



# **The Talent Management Strategies for Multicultural Organizations: A Case Study of NHS**

**Course Module: Research Methodology**  
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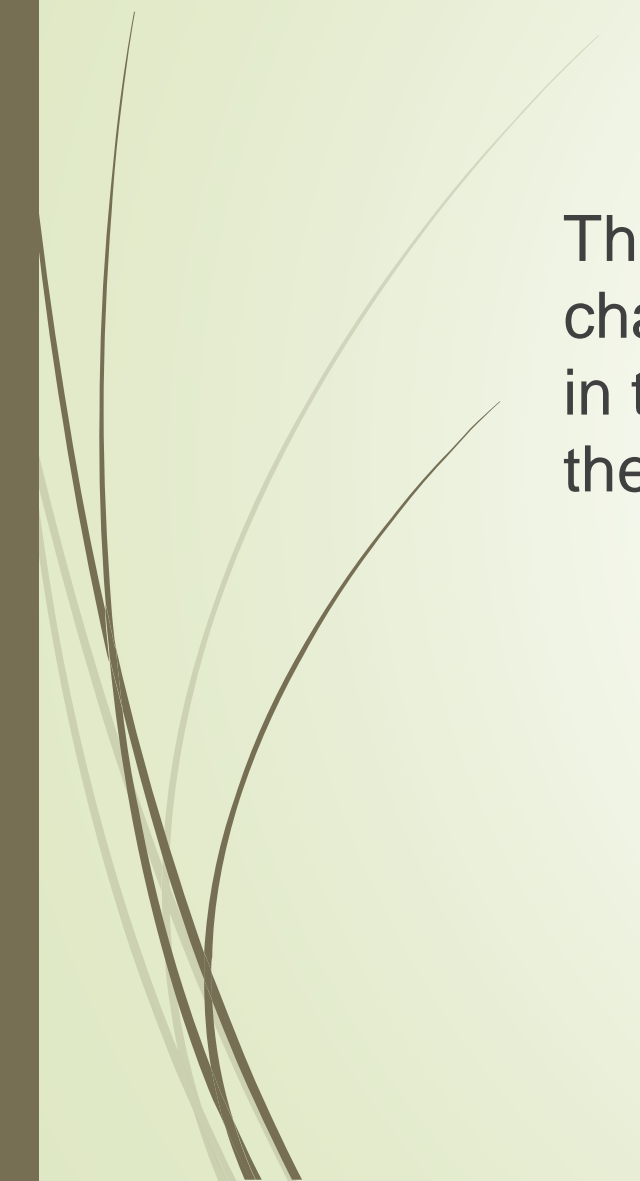
# Research Proposal

- The research topic for this study is:
    - **The Talent Management Strategies for Multicultural Organisation: A Case Study Of NHS**
  - Why this topic?
    - There is an academic gap-there is still a limited body of research specifically focusing on the role of HR in this context.
    - Transferability to other sectors
    - Societal impact: The National Health Service (NHS) plays a crucial role in providing healthcare services to a multicultural and diverse population.
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## Research Aim

The aim of this study is to identify and comprehend the challenges and opportunities encountered by HR professionals in talent management within a multicultural organization such as the NHS



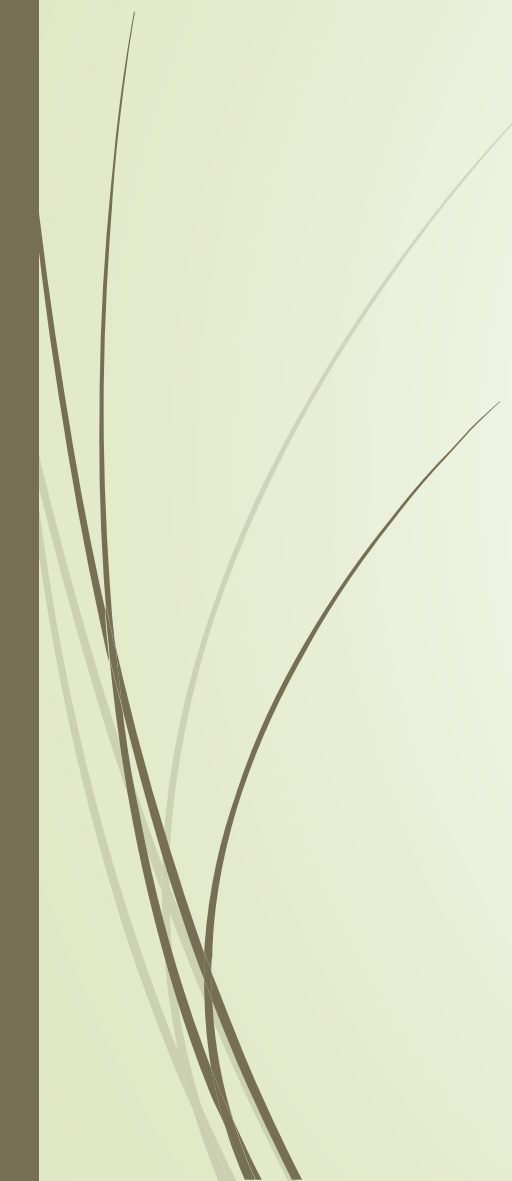


# Research Objectives

1. To examine the role of HR in talent management within a multicultural context, specifically focusing on the case study of the National Health Service (NHS).
  2. To identify the challenges and opportunities faced by HR in talent management within a multicultural company like the NHS.
  3. To explore strategies and best practices employed by HR to effectively manage talent in a multicultural organization like the NHS.
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# Rationale for the Study

1. Multiculturalism is becoming increasingly prevalent in organizations due to globalization and diverse workforce demographics. Thus, understanding HR strategies in talent management within such a context is crucial for effective organizational performance and workplace management
  2. Talent management is critical to organizational success, and cultural factors can influence its effectiveness. Exploring the role of HR in talent management within a multicultural company like the NHS can provide valuable insights for improving talent management practices.
  3. The NHS is one of the largest employers in the healthcare sector in the UK, employing a diverse workforce (Gov.uk., 2019). Studying talent management within the NHS can have practical implications for other multicultural organizations, enabling them to learn from the experiences and strategies employed by HR in the NHS.
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# Key and Relevant Theories

- **Cross-cultural management theory:** This theory examines the impact of culture on management practices, including talent management (Barmeyer et al., 2019). The theory provides a framework for understanding how cultural factors can influence HR practices in multicultural organizations.
- **Social identity theory:** This theory explores how an individual's identification with social groups affects their behaviour and interactions (Hogg, 2016). Applying this theory to talent management in a multicultural context will shed light on how HR can effectively manage diverse talent while considering individuals' social identities.
- **Resource-based view theory:** This theory emphasizes the strategic importance of human capital for organizations (Hitt et al., 2015). Applying this theory to talent management at the NHS will help identify how HR can leverage diverse talent to enhance organizational performance.
- **Contingency Theory:** This theory suggests that there is no one-size-fits-all approach to management and that the most effective approach depends on the specific context (McAdam et al., 2019).



# Key and Relevant Theories Contn'd

- **Hofstede's Cultural Dimension Theory:** This theory identifies six cultural dimensions that can affect the behaviour of individuals and organizations (Gallego-Álvarez & Pucheta-Martínez, 2020). This theory will help inform key dimensions requisite in managing talent at the workplace.
- **Strategic Human Resource Management (SHRM) Model:** SHRM is a perspective that emphasizes the integration of HRM with organizational strategy to gain a competitive advantage by using the available talent (Delery & Roumpi, 2017).
- **Stakeholder Theory:** This theory suggests that companies are influenced by their countries' social norms and cultural values (Freeman et al., 2021). This theory will help inform where HR needs to conform to institutional pressures to gain legitimacy and avoid sanctions.
- **Institutional Theory:** This theory suggests that companies are influenced by their countries' social norms and cultural values. Companies need to conform to institutional pressures to gain legitimacy and avoid sanctions (Khassawneh & Elrehail, 2022). Applying this theory will help elaborate on the national framework, laws and regulations for which talents are supposed to follow and operate under.

# Methodological Standpoint

- The research will adopt a qualitative approach, employing a case study design.
- Data used in the research will be primarily from secondary sources.
- Then, a documentation of the analysis of relevant HR policies and practices will be made.
- The qualitative data will be analyzed thematically to identify patterns, themes, and insights related to the role of HR in talent management within a multicultural company.





# References

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