management Review*, 16(2), pp.139-154.

Lohia, A., 2020. *Paypal: Growing Through Partnerships - Digital Innovation and Transformation*. [online] Digital Innovation and Transformation. Available at: <https://digital.hbs.edu/platform-digit/submission/paypal-growing-through-partnerships/> [Accessed 10 April 2021].

Luxembourg for Finance. 2021. *PAYPAL: THINKING BEYOND TRANSACTIONS - Luxembourg for Finance*. [online] Available at: <https://www.luxembourgforfinance.com/leo-article/paypal-thinking-beyond-transactions/> [Accessed 10 April 2021].

Majid, U., 2018. Research Fundamentals: Study Design, Population, and Sample Size. *Undergraduate Research in Natural and Clinical Science and Technology (URNCST) Journal*, 2(1), pp.1-7.

manpower.ie. 2020. *Irish Talent Shortages Deepen as Firms Suffer Worst Talent Shortage in a Decade. | manpower.ie*. [online] Available at: <https://www.manpower.ie/article/irish-talent-shortages-deepen-as-firms-suffer-worst-talent-shortage-in-a-decade-/> [Accessed 6 April 2021].

McNaboe, J., Burke, N., Condon, N., Hogan, A., Shally, C. and Walls, D., 2020. *National Skills Bulletin 2020*. [online] Solas.ie. Available at: <https://www.solas.ie/f/70398/x/f152d63b02/national-skills-bulletin_2020.pdf> [Accessed 6 April 2021].

Meyers, M. and van Woerkom, M., 2014. The influence of underlying philosophies on talent management: Theory, implications for practice, and research agenda. *Journal of World Business*, 49(2), pp.192-203.

Meyers, M., 2015. From Essence to Excellence: A Strengths-based Approach to Talent Management. *Tilburg University*, [online] 1, pp.1-120. Available at: <https://

pure.uvt.nl/ws/files/6874884/Meyers_From_essence_10_06_2015.pdf> [Accessed 10 April 2021].

Miller, D. and Green, M., 2020. *Diversity And Inclusion In The Workplace | Factsheets | CIPD*. [online] CIPD. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet> [Accessed 13 October 2020].

Milligan, J., 2018. *How To Manage Talent in a Parfait Organization*. [online] https://www.bankdirector.com/. Available at: <https://www.bankdirector.com/issues/strategy/how-manage-talent-parfait-organization/> [Accessed 21 April 2021].

Mishra, R. and Kumar, D., 2019. Talent Management:A Bird's-Eye Perspective. *MANTHAN: Journal of Commerce and Management*, 6(2), p.79.

Morgan, G. and Smircich, L., 1980. The Case for Qualitative Research. *The Academy of Management Review*, 5(4), pp.491-500.

Morris, K., 2020. *What are the Main Skill Shortages in Ireland?*. [online] Cpl.com. Available at: <https://www.cpl.com/blog/2020/02/what-are-the-main-skill-shortages-in-ireland> [Accessed 6 April 2021].

Mosley, R., 2015. *CEOs Need to Pay Attention to Employer Branding*. [online] Harvard Business Review. Available at: <https://hbr.org/2015/05/ceos-need-to-pay-attention-to-employer-branding> [Accessed 13 April 2021].

Mousa, M. and Ayoubi, R., 2019. Inclusive/exclusive talent management, responsible leadership and organizational downsizing. *Journal of Management Development*, 38(2), pp.87-104.

Niraula, S., 2019. A review of research process, data collection and analysis. *Insights in Biology and Medicine*, 3(1), pp.001-006.

O'Connor, E. and Crowley-Henry, M., 2017. Exploring the Relationship Between Exclusive Talent Management, Perceived Organizational Justice and Employee Engagement: Bridging the Literature. *Journal of Business Ethics*, 156(4), pp.903-917.

Painter-Morland, M., Kirk, S., Deslandes, G. and Tansley, C., 2018. Talent Management: The Good, the Bad, and the Possible. *European Management Review*, 16(1), pp.135-146.

Pandey, S. and Sharma, D., 2014. Succession Planning Practices and Challenges: Study of Indian Organisations. *Procedia Economics and Finance*, 11, pp.152-165.

Paypal.com. 2021. *About Us - PayPal*. [online] Available at: <https://www.paypal.com/ie/webapps/mpp/about?locale.x=en_IE> [Accessed 10 April 2021].

Peters, R., 2020. *Employer Branding | Factsheets | CIPD*. [online] CIPD. Available at: <https://www.cipd.ie/news-resources/practical-guidance/factsheets/employer-brand#7132> [Accessed 13 April 2021].

Pfeffer, J., 2001. Fighting the war for talent is hazardous to your organization's health. *Organizational Dynamics*, 29(4), pp.248-259.

Poorhosseinzadeh, M. and Subramaniam, I., 2013. Talent Management Literature Review. *Australian Journal of Basic and Applied Sciences*, 7(6), pp.330-338.

Pratt, J. and Arrow, K., 1985. *Principals And Agents: The Structure Of Business*. Boston, Mass.: Harvard Business School Press, pp.37-68.

PwC. 2016. *19th Annual Global CEO Survey: Key talent findings in the financial services industry*. [online] Available at: <https://www.pwc.com/gx/en/industries/financial-services/publications/talent-in-financial-services.html> [Accessed 21 April 2021].

Qian, A., 2020. *How to Overcome Talent Management Challenges in Financial Services*. [online] Oracle Fusion Cloud Human Capital Management Blog. Available at: <https://blogs.oracle.com/oraclehcm/how-to-overcome-talent-management-challenges-in-financial-services-v2> [Accessed 21 April 2021].

Referenceforbusiness.com. 2021. *PayPal Inc. - Company Profile, Information, Business Description, History, Background Information on PayPal Inc.*. [online] Available at: <https://www.referenceforbusiness.com/history2/86/PayPal-Inc.html#:~:text=PayPal%20enables%20any%20business%20or,%2C%20real%2Dtime%20payment%20solution.> [Accessed 10 April 2021].

Rosethorn, H., 2017. *The Employer Brand: Keeping Faith with the Deal*. 1st ed. Cornwall: Routledge, pp.1-14.

Saunders, M., Lewis, P. and Thornhill, A., 2007. *Research methods for business students*. 4th ed. Essex: Pearson Education Limited.

Savanevičienė, A. and Vilčiauskaitė, B., 2017. Practical Application of Exclusive and Inclusive Talent Management Strategy in Companies. *Business, Management and Education*, 15(2), pp.242-260.

Schmidt Albinge, H. and Freeman, S., 2021. Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, 28(3), pp.243-253.

Sidani, Y. and Al Ariss, A., 2014. Institutional and corporate drivers of global talent management: Evidence from the Arab Gulf region. *Journal of World Business*, 49(2), pp.215-224.

Silzer, R. and Church, A., 2009. The Pearls and Perils of Identifying Potential. *Industrial and Organizational Psychology*, 2(4), pp.377-412.

Sims, R. and Brinkmann, J., 2003. Enron Ethics (Or: Culture Matters More than Codes). *Journal of Business Ethics*, 45(3), pp.243-256.

Smith, C., Daskalaki, M., Elger, T. and Brown, D., 2004. Labour turnover and management retention strategies in new manufacturing plants. *The International Journal of Human Resource Management*, 15(2), pp.371-396.

SocialTalent. 2020. *2020 Outlook: The Future of Employer Branding (Infographic)*. [online] Available at: <https://www.socialtalent.com/blog/recruitment/2020-outlook-the-future-of-employer-branding-infographic> [Accessed 13 April 2021].

Subramaniam, A., Silong, A., Uli, J. and Ismail, I., 2015. Effects of coaching supervision, mentoring supervision and abusive supervision on talent development among trainee doctors in public hospitals: moderating role of clinical learning environment. *BMC Medical Education*, 15(1).

Swailes, S., Downs, Y. and Orr, K., 2014. Conceptualising inclusive talent management: potential, possibilities and practicalities. *Human Resource Development International*, 17(5), pp.529-544.

Tansley, C., 2011. What do we mean by the term "talent" in talent management?. *Industrial and Commercial Training*, 43(5), pp.266-274.

Taylor, S., 2018. *Resourcing And Talent Management*. 7th ed. London: Kogan Page, pp.1-477.

Trespheres.in. 2021. *Talent Management TreSpheres HR Services Provider*. [online] Available at: <https://trespheres.in/talent-management.html> [Accessed 26 May 2021].

Universum. 2020. *Employer Branding Now 2020 | Universum*. [online] Available at: <https://universumglobal.com/library/ebnow2020/> [Accessed 13 April 2021].

Vural, Y., Vardarlier, P. and Aykir, A., 2012. The Effects of Using Talent Management With Performance Evaluation System Over Employee Commitment. *Procedia - Social and Behavioral Sciences*, 58, pp.340-349.

Weeks, A., 2020. *Talent Management Overview | Factsheets | CIPD*. [online] CIPD. Available at: <https://www.cipd.ie/news-resources/practical-guidance/factsheets/talent-management#gref> [Accessed 11 April 2021].

Wright, P., Rowland, K. and Ferris, G., 1994. Perspectives on Human Resources Management. *Personnel Management*, 8(3), pp.336-352.

APPENDICIES

APPENDIX A: SAMPLE OF INTERVIEW QUESTIONS

Research Question: How has PayPal Ireland Implemented its Talent Management and Development Strategies in order to attract, retain and develop its employees?

Title of the research: An Investigation of Talent Management and its Organisational Impact: A Case Study of PayPal Ireland

Part A: Introduction and Background

1. How long have you been working at PayPal Ireland?

2. What duties and roles fall under your job title?

3. How would you define Talent Management and Talent Development?

4. What would you describe as Talent Management and Talent Development?

Part B: Talent Management and Development Strategies

1. Are you aware of the explicit differences between inclusive and exclusive Talent Management & Development strategies?

2. Which strategy do you believe to be the most effective and efficient towards aiding PayPal's organisational goals?

3. Do PayPal utilise an exclusive strategy or an inclusive strategy and what is the reasoning behind this?

Part C: Talent Management and Development Practices

1. Both Talent Management and Development strategies can comprise of several practices, some viewed to be of more value than others. What specific activities of Talent Management & Development are PayPal currently utilising for the benefit of the organisation and its employees?

2. What effects have these adopted practices had on PayPal as an organisation and the given employees themselves?

3. How do you believe that TM & TD can be made more effective within the organisation?

Part D: The Impact of Talent Management and Development

1. Recent research has concluded that Ireland is in the midst of its worst talent shortage in over a decade, how is PayPal specifically implementing TM & TD strategies to attract, retain and develop employees?

2. Has the implementation of talent management and development activities alleviated both talent shortages and heightened turnover rates within PayPal?

3. Do you believe that through the adoption of Talent Management and Development strategies, PayPal has increased its adaptability and competitiveness within the market?

APPENDIX B: CONSENT FORM

Chloe Henshaw

MSc in Human Resource Management

X20140525@student.ncirl.ie

Chloehenshaw12@gmail.com

An Investigation of Talent Management and its Organisational Impact: A Case Study of PayPal Ireland

Consent to take part in research

- I…………………………………… voluntarily agree to participate in this research study.

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.

- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.

- I understand that participation involves achieving the aim of the research, which is to understand what talent management strategies are being implemented by PayPal, and what effect they have on the attraction, retention and development of the organisations employees.

- I understand that I will not benefit directly from participating in this research.

- I agree to my interview being audio recorded.

- I understand that all information I provide for this study will be treated confidentially.

- I understand that in any report on the results of this research my identity will remain anonymous.

- This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.

- I understand that disguised extracts from my interview may be quoted in this dissertation.

- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.

- I understand that signed consent forms and original audio recordings will be retained in the researchers home and will be retained until after the degree has been conferred.

- I understand that a transcript of my interview in which all identifying information has been removed will be retained for two years.

- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.

- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Signature of research participant

--- ----------------

Signature of participant Date

Signature of researcher

Chloe Henshaw

I believe the participant is giving informed consent to participate in this study

--- ----------------------

Signature of researcher Date

21/05/2021

APPENDIX C: INTERVIEW INFORMATION LEAFLET

Chloe Henshaw

MSc in Human Resource Management

X20140525@student.ncirl.ie

Chloehenshaw12@gmail.com

[TITLE OF THE STUDY]: An Investigation of Talent Management and its Organisational Impact: A Case Study of PayPal Ireland

I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being done and what it would involve for you. Please take time to read the following information carefully. Ask questions if anything you read is not clear or if you would like more information. Take time to decide whether or not to take part.

WHAT IS THIS STUDY ABOUT? My name is Chloe Henshaw and as a component of my Master of Arts in Human Resource Management degree I am carrying out research on talent management and development strategies, and the effect they have on the attraction, retention and development of employees within your organisation. The primary motivation behind the study is to determine how PayPal is implementing their chosen strategies and to further examine if they have had a positive impact on the organisations competitiveness and adaptability. This research takes the form of an exploratory study.

RESEARCHER: This research project is being conducted by Chloe Henshaw, NCI student, MSc in Human Resource Management.

WHAT ARE THE OBJECTIVES OF THIS STUDY? The purpose of this study is to gather data needed for my master's thesis. The broad aim of the research is to understand what talent management strategies are being implemented by PayPal, and what effect they have on the attraction, retention and development of the organisations employees.

WHY HAVE I BEEN INVITED TO TAKE PART? You have been invited to participate in this research as you are an HR/ Talent/ Management professional that holds a management role in your organisation.

WHAT WILL HAPPEN IF I VOLUNTEER? Your participation is entirely voluntary. If you agree to participate, you will be invited to take part in a 20-25 minute one to one interview with the researcher regarding your organisational knowledge and perspectives of talent management and development (and how it has contributed to aspects such as adaptability and competitiveness). This interview will be audio recorded to facilitate the research analysis. You will not be asked about specific staff or personal details. The obtained data will be coded for common themes in order to answer the objectives of the research. Both the transcriptions and recordings will only be accessible by myself and additionally my supervisor for grading purposes only. The transcriptions and recordings will be permanently deleted once the research is submitted and graded.

HOW WILL THE INTERVIEW WILL BE CONDUCTED? The interview will be conducted through the platform of Microsoft Teams, and subsequently recorded for transcription purposes. The specific place time will be chosen based on your preference.

CONFIDENTIALITY: I (Chloe) will be responsible for overseeing the transcription and the anonymity of the interview. Your name will not appear in the dissertation paper nor the interview transcription.

WHAT ARE THE BENEFITS OR RISKS ASSOCIATED WITH THE STUDY? While there will be no direct benefit to you from the study, the findings will have a contribution to complete my Master thesis and degree. As such, the findings from this study will be presented at university level. However, no individual participant will be identified in any publication or presentation and only anonymised quotes will be used throughout the study. There are no known risks with this participation.

RIGHT TO WITHDRAW: You can decide to withdraw from the study at any point prior to the transcripts being anonymised or refuse to answer any question without any consequences. You can contact me to request any additional information you may need.

WHO SHOULD YOU CONTACT FOR ADDITIONAL INFORMATION? If you require further information regarding this research, you can contact me at any time through email, on either X20140525@student.ncirl.ie or Chloehenshaw12@gmail.com or additionally by phone 0834796670.

Thank You!