

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

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Introduction

Organization perceives talent as an important resource that supports the learning system of the employees in the area of management. They can accomplish even the toughest challenges with the implementation of management practices. For this reason, organizations have become concerned with the findings and benefits that are related to talent management which matches the modern global concept with the arrangement of high-performance based culture management to ensure productivity. This collaborates the positioning effect of the business strategy that involves a firm importance, goal alignment, managing work culture for effective management strategy. Moreover, acknowledging the unpredictable economic climate, the organization takes account of the sustainability policies to reduce operational discrepancies.

Background and research problem

Owing to the growth in business practices, there has been a pronounced improvement in the marketing conditions and occupancy rates. As stated by Alaghbari (2023), talent is a key to success factor that accelerates the individual's ability to learn and grow. Considering the organizational challenges, the application of performance-based business prospects has increased the consistency level to a greater extent.

Four tiers make up the fashion industry: retail sales; production of fashion goods by designers, manufacturers, contractors, and others; production of raw materials, mostly fibers and textiles but also leather and fur; and various types of advertising and marketing (Ali, 2023). These tiers are made up of numerous independent but connected industries, all of which are focused on meeting the demand for clothing from consumers in a way that allows business owners to make a profit. But the design, production, distribution, marketing, retailing, advertising, and promotion of all clothing types (men's, women's, and children's) from the most rarefied and costly haute couture (literally, "high sewing") and designer fashions to regular everyday clothing are all included in the fashion industry.

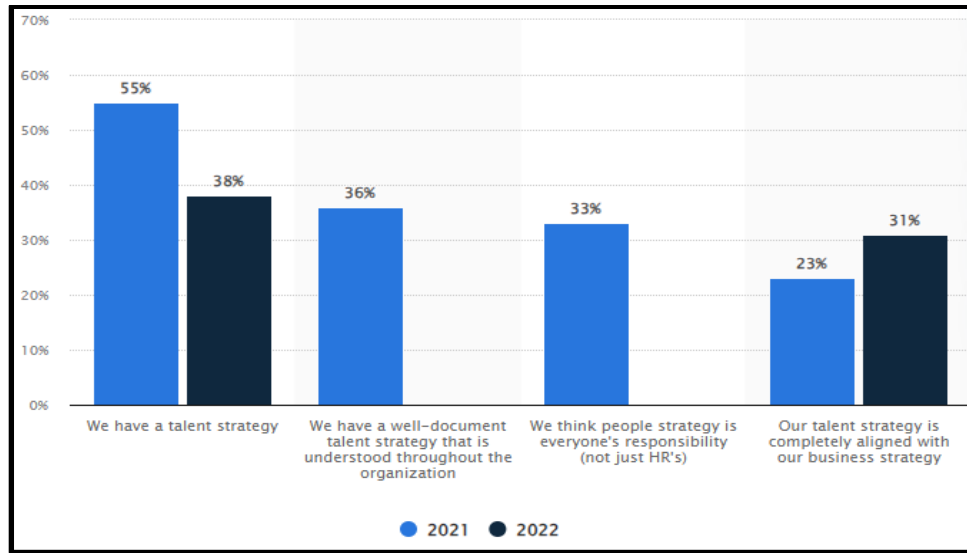


Figure 1: Rise in organizational performance with work culture based organisational practices

(Source: Statista, 2023)

The above figure illustrates the rise in organizational performance from the year 2021 to 2022. The figure shows that in the year 2021, the talent strategy was nearly 55% as compared to 2022 which was 38% due to operational discrepancies. On the other hand, the understanding element among the learners regarding talent strategy was 36% in the year 2021 which helped the people to escalate their responsibilities by 33% significantly (Statista, 2023). Finally, the talent strategy was successfully aligned with the business strategy by 23% in 2021 and 31% in 2022 respectively.

The problem of the research includes the lack of impact of digitalization in the business areas on sustainability that prevails mostly in the fashion retail sectors. Leveraging the coaching and training performances for job rotation faces hindrances due to an absence of technical information.

Research aim, objectives and questions

Research aim

The aim of the study is to assess the role of high-performance culture oriented work practices for supporting talent management and to promote business performance management in fashion retail sector of UK.

Justification: This implies the significance of managing the organizational areas with effective human resource strategies. The aim justifies the increase in quality development due to the implementation of strategic goals that include increasing the revenue rate and growing shareholder value in a significant manner.

Research objectives

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

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

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

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

Research questions

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

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

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

Preliminary literature research

Impact of talent strategy on improving organizational performance

The concept of talent strategy is measurable and can help in abolishing the ambiguity of the organization. As stated by Ali (2023), organizational performance is relative to facilitating the employee scale of performance by focusing on strategic talents. Talent management has been perceived as a crucial part of improving individuals' learning proficiencies and is perceived as important to fulfill business requirements.



Figure 2: Significance of talent strategy on organizational performance

(Source: Conte and Siano, 2023)

The above figure signifies that through talent strategy and planning, individuals can gain an in-depth regarding work policies and engagement towards performance management. As opined by

Conte and Siano (2023), succession planning is a major factor that is led by the help of talent strategy contributing to organizational development. Similarly, workforce planning is based on conceptualization that is liberated by talent acquisition.

Analyzing the development of goal-focused financial management for high performance

The financial department functioned according to the goal-oriented approaches that contribute to valuing the originality of the organization. According to Elrayah and Semlali (2023), the commercial zone of an organization benefits from various economic liabilities that are generated to investigate the potential of the working companies. The GDP rate rises with investment planning that is led by the practical connotation of having monetary values, which support the implementation of talent management practices with focus on culture management.



Figure 3: Development of goal-focused financial management for high performance

(Source: Hassan, 2022)

The above figure illustrates the factors that are effective in managing high performing work culture where culture equity practices are essential to sustain talent. As opined by Hassan (2022),

the approach towards high-performance has raised the productivity rate based on culture control and talent acquisition. The regulation of ESG strategy has put forth various revenue opportunities that have a positive contribution to society.

Evaluating the impact of high-skilled management on employee performance

With the application of high-performance, employees have built their resilience in working and have adopted the working engagement behaviour. As per the critical analysis by Jibril and Yeşiltaş (2022), effective business protocols reduce the rate of burnout and exhaustion making it a healthy platform for learning and practicing. This mutual benefits both the organization and the learners of the organizational sectors.

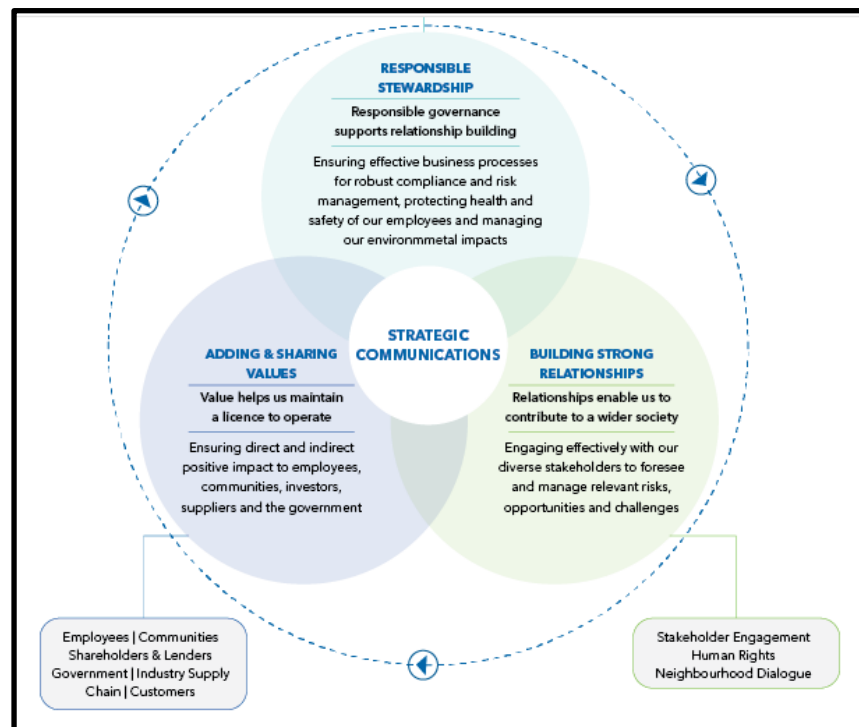


Figure 4: Strategic development of employees through communication

(Source: Kaewnaknaew *et al.* 2022)

The above figure highlights the importance of strategic management planning that contributes to adding and sharing values to the community. This is accelerated by building strong relationships with the stakeholders and continuing to perform operational activities to manage relevant risks (Kaewnaknaew *et al.* 2022). The approach to talent development increases the responsibilities

towards management protection and communicates effectively with the investors and suppliers significantly.

Theoretical implications

Stakeholder theory

Adopting new models and building a platform for reaching greater resources is an act of justification to stimulate the decision-making process. Managing the organisational performance and controlling the human resource talent cannot be arranged with one single theoretical understanding and is dependent on leaders' traits and organisation's potential to adapt environment with reference to culture (Kafetzopoulos and Gotzamani 2022). The stakeholder theory addresses the impacts and relationship between suppliers, creditors, employees and others to business ethics and organisational management.

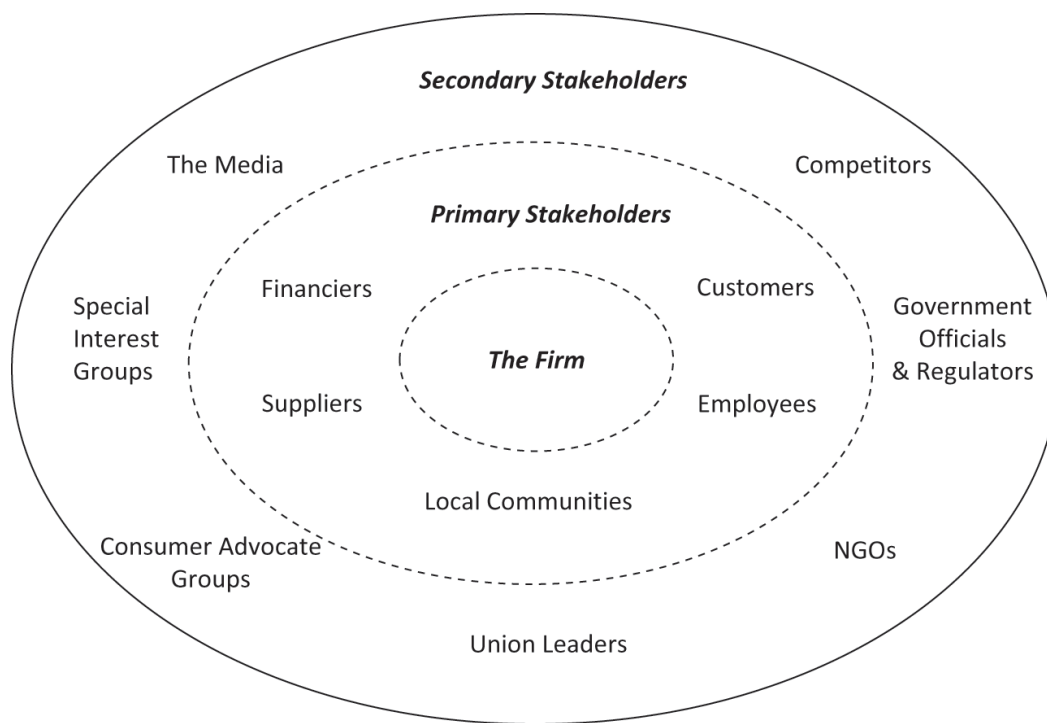


Figure 5: Stakeholder theory

(Source: Freeman et al., 2018)

Integrating stakeholder theory into talent management and performance appraisal emphasizes the consideration of diverse stakeholder interests. This approach encourages employee well-being, development, and holistic evaluations that include work-life balance. It empowers managers and aligns their incentives with fostering a positive work environment. Balancing shareholder interests involves setting transparent financial performance goals and showcasing the contribution of talent management to shareholder value (Pinto, 2019). Customer satisfaction and reputation are improved by linking employee performance to customer feedback. Ethical considerations, open communication, adaptability, and social responsibility further enrich the talent management process. In conclusion, applying stakeholder theory in talent management practices creates a well-rounded approach, ultimately enhancing organizational performance and reputation while aligning with contemporary corporate governance principles.

Research Methodology

Research methodology is a medium of understanding the concept of the study based on critical and past implications. It helps in measuring the reliability and validity of the research that shows significant results. The research will be based on interpretivism philosophy which helps in delivering subjective view to qualitative data obtained from secondary sources. As stated by Sepawi (2023), interpretivism argues with a particular identity of the proposed research by attempting to critically analyse secondary and existing established data to interpret with reference to research questions. This helps in bringing a significant change in the research methodology practices.

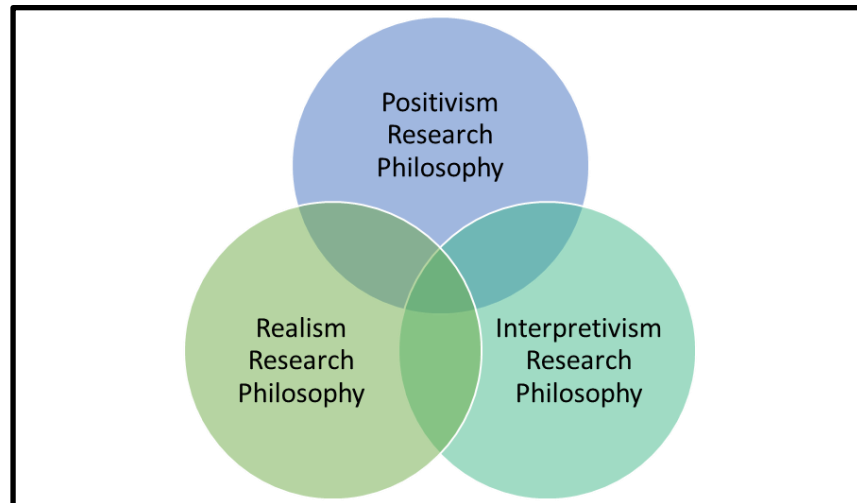


Figure 7: Research philosophies

(Source: Sepawi, 2023)

The study will use qualitative approach of data collection and deductive approach for analysis. Organisational performance management has been analysed with reference to existing company information and the implications of high-performance culture oriented talent management practices in the fashion retail sector (Siripipatthanakul *et al.* 2023).

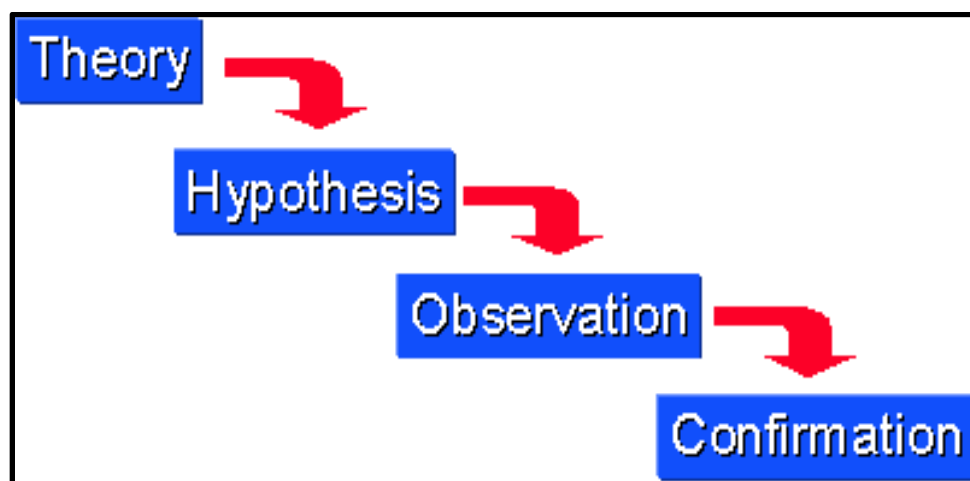


Figure 8: Deductive approach

(Source: Siripipatthanakul *et al.* 2023)

The descriptive research design is an effective way of collecting the data that enables the researcher to make cross sectional studies based on the research topic. The analysis of

performance and talent management has been depicted to provide a positive impact on the fashion retail market sectors (Ali, 2023).

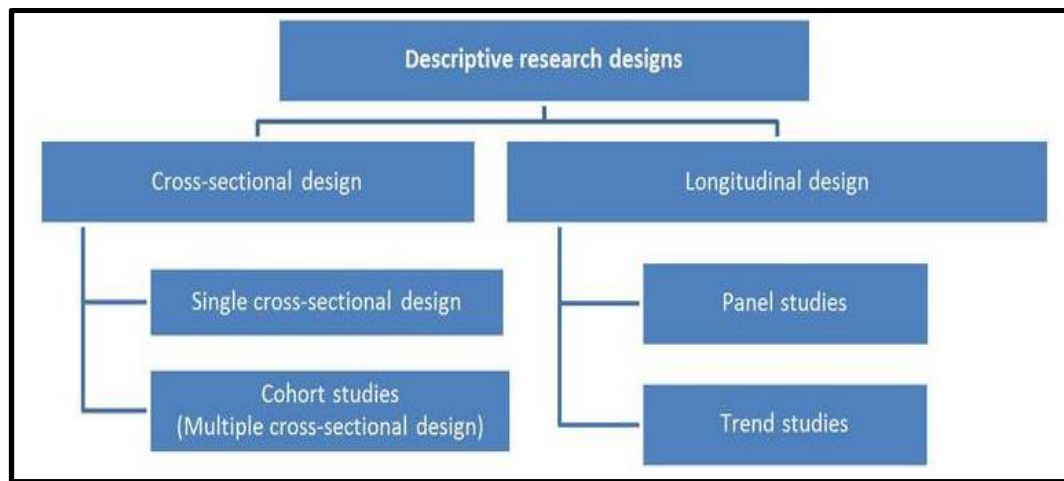


Figure 9: Descriptive design

(Source: Ali, 2023)

The study will use a secondary approach to scour data on research questions. 10 archived data sources will be selected to support secondary qualitative data collection. As stated by Zafar *et al.* (2023), the secondary data are published and verified information, which can provide proof to the research hypothesis and understanding of variables. The collected data will be analysed through description analysis for secondary qualitative data. The data will be collected from open sources including online articles, research papers, and government reports.

Risks

Pertaining to high-performance practices includes a number of risks that are associated with management goals in a global manner. As stated by Sepawi (2023), the most fundamental risk in efficient target marketing is monitoring the targets and failure to achieve SDG in metric tons. In addition to that, there is no surety about the economic policies in effective services that affect the target rate severely. Climatic change is another important factor which has no guarantee and is likely to contribute to wasting the supply chain management services. During this situation, consumers struggle to connect their personal activities to global issues. The limitations of this study is that it has been carried out only for the fashion retail sector of the UK. Hence, its

implication on other sectors or other countries will require additional research. Extensive and continued research will be required on this study for its implication by organisation at large scale and to gain high reliability for this research.

Timeline

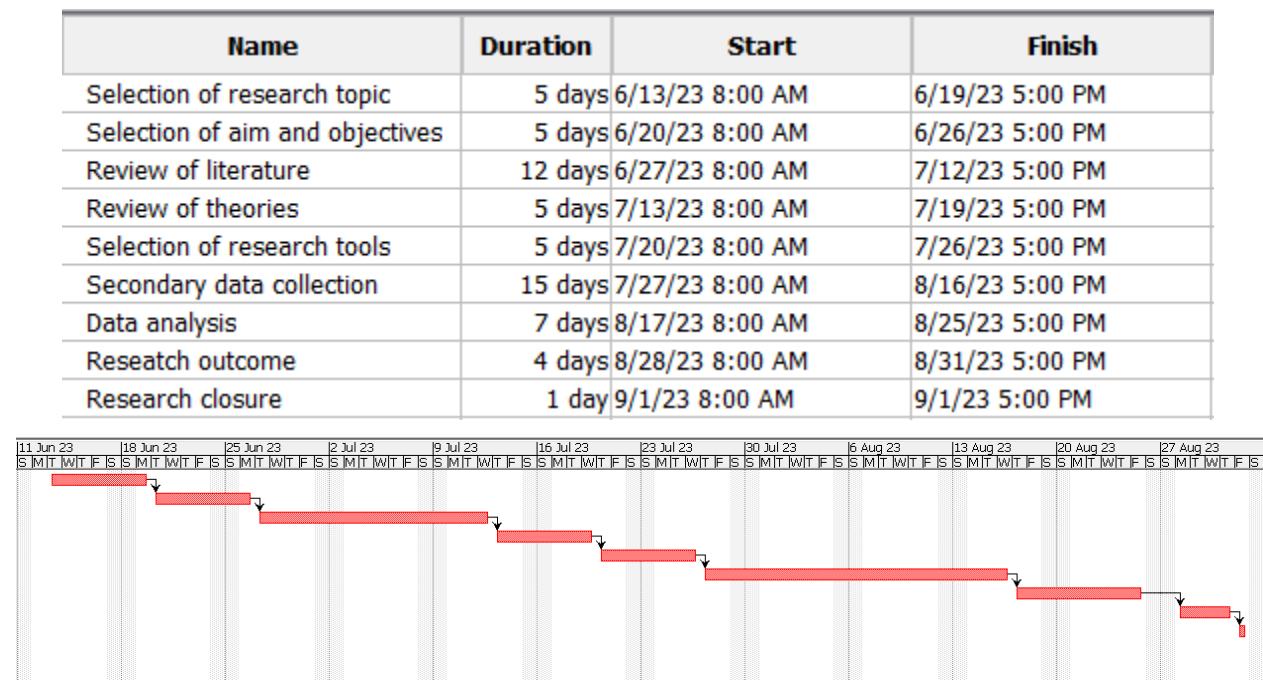


Figure 10: Timeline

(Source: Self-created)

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