



University of Wales Trinity Saint David

Master of Business Administration

Foram Patel

Student Id: 2215766

**THE IMPACT OF IMPLEMENTING HIGH-PERFORMANCE CULTURE-BASED TALENT
MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE MANAGEMENT IN THE
FASHION RETAIL SECTOR**

Supervisor - Khaza Ahmed

Declaration

I declare that this dissertation has been written solely by myself and that it has been submitted, in whole or in part, in any previous application for a degree in this university or any other institutions. In addition, I have acknowledged all main source/s – author/s appropriately in parts of this dissertation where I have quoted from others.

Acknowledgement

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Abstract

This dissertation aims to explore the complex relationship among high-performance culture-based talent management practices & organisational performance in the constantly shifting UK fashion retail industry. In the UK's fiercely competitive and fast rising fashion retail business, management & high-performance cultures are crucial. This research study begins with an engaging introduction. The research's aims, questions, and significance focus on how talent management methods may assist competitive organisations achieve success. Three primary questions are covered in this UK fashion retail study. This research questions addresses UK fashion retail high-performance talent management, performance culture's productivity impact, and implementation strategies. The study's major objective is to enhance organizational performance using these questions. The research's theoretical basis begins by reviewing talent management as well as high-performance cultures, dealing with variations in the existing literature and offering a strong theoretical foundation. The key theories and conceptual frameworks of empirical research are described. The research methodology of this study's selected strategy, data gathering techniques, and analytical tools are used to examine talent management practices and UK fashion retail organisational effectiveness. The study's reliability is assured by thorough methods. The study's significant findings which discuss the talent management practices and their implications on UK fashion retail. The themes regarding impact of leadership development, business culture, diversity, and hiring on fashion retail enterprises is examined. Finally, this research summarizes the main results, contributions, limitations, and research recommendations. This research also highlights high-performance culture-based talent management as in UK fashion retail & its particular challenges and possibilities. This dissertation improves human management knowledge and advises fashion retailers. Talent management must align with organisational goals in a fast-changing, competitive environment. Overall, this dissertation investigates talent management & organisational effectiveness in UK fashion retailing. It enhances academic comprehension and advises businesspeople. Hence, it promotes high-performance culture-based talent management in this complex industry.

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Chapter 1: Introduction

1.1 Introduction

The aim of this chapter is to give an in-depth overview to the study's topic and make the dissertation's following chapters. In the present times, businesses try to develop the reach they have in the global market landscape because of the associated hurdles, which include globalisation, robust competition as well and improvements in technology. Businesses have changed the operational methods they have from putting the focus on improving the efficiency as well as segregating their product and facilities from others in the market in order to focus on the imitable assets such as their human resources since the employees are the most imperative resources and assets in any organisation. Businesses that manage their human resources in a more efficient and effective manner are much more likely to achieve their organisational goals and objectives and are more likely to attain sustainable organisational performance (Al Aina, and Atan, 2020). The scarcity as well as the ambiguity in the precise comprehension of talent management can be pertinent to the ambiguity in the definition of talent in connotation with different meanings.

Having the background set forth, the succeeding chapters of this dissertation will delve into a comprehensive exploration of the concepts as well as their implications for the fashion retail industry in the UK. This study focuses on the contribution to comprehending the ways in which high-performance culture-based talent management practices can influence the overall performance of the organisations operating in the fashion retail industry, thereby enhancing their competitiveness in the rapidly changing marketplace.

1.2 Background

The UK is widely recognized for its major fashion industry and rich tradition in the fashion sector. UK apparel manufacturers have continually fascinated the worldwide fashion industry through their unique style, flawless workmanship, and inventive approach from classic designs to innovative creations. The UK fashion industry makes an important contribution to the UK's economy. The clothing and fashion industries within the UK contribute approximately twenty billion dollars annually in the nation's economy (FashionUnited, 2023). However, the UK is characterized by its wealth of large companies such as Burberry, Next, Arcadia, Matalan, and Marks and Spencer, all of these brands have solid brand names and a fantastic selection of products to appeal to consumers. The fashion retail sector in the United Kingdom has witnessed a profound transformation in recent years and is driven by a many factors including the

emergence of e-commerce, changing customer preferences as well and increasing global competition. Generally, the fashion seekers of the UK are more modern than traditional. Moreover, fashion brands have to take into account the traditional norms as well when introducing new or innovative services, since the few people of the United Kingdom are traditional in their tastes as well.

Additionally, London has grown as the worldwide center for fashion, along with the UK people's approach has evolved significantly over the years. Concerning the true price of the latest trends to the planet, and next generations, the United Kingdom continues to stepping up with innovative and inventive fashion concepts. The fashion retail industry is renowned for its fast-paced as well as ever-changing nature. It is recognised and characterised by rapid shifts in trends, consumers, preferences, and demand as well as the need for constant adaptation. This volatility poses a significant challenge for fashion retailers to maintain their competitive edge along with responding to the market dynamics in an effective manner. Businesses face challenges pertaining to talent limitations, more than capital limitations. The importance of hiring talented employees is that they can attain organisational objectives, efficiently and effectively with outstanding performance and are said to have more commitment to the organization (Gallardo-Gallardo, 2018).

The fashion retail industry in the UK can be characterised by intense competition as well as a requirement for differentiation. It is imperative for organisations to nurture a competitive edge, which often depends on the human capital of the company. Consequently, talent management, organisational performance, as well as performance-driven work culture are interconnected and pertain to the context of the fashion industry in an intricate manner (O'Connor and Crowley-Henry, 2019). This particular research delves into the dynamic and ever-changing world of fashion retail in the UK, wherein the ability to harness talent as well as cultivate a high-performance culture has become one of the major cornerstones of success.

The concept of talent management has gained prominence in recent times, identifying that the success of any business relies on the capabilities, skills as well and dedication of its workforce. Talent management integrates all of the techniques implemented by organisations to recruit new talent, take care of their satisfaction and output, along assist them in developing their skill. This certainly goes beyond traditional HR functions to incorporate the strategic identification, recruitment, development as well and retention of individuals who can thereby make a substantial impact on the objectives as well as outcomes of the organization (Pandita, and Ray,

2018). The major aim of this research is to evaluate the role of high-performance culture-oriented work practices in supporting talent management along with promoting business performance management within the fashion retail sector of the UK. The fashion retail sector is the industry where brand image, market positioning as well and customer loyalty hold paramount significance. Human resource function plays a significant role in the sector in ensuring that the right talent is recognised, nurtured as well and retained for driving the organisation towards its overall strategic objectives. The fashion retail industry is considered as an arena where innovation, creativity as well and customer engagement are the major drivers that make talent management along with a high-performance culture necessary elements to sustain the business's success (Pedersen et al., 2018).

This study also evaluates the strategic implications of talent focus for performance in the overall performance of fashion retail companies in the UK. The importance of this study is in its potential to guide fashion retail organisations towards strategies that can be used for optimising their human resources which in turn will enhance their performance in the industry where there exists fierce competition. Talent management is perceived as a part of human resource management strategies, which encompasses the implementation of integrated strategies which are executed for improving and sustaining organisational performance by enhancing procedures for attracting, retaining, developing as well as profiting from the individuals having necessary qualifications and skills in order to achieve the present and future requirements of the business. This chapter initiated the exploration into the pivotal role of high-performance culture-oriented talent management practices and their impact on organisational performance. Since a work atmosphere in organisational culture is inspired by objective and key workforces, this study also identifies how performance-based work culture enhances organisational efficiency in the UK fashion retail sector. In today's working environment employees are encouraged and motivated by a performance based work culture. Furthermore, it leads to an extremely active workforce, which raises output.

Also, this study evaluates how companies in the UK should prioritise diversity and inclusion when carrying out high-performance culture-based talent management practises, as workers and consumers equally expect increased effort, transparency, and openness. This study further identifies the strategies for implementing a high-performance culture in the fashion retail sector. Thus, the imperativeness of managing organisational areas with the implementation of effective

human resource strategies cannot be overstated. As fashion retailers compete to capture a share of the market, their success depends greatly on the quality of the workforce they have along with their ability to align the skills and efforts of the employees with the strategic objectives of the organization. The prominent aim of this study is a justification of the pursuit of quality development by implementing strategic goals such as increasing revenue rates as well as growing shareholder value significantly (Kaliannan et al., 2023). All these objectives are not only imperative for the survival of fashion retail companies but also for their ability to thrive and excel in a competitive environment.

1.3 Research Problem

The fashion retail sector in the United Kingdom is fiercely competitive and is rapidly evolving in recent times which can be characterised by shifts in consumer preferences as well as the augmenting impact of e-commerce (Scuotto et al., 2017). In this landscape, the effective management of talent along with the cultivation of high-performance culture are crucial factors for the sustained success of fashion retail companies. The central problem that this research aims to address is the necessity of understanding how high-performance culture-oriented work practices tend to support talent management along with contributing to business performance management in the fashion retail industry of the UK.

Pertinent to this context, the primary and overarching aim of this research is to evaluate the role of high-performance culture-oriented work practices in UK fashion retail businesses. This aim is therefore justified by the increasing recognition of the significance of human resource strategies in the management of organisational areas effectively (McDonnell et al., 2017). The implementation of strategic goals such as revenue growth as well as the enhancement of shareholder value, greatly hinges upon the ability to develop as well as leverage talent within the industry. The study aims to provide valuable insights along with recommendations for the fashion retail industry for navigating its dynamic landscape in addition to achieving sustainable success with the optimisation of talent management and fostering a high-performance culture.

1.4 Research Aims

The research aims to “assess the role of high-performance culture-oriented work practices in supporting talent management and promoting business performance management in the fashion retail sector of the UK.”

Justification: The aim justifies that managing high-performance cultural strategies ensures that talent in the organization is retained with the improvement in production and sales. It also leads to management and control of performance in the fashion retail sector with an enhancement in revenue while managing the values of stakeholders. Adopting reliable culture-oriented work practices by human resource management leads to the development of talent in the company with the improvement in their performance.

1.5 Research objectives

RO1: To identify strategies of high-performance culture-based talent management practices for performance control in the fashion retail sector of the UK

RO2: To analyse the role of performance-based work culture in enhancing organisational productivity in the fashion retail sector of the UK

RO3: To evaluate the strategic implications of talent focus for performance in the overall performance of fashion retail companies in the UK

RO4: To recommend strategies implementing high-performance culture-based talent management practices on organizational performance management in the fashion retail sector

1.6 Research questions

RQ1: What are the strategies of high-performance culture-based talent management practices for performance control in the fashion retail sector of the UK?

RQ2: How does the performance-based work culture enhance organisational productivity in the fashion retail sector of the UK?

RQ3: What strategies can be recommended for implementing high-performance culture-based talent management practices currently on organizational performance management in the fashion retail sector?

1.7 Significance and Rationale

Human resources are the most critical factor in an organization, and retaining them leads to growth and development at a considerable level. Retaining the talent in the organization acts as a strong pillar for its success. Having the proper talent management in any sector makes the organization meet challenges and adapt to changes in it effectively. The changes are dynamic in the market, which leads to high competition in the market, and opting for new trends in the organization makes it stay above the competition. Implementing the right talent management strategies in the sector enables it to manage new trends and accomplish the output with the attainment of competitive advantages. It made the organization take over the significance of talent management in the business by aligning it with effective culture-oriented work practices for having high performance in the fashion retail sector of the UK.

In this research, the role and importance of high-performance culture-oriented practices and strategies will be assessed, which supports talent management for having high productivity and improving its performance. This collaborates the positioning effect of the business strategy that involves firm importance, goal alignment, and managing work culture for effective management strategy. It also incorporates strategies that are sustainable in nature so that it would not affect the environment, economy, and society at large. Adopting the right sustainability policies and strategies leads to the management of strategies effectively with the promotion of ethically proven practices in the market.

Presently, organization strive to sustain and makes their presence in the market globally due to changes in the environment, competition, globalization, and improvements in technology. It has made the organization shift its focus from differentiating its products and services to improving and managing its inimitable resources- Talent personnel. It has been very well said that organization that manages human capital effectively are more likely to meet their organizational goals and objectives with the attainment of sustainable organizational performance. Having the retention of talent in the organization ensures that the skills or the employees make the improvement in the performance of the company and its production. It has become important for the organization to adopt such a culture which suits the employees so that they can accommodate it effectively. It is mainly for the retention of talent in the fashion retail sector so that they can use their experience and skills for the performance enhancement of the company.

1.8. Research methodology

Research methodology is one of the most important sections of any research report. It can provide the complete set of the necessary information that will be used by the individuals conducting the study to handle the key aspects of the research like the approach, the basic set of beliefs, and much more. The philosophy which will be used in this study is the interpretivism research philosophy. This philosophy can prove itself to be extremely useful when qualitative data is used. The design of the research will be descriptive. The data which will be used in this study will be qualitative in nature and it will be collected through the secondary methods of data collection. Qualitative data involves responses from the participants which are much more detailed and contain information such as the motivation and feelings of the participants regarding the topic in focus. This can help the individual conducting the study to gain a much deeper understanding of the research topic. Finally, the way the process of data analysis will be conducted will be through the descriptive data analysis methods.

1.9 Research structure

Introduction- Introduction- It is the first chapter of the research study which provides an overview of the study while providing a proper understanding of the topic. It complies with various major aspects on the basis of which research is conducted such as research aim, objectives, research question, background of study, problem statement and significance of the study. It majorly acts as the base of the study on which the study is carried in the right direction.

Literature Review- once chapter 1 is completed; the second important chapter of the dissertation is carried named literature review. It is a specific part of the study that imparts information about the topic based on different academic literature writing. In this part, different understandings of scholars are undertaken showcasing their perspectives and knowledge on similar topics. The writing is critical in the study where different scholars present their opinions similar or contradicting to each other.

Research methodology- this is the most pivotal chapter in the research as it provides the right set of methods on the basis of which information and data are collected. This provides step-wise research design methods including research approach, research strategy, data collection, and data analysis method for gathering information relevant to the topic. It will also have its focus on the

ethical considerations which are to be considered in the study and limitations that have been identified while conducting the study.

Findings, analysis and discussion- This is another part of the study that is undertaken after the research methodology and literature review section. Here, the findings of the study are mentioned while mentioning the right outcomes of the different studies which can be achieved by different research and analysis methods for meeting the objectives of the research. Under this, the research analysis is accountable for providing information that assists the objectives of the study and provides answers to research questions. This method is contemplated as the method of studying data and its findings. The information or data that has been gathered in the findings section is discussed to prove the facts in it. This provides an interpretation of the findings and their importance in the study which has already been acknowledged. It provides an insight into the research problem which have been investigated in the study while providing an understanding of the topic or issue in a more diverse manner.

Conclusion and Recommendation- It is the last chapter of the dissertation which provides an overall summary of the study. This chapter concludes all the findings of the study and provides a nutshell view of the entire dissertation. This part of the research acknowledges all the information that is represented in the study while understanding its relevancy. In this part of the study, once the process is done, solutions are recommended for the issues identified in the study. In this, various recommendations are given in the form of tactics, strategies and measures so that improvements can be made and issues can be resolved. Moreover, it will also account for recommendations to be given for the areas that can be improved in future research work.

1.10 Conclusion

In conclusion, this particular chapter has introduced the dynamic world of fashion retail in the United Kingdom, along with the critical significance of talent management as well as high-performance culture. This introductory chapter set out the stage for the comprehensive exploration of the interplay that exists between high-performance culture-oriented talent management practices as well as the organisational performance within the fashion retail sector of the UK. The research objectives that have been articulated provide a clear roadmap to investigate this critical relationship. With the identification of strategies, analysis of cultural

impact, evaluation of strategic implications, as well as recommendation of actionable measures, the study focuses on contributing valuable insights of fashion, and retail businesses in order to excel in a dynamic and competitive landscape.

Chapter 2: Literature Review

2.1 Introduction

The aim of this chapter is to review the extensive literature on UK fashion retail high-performance culture & talent management. The fashion clothing sector of the UK has experienced a major evolution, particularly during the past few decades as the sector's borders have started to become bigger. Excellent performance cultures are beneficial to the business as well as the worker. Improved efficiency and output are the outcome of encouraged, involved, and encouraged employees for enterprises. Companies are able to thrive if they prioritise worker growth, leadership, communication, and business principles. Defining a high-performance culture in a uniform manner is very difficult. In accordance with certain experts, it is a framework of principles and shared beliefs that are created by managers, shared, and strengthened through a variety of channels, ultimately influencing the beliefs, actions, and comprehension of the workforce. Some simply characterise it as a perfect workplace that raises productivity. An environment where employees feel engaged, appreciated, and always learning is characterised as a culture of high performance.

The fashion retail business of the UK is widely recognised for its creative thinking, power, and continuous evolution. The fashion sector is one of the fastest-paced, fiercely competitive industries, ensuring recruiting for talent that especially tough. Today, recruiting, attracting, maintaining and retaining skilled employees is a complex challenge for fashion organisations, especially in the retail sector. However, organisations in the UK can overcome these challenges and create successful teams by adopting inventive strategies and adjusting to the shifting environment. The purpose of this review of literature is to assess different authors' points of view to ascertain the effects of implementing a high-performance culture in the fashion retail sector.

2.2 Strategies of high-performance culture-based talent management practices for performance control

As stated by Gallardo-Gallardo, (2018), almost everyone has an alternative view regarding the term "talent". Talent is defined in many journals as the outstanding qualities presented by every worker. Talent as inbuilt capacity. The ideas of talent that emphasise intentional practice and experience-based learning stand opposed to the inherent capacity approach. A different way of evaluating talent centres on commitment, which is defined as a person's operation of both their dedication to their work and their employer. Talent in work environments is usually considered

through several angles: it may refer to inherent or acquired abilities, but it is also a way to determine high-potential and productive employees. Therefore, according to the situation and framework, the exact definition of talent in an organisation changes. The term "potential" in the environment of the workplace generally refers to someone's ability to carry out more varied tasks.

The author further states that a high-performance culture can be developed through integrity and the right approach. Each team's performance depends on effective communication, however, in hybrid and remote employment settings where personal connections are uncommon, it becomes even more important. High-performing teams need to be created by organisations that support growth mindsets. A greater agile and adaptable organisation will be able to cope with changes and difficulties in the future when managers give their staff members the chance to enhance and improve their current skills as well as gain new ones. Increasing loyalty and satisfaction with clients is largely dependent on high-performing teams. In today's era, customers of the UK stay committed to the company because of their continuous dedication of companies to satisfying their needs and providing high-quality goods and services.

Apart from loyalty and satisfaction the author also state that sustainability is receiving more attention as international clothing supply chains grow more interrelated and more outsourcing will occur in emerging economies. Thus, it is crucial to know how to build environmental sustainability into logistics networks that spread around the world. Actually, over the previous few years, executives and scholars equally have become increasingly concerned about environmentally friendly supply chain management. Moreover, corporate social responsibility (CSR) initiatives are also growing in the clothing and textile groups. A company's obligation to

act as per ethical as well as environmental requirements of the community in which it operates are commonly considered as corporate social and environmental strategies. Social risks that can be reduced by using social risk management strategies happen frequently in the supply chain of clothing and textiles that involve child labour and long hours of work.

On the other hand, the author further states that with the start of the modern era, established brands like the likes of Zara and H&M have turned their priorities towards a quick reaction to constantly shifting trends and customer demand. The shifts in consumer habits and the demand for modern goods have placed stress on the present supply chain ways. New products must be distributed frequently because customers of clothing today demand constant evolution. These facts fundamentally put more pressure on clothing retailers to cut costs and shorten lead times, which lowers labour standards throughout the distribution chain. The concentration on sustainability has increased as a result of the globalisation of clothing distribution networks.

2.3 The role of performance-based work culture to enhance organisational productivity

As stated by Whysall et al., (2019), the contemporary world witnessed a large number of problems in terms of the lack of efficiency of individuals to perform tasks which are required by their industries due to the rapid change in technology. The arrival of Industry 4.0 has been a major cause for this. Hence, organizations should focus a substantial portion of their attention on finding new and innovative ways for the development of talent and improvement of the efficiency of the people working for the smooth functioning of their operations. In addition to this, companies should also pay the due amount of attention and recognition to the role played by the middle management and the significance of this work in the overall corporations. Generally, the middle management is overlooked by the companies and hence, can lead to a lack of efficiency and decline in performance in the company.

On the other hand, the author further states that there are numerous advantages to creating high-performing teams, which include greater output, increased creativity, happier workers, and improved client satisfaction. Organisations in the UK can reach their maximum potential and experience long-term success by putting money into collaborative effort and development. Successful cooperation and simpler procedures lead to improved efficiency and productivity, which is an important advantage. In order to maximise output and minimise waste, team members collaborate effectively, building on each other's abilities and minimising shortcomings. More Effective abilities to make choices and solve problems are two more important advantages.

The article also state that in today's competitive market, businesses in the UK have to overcome multiple challenges that slow down their performance in order to continue functioning. A key determinant of the success or failure of an organisation is its organisational performance. A key element in improving organisational performance is the management control system. Management control system is regarded as an essential sign for organisations in the present business climate. Medium-sized companies as well as big corporations use organisational efficiency as a key indicator when determining whether or not to achieve their targets or objectives in economies across the globe. The manner in which an organisation achieves its goal is determined largely by its performance. The organisational culture within a company can sometimes be controlled by variables outside the managers' and workers' power.

According to Glaister et al., (2021), the term "knowledge, skills, and abilities" is generally used to denote talent management (TM). High-performing teams are formed with a variety of experiences and abilities, leading to an atmosphere that encourages creative problem-solving and overcomes obstacles better than any one group could. Effective teams provide substantial benefits to their members as well as to the organisations they work for. High-performing teams are a desirable feature in any company because of these advantages that support career as well as personal growth. The chance for personal growth and development ranks as one of the most notable advantages that high-performing teams offer their workers. Workers in the fashion industry of the UK may develop new skills, sharpen existing ones, and progress in their professions by learning from one another and accepting challenges. This atmosphere of ongoing education promotes a feeling of personal development and success.

This article's goal is to ascertain how organisational performance is affected by setting up controls, compensation and incentives controls, and social oversight. Ensuring that the objectives of people and the organisation fit together is the importance of carrying out this framework. In order to keep them motivated to meet their objectives and advance the objectives of the company, it is prudent to offer a sufficient incentive or reward. It is an instrument of measurement that defines the degree to which the business may achieve its goals and carry out its operations efficiently. Companies in the UK frequently need to oversee several departments, each with distinct duties, in order for them to prosper. Businesses can establish harmonious, incredibly productive workplaces through an organised approach to setting objectives and performance evaluation.

2.4 Strategic implications of talent focus for performance in overall performance

Based on the thoughts presented by Collings et al., (2019), the practices mentioned in global talent management, when applied by companies and organizations in their internal affairs and operations, can have a substantial amount of impact on the exciting level of performance and efficiency exhibited by them. By creating their strategy for the development of the talent of the individuals working in their companies which is in alignment with the principle and models provided in the GTM, organizations can witness that the overall performance of their operations both external and internal has increased by a singing amount. This is due to the fact that the adoption of these practises can influence the beliefs and can allow them to focus more on improving the human capital of their assets.

Further the author state that new and current companies are searching for methods to succeed in a competitive marketplace with creative company strategies along with recognising society and preventing actions which damage the environment. Over the last two decades, the fashion sector of the UK has experienced an important rush in growth, mainly due to the establishment of a fast fashion strategy. This method prioritises the rapid purchase and disposal of manufactured in large quantities, uniform, and standardised fashion items, much like a creative strategy. The increasing demand for eco-friendly products indicates that customers have become conscious of these concerns. Huge-scale businesses like Zara and H&M are currently making funding in environmentally friendly programmes. Additionally, macro-trends in culture and economic factors like collaboration and sustainable economy are shifting traditional ideas of industrialization, demanding the development of new and innovative companies that take environmental sustainability as an essential component of design. Furthermore, an alternative viewpoint on company structures that transcends the economies of scale and scope benefits created by rapid fashion is made possible by technological advancements in clothing components and production techniques. Today is an ideal opportunity for fashion companies in the UK to develop creative business plans that investigate these developments and aim to create value that is not just economic but also cultural and environmental.

Thus the author suggested that one of the biggest and most significant factors operating the expansion in fast fashion substitutes is an ongoing change in customer preferences and behaviours towards an increased understanding of sustainability. Furthermore, a techno-economic development which involves a range of innovations in technology is making fashion more sustainable. Based on this review of the literature, it appears environmentally friendly

approaches are the most important technological advances that are currently impacting fashion business models. The exhaustive method examines the way development may help to improve environmental sustainability in the final product, distribution system, innovative company models, and customer consumption. It is possible to design products that will impact consumer choices, and motivate environmentally friendly consumption. Green manufacturing and consumption can be supported by fostering the growth of sustainability-driven models of operations, which look above the chain of distribution and incorporate consumer behaviour.

Also, it is stated by the author that, a high-performance culture requires accessible, open communication among managers and staff members. It is easier for workers in the UK to meet objectives on an individual, team, and organisational level when standards are clearly stated. Similarly, managers can more effectively mentor staff members and help them explore opportunities for learning that match up with their career objectives when they are conscious of their goals for career development. High-achieving individuals additionally establish stronger bonds with their teammates. Strengthening bonds through cooperation and mutual support among staff members fosters better trust, friendship, and relationship building. A better balance between work and personal life and general well-being may also be linked to a high-performing culture. Employees are better able to handle their job demands and maintain a more balanced relationship when they work in a cooperative atmosphere with reduced stress. This leads to improved overall happiness and a more satisfying job experience for workers in high-performing teams.

Based on the thoughts presented by author, one of the sectors that is expanding the fastest and making a major contribution to the financial growth of the UK is the clothing and textiles sector. This industry makes a larger contribution to economic development than other manufacturing industries do. In accordance with the report, this industry places third in the UK as a source of significant foreign exchange revenue, behind the palm oil and electronics sectors. Therefore, the basis of the UK economy is the apparel and textile industry. Modern and modern management, and the latest technological advancements in automation, will be prioritised by the industries to improve the efficiency of the supply chain. Additionally, technological innovation helps customers make decisions about how to match different clothes in just a couple of seconds, improving customer service and reducing delivery time issues. Coordinating and managing all activities related to procurement, transformation, and coordination are all included in supply

chain management. The UK textile and apparel industries form the basis of this study. By taking communication technologies as well as efficient delivery time into account, the impact of RFID (radio frequency identification) technology on logistics processes was looked into.

2.5 Recommend strategies for implementing high-performance culture-based talent management practices

According to Elf et al., (2022), one of the biggest initiatives which can be made by organizations to improve the level of performance showcased by their workings and operations can be to improve the levels of empowerment and autonomy in their work culture. The introduction of such changes into the working methods of an organization can lead to the increase in the level of innovation as well as the speed at which the organization can handle any upcoming changes. When the employees will be provided with the freedom to experiment in their own capacity and will have the facility to be able to take new initiatives and make new changes themselves. The organization can also focus on bringing a voluntary continuous learning and improvement amongst their workforce.

Thus as per the article fashion brands in the UK are fighting for product sustainability through the use of eco-friendly materials and responsible manufacturing practices in order to meet the demands of ecological sustainability. Accordingly, somehow the fashion sector is responsible for the inequality of ecologically conscious fashion products due to intense competition, and moderate market prices for apparel and accessories, Therefore, fashion companies need to enter an equitable market for environmentally conscious goods while also improving their ability to deal with returns from customers. This article, which is motivated by the growing importance of environmentally conscious goods in the fashion sector, examines potential root causes of the poor results of environmentally friendly product development in the cutthroat fashion market by investigating various retail competition and the tactical implications of customer returns.

Also, it is stated by the author that in the fashion apparel industry, making eco-friendly products is a development, and companies believe in "product sustainability" as an opportunity to gain a competitive advantage. In the fashion industry, product development refers to the process of creating, organising, and creating marketable items for the intended customer base. The manufacturing process acts as a way of checking that the supplier understands and complies with the requirements to produce a particular product with environmentally friendly approaches. In the world of fashion, environmentally friendly product creation is the method of creating and

manufacturing items with a small number of adverse impacts on society and the planet while having a high percentage of beneficial effects on sustainability. The progress and achievement of fashion brands are all facilitated by their ongoing professional growth. Considering the training and growth requirements of workforces is essential for high-performance culture and performance management. Various training supports are needed at different stages of a consumer career. Developing relevant experience and broadening their knowledge base will enable fashion purchasers to lead buying teams, generate design resources, create attractive clothing items, and make informed commercial choices.

This author further states that in a growing marketplace, programmes for learning and growth help fashion brands of the UK to succeed overall and improve the overall satisfaction of fashion buyers. It takes an analytical strategy as opposed to a strategic one to create and keep high-performing teams. These strategies aim to establish a setting where organisations can prosper, continually adjust, and generate outstanding outcomes. Initially, it is critical to appoint the right people to the team. The fashion retail sector is more prepared to face obstacles and successfully contribute to the company's goals when people possess the right combination of abilities, background, and cultural match. Hiring with diversity is important because a broad mix of identical skills and personalities encourages diversity and creates a more changing team dynamic.

2.6 Table 1 - Literature reviewed from broad research in different contexts

Table 1 - Literature reviewed from broad research in different contexts				
Year	Author	Title of the journal	Methodology	Key findings in the literature
2017	Todeschini Cortimiglia Callegaro-de- Menezes,	Innovative and sustainable business models in the fashion	a systematic review of the literature with empirical	In the present times, organizations are looking for ways using which they can be able to thrive in a competitive atmosphere with innovative business models, and at the same time, they can

	and Ghezzi	industry: Entrepreneurial drivers, opportunities, and challenges.	research comprised of six interviews and eight case studies on innovative fashion start-ups.	respect society and avoid any kind of actions that can harm the planet due to their faults. There are several trends or approaches like fair trade, circular economy, and sharing economy which can be used by organizations for innovations and sustainable business models.
2019	Glaister, Al Amri, Spicer, and David	Talent management: managerial sense- making in the wake of Omanization	twenty-six interviews with managers in the Petroleum and Banking sector.	Managers with the help of talent management make sense of localization policies in Oman (Omanisation). It can be said that organizations with punitive state logic can be able to put their focus on societal well-being and at the same time, with this they have a sense of CSR.

2019	Ali and Hasee b	Radiofrequency identification (RFID) technology is a strategic too l towards higher performance of supply chai n operations in the textile and apparel industry of Malaysia.	Survey method	It is important that the industries should put their emphasis on the modernization of management. Radiofrequency identification (RFID) can be considered one of the most significant elements in the context of apparel and textiles industry. With this, the companies can boost their performance and improve their supply chain operations.
2013	Gallardo- Gallardo, Dries, an d González- Cruz	THE MEANING OF 'TALENT' IN THE WORLD OF WORK	Observation and discussion.	Proper talent management can be considered a vital determinant using which the organization can be able to get success. It is an imperative aspect of livelihood as well and it can be used for the sustainability of organizations. There is a huge confusion in the context of the definition of talent as there are many authors to define it and there are many points of view.

2019	Rehman, Mohame d, and Ayoup	The mediating role of organizational capabilities between organizational performance and its determinants.	Questionnaire	With organizational performance, one can be able to understand the success or failure of an organization. In terms of qualitative and quantitative terms, organizational performance can be measured. The organization can achieve it through the efforts made by both the department as well as individual employees. It is the top management of the textile industry that can help the organizations enhance their performance and for this, the organizations need to put their focus on indicators like rewards and compensation, culture, planning, cybernetics, and others. Moreover, with the help of making improvements in capabilities can also help in enhancing organizational performance.
2017	Köksal, Strähle, Müller, and Freise	Social Sustainable Supply Chain Management in the Textile and Apparel Industry—A Literature Review	systematic review of the literature (SRL)	In the present times, apparel and textile supply chains are becoming global, thus due to this there is a need to have a rise in the level of outsourcing. Therefore, it becomes important for organizations to understand how sustainability can be integrated into globally fragmented supply chains. The main assessing factor using which the company maintains sustainable supply chain management practices is the internal orientation of a company. Moreover, it is important for the company that they must offer suppliers as with this they can drive from stakeholders.

2020	Guo, Choi, and Shen	Green product development under competition: A study of the fashion apparel industry.	Multi-methodological approach (MMA) and conducted extensive industrial interviews with various representative companies.	To meet the requirements of sustainability, fashion industry organizations are competing with product greenness and for this, they have started to use green materials and produce these products in a sustainable manner. Developing green products can be considered an industrial trend in fashion apparel, and now the companies are taking action about “product greenness” so that they can be able to develop a competitive edge. It can be said that product greenness can be considered as an ecological performance and at the same time, it is a social acceptance concept in which the organization pursues sustainability as well as its own economic benefit. In the present times, product greenness is an important aspect of product development processes.
2019	Jooss Burbach and Ruël	Examining talent pools as a core talent management practice in multinational corporations	seventy-three in- depth interviews with human resources and operational leaders at corporate and business unit levels.	Talent management (TM) can be considered a crucial challenge for many organizations. For identifying talent, many multinational corporations use talent pools (TPs) and with the help of this, they can be able to identify talent in a more strategic way. With the help of TPs, organizations can be able to get a platform using which they are able to develop a strong internal talent pipeline in their operations.

Note: The above table discusses the literature that has been critically evaluated in the study.

These literatures are regarding organizational performance, talent management, innovative business models, sustainable supply chain management and so on. With the help of this literature, the objective of the study is fulfilled which is studying the role of high-performance cultural strategies which provide support to talent management and further promote business performance management in the fashion sector of the UK. The methodologies that are involved in the above literature are surveys, systematic reviews, multi-methodological approach as well as interviews.

2.7 Literature Gap

Kim and Jung, in the year 2020 conducted a study regarding employee performance and organizational culture where they conducted a comprehensive literature review and further formulated the hypothesis. Two kinds of statistical tools are conducted by the authors that are SPSS 27 and AMOS 24.0 for measuring employee performance and competencies along with the culture that influences the workplace stress of employees. Furthermore, five hundred samples were collected for this study through stratified random sampling. The collected data further in the study was analysed through descriptive statistics, reliability analysis where data is analysed through SPSS 27, confirmatory factor analysis and so on. On the other hand, another study Akhtar along with other authors 2022 conducted a study on a new perspective on the Apparel industry in the digital transformation era, where the data is gathered through qualitative methods and then content analysis has been done. This research tends to employ qualitative methods where data is acquired from secondary sources. Further, to analyse the data, descriptive data analysis is employed for identifying the patterns as well as insights without any assumptions. In addition to this, the data is also analysed through content analysis, comparative analysis and thematic synthesis. The absence of primary data is the research gap along with dependence on secondary sources, as it limits the depth of understanding. In addition to this, limitations are identified in drawing meaningful and comprehensive insights because of the lack of a robust framework for the data analysis in a systematic manner and also due to the lack of primary sources.

2.8 Summary

Although the research has been conducted in detail however there are certain gaps that have not been covered in the present research. There is less qualitative research on the present topic due to this the research data in not cover the in-depth understanding of the topic. Another gap is in relation to another sector which has not been covered by the present research as only the fashion retail sector has been covered in the present research. There are other organizations in the UK

also which are facing similar problems but the research has not covered those organizations.

A workplace with a high-performance culture is one that supports company goals and provides value to the organisation by encouraging employee effectiveness. The fashion sector has gone through a fast digital transformation in the past few years. The success of the sector now highly depends heavily on online shopping, social networking sites, analytics of data, and AI. A high-performance organisation must have both flexibility and talent management practices. In order to achieve outcomes, companies with a culture that fosters excellence must prepare for shifts. Without meeting the needs and desires of employees, no talent method will be successful. If a company's talent strategy fails, there may be an imbalance between the employer and the workforce.

The fashion industry needs a wide range of skills, such as knowledge in logistics management, fashion, retail, marketing, and environmental responsibility. The talent management practices and high-performance culture needed also keep evolving as the industry develops and adjusts to societal shifts. Identifying candidates who have the ideal mix of innovation, competence in technology, managerial skills, and adaptability as per an enormous challenge for recruitment. To address this, businesses may create programmes for ongoing professional development, and promote partnerships with internal upgrading and multitasking.

Chapter 3: Theoretical Framework

The aim of this chapter is to present the theoretical and conceptual framework for UK fashion retail high-performance culture-based talent management research.

3.1 Stakeholder Theory

Stakeholder theory is the concept which explains the interrelated relationships between the business and its employees, communities, customers, investors, and suppliers, along with the people in the organisation who have a stake. The theory suggests that it is required by the firm to create value for its stakeholders. Edward Freeman in the year of 1984 described the Stakeholder Theory of business ethics as well as organisational management which aims at addressing the values along with the morals in managing an organization (Freeman et al., 2021). It is further built on the foundation that businesses have economic as well as legal obligations for maximizing profits along with the returns for all the shareholders who are also considered as the owners of the business.

The main advantage of utilizing the stakeholder theory is that the company can shape their project by using stakeholders perspectives and opinions. It is further stated by Freeman that if by any chance the company cuts its ties with stakeholders, then as a result, it will not be able to accomplish success in the long run. However, the fashion industry has several stakeholders, which comprise employees as well as management of the company along with the various investors of the fashion companies, who are influenced by the company directly. Moreover, for the fashion company, customers are considered the most significant stakeholder. Therefore, for the fashion retail sector of the UK, it is significant to manage the value of its stakeholders while managing and controlling the performance of the company for increasing revenues.

To ensure success by creating high-performance culture-oriented work practices within the company, it is necessary to emphasize the most important stakeholders which are employees, the fashion company is required to see its employees as internal customers. They are the ones who do not pay for the goods and services and it is essential for them to buy into the brand for the purpose of selling it effectively. The main aspect for the fashion brand is to develop a strong reputation, which is mainly built on the customer experience who enjoys and is satisfied with the services and goods, and for delivering that experience employees are held responsible (Freeman et al., 2020). Thus, the fashion retail sector of the UK is required to support talent management by practising all the ways which keep employees productive as well as happy and further help them develop their talent and skills over time in order to create a high-performance workplace. In

this industry, to develop a performance-based workplace in order to enhance productivity, employees must have a clear and comprehensive understanding regarding their roles, and responsibilities, along with performance expectations. This clarity among all the employees of the company ensures an effective alignment between the individual's goals and the objectives of the organization. In addition to this, leaders in the fashion organization can also help maintain a high-performance culture by encouraging open communication, acquiring feedback, motivating employees, communicating values and reinforcing positive behaviour. Hence, to ensure a high-performance culture in the organization, it is necessary to keep all the stakeholders which involves employees, customers, suppliers and so on satisfied.

3.2 Conceptual Framework

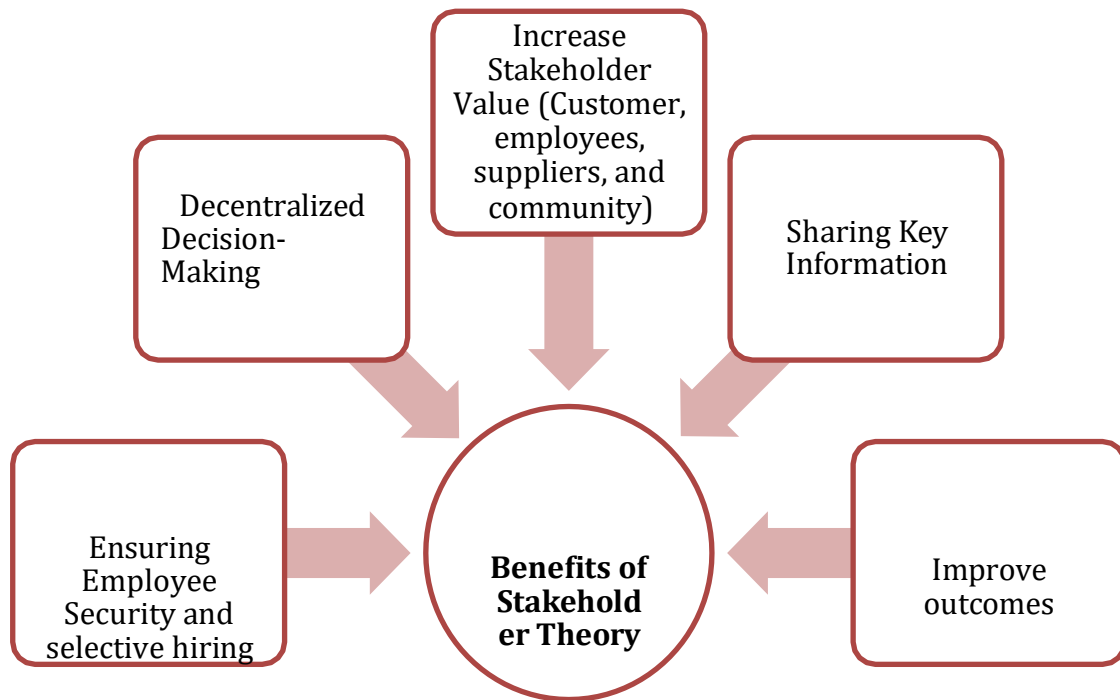


Figure 1 Benefits of High-Performance Culture-Based Talent Management Practices

Source: (Self-developed, 2023)

It is essential for fashion businesses to take the interests, perspectives and opinions of all the stakeholders which involve employees, suppliers, customers, and the community into consideration. As a result, this will increase the value of all stakeholders which helps in developing the high-performance culture at the workplace. However, one of the most significant

stakeholders of the fashion business is the customer as they are the ones who decide whether the company will be successful or not. Customers in any organisation are always stakeholders as they purchase products that are offered by the fashion companies and further help them in accomplishing their goals and objectives. They further make a promising contribution towards the success of the fashion business in other several ways. For instance, they provide feedback to the fashion companies after utilising their products, this helps companies in tailoring and modifying the products as per the needs and preferences of the consumers.

Buyers can be sure they know the newest trends, up-and-coming designers, and technological innovations that might impact their choices by attending training courses, seminars, and industry discussions. On a global scale, fashion trends are originating from different cultural influences and geographical regions more quickly than in the past. Regular training assists fashion retailers in staying abreast of global market developments, spotting new trends, comprehending consumer preferences, as well as turning them into visually pleasing and lucrative designs. The ability to effectively deal with a variety of markets and comprehend the requirements, desires, and wants of customers is essential in today's interconnected world. Thus it is essential for fashion brands in of UK to implement high-performance culture and talent management practices.

Chapter 4: Research Methodology

4.1 Introduction

The aim of this chapter is to provide the research method for talent management & organizational performance in UK fashion retail. To study the topic's intricacy without assumptions, we selected exploratory research. It employs inductive research. This method helps to develop theories and hypotheses from data, increasing our understanding. The interpretivist research philosophy recognises fashion shopping experiences as subjective (Son et al., 2020). We collect qualitative data from literature reviews, case studies, & company reports. This method compliments our exploratory and interpretative research methodology, helping to identify patterns and relationships in current knowledge and sector-specific results (Rawindaran et al., 2023). The highest ethical standards, confidentiality of IP, and privacy are maintained. Our technique is limited by the study collection and qualitative data interpretation subjectivity. Despite its limitations, it provides vital insights to this dynamic sector. However, this chapter sets a context for our future issues on UK fashion retail's staff management and organizational culture.

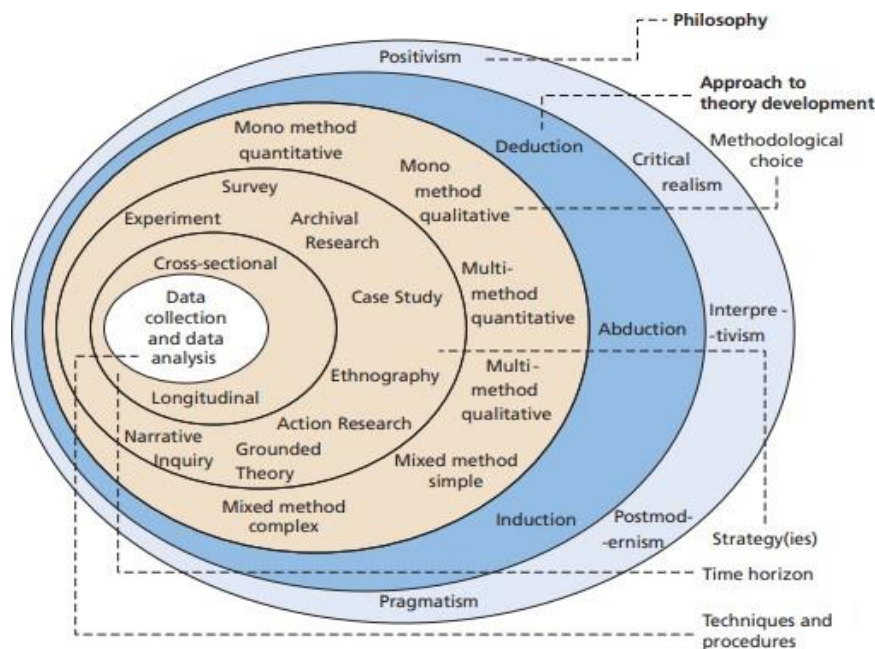


Figure 2 Research Onion
(Saunders, Lewis and Thornhill, 2023)

4.2 Research Design

This study's exploratory research method helps explain UK fashion retail's high-performance culture-based people management (Alexander et al., 2022). This problem was investigated because of its complexities and lack of research. When selecting subjects for research, fashion retail talent management & organizational culture gaps and challenges were evaluated. The research questions address the knowledge gap by studying high-performing people management dynamics. This dissertation focus is to address talent management in the competitive and developing fashion retail industry. Through this, Researchers and practitioners must understand how high-performance culture-based talent management impacts organizational success.

This exploratory study showed the complexity of UK fashion retail talent management. This open-ended, flexible method is perfect for talent acquisition, recruiting, & strategic management. This study shows how branding, diversity, & inclusion are essential to acquiring and keeping top talent. The exploratory technique reveals how inclusive workplaces & great employer branding attract talented applicants and promote innovation and adaptability in fashion retail's dynamic, expanded business (Vecchi et al., 2021). A detailed analysis shows how these areas impact worker recruitment. Finding high-performance culture traits requires this study methodology's adaptability to industry changes. It shows how talent management influences business objectives.

4.3 Research Approach

Exploratory research and inductive research are related in this study (Sibeoni et al., 2020). This is a bottom-up strategy that develops theories and hypotheses from data analysis. This implies that our research about talent management in UK fashion retail begins with observations, interviews, & case studies, which are then carefully assessed. This study reveals recurring themes, categories, and patterns that help build new high-performance culture & talent management theories (Garavan et al., 2021). This study benefits from this inductive method

since it uncovers new ideas and comprehension from the data, giving a grounded and real perspective.

The inductive approach also deepens and refined research comprehension. This study is able to uncover complexities and complexity because it lets the data dictate the theory, instead than trying to fit the facts into an already-existing theoretical framework. This is especially important in the dynamic fashion retail sector, where talent management and organisational culture can vary greatly (Torres de Oliveira, Ghobakhloo and Figueira, 2023). The inductive technique captures and reflects these nuances in study findings, yielding more reliable and applicable conclusions. It allows research to accurately reflect sector realities, advancing academic understanding and practical applications.

This study discovered certain significant talent management findings in UK fashion retailing using inductive research. The research found that branding, diversity, & inclusion impact fashion retail hiring. Using case studies, interviews, & observations, data themes and patterns emerged. The research showed that staff growth required consistent leadership and learning. This suggests fashion retail employees require leadership and competency training. The study found that organizational culture impacts work happiness, performance, and engagement. Dynamic fashion retail requires strong working cultures (Gallardo-Gallardo, 2018). The inductive method allowed researchers to explore the data's numerous relationships and details, giving an objective view of fashion retail talent management. This study strategy led to these key discoveries, which improved the industry's expertise and provided academic and practical insights.

4.4 Research Philosophy

Organizational theory relies on Burrell and Morgan's paradigm (Burrell and Morgan, 2019). This framework classifies research paradigms as Functionalism, Interpretivism, Radical Humanism, and Radical Structuralism. This study highlighted interpretivism. The emphasis on that reality is socially formed and subjectively perceived emphasizes the significance to comprehend human perspectives in businesses. This affects the UK fashion retail study of talent management. The purpose of this study is to examine fashion retail employee's subjective experiences and their impact on talent management and corporate culture.

In fashion retail, human behavior and interactions impact talent management and business culture. The interpretivist paradigm explains how organizations employ talent management.

Effective staff management needs psychology, behavior, and interpersonal studies (Meyers, 2020). Through empathy-based insights into human management & organizational cultures, an in-depth overview of the UK fashion retail sector can be analysed. Hence, this study fits Burrell and Morgan's interpretivism-focused approach. This shows fashion retail worker's perspectives on talent management and culture (Srihandayani and Kusnendi, 2020).

The study's primary findings reflect interpretivism. UK fashion retail talent management & organizational culture can benefit from interpretivism, which highlights actual subjectivity and socialization. Interpretivism indicates that inclusive workplaces and employer branding recruit talent (Kele & Cassell, 2023). This underscores how crucial it is to comprehend employee and company perceptions. Interpretivism promotes staff growth via leadership and learning. This approach to skill & leadership training acknowledges worker's subjective perspectives. The research's focus on organizational culture, involvement, and performance matches interpretivism. Interpretivism respects workers' subjective experiences in various cultures. Interpretivism tries to figure out how individuals and organizations adjust to changing settings and views, which the study emphasizes in adaptive talent management as well as performance assessments (Glaister et al., 2021). Interpretivism may reveal the complexities of managing a regionally scattered fashion retail staff by recognizing regulatory issues & the need to adjust people management practices to varied cultures and legal systems. This insight suggests interpretivism can illuminate these challenges. Hence, interpretivism is suitable for studying fashion retail workers' personal perceptions & their implications on talent management & corporate culture.

4.5 Data Collection

This study uses qualitative methods and secondary sources to acquire data. Reviews of UK fashion retail literature, the case studies, and company reports are used to use secondary data. This method is preferred because it provides a full overview of field knowledge and insights (Parthiban, 2022). Secondary sources are invaluable because they include theoretical frameworks, empirical facts, and industry-specific insights. Due to the quantity of data, the topic matter is well understood, guaranteeing that the research was well-founded. The study can build on fashion retail talent management and corporate culture by using these sources.

In addition, using qualitative secondary data complements this study's exploratory and interpretivist approach (Fàbregues et al., 2021). Without primary data, the research can explore talent management methods and their effects on corporate performance. This method saves time

and resources by avoiding the logistical and ethical issues of primary data collection. Secondary data gives historical and contextual information for new insights and comprehension. To understand the dynamic and ever-changing UK fashion retail business, a broad viewpoint is needed (Basu et al., 2023).

Qualitative secondary data collection is suitable for supporting this study's main findings. An examination of UK fashion retail literature & case studies shows that branding, talent acquisition, diversity, & inclusion are crucial to recruiting and keeping talent. Secondary data provides historical and industry-specific information for the investigation. Leadership and learning are needed for staff growth, according to research. The method allows to analyse prior leadership and training development initiatives and their impact on employee talent & dedication. Workplace culture affects productivity, morale, employee retention, & job satisfaction, which can demonstrate how it affects worker performance and engagement (Pace & Sciotto, 2020). It find outs workplace cultures. A focus on flexibility and successful performance evaluations might be strengthened by including historical data on how firms have modified their people management practices to meet market needs. The research gets contextualised by industry reports & case studies. Finally, the study confirms that UK fashion retail organisations' struggles to manage numerous legal frameworks and multinational operations validate regulatory concerns and internationally distributed workforces. Hence, the most effective UK fashion retail talent management and company culture results may be found through qualitative secondary data collection.

4.6 Data Analysis

The qualitative data collected from secondary sources is the main focus of this study's descriptive data analysis. In order to provide a thorough and organized interpretation of the data, this approach requires a painstaking procedure of data categorization and theme analysis. In this case, descriptive analysis works wonders since it helps us make sense of the complicated phenomena under study, which are talent management & organizational culture in the UK fashion retailing industry (Babu et al., 2021). The classification and theme-based analysis of the data allows for the identification of important trends, patterns, and correlations present in the prior research and case studies. This method sets the foundation for fresh insights and comprehension by thoroughly exploring the data and presenting it in an understandable and accessible way.

Because this study is inherently exploratory and inductive, descriptive data analysis is a perfect fit. The choice is because, description data analysis matches this study's exploratory and inductive characteristics for various reasons. Exploratory studies begin with little investigation to better grasp a topic (Makri and Neely, 2021). For this purpose, descriptive analysis is useful because it lets researchers categorize qualitative data to uncover patterns, themes, & trends. This approach is similar to an inductive process, which builds hypotheses from evidence without imposing previous ideas or assumptions. Therefore, descriptive data analysis works well for this study work as it finds patterns and insights without assumptions. It helps with bottom-up theory building, which means that results can come out of the data naturally. For a profession like fashion retail, where deciphering the dynamics at work requires an eye for detail in both human relationships and organizational practices, this method is indispensable. An in-depth comprehension of the sector's perception and implementation of people management methods can be achieved through descriptive analysis, which offers a framework for capturing and expressing these variations (Wiblen and McDonnell, 2020). In essence, it paves the way for the research to provide a clear and comprehensive image of the current landscape, allowing for the investigation of new frontiers in the realms of organizational culture and talent management. Because, the use of descriptive data analysis in this context organizes and analyzes secondary data. Themes and trends from UK fashion retail talent management & organizational culture research including case studies classify the data. This method enables an in-depth evaluation of these context's conditions.

The most important findings were analysed and interpreted using descriptive data analysis in this study. The UK fashion retail talent management data may be classified using descriptive analysis. This helps evaluate talent acquisition and recruiting. This method shows branding, diversity, & inclusion trends for hiring and keeping employees, completing an in-depth knowledge. The findings of instructional programmes and their influence on employee ability and dedication are also described. This includes leadership, learning, and staff development. It encourages an agile and adaptable staff to learn how UK fashion retail organisation adjusts to new trends and technology (Haar, O'Kane, & Daellenbach, 2022). The effects of workplace culture on productivity, efficiency, staff retention, & job satisfaction may be classified and displayed using descriptive analysis. This helps investigate how business culture influences employee engagement and performance. Descriptive analysis also demonstrates how industrial businesses adapt their talent management to market needs and internal performance measures.

For inventive and adaptable talent management with effective performance metrics, this is essential. Descriptive study classifies fashion retailers' regulatory compliance and workforce management techniques (Babu et al., 2021). These include adapting human management to varied cultures and legal frameworks. Descriptive data analysis is a systematic technique to learn from literature & case studies. This method suits the exploratory and inductive study and provides an in-depth investigation into UK fashion retail talent management and organisational culture.

4.7 Ethical Consideration

Prioritizing ethical considerations is crucial to this study work. The protection of intellectual property is a cornerstone of our ethical framework. Using secondary sources of information requires extra care to properly credit the work of the original researchers and writers (Wilmer et al., 2021). This study maintains the credibility of its findings by properly attributing them to the original works of others and referencing all pertinent literature.

Additionally, when appropriate, the norms of anonymity and secrecy are maintained even in secondary research. Although these issues may not be as significant as they would be with human subjects research, there is still a chance that secondary sources include sensitive or personal information (Mozerky et al., 2020). When this occurs, the research takes precautions to protect the data and prevent its disclosure in a way that would harm people's or businesses' privacy or interests. In order to guarantee the validity and trustworthiness of the study's findings, these ethical issues highlight the dedication to performing thorough and accountable research that follows the greatest ethical standards (Humphreys et al., 2021).

4.8 Research Limitations

Although important, this study does acknowledge a number of limitations. The study's results are highly dependent on the quantity, quality, and accessibility of previously published materials in the subject because secondary data sources were used. Although every attempt has been created to procure exhaustive and pertinent sources of information, the study is intrinsically constrained by the constraints of the current corpus of information. Since not all parts of talent management as well as organizational culture in the United Kingdom's fashion retail sector have been thoroughly discussed in literature, some parts may remain unexplored (Jardioui, Garengo and El Alami, 2019).

Also, the results might be a little bit subjective because this study used an interpretivist methodology and qualitative data analysis (Cuthbertson, Robb and Blair, 2020). According to interpretivists, it is crucial to take into account that people's perspectives and biases impact their subjective experiences and interpretations. Although diligent efforts are being made to ensure that the analysis remains objective and rigorous, it must be acknowledged that the interpretation about qualitative data may inevitably involve some subjectivity. More importantly, this study's results might only apply to the fashion retail industry in the UK and not to other industries or areas in overall. The research is dedicated to offering valuable insights and making a meaningful contribution to the knowledge of talent management as well as organizational performance in retail fashion industry, despite these limitations (Sivathanu and Pillai, 2020).

4.9 Summary

Chapter 3 provided an overview of the research method that enables our research on talent management & organizational performance within the UK's fashion retailing industry (Kaliannan et al., 2023). The approach that has been selected has been meticulously crafted to tackle the intricacies of our research subject. To guarantee a thorough investigation, we have chosen an exploratory research strategy that permits us to dive into the topic without prior assumptions. Inductive research is complementary because it allows evidence to influence hypotheses, which in turn leads to new insights and a better grasp of the subject. Recognizing that people's experiences in the fashion retail sector are subjective, we have also adopted the interpretivist research philosophy.

To obtain a comprehensive understanding of talent management & organizational culture, our data collection is based on qualitative methodologies, mainly employing secondary sources (Budhiraja, Varkkey and McKenna, 2022). Our study is designed to be both exploratory and interpretive, thus this allows us to successfully investigate intricacies. Discovering patterns and links in the available literature & case studies enhances our understanding, which is why descriptive data analysis was chosen. Strict adherence to ethical standards is maintained, including protection of intellectual property and confidentiality (Marlow, 2023). The methodology is intended to offer significant insights into this ever-changing field, setting the foundation for the discussions and discoveries in the chapters that follow, while it does have certain limits, such as being dependent on current research and possibly being subjective.

Chapter 5: Findings and Discussion

5.1 Introduction

The aim of this chapter is to give an in-depth analysis of findings and discussions which resulted from our study on talent management within the UK fashion retail sector. For relevant study questions and objectives, data sources were carefully selected. We identified and reviewed 40 academic papers in our study topic that were intellectually rigorous and authoritative. Our findings are supported by this large data set.

The chapter presents data-driven topics. These themes illuminate UK fashion retail industry employee development & training, talent acquisition & recruitment, performance measurement & metrics, organizational culture & engagement, innovation and adaptation, challenges and barriers, globalization, and diversity strategies. Content analysis, comparative analysis, & thematic synthesis discovered, classified, and evaluated these topics. This analytical journey showed similarities, differences, and trends across several sources, resulting in an integrated structure that represents the complicated link between personnel management & organizational performance in the UK fashion retail (Harsch and Festing, 2020). This chapter is a thorough resource for professionals from academia and industry in search of talent management in the constantly evolving UK fashion retail business.

5.2 Overview of Collected Data

5.2.1 Selection of Data Sources

Choosing data sources in this study was crucial to ensure its validity and relevance to the research questions and goals. We approached data source selection rigorously and intentionally. The purpose of this strategy was to understand human management & organisational performance in the fast-changing UK fashion retail industry.

Academic Journals

The initial and most significant thing we did was recognise the importance of academic articles in establishing our study in recognised scholarship. To do this, we painfully gathered a wide range of 40 academic publications known for their intellectual rigour & authoritative contributions in fields closely related to our research. Fashion retailing studies, organisational behaviour, strategic management, and human resource management were discussed in these articles. It lists all the magazines covered in this article in the following parts. First, these

journals ensured that our study's findings were grounded in talent management as well as organisational performance theory, and second, they offered to us an abundance of academic insights as well as empirical evidence to analyse and synthesise. The addition of these journals had these benefits. The scholarly articles we reviewed improved our literature review and gave us a lot more content to evaluate. We learned more about the discourse factors this way (Pratt, Kaplan, and Whittington, 2020).

Temporal Scope

For our data sources' temporal span, we chose a balanced technique (Imai, Kim and Wang, 2023). This provided enough data. Even though our concentration was on current publications, we recognised the need of historical context in comprehending fashion retail people management practices. Our goal was to integrate older and newer sources to show how talent management approaches have developed and how they still effect organisational success. It was done to ensure a full presenting it. We were able to track talent management method changes, trends, & innovations and assess their relevance and efficacy in the fashion retail sector due to this temporal unpredictability.

We chose data sources deliberately and strategically, emphasising relevance, reliability, and comprehensiveness. Using scholarly articles allowed us a large dataset to evaluate and draw relevant conclusions from. This article will enhance understanding of people management & organisational performance in UK fashion retail (Vecchi et al., 2021). We will describe our data analysis process and offer the important findings & common factors from this broad collection of sources in the following sections.

5.3 Themes Explored

Table 1 Themes with Description

Theme	Description	In relation to Research Questions
Talent Acquisition and Recruitment Strategies	- The significance of effective talent acquisition and recruitment strategies in the fashion retail sector.	This theme is comparable to RQ1 as it features diversity and inclusion, company branding, creative recruiting, and talent pipelines. These are crucial for fashion stores attempting to acquire and retain top talent due to market instability and tough competition. By examining these strategies, RQ1 may understand how fashion retail organisations adapt and recruit the right individuals to accomplish talent management goals & stay competitive.
	- Approaches to recruitment, including employer branding, talent pipelines, and diversity and inclusion initiatives.	
Employee Development and Training	- The role of ongoing learning and skill development in nurturing talent.	This theme responds to RQ1 through discussing talent management training and development requirements. Employee development is essential in high-performance culture-based people management. Leadership and technologically driven training are important for creating future leaders to keep workers effective in a growing companies. These categories may show RQ1 how fashion retail firms train their workers to foster excellence and success.
	- Topics such as leadership development, continuous learning cultures, and technology for training.	

Organizational Culture and Employee Engagement	- The relationship between organizational culture and employee engagement.	This theme is crucial to RQ2 as organisational culture & employee involvement in talent management are complicated. A performance-based workplace requires an effective and inclusive culture to keep employees happy and engaged. This suggests that people work harder and perform better when they care about their employment and corporate values. For fashion shops to succeed, RQ2 needs to tackle employee engagement. Talent management, recruiting, and retention depend on culture.
	- How culture influences talent management practices and employee engagement.	
Performance Measurement and Metrics	- The importance of measuring and quantifying talent management efforts.	This theme covers talent management performance metrics both RQ1 and RQ3. It evaluates HR actions using KPIs and metrics. Analytics may help fashion shops assess hiring, training, and retention. Data-driven strategy guides performance and decision-making. It helps companies improve staff management to achieve goals and promote productivity. This theme connects RQ1's strategy research with RQ3's fashion retail talent management performance control.
	- Discussion of various performance metrics and KPIs used in the fashion retail industry.	
Innovation and Adaptation	- The need for innovation and adaptation in talent management strategies.	This theme focuses talent management innovation and adaptability, which is connected to RQ2. Talent management innovation and adaptability may enhance employee engagement & productivity, which are essential to the high-performance work culture. Fashion retailers
	- How talent drives innovation and its	

	impact on competitive advantage.	must promote creative thinking and problem-solving as it stresses talent's role in innovation. They also adjust to emerging patterns and advances in technology to stay forward in fashion retail. Innovation and adaptability are vital to talent management strategies that might effect an organization's success, as shown in RQ2.
Challenges and Barriers	- Common challenges and barriers to effective talent management and organizational performance.	This theme impacts fashion retail talent management and all three research questions. These include restrictive regulations, data-driven decision-making, diverse workforce management, and fierce market rivalry. Applying high-performance culture-based people management solutions requires recognising and conquering these obstacles. Addressing and fixing such problems can help fashion retail organisations align their talent management with their goals. Competitiveness and performance will increase. The primary objectives underlying all three research questions are met by this theme's complete framework for studying how these challenges impact talent management & organisational performance.
	- Regulatory challenges, data-driven decision-making, and managing a diverse workforce.	
Globalization and Diversity	- Managing a diverse and globally dispersed workforce in the context of fashion retail.	In fashion retail, talent management includes managing a diversified and internationally raise employees, which relates to RQ3. Due to their global reach, fashion companies must manage cultural diversity & talent mobility. As this

	- The role of cultural sensitivity, inclusivity, and talent mobility in global success.	theme reveals, global success requires cultural awareness, inclusion, and talent mobility. These strategies may help RQ3 understand how fashion retail organisations manage varied workers internationally. This reflects the global performance and human resources leadership.
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The above table 1 outlines the fashion retail staff management research's key categories. These topics include how businesses identify and recruit suitable people, help them learn and grow, create a work environment, determine employee performance, numerous reasons why new ideas have been important, along with the challenges they encounter, particularly when dealing with a diverse & global workforce. A fashion retail company's ability to attract, develop, and retain people depends on these variables.

Talent Acquisition and Recruitment Strategies:

Talent acquisition and hiring are crucial theme in fashion retail, which requires skilled workers to follow consumer trends. Fashion retailers need innovative ways to hire top talent due to fierce competition. Thus, employer branding is vital since it shapes the company's reputation as a desirable employer. Fashion brands attract colleagues with similar values using their own designs and ideas. To maintain a consistent flow of skilled people for varied jobs, fashion retailers may prioritise talent pipeline development. Professional networking, internships, and educational connections can build these pipelines. Inclusion and diversity help fashion businesses select an employees that reflects their customers (Vecchi et al., 2021). By appreciating diversity, organisations may recruit more talent and create an inclusive culture, improving staff satisfaction and business success.

Employee Development and Training:

This theme indicates that fashion store talent development requires Employee Development and Training. Employees must stay skilled to compete with changing trends and technologies. To train future leaders, organisations require leadership development. Innovation & decision-making drive success in this industry, thus leadership is essential (Babu et al., 2021). A culture

that values lifelong learning is essential. Tech-driven training should be offered by fashion retailers to teach new skills. Training personnel on new technologies, customer service, and long-term trends keeps them interested and adaptive.

Organizational Culture and Employee Engagement:

Organizational Culture and Employee Engagement are important talent management themes. Organisational culture affects employee collaboration and performance. Fashion retailers encourage innovation and service, so a good diverse culture may enhance worker and customer satisfaction (Torres de Oliveira, Ghobakhloo and Figueira, 2023). Culture that matches organisational ideals may enhance employee engagement & loyalty. Employees work more when they support corporate aims. Culture impacts recruiting, retention, & employee experience, which makes it part of talent management. A company that emphasises customer satisfaction may hire people with excellent interpersonal skills, while one that promotes innovation may hire creatives. Thus, fashion retail organisations must understand and cultivate their culture to attract and retain great talent.

Performance Measurement and Metrics:

Fashion retail talent management uses performance measurement and metrics theme to evaluate strategy and make decisions. This category is where companies identify talent management KPIs. Staff turnover, recruiting time, engagement, and productivity are fashion retail KPIs. These metrics assess talent acquisition, growth, and retention. A high turnover rate could indicate recruiting and worker engagement concerns, causing the organisation to change its methods. Fashion shops may enhance talent management and staff satisfaction and performance by monitoring and assessing these indicators (Collings et al., 2019).

Innovation and Adaptation:

In a fast-changing sector, fashion retail enterprises need innovation and adaptation talent management. Talent could encourage innovation (Pedersen et al., 2018). Employees needs to be encouraged to think creatively, solve problems, and experiment. Also innovative are product design, customer service, and operational efficiency. Talent management must identify, develop, and enable creative individuals to offer fresh ideas. E-commerce platforms, the data analytics, & eco-friendly approaches have to be adopted by fashion retailers.

This flexibility helps employees adapt to a changing industry, providing the organisation a competitive edge.

Challenges and Barriers:

This theme is important for the fashion retail talent management industry and has several obstacles. Different locations have different regulations that effect hiring, retention, and remuneration. Talent management optimisation requires difficult data collection and analysis. Using data to make decisions is another issue. Managing a diverse team entails cultural, language, and work style problems. For all employees to feel appreciated and have equal career growth chances, robust diversity and inclusion initiatives are essential (Jonsen, K. et al., 2021). Many fashion shops struggle to hire and retain great talent due to fierce competition. These obstacles need strategic planning, flexibility, and a dedication to an open and encouraging workplace. Talent management success for fashion stores requires anticipating and overcoming these difficulties.

Globalization and Diversity:

Diverse and globally distributed talent management is essential theme in fashion retail. Most fashion firms operate globally. This theme encourages cultural awareness, diversity, and talented accessibility for global success. Cultural awareness is necessary to respect the beliefs, practices, and expectations of multiethnic personnel. Inclusivity programmes accept and appreciate people from all backgrounds, fostering innovation and creativity. Talent mobility involves shifting individuals across firm locations and jobs (Harsch and Festing, 2020).. This enables firms capitalise on workers' unique talents and experiences. Fashion retailers need talent attraction, retention, and development strategies to compete globally. Language training, overseas work, and culturally sensitive human resources policy modifications are choices. This helps fashion shops recruit more talent and service worldwide consumers. Globalisation & diversity help these businesses offer clients.

Fashion retailers have to concentrate on these above factors in order to attract, educate, and keep top talent in a changing industry. An attractive employer brand, ongoing learning, a pleasant culture, assessing performance, supporting innovation, addressing issues, and global diversity are emphasised. To stay competitive and satisfy market needs, fashion retailers have to handle this workforce.

5.4 Methodology of Data Analysis

For this study, data analysis was used to gather, compare, and synthesise material from academic papers. Data evaluation was possible using content analysis, the comparison analysis, including thematic synthesis (Halvorsen et al., 2020). Significant patterns, themes, as well as insights were identified.

5.4.1 Content Analysis

Our research utilised content analysis to thoroughly gather and analyse academic materials on talent management & organisational performance in UK fashion retail business. This method gave us a full information by extracting valuable insights from a variety of literature sources (Lee et al., 2021). Content analysis was used to arrange and classify the information we collected to satisfy the objectives of the study. This systematic approach uncovered literary patterns, motifs, and essential ideas (Al Aina and Atan, 2020). We thoroughly categorised and annotated the most relevant information. Data cleaning & formatting were simplified by content analysis, maintaining research homogeneity. We used content analysis to extract useful information from multiple sources. This helped to uncover talent management & organisational performance topics and concepts in UK fashion retail for comparative study and thematic synthesis (Mariani, Fosso and Wamba, 2020).

5.4.2 Comparative Analysis

Comparative analysis helped to delve deeper into academic content for the purpose of research. This analytical technique revealed UK fashion retail talent management as well as organisational performance similarities, differences, and trends (Ayesha, Hanif and Talib, 2020).. The information on human management & organisational performance from many viewpoints was created by combining data from carefully selected sources. Comparative investigation revealed comparable themes, techniques, challenges, and outcomes (Tlaiss, 2020). It also revealed inequalities and points of view when different sources produced varied results or viewpoints. Comparative analysis revealed fashion retail talent management patterns beyond publications and research. This study was reliable and complete as we cross-referenced and checked our data. This strategy allowed to assess UK fashion retail talent management & organisational performance from several data sources (Jones et al., 2021).

5.4.3 Thematic Synthesis

Using thematic synthesis, we organised developing patterns and topics. This strategy helped find and organise material and compare analysis topics (Cronin and George, 2023).. Thematic synthesis classified these topics into higher-level groups using content and connections. This allowed to investigate how each human management area affects fashion retail firm's success. Thematic synthesis analysed themes' relationships and interconnectedness, providing a more thorough understanding of the issue than separate concerns (Gallardo-Gallardo, Thunnissen and Scullion, 2020). Theme synthesis helped to describe our study's findings effectively. We showed how talent management affects organisational performance and UK fashion retail. Methodically organising and presenting the information using theme synthesis made the research more thorough and transparent. Our findings were based on complex data analysis (Li, 2020).

Therefore, this research included content analysis, comparative analysis, and thematic synthesis. Data from multiple sources was collected, analysed, and organised using these methods. They helped to uncover themes, trends, and connections linked to talent management & organisational performance in UK fashion retail, making the study more comprehensive and beneficial.

Table 2 Content analysis using gathered sources

Content Analysis Step	Process Description	Outcome	Frequency	Examples
Data Compilation	Gathered and organized all the provided sources relevant to talent management and organizational performance.	Compiled a dataset consisting of academic journals, industry reports, and case studies related to the UK fashion retail industry.	40 sources	Al Aina, R., & Atan, T. (2020); Ali, A., & Haseeb, M. (2019); Babu, M. M., et al. (2021); Basu, R., et al. (2023); etc.,
Initial Reading and Coding	Read through each source, identifying and coding	Generated a comprehensive list of preliminary	120 preliminary codes	Leadership Styles Employee Engagement

	mentions and discussions of talent management and organizational performance.	codes representing various aspects of talent management and performance in fashion retail.		Supply Chain Operations Talent Management Practices Organizational Culture Fashion Industry
Theme Identification	Analyzed codes to identify common themes or patterns across the dataset related to talent management and organizational performance.	Identified key themes in talent management, performance, and their interplay within the UK fashion retail industry.	8 main themes	Talent Acquisition and Recruitment Strategies Employee Development and Training Organizational Culture and Employee Engagement Performance Measurement and Metrics Innovation and Adaptation Challenges and Barriers Globalization and Diversity Leadership Styles
Theme	Grouped	Categorized	3 broad	Strategic Talent

Categorization	identified themes into broader categories for a clearer understanding of talent management and performance.	identified themes into broader, more comprehensive categories.	categories	Management Themes Performance Measurement and Innovation Themes Challenges and Globalization Themes
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The presented table 2 demonstrates how we structured our study data. First, we collected 40 academic papers and studies on human management and UK fashion retail. After reviewing these sources, we noticed key talent management & performance data. 120 codes were generated, including "Leadership Styles" & "Employee Engagement." Then, we searched for repeated themes in these codes, such staff development and training's significance to organizational performance. We identified eight themes. Finally, to understand fashion retail staff management & performance, we divided these problems into three major groups.

Theme Identification - Example of Themes, and Sources

During the theme identification phase of the research, various themes emerged from the data collected from academic journals related to talent management and organizational performance in the UK fashion retail industry. Below table 3 covers talent management topics and sources. Example sources are provided all emerged themes. This table helps to find study theme-relevant sources.

Table 3 Themes with Example Sources

Themes	Example Sources
Talent Acquisition and Recruitment Strategies	Al Aina, R., & Atan, T. (2020) Ali, A., & Haseeb, M. (2019)

	Jones, (2019) Peters, (2019) Sharma, (2023) Tewari, (2021)
Employee Development and Training	AJEBM, (2022) Babu, M. M., et al. (2021) Basu, R., et al. (2023) Harris, (2018) Mistry, (2023) Sanghi and Aayog, (2015) Special, (2023) USAID, (2016)
Organizational Culture and Employee Engagement	Chen, L., & Huang, S. (2018) Davis, K., et al. (2022) Mediawire, (2023) Soni, (2019)
Performance Measurement and Metrics	Bharat, (2022) Edwards, J., & Smith, P. (2021) Foster, R., & Turner, S. (2019) Issaquah, (2021)
Innovation and Adaptation	Garcia, M., et al. (2020) Government of India, (2020) Government of India, (2022) Hasan, A., & Kim, Y. (2022) unctad, (2021)
Challenges and Barriers	Choi et al., (2023) dodig, (2023) Johnson, S., et al. (2017) Khan, S., et al. (2023) NIAC, (2023) Greuel. J, (2020)
Globalization and Diversity	IBM, (2020)

	Lee, J., et al. (2019)
	Lopez, R., & Martinez, A. (2020)
	opm, (2022)

These are examples of themes that emerged from the data, along with the sources in which they were found and their respective frequencies. Each theme represents a significant aspect of talent management and organizational performance within the UK fashion retail industry, and the frequency indicates how often these themes appeared across the collected sources (Surbakti et al., 2020). These themes were further analyzed and synthesized to draw meaningful conclusions and implications for the research.

Further, in this phase of my study, government reports, industrial reports, as well as newspaper articles had an important part in giving an in-depth comprehension of talent management in the UK fashion retail sector. Government reports, including those of Government of India as well as UNCTAD, provided macro-level perspectives on global industry developments and also the effects of the global market (Refer to Appendix A). Industrial reports, illustrated by AJEBM as well as Special reports, provided thorough industry-specific information, such as case studies and even practical recommendations (Refer to Appendix B). Furthermore, newspaper articles in sources such as Mediawire as well as NIAC helped current time viewpoints on present talent management problems including an exciting element to the research (Refer to Appendix C). Collectively, such different sources enhanced the research study through the integration of research from academia in practical perspectives, providing an extensive understanding of talent management as well as its consequences for organizational performance within the ever-changing fashion retail industry.

5.5 Interpretation and Conclusion

In Chapter 4, we analyse the outcomes from our intensive study. We examined academic journals to understand talent management and its influence on UK fashion retail companies. We focused on identifying variables shared by all sources and illuminate talent management tactics. Our research covered talent acquisition, employee growth, corporate culture, and more. Detailed data analysis, comparison, and topic classification were component of our analysis. This process helped us create an extensive structure that explains how personnel management affects UK fashion retail businesses (Kwon and Jang, 2022). Our research aims to provide informative

information for scholars and practitioners in this industry.

Therefore, a major fashion retail talent management issue is addressed by this research. This business struggles to implement high-performance culture-based staff management. This issue is due to fashion retail's quick growth and severe competition. Recruitment, retention, and development are key to success in this field. Talent management shows firms how to manage a high-performance culture using people resources. In the changing fashion retail business, culture determines success and agility. Understanding this issue is crucial because it shows how companies manage Employees. Researching this improves talent management. These findings may help practitioners and researchers improve talent management (Gallardo-Gallardo, Thunnissen and Scullion, 2020).

Chapter 6: Conclusion and Recommendations

6.1 Research Overview

This final chapter provides an overall conclusion and gives recommendations from the dissertation's findings. This dissertation studied the complex relation between high-performance culture-based management of individuals & organisational performance management in UK fashion retail. Fashion retail is dynamic and competitive, presenting HR management problems and opportunities (Servais, Katelijn, and Jan, 2022). Considering this, the research evaluated ways talent management & a high-performance culture can help a company succeed.

6.2 Key Findings

6.2.1 Effective UK Fashion Retail Talent Management Strategies

This study examined talent management's many components. Talent acquisition & recruitment were investigated first. The fashion retail market constantly evolves, so recruiting and retaining the appropriate people is vital. The dissertation used diversity & corporate branding to evaluate recruitment methods. The investigation showed fashion retail corporations how to acquire competent personnel to compete (Kele & Cassell, 2023). The company prioritised staff growth and training. Continuous learning and improvement of skills are essential for personal and organisational growth in high-performance cultures (Urbancová et al., 2021). Leadership development and business learning culture were stressed in the study. This personnel management method is important in fashion retail, because trends and consumer desires change frequently. This requires an adaptable, learning team. The dissertation studied how business culture influences employee engagement & performance. The study indicated that a pleasant and inclusive company culture may improve job happiness and achievement. Fashion retail needs talent management. Motivated and engaged employees may make this business stand out in a competitive industry (Haar, O'Kane, & Daellenbach, 2022).

Research shows that branding, diversity, & inclusion attract and keep great talent. The dissertation found that inclusive environments and strong employer branding attracted talent. This boosts talent and promotes creativity in fashion retail's fast-paced, diverse environment (Son et al., 2020). Another significant finding is that staff growth requires ongoing leadership and learning. Company personnel with skill and leadership training were more capable and dedicated, according to the study. This increases morale and career opportunities and ensure the organisation has qualified leaders and innovators. The fashion retail industry requires a versatile, well-informed, and adaptive workforce due to shifting fashion trends and technologies.

6.2.2 Enhancing UK Fashion Retail Productivity Through Performance Culture

The study states that measuring staff management and performance metrics is crucial. This involved examining these practises' short- and long-term impacts of the UK fashion retail sector's performance, sustainability, & market position. The dissertation explained that high-performance culture-based leadership might boost UK fashion retail talent and corporate performance management (Perry and Femie, 2023). The company learned how high-performance cultures effect people management & organisational success through targeted study objectives.

Research suggests that such strategies encourage continuous learning, adaptable leadership, & proactive staff engagement & growth. The dissertation used case studies and research to demonstrate how successful fashion retailers used these methods. Other companies realised how high-performance personnel management might boost agility and performance. The second goal examined how performance-based workplace culture boosts productivity. This study studied how performance-focused culture influences employee productivity & company efficiency.

Organisational culture affects staff engagement, work happiness, even performance, according to study. Good and inspiring workplace cultures enhance morale and productivity. Friendly and inspiring workplaces boost employee retention, job satisfaction, & performance (Fragkos, Makrykosta, & Frangos, 2020). Fast labour and high demands are especially true with fashion retail. Companies with healthy cultures have more employee loyalty & teamwork, the survey showed. The research concluded that creative and adaptable talent management and efficient performance measures are the most important factors in competitive advantage. The importance of monitoring and adjusting talent management to fashion retail business needs are focused in this study (Bouteraa & Bouaziz, 2023).

6.2.3 Fashion Retail Organizational Performance Strategies

Research suggests that excellence and accountability improve performance. The dissertation shows how clothing store performance-based cultures boost innovation, consumer satisfaction, and productivity (Casciani, Chkanikova, & Pal, 2022). The dissertation examined how talent management affects UK fashion retail companies' strategic success for a third objective. A detailed study was conducted on how putting ability at the centre of a company's approach might give it an edge over others (Nayak, Bhattacharyya, & Krishnamoorthy, 2021). Talent management-focused companies may adapt better to market changes, retain employees, and grow sustainably. This study showed the long-term advantages of incorporating talent-focused tactics into company goals. Powerful culture-based people management was the final objective.

The research phase showed prior goals and gave practical answers. Build a holistic talent management framework, use technology in people acquisition and management, create an inclusive and productive workplace, and link talent management to the business plan. For UK fashion shops, these methods boost people management & organisational effectiveness.

Finally, the dissertation examined high-performance culture-based talent management practises & their effects in UK fashion retail organisations. It advanced this field's intellectual discourse while offering industrial executive ideas and tactics. It connected high-performance cultures, hiring and firing, & firm success in the rapid fashion retail industry, filling a gap (Kwon and Jang, 2022).

Research shows that organisations that routinely evaluate and change their talent management strategies to market needs. So that the internal performance measures are able to survive. Adaptability helps a company stay competitive and ensures its team fulfils shifting goals. Finally, the study highlighted fashion retail's obstacles, including regulatory issues and managing a varied, geographically distributed workforce. Understanding the different markets, cultures, and legal frameworks is crucial in the global sector. Fashion retail organisations need strong strategies to tackle these issues, according to the dissertation (Wijewardhana et al., 2021). These involve adapting people management practises to different cultures and complying with foreign legislation.

Thus, the dissertation fully analysed how high-performance culture-based HR practises can boost UK fashion retail organisational performance. It reveals the best practices as well as obstacles of a growing & competitive sector and provides a framework of understanding how people management strategies affect organisational performance.

6.3 Research Contribution and Novelty

Its extensive study of high-performance culture-based managing staff in UK fashion retail is its key benefit. Academic literature scarcely mentions this issue. This study links people management to organisational success, filling a knowledge gap (Bhatti et al., 2020). This study examines fashion retail's dynamic, trend-driven character and specific obstacles. This study details fashion retail talent management, unlike others.

This research contextualises personnel management in fashion retail's difficulties and opportunities, innovating. The study examines human resource management in a field with fast-changing consumer demands, worldwide supply chain challenges, and strong rivalry. This industry-specific approach adds subtlety to how personnel management must adapt to the sector's

rapid speed and evolution.

Among other findings, the study highlights high-performance culture as essential to effective people management. This study indicated that high-performance cultures require ongoing learning, adaptation, creativity, & employee involvement beyond HRM. By including these factors, the research presents a holistic people management approach. This strategy links staff development to organisational goals (Kurniawan et al., 2022).

This study informs fashion retail staff recruiting, development, and retention strategies. Attracting top people in a creative and inventive industry requires employer branding, diversity, & inclusion (Jonsen et al., 2021). The study emphasises continuous education and managerial development as critical drivers of individual & organisational success, making people management strategic. Long-term organisational performance depends on talent management.

The dissertation examines globalisation and worker diversity in fashion retail, making it distinctive (Olssen, 2020). Being worldwide, the sector acknowledges the necessity for efficient workforce management. The study on global regulatory challenges, cultural sensitivity, and inclusivity advises multinational fashion retail companies and contributes to global people management.

In conclusion, this study's industrial emphasis, high-performance culture, strategic people management insights, and globalisation problems make it distinctive. These traits enhance talent management literature & inform HRM scholars and practitioners. This is especially true in fast-changing fashion retail.

6.4 Research Implications

Implications to Theory

These findings improve talent administration theory by applying it to UK fashion retail. Talent management theories are generally overly broad and lack industry-specific information. This study adapts human management basics for fashion retail dynamics to fill this need. It highlights the sector's ((Anlesinya and Amponsah-Tawiah, 2020) issues, including rapid shifts in markets, trend-driven demand, & fierce rivalry. Additionally, it provides a distinct personnel management perspective for this industry (Mızrak, 2023). This contextual approach enhances theoretical models and sets the stage for future study in related fields.

The study advocates integrative talent management. This strategy is very different from compartmentalised thinking. It shows how recruiting, development, & organisational culture effect talent management. The whole-person approach to staff management explains how hiring and culture activities drive high-performance workers.

Implications to Practice/Managers

This study helps fashion retail managers plan strategically for organisational development and staff management. It outlines how to integrate a culture of excellence in staff development & recruitment. These tips can help managers develop fast-paced industry strategy. This will help their talent leadership methods recruit and retain competent personnel, foster innovation, and respond to market changes (Kingsnorth, 2022). Fashion managers in retail can improve organisational agility and compete using these techniques.

The research also reveals that a healthy work environment & culture improve employee performance and engagement. In regard to this, leaders have to prioritise workplace cooperation and encouragement efforts. Recognition, job growth, and work-life balance are options (Pace & Sciotto 2020). The study concluded that engaged employees enhance efficiency and effectiveness, especially in unique and customer-focused industries. Managers should create

strategies that inspire and match employees' values and aims to improve job satisfaction and performance.

Since this research enhances theory and practice, the implications are huge. A new industry-specific perspective improves academic talent management discourse. It also gives fashion retail professionals practical ways to boost people management and develop an environment that supports business and employee goals.

6.5 Research Limitations

This study's UK fashion retail specialisation is a negative. Though skilled in talent management, this method restricts generalizability. UK fashion store trends, challenges, and traits might be unique to different industries. Industry operations vary due to business, legal, and cultural variables. The study's findings may not apply to industrial and technology organisations due to different personnel, technology, and competitive landscapes.

Geographic focus applies study findings to the UK. The UK fashion retail is unique due to economic, cultural, and legal factors. These geographical factors substantially affect talent management. Different economies, cultures, & employment laws in different countries may bring talent management challenges and possibilities. Thus, certain study findings may be dubious.

The extra information used in this inquiry was another concern. Scientific studies, industry reports, & case studies are valuable but limited. Data may grow outdated in a fast-changing industry like retail fashion. After the sources were cited, this field's rapid commercial growth, customer tastes, and technology may have created new difficulties and opportunities.

Secondary data might also impair industry-relevant problem analysis. Secondary sources could miss current fashion retail market trends, customer behaviour, and store technology. Industry expert discussions or fashion shop surveys might clarify these elements.

The scope and focus of key data sources constrain secondary data analysis. This may overlook important traits or opinions, especially if the study didn't focus on them. Secondary sources may not cover employee perspectives, fashion store case studies, or new people management practices. This study illuminates UK fashion retail staff management, although its scope as well as sources must be evaluated. Future research could overcome these limitations by integrating

sites beyond the UK and using primary data to acquire more current & diverse talent management opinions.

6.6 Future Research Recommendations

Comparative Studies

Future talent management studies, especially in fashion retail, could benefit from international comparisons. These investigations would demonstrate the research's applicability. British fashion retail practices can be compared to others to study what cultural, economic, & legal variables effect talent management. This comparative method would also reveal global best practices & local strategy adjustments. The transferability of powerful culture-based human management can be better understood by comparing several sectors. To determine if fast-paced fashion retail practices may be applied to slower enterprises.

Primary Research

Primary research methodology should also need to be studied. Interviews, questionnaires, & case studies can delve deeper into talent management. This secondary data study yielded valuable insights. Interviewing fashion retail leaders, human resources directors, and staff may disclose high-performance culture-based people management difficulties and triumphs. Organisations can assess these techniques' effectiveness with surveys. Practical applications of theoretical models would be examined using fashion retail company case studies. This method would support this study and provide a broader understanding of the business's talent management.

Technology Integration

Research on how new technology help people management is rising, notably in fashion retail. Future research could study how technology is changing talent management. AI in recruitment, online venues for staff development and training, and analytics instruments for performance measurement are examples. Research might show how these tools boost talent recruiting, employee participation, & productivity. Technology's role in managing a varied, internationally distributed workforce should be studied. What technology does to fashion retail personnel and company culture will show the future of employment in this fast-changing business.

Finally, the methods will boost fashion industry talent management research. Comparative contrast studies, primary studies, plus technology incorporation research would illuminate this vital corporate function. These strategies would keep this study relevant, detailed, and relevant

with the global fashion retail organisation.

Overall, this dissertation demonstrates how powerful culture-based personnel management practices boost UK fashion retail performance. The ideas and opinions may help industry practitioners and spark academic interest in this sector.

6.7 Conclusion

Further, the experience of developing this dissertation makes me extremely challenging and emotionally encouraging. I started on this research work with a feeling of interest and an aim to understand about the talent management in the UK fashion retail sector. But I quickly realized the enormous depth of the topic's issue.

One of my main key challenges, I encountered was the huge quantity of data and information accessible in the fashion retail industry. Accessing among the vast literature as well as bringing together relevant sources became a difficult task. In addition, the continual change of the fashion sector indicated that I possessed to continually revise my study in order to maintain its relevance. A further obstacle was dealing with the emotional aspect to the research. There were also instances of dissatisfaction when I came across opposing research findings and had trouble with expressing my thoughts efficiently. The difficulty of completing tasks on time and the high demands I had created for myself additionally contributed to the emotional effect. Despite these obstacles, the research was extremely satisfying. I came to understand the value of staying flexible and resilient when carrying out study in an industry that is rapidly evolving. I also developed my ability to think critically and analytically, that will definitely help me in future study tasks.

In addition, I obtained an in-depth understanding for the complex issues of talent management as well as how important it is in the achievement of fashion retail businesses. This study experience broadened my knowledge of the changing interactions among talent acquisition, growth of employees, organizational culture, & performance measurement. Finally, the process in developing this dissertation was characterized by both challenges as well as invaluable lessons. It was an unforgettable experience which has not just broadened the scope of my education yet additionally enhanced both my professional and personal development.

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Appendices Appendix A



United States Government Accountability Office
Report to Congressional Requesters

March 2019

FEDERAL WORKFORCE

Key Talent
Management
Strategies for
Agencies to Better
Meet Their Missions

GAO-19-181

Source: (Peters, 2019)

Appendix B

McKinsey
& Company

Organization Practice

Understanding organizational barriers to a more inclusive workplace

Survey results show that many employees do not feel fully included at work and want their organizations to do more to advance inclusion and diversity. To do so, companies can address four factors.



June 2020

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Source: (Greuel. J, 2020)

Appendix C

Building Vibrant Company Culture & Boosting Employee Engagement

Mediawire | Last Updated: Nov 24, 2023, 02:46:00 PM IST

FOLLOW US SHARE FONT SIZE SAVE PRINT COMMENT

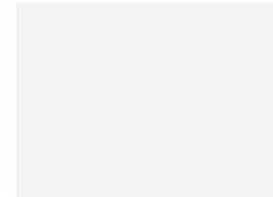


India Leadership Council

A strong culture and employee engagement set the tone for the work environment, shaping the attitudes and behaviors of employees. Simultaneously, engaged employees are more committed, productive, and invested in their work, which directly translates to organizational success. So how has it evolved in the last couple of decades? Let's take a look at the key strategies that organizations are adopting to build a robust system.

"Today's successful enterprises prioritize engaged human resources, making it the key factor over technology, innovation, and strategy. People engagement is rooted in corporate culture emphasizing equity, empowerment, inclusion, skill enhancement, diversity, and empathy (D4EI). Leadership strategies encompass cross-functional collaboration, mentorship, clear employee-centric communication, objectivity, integrity, and transparency. Fostering unit-level ambassadorship, work-life balance, trust, empowerment, and accountability.

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Latest from ET

1. DGCA changes some major rules to ensure

Source: (Mediawire, 2023)

