

INCONSISTENCY BETWEEN PRESCRIBED AND ACTUAL INVOLVEMENT OF LINE MANAGERS IN TALENT MANAGEMENT DUE TO CONTEXTUAL FACTORS IN A CASE STUDY ORGANISATION (CSO)

RESEARCH GAP AND QUESTIONS

- Alignment of the prescribed and actual involvement of LMs in TM is critical for the effectiveness of TM (Makhecha et al 2018)
- External and internal factors cause deviation/misalignment (Tyskbo 2020).
- More studies on barriers to TM implementation (e.g., COVID-19), barriers to LMs' involvement in HRM and fewer in TM (Tyskbo 2020; Evans 2015; Caligiuri et al 2020)
- Studies do not provide full insight into the phenomenon
- More attention was paid to internal factors (e.g., Teague and Roche 2012), conducted in Western and Asian countries
- Studies conducted from the HRM perspective
- Call for more studies on issues affecting LMs' involvement in TM in the public sector (Kravariti et al 2022).
- The study was conducted in a Case Study Organisation state-owned and non-profit making bank in Malawi

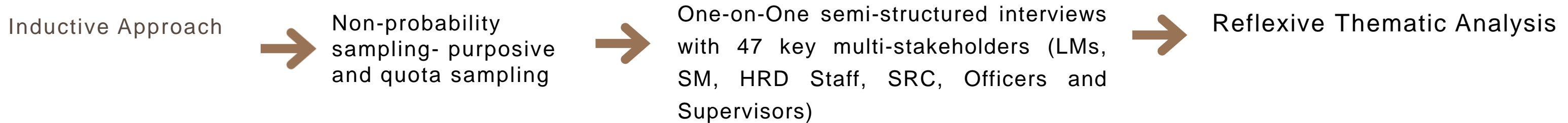


Aim: Investigate contextual factors and how they influence LMs' involvement in TM

RQ1. How do internal contextual factors impede LMs' involvement in TM in a Case Study Organisation?

RQ2. How do internal contextual factors impede LMs' involvement in TM in a Case Study Organisation?

RESEARCH DESIGN AND METHODOLOGY



RESEARCH FINDINGS

PRESCRIBED ROLES OF LMS IN TM IN CSO

LMS INITIATE, PROPOSE, IMPLEMENT TM DECISIONS AND ACQUIRE TM EXPERTISE

- LMs initiated TM practices - JDs, interview questions, performance contracts
- LMs proposed decisions - propose people for talent identification, nominate people for talent development
- LMs implemented TM decisions- ensured nominated people for training attended training
- LMs acquired TM expertise - leadership development programme

EXTERNAL AND INTERNAL CONTEXTUAL FORCES INFLUENCING LMS' INVOLVEMENT IN TM IN CSO

RESOURCE CONSTRAINTS (INTERNAL)

Financial and human resource

DISPOSITION OF TM STAKEHOLDERS (INTERNAL)

- LMs reluctance to perform TM - TM is work for HRD
- LMs failure to appraise staff for fear of being labelled bad manager
- Lack of TM ownership due to Lack of knowledge



POLITICS (EXTERNAL)

Manifested in low leadership led to cancellation, suspension of TM programmes

COVID-19 (EXTERNAL)

Cancellation and suspension of TM programmes

CSO BUREAUCRACY (INTERNAL)

- CSO Conservatism-lack of interest in innovative ideas
- Strict adherence to policies
- Lack of LMs empowerment
- Unilateral decisions by authorities

CONTRIBUTION TO KNOWLEDGE

- The study responds to Kravariti et al (2022:19) calling for more qualitative studies addressing a variety of issues faced by LMs when implementing TM in a public sector. By opening the investigations to external contextual factors in addition to internal factors in CSO a state owned, non-profit making bank in Malawi, Africa, the study offers insights into a wide range of factors affecting LMs' involvement in TM.
- The study findings provide insights to CSO on the bottlenecks that impede LMs' involvement in TM and guidance on how to address them to ensure the alignment between prescribed and actual involvement of LMs in TM