



# Uncovering Key Elements and Components for Crafting a Talent-Risk Management Framework in the Aviation Sector

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## Abstract

*The aviation sector has been greatly impacted by the COVID-19 outbreak. Lockdown procedures, traffic limitations, and a decline in passenger demand all led to a notable decline in aviation traffic. Several airlines faced financial difficulties, with some declaring bankruptcy and suffering enormous losses. The industry encountered an increase in flight frequencies, route cancellations, and grounded aircraft. The COVID-19 pandemic had a significant impact on talent risk management in the aviation sector. Findings from this particular study revealed that a systematic framework for talent risk management whose aim is to attract, develop, and retain talent, is needed for Managers to excel in acquiring specialized knowledge and abilities needed to manage talent in critical times. Participants in this study were from two airlines: Qatar Airways, based in the Middle East, and SAA based in South Africa. Twelve human resource managers—six from each airline, freely participated in the study. Semi-structured interviews were conducted using Microsoft Teams as part of a qualitative research methodology, which enabled the participants to provide subjective evaluations of their experiences. To display the frequency of code words, data were manually analysed using code matrices and a wall of code. The code words were then used to create themes.*

*The study's conclusions showed that the chosen aviation firms lacked a systematic talent-risk management framework. The primary addition to the body of knowledge was the development of a talent-risk management framework for the chosen aviation firms based on the data collected, the literature, and the theoretical underpinnings of this study. This article thus looks at the critical factors involved in the development of a talent-risk management framework for the aviation industry.*

**Keywords:** Aviation leadership; Change leadership; COVID-19; Talent management; Talent-risk management.

## Introduction and Background

Talent-risk management combines two important components of human resource management: talent management and risk management. Talent management, according to Trautman (2017), is a deliberate strategic direction taken by managers to attract, develop, and retain individuals who have the skills, talents, and attitudes that are aligned with the organization's goals and will drive future operational excellence. According to Barkhuizen et al. (2014), talent management strives to secure the right skills at the right time in order to achieve beneficial outcomes for the company. The process of assessing present technical and

professional capability, aligning the organisation around which risks are a priority, and then taking mitigation action to level workloads or transfer knowledge and skills to decrease the highest risk is known as talent-risk management (TRM).

TRM employs extensive, targeted data to evaluate personnel risk profiles and improve team composition and readiness. It implies knowing the monetary impact of the risk at any time and having reasonable confidence that there will be enough of the right people with the right skill sets in the right place at the right time to remain productive, inventive, and competitive (Gurria, 2020). Managers must weigh the risks of maintaining or losing their most valuable employees. As a result, talented employees have the option of choosing which business to work for. The important issue in managing talent risk is attracting, retaining, and maximising output from talent. Hatem and Preve (2015) believe that a company's ability to attract, develop, and retain employees is critical.

In response to the COVID-19 outbreak, numerous businesses implemented procedures to mitigate the outbreak's impact and related reactions from economic players (individuals, governments, and other enterprises) on their business operations. However, no empirical investigations on the effectiveness of those measures were undertaken (Anakpo & Mishi, 2021). According to Murithi (2020), the pandemic resulted in -5.1% negative growth in Africa in 2020, making it the continent's worst recession in 25 years. Bano et al. (2021) emphasised the importance of emergency succession planning during the COVID-19 pandemic to maintain business continuity, emphasising that businesses cannot overlook their most precious asset, which is their staff.

The aviation sector's management experienced drastic change and shifted from their traditional method of managing talent to managing the industry and its employees through a crisis. Previously, during the Gulf War, the 9/11 disaster, and the global economic crisis that began in 2008, the aviation industry responded to these crises by restructuring costs, reconsidering aircraft lease or ownership, and eliminating routes and destinations that were not frequently travelled (Silling, 2019). There has been a lack of literature focusing on the aviation sector and talent risk management (Sikander, 2019). A study on talent management in unstable times indicated that academic literature on talent management is lacking (d'Armagnac, Ariss, & N'Cho, 2021).

The worldwide aviation sector faced a talent management dilemma as a result of the COVID-19 pandemic (Gurria, 2020). The development of a talent-risk management framework can help managers in the aviation industry to manage personnel during times of dramatic change. This article looks at the critical factors involved in the development of a talent-risk management framework for the aviation industry.

## **Problem Statement**

The study's premise is based on the COVID-19 epidemic, which severely disrupted air travel and caused it to come to an abrupt stop. In April 2020, the airline industry lost almost a million jobs due to the COVID-19 epidemic, which resulted in the grounding of 66% of passenger flights (Netnews, 2020). The management of its specialized and highly talented pilots, engineers, technical teams, and specialized back-office administrative staff is one of the major dangers recognized (Dungarwalla, 2021). Within the larger context of human capital, talent risk management is a discipline that this risk pertains to (d'Armagnac, Ariss & N'Cho, 2021). In the aviation sector, the idea of human factors refers to recognizing the strengths and

weaknesses of staff members and implementing appropriate actions, such as policies and procedures to enhance output (Bhugalia, 2020).

This article looks at the critical factors involved in the development of a talent-risk management framework for the aviation industry that would help to avoid a talent crisis during high-risk events, such the global COVID-19 pandemic (d'Armagnac, Ariss & N'Cho, 2021). Aviation managers lack the guidelines and specialized knowledge necessary to manage talent during a pandemic in the absence of a talent-risk management plan (Bhugalia, 2020). A talent drain in the aviation sector may occur as a result of this lack of talent-risk management, as workers may seek work elsewhere.

The primary goal of this research is to create awareness around the factors involved in the development of a talent-risk management framework that will enable aviation managers to manage their vital people resources as effectively as possible.

## **Research Question**

What are the critical factors involved in the development of a talent-risk management framework for the aviation industry?

## **Theoretical Framework**

The Contingency Theory of Leadership, human capital theory and enterprise risk management theory were used for this study.

### **Contingency Theory of Leadership**

The contingency theory recognizes the situational aspect of leadership; it focuses on a situation that brings about specific leadership traits and qualities. While leadership styles may differ between individuals, in the context of this study, the consensus is that leaders in the aviation industry are dynamic and quick to respond (Ayiei et al., 2020). Leaders are not necessarily born but are upskilled, mentored and developed into competent people who sit at the helm of an organisation (Wilson, 2020).

### **Human capital Theory**

This theory takes great consideration of an employee's skills, abilities and knowledge. Human resource is seen as a most valuable asset in an organisation (Muriithi & Makau, 2018). If an organisation invests in this talent and develops it, the long-term benefit would be staff retention and the reduction of the risk of losing valuable and scarce talent. When employees feel supported, they are in turn motivated to perform highly. Employees' higher productivity ultimately leads to better organizational performance, a culture of job satisfaction as well as general well-being (Savarimuthu & Jothi, 2022).

### **Enterprise Risk Management Theory**

Enterprise risk management is a management strategy that understands, identifies and prepares for the unexpected, such as dangers and hazards that are not part of the standard operating policies and procedures. This theory came to light after the 2008 global economic crisis, and with it, stringent risk assessments and evaluations were put in place (Florio, 2017). This theory addresses the risk aspect of talent-risk management

for ease of use during a crisis, and can thus be applied to dynamic situations, like the changes brought about by the COVID-19 pandemic (Florio, 2017).

## **Literature Review**

This section of the article critically reviews and appraises the literature from 2019-2023 available on critical factors involved and the constructs to be included in the development of a talent-risk management framework for the aviation industry during global crises. This chapter validates the research topic's argument and reinforces the study's research questions and objectives. It also examines what is known and what is yet unknown around the topic as well as identified gaps in the available literature.

The following were singled out as the critical factors that are involved and the constructs to be included in the development of a talent-risk management framework:

### **Critical Roles**

According to Whysall, Owtram, and Brittain (2019), critical roles are those that have a significant influence on the goals, competitiveness, and success of the firm. According to Mehta and Sharma (2020), these positions are challenging to fill since they call for talent with extraordinary abilities, which are in short supply. Critical role succession planning maintains company goals and competitiveness in the marketplace (Al Suwaidi, Jabeen, Stachowicz-Stanusch & Webb, 2020). As a result, when exceptional talent departs from the company, there is already a candidate in place who has received training and mentoring to fill this role. By doing this, business interruptions are avoided, and stakeholder trust in the company is maintained.

### **Planning for Succession**

According to Jackson and Dunn-Jensen (2021), succession planning is a mitigating strategy that firms must implement because it is challenging to retain top talent due to the constant search for new opportunities, particularly if they possess outstanding capabilities. Succession planning, according to Ali, Mahmood, and Mehreen (2019), is the process of identifying the organization's best talent and nurturing it to create a pipeline for roles that are at risk. Leadership roles and highly competent technical employees are considered to be "at risk" responsibilities since these abilities are not transferable to other talent and are frequently disregarded and underestimated. Transferring essential knowledge is essential to prevent disruption of business operations (Okwakpam, 2019).

LeCounte (2022) asserts that succession planning and talent development within a company not only guarantee that important functions are covered, but also enhance talent engagement and cultivate a positive organizational culture. Both the organization and its members grow as a result. They also establish expectations for the organization's talent and offer a defined roadmap for the future. Power struggles amongst employees competing for these crucial responsibilities may result in disputes in the absence of a defined plan (Whysall et al., 2019).

### **Talent Pools and Pipelines**

De Smet, Dowling, Hancock, and Schaninger (2022) define a talent pool as those workers who have previously indicated interest in joining the company. They might have applied for a job in the past, but for whatever reason, they were not successful in landing that specific position. As a result, they were added to a "talent pool" and given information on future openings within the company (De La Calle-Duran, de la Luz Fernandez-Alles & Valle-Cabrera, 2021). A talent pool, according to Haak-Saheem (2020), is one that is accessible through the organization's employment platform. According to Whysall, Owtram, and Brittain (2019), a talent pipeline is a proactive approach that identifies people who meet the requirements for the role and places them in a "pipeline."

## **Competition**

The competition for vital talents intensified due to the COVID-19 epidemic. The competitive advantage of remote work is being used by business executives and policy makers as a tactic to attract talent (Haak-Saheem, 2020). Choy (2020) argues that a high unemployment rate does not guarantee that skill will be available when needed. Talent with essential or rare abilities is in high demand and is given competitive pay and benefits that other organizations might not be able to match. To remain competitive in the global talent market, organizations need to understand the approaches used by their rivals in the attraction and retention of talent. Reviewing data from multiple sources is imperative to ensure that the chosen aircraft businesses remain competitive. Geographical locations can affect the competition for talent because hiring is a time-consuming procedure and talent may not always be readily available when needed (Haak-Saheem, 2020).

## **Benefits and Rewards**

According to Kamel (2019), incentives and perks play a crucial role in talent management since they draw in and keep top personnel for an organization. Offering competitive compensation and benefits might be a useful tactic for attracting top applicants. Job seekers often evaluate the entire benefits package—which includes pay, health insurance, retirement plans, and other bonuses when evaluating possible employers. Well-crafted incentive and rewards systems can inspire workers to offer their best effort and stay committed to their jobs. Recognition programs, performance-based bonuses, and incentives, according to Barkhuizen and Gumede (2021), can support the reinforcement of desired behaviours, boost morale, and promote a positive work environment. According to Wolor (2020), providing enticing bonuses and rewards can boost worker loyalty while lowering attrition. According to Kamel (2019), workers are more likely to remain within a company if they feel appreciated and are paid for their efforts.

## **Competency Framework**

According to Ruben (2019), a competency framework is crucial for talent management because it offers a methodical approach to recognizing, evaluating, and cultivating the abilities, know-how, and behaviours required for success in particular positions within an organization. Using a competency framework makes it easier to determine the particular skills and degrees of proficiency needed for each employment position. According to Heinen, van Oostveen, Peters, Vermeulen, and Huis (2019), it also outlines the knowledge,

abilities, and behaviours that people need to possess to perform their jobs to perfection. According to Ruben (2019), by using a competence framework, organizations can align their hiring and selection practices with the necessary competencies. This makes it possible for them to locate and draw in people who possess the required skills and behaviours, leading to an improved fit between the employer and the employee.

### **Talent Risks**

Talent risks in talent management, according to King and Vaiman (2019), are potential roadblocks and uncertainties that organizations may encounter when trying to recruit, develop, and retain skilled people. These risks may compromise an organization's ability to achieve its strategic objectives and maintain a competitive edge. According to Whysall, *et al.* (2019), to effectively manage these talent risks, organizations should come up with strategies such as proactive workforce planning, talent development programs, competitive compensation and benefits, employee engagement initiatives, diversity and inclusion efforts, and put in place effective talent acquisition and retention practices. The identification and mitigation of potential talent hazards before they escalate can also be prevented by routinely tracking and analysing talent metrics.

### **Talent Attraction**

Kamel (2019) asserts that a key component of talent management is talent attraction, which focuses on luring and acquiring outstanding talent to fulfil organizational objectives. Pandita (2019) continues, "Organizations can improve their talent attraction efforts and attract the best candidates who align with their values, contribute to their success, and drive organizational growth by implementing talent attraction strategies." Tanwar and Kumar (2019) assert that building a powerful employer brand that highlights the company's possibilities, culture, and values is crucial to luring in top personnel. This demonstrates the distinctive selling propositions that draw gifted people who share the goals and objectives of the company. According to Ruben (2019), it is important to consistently monitor and assess the company's employer brand perception. Utilizing input from candidates, past and present workers, and industry experts can also help identify areas that require improvement so that the necessary changes can be made to draw in top talent.

King and Vaiman (2019) assert that crucial recruitment tactics involve determining the particular skills and competences needed for certain occupations and creating focused recruitment campaigns to draw in applicants who meet those requirements. According to Albert (2019), potential applicants are located through a variety of channels, including job boards, social media, professional networks, and industry events. Writing job descriptions that are both clear and compelling is essential. The language used should speak to the target talent pool and highlight the organization's dedication to employee development. The job descriptions should accurately reflect the responsibilities, requirements, and growth opportunities associated with the position (Qin, Zhu, Xu, Zhu, Ma, Chen, & Xiong, 2020).

Pandita (2019) asserts that it is advantageous to establish and maintain talent networks through interactions with business leaders, participation in pertinent events, and use of employee referrals.

Referrals from current staff members to potential recruits should be embraced since they frequently draw people who align well with the organization's culture (Black, Hasan & Koning, 2020). According to Albert (2019), it is imperative to guarantee a favourable candidate experience during the entire recruitment procedure. Application processes need to be shortened in order to give a transparent, inclusive selection process and quick feedback. This raises the organization's visibility and increases the possibility of luring elite candidates. According to Jonsen, Point, Kelan, and Griebble (2021), attempts to attract talent must prioritize diversity and inclusion. Efforts to attract talent must support an inclusive and diverse workplace culture that celebrates a range of viewpoints and backgrounds. This may draw in a larger talent pool and encourage an environment of collaboration.

### **Talent Retention**

Trautman (2022) asserts that keeping talent in the aviation sector is essential to controlling talent risks, particularly during emergencies such as the COVID-19 pandemic. To address talent retention in an effective manner, Managers need to consider talent retention methods which consist of, but are not restricted to:

***Competitive pay and benefits:*** To draw and keep top people, provide alluring benefit packages and wage ranges (Kamel, 2019). Make sure that pay is competitive in the business by regularly reviewing and comparing it.

***Opportunities for career development:*** offer defined routes for professional development and promotion within the company. To assist staff members in developing their abilities and realizing their full potential, provide training courses, coaching, and mentoring (Barkhuizen & Gumede, 2019).

***Employee engagement and recognition:*** foster an environment where the efforts of employees are valued and acknowledged. Put in place employee engagement programs, team-building exercises, and frequent feedback sessions to identify exceptional work, which will increase morale and job satisfaction (Wolor, 2020).

***Work-life balance:*** Provide flexible work arrangements such as remote work or flexible schedules to encourage a healthy work-life balance. To avoid burnout and improve retention, encourage staff members to prioritize their well-being and take time off (Maurya, Agarwal & Srivastava, 2020).

***Transparent communication:*** Keep lines of communication open and clear to tell staff members about opportunities, difficulties, and organizational changes. Share information often, respond to issues, and give staff members a forum to express their thoughts and opinions (Sumelius, Smale & Yamao, 2020).

***Employee assistance programs:*** put in place measures to help staff members, such as work-life balance support programs, wellness campaigns, and counselling services (Berry, Mirabito & Baun, 2020). These tools and assistance, especially in trying times, can reduce stress and increase employee retention.

***Acknowledgment and incentives:*** Give high-achieving staff members recognition and incentives for their achievements and contributions. Promotions, performance-based bonuses, and other kinds of acknowledgment that align with the culture and values of the company can accomplish this (Wolor, 2020).

Black, Hasan, and Koning (2020) posit that managers in the aviation industry can reduce employee turnover and mitigate talent crises during difficult periods such as the COVID-19 epidemic by employing talent retention techniques that promote employee happiness, loyalty, and commitment.

## **Talent management and development**

The deliberate process of recruiting, developing, and retaining skilled workers inside a company is known as talent management. This means putting in place a variety of strategies and programs to locate workers who have a lot of potential, developing those skills and abilities, and matching those people to the organization's objectives (Rahman & Nur, 2023). The ultimate goal of talent management is to make sure that qualified people have the right jobs and are given the support and resources needed to take the company to new heights (Al Hashmi, Azam & Khatibi, 2020).

According to Hu, Sun, and Cheng (2023), talent development is the process of fostering and enhancing a person's potential, abilities, and skills to help them achieve their goals on both a personal and professional level. This means providing people with resources, favourable conditions, and support to help them grow.

To help people realize their full potential, talent development aims to recognize and capitalize on each person's unique assets and abilities. According to Al Hashmi, Azam, and Khatibi (2020), it entails a variety of activities like training, mentoring, coaching, and continual learning that enable people to gain new skills, improve upon existing knowledge, and perform better.

Organizations and industries need talent development because it enables them to produce workers that are highly competent and capable. Sánchez-Bayón and Aznar (2020) concur that companies can improve employee engagement, job happiness, and eventually productivity by investing in the professional development of their workforce. There are several ways to develop talent, such as through official training programs, conferences, workshops, on-the-job training, and self-directed learning (Dalal & Akdere, 2023).

## **Methodology**

In this study, the qualitative research method was applied. This is because the researcher wants to have a thorough understanding of the phenomenon of talent management in the aviation business. Furthermore, the researcher believes that they must be directly involved in the research process in order to appreciate aviation phenomena and how this industry attracts and keeps staff during the COVID-19 epidemic, as well as under other situations. The participants were chosen at random from a group of 12 managers. Six were from Qatar Airlines, situated in the Middle Eastern country of Qatar, and the remaining six were from SAA, principally based in the South African city of Johannesburg. All 12 participants possessed the experience, qualifications, skills, and abilities judged most appropriate for participation in this study, and their thoughts, opinions, and recommendations would be critical to the study's conclusions. The sample population was purposively selected. MS Teams was used to conduct interviews, which were videotaped. To get a comprehensive picture of the phenomenon being examined, the researcher immersed themselves in the virtual environment and interacted with participants. The researcher collected data using open-ended methods such as interviews and document analysis. These strategies allowed participants to communicate their own thoughts, feelings, and experiences, resulting in rich and complex data. In-depth interviews were conducted by the researcher to acquire thorough information from individuals. These interviews were semi-structured, allowing for flexibility and theme exploration. The researcher dug into the participants' experiences, opinions, and points of view, urging them to expound and provide detailed explanations. The recorded responses were then listened to and transcribed, allowing the researcher to become more involved with the data. The researcher wanted to present rich and extensive explanations of the research issue, combining direct quotes and vivid anecdotes to demonstrate the results.

The data was evaluated thematically by the researcher, who identified patterns, themes, and categories that arose from the data and organised and interpreted them to acquire insights into the research issue. This analysis also included data coding, categorising, and interpretation to discover similarities and contrasts. Throughout the research process, the researcher acknowledged their own biases, assumptions, and subjectivity, and pondered on their own role and influence in data collecting and analysis, ensuring that their interpretations were transparent and rigorous.

## Findings and Discussion

The objective of this article was to determine the critical factors involved and the constructs to be included in the development of a talent-risk management framework. Data were analysed and themes were identified. According to the findings based on the interviews, this objective was synonymous to Theme 1: Talent risk management framework.

This study interviewed 12 HR managers. To ensure anonymity, the participants were allocated codes.

The talent risk management framework of an organisation must reflect the organization's vision and mission, while the framework's focus embodies the business goals and difficulties (King & Vaiman, 2019). All of the participants were eager to contribute to what they believe should be the foundations of a talent risk management framework for the aviation industry, and their responses were consistent across the businesses. When asked about what the constructs should be:

Participant P1 stated that:

*“I think it’s important for an airline to assess their **critical roles** and make sure that we have pipelines in place because if a critical role goes down, it affects our health and our safety of the airline particularly in keeping planes in the air. I also think that we have to know where our talents are so that we can be more attractive from a brand positioning in the external market, particularly in the high competition that we are experiencing from Saudi and other airlines at this time.”*

Participant P3 agreed by adding:

*“I think that there is a greater need in aviation to ensure that we do have our **critical roles** and a pipeline of talent for our critical roles because in an emergency situation, we have to keep people safe, so we are talking life and death here. So, I think from an aviation perspective that is very important.”*

Participant P7 added in agreement:

*“**Succession planning**, especially for **critical roles**, like when someone in a critical role is about to retire. For leadership roles, to have pipelines in place. There are other plans as well. Competency frameworks looks at the **ideal type of leader** or competencies we would require in the new era to take the airline forward and our airline operationalizes. Then from a learning and development perspective, talent management, succession planning.”*

Participant P11 also agreed by stating:

*“**Succession for critical positions**, retaining your pilots. Looking at training program of your own talent. Develop them so that they stay. From a talent point of view, employee experience framework or your touch points, that you are not lagging behind. That you have things in price opt attract your talent and retain, industry specific. We are the only premier airline in South Africa. The other airlines are domestic and low cost, but we fish from the same pond for talent. We must keep that in mind. **Leadership development**, ensuring that you develop your leaders so that they can lead and engage with all the staff. Inclusion, engagement and belonging are also important. You should also never disregard your basic **remuneration and benefits**. To make sure that we can compete for the best talent.”*

According to these participants, as well as according to Trautman (2022), Talent risk management frameworks explain an organization's goal and are crucial to boosting company success. When effective frameworks are in place, talent management risks are reduced, and outcomes are better. The purpose of a talent risk management framework is to attract, develop, and retain talent, particularly those identified to replace critical roles that may become vacant due to retirement or voluntary or involuntary termination of the current incumbent (Jantjies, 2022). The talent risk management framework of an organisation must reflect the organization's vision and mission, while the framework's focus embodies the business goals and challenges (King & Vaiman, 2019). Efficiency can be increased within the organization's present talent pool by identifying the risks and putting measures in place to mitigate them (Gurusinghe, 2021).

Having arrived at the conclusion that a talent risk management framework is necessary, the participants were also asked to identify the critical factors that they believe should be included in the development of that talent risk management framework.

Participant P1 responded by saying:

“I think that data is absolutely critical. So, I think having the right data on our attrition or our retention, having the data on our **pipelines**. Knowing what our gap analysis are. Also knowing the bench strength of our incumbents in **critical positions**. Also, the processes around talent are our big thorny issues for all talent managers that decision to buy or borrow or build.”

Participant P4 added:

“**Succession planning** is important. This ensures that roles are planned for and there is no struggle to fill in a **critical role**. Post covid, critical roles are difficult to fill and there is a smaller **pool** of candidates. People are choosing to work differently. They have different priorities. There is a focus of work life balance.”

Participant P6 added in agreement:

“**Succession planning**, retention plans are all important, but it is also important to perform **exit interviews** to know what we could have done better and see of this can be implemented.”

## Recommendations

The findings from the study indicate that the following are the critical factors and the constructs to be included in the development of a talent-risk management framework:

- Job profiles to be created for all positions to ensure best fit of talent for the job.
- Leadership development to include the element of empathy to be adopted and reinforced.
- Ensure leadership awareness and involvement for talent risk management as they are the decision makers.
- Critical roles and top talent need to be identified for succession planning.
- Compare current to needed talent to assess risk and priorities.
- Transparent communication to be reinforced to foster trust among employees.
- Talent development strategies to ensure structured transfer of knowledge to reduce talent risk.
- Adopt and reinforce employee health and wellness strategies to maintain a healthy work life balance.
- Hybrid model of work to be adopted where possible as a talent attraction and retention measure.
- Remuneration and benefits should be revisited to ensure that they are competitive.
- Talent development opportunities to ensure talent engagement and retention.
- Use data from employee feedback surveys, exit interviews, IATA etc. to plan mitigation measures.

## **Conclusion**

In this study, 12 participants from two different airlines were voluntarily interviewed. The interviews were virtual and were recorded. The researcher actively engaged with the data on multiple occasions, conducting interviews, listening to guarantee clarity, transcribing and taking notes. According to Nowell et al. (2017:5), the researcher should actively study the data multiple times to look for patterns and meaning. This is especially true when working with sophisticated qualitative data types such as the ones employed in this study. The data were manually coded and posted on the code wall to provide for a single visual display of many ideas, allowing the researcher to discover linkages and links between topics (Saldana, 2016). This study has been successful in its objective to seek the critical factors and constructs to be included in the talent-risk management framework for the aviation industry with recommendations being made from the findings.

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