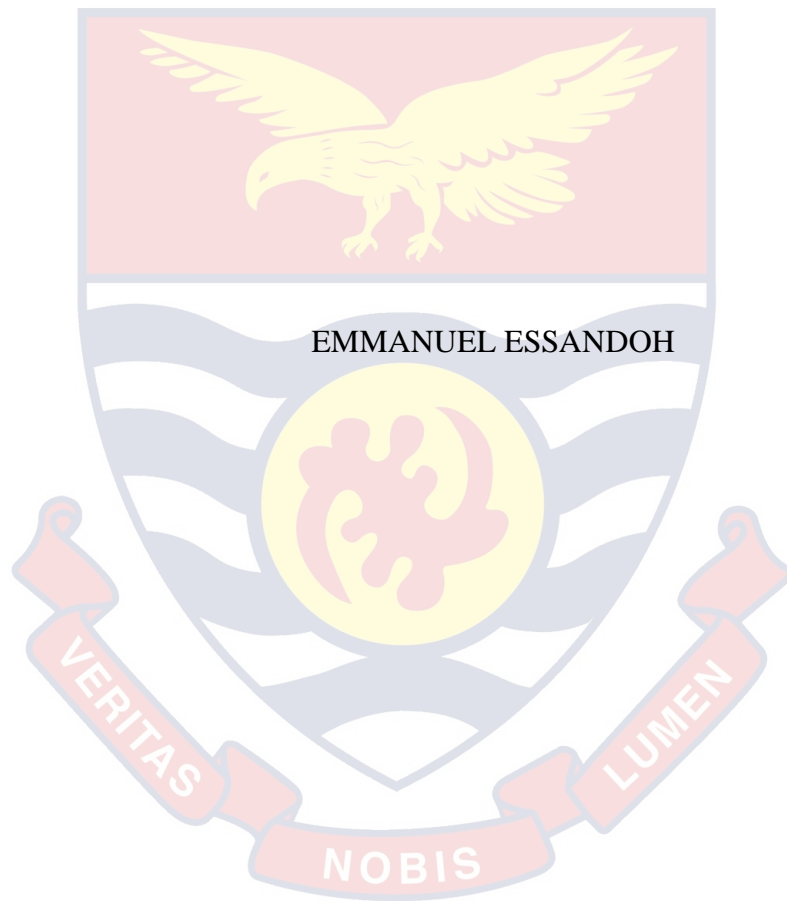


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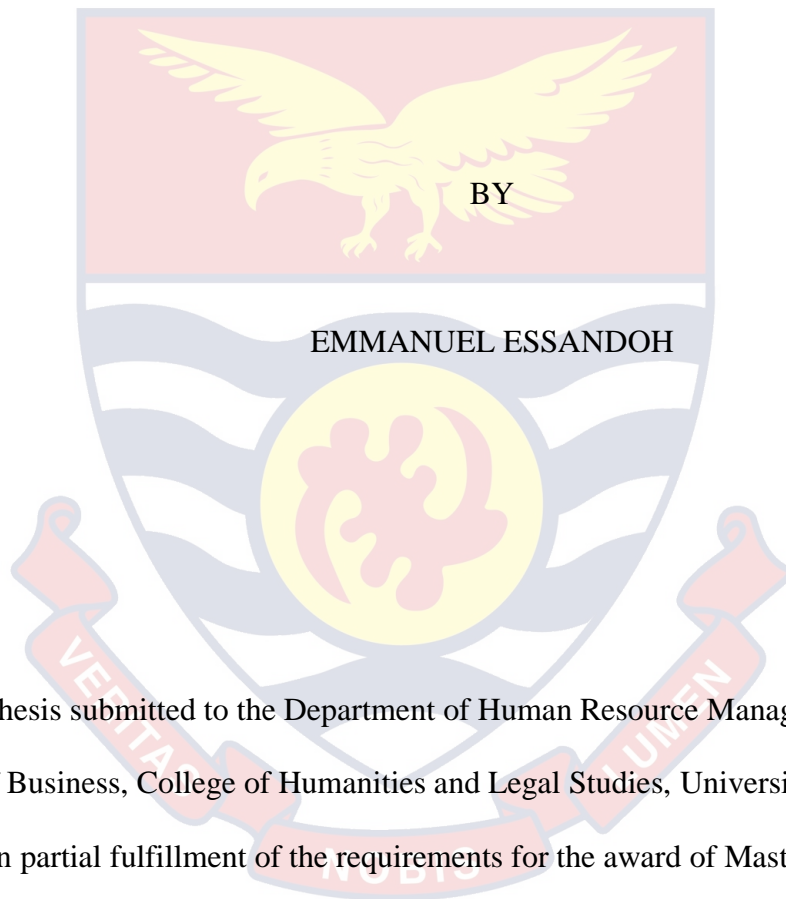
ASSESSING TALENT MANAGEMENT PRACTICES AT GUARANTY  
TRUST (GT) BANK GHANA LIMITED



2021

UNIVERSITY OF CAPE COAST

ASSESSING TALENT MANAGEMENT PRACTICES AT GUARANTY  
TRUST (GT) BANK GHANA LIMITED



This thesis submitted to the Department of Human Resource Management of School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfillment of the requirements for the award of Master of Commerce degree in Human Resource Management.

MARCH 2021

## DECLARATION

### Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature..... Date:.....

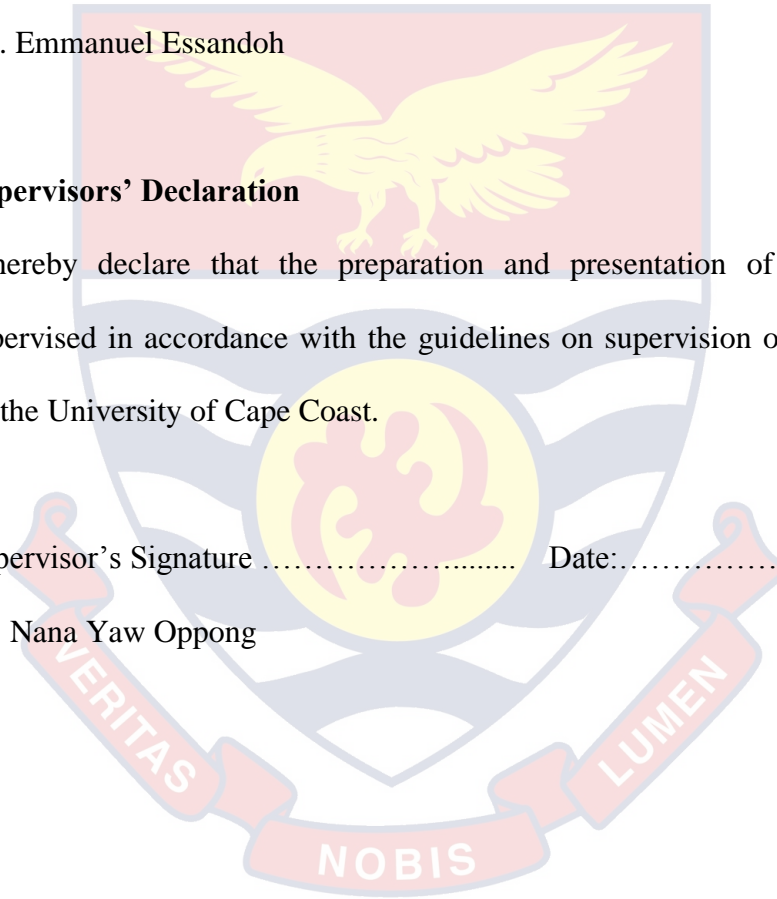
Mr. Emmanuel Essandoh

### Supervisors' Declaration

I hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature ..... Date:.....

Dr. Nana Yaw Oppong



## ABSTRACT

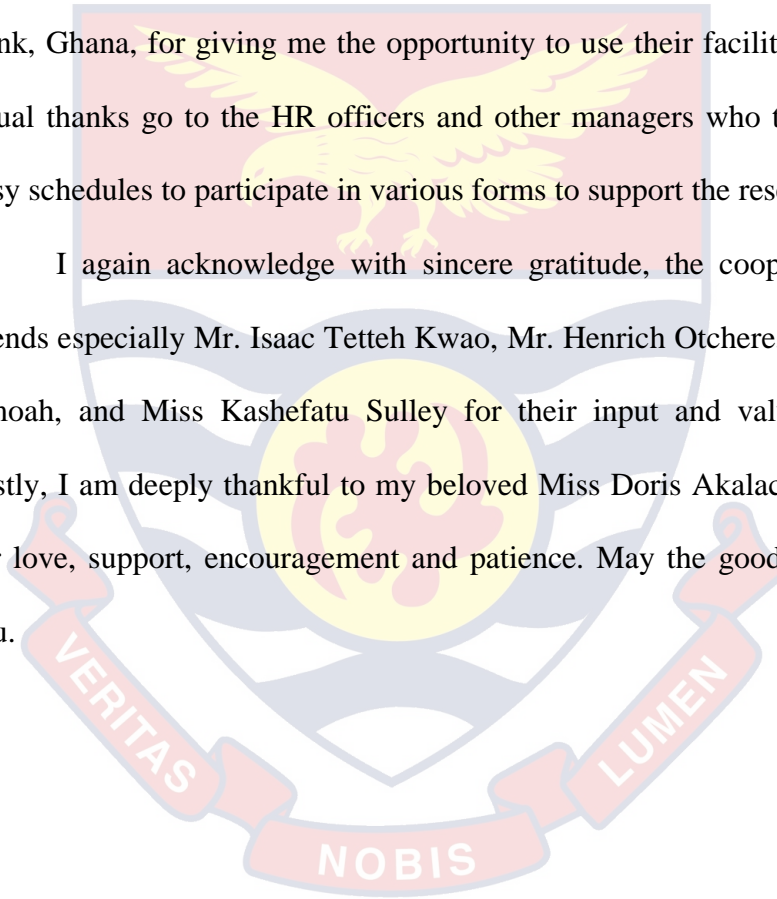
In a rapidly changing and competitive business environment, the most important rescue measure is managing talented individuals as it is only talented workers that can keep the pace of these volatile and competitive environment. Therefore, this study sought to assess the talent management practices of Guaranty Trust (GT) Bank Ghana Limited. GT Bank Ghana Limited was chosen as it was noted that it is difficult in attracting and retaining top talent. Though there are several dimensions to talent management, in this study, talent management practices were limited acquisition, development and retention of talents. The study employed a qualitative research approach and a descriptive case study design. Twelve (12) participants were conveniently sampled out of 143 population. However, eleven (11) were available for interviewing. The tool used to analyse the qualitative data was content analysis. The study revealed that various techniques such as employer branding, social media and employee referral were employed by the bank to acquire talents. It was also revealed that talent development practices that were adopted by GT Bank Ghana Limited included providing appropriate training and development programs, performance management and redeployment of talented workers. Lastly, motivation, favourable workplace environment and positive work life balance were the retention strategies used by the bank. The study concluded that being able to clearly identify and define talent, organisations would be able to develop strategies to effectively acquire, develop and retain talent. The study recommended that management should strengthen their retention strategies since it was revealed that the bank had lost some of its talents to rival banks.

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## DEDICATION

To my dearest father, Mr. Frederick Essandoh



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## CHAPTER ONE

### INTRODUCTION

#### Background to the Study

In a volatile business environment, strong competition and financial crisis, the rescue measures available to organisation are very few. According to Najm and Manasrah (2017), the most important rescue measure is talented people. Argument has always been that people are the most important assets in organisation. Also, the scope of human resource management in modern times has expanded as it does not only involve the effective management of the human resources of an organisation but also finding out, growing and retaining their talents and skills to build a strong intellectual capital for organisations to realize their goals and objectives (Ariss, Cascio & Paauwe, 2014). Every individual has been endowed with a natural ability which makes him or her perform differently from the other. This natural ability is referred to as a talent or gift.

Nonetheless, one of the key issues in the talent management literature is the answer to the question ‘what is talent?’ (Thunnissen, Boselie & Fruytier, 2013). Up till now, no agreed definition of talent exists. There is also a debate on whether talent is innate or acquired, and the extent to which it should be characterized as potential or as manifested. According to Gallardo-Gallardo and Thunnissen (2016), two scopes are critical in defining talent in the context of the world of work. The first scope makes a distinction between talent as people (subject approach) and talent as characteristics of people (object approach). The subject approach focuses on valuable, scarce and difficult-to-replace employees.

The object approach on the other hand, regard talent as individual attributes such as knowledge, abilities and competencies. This approach according to Thunnissen et al (2013) is related to the AMO paradigm, which proposes that employee performance is a function of employee's ability (A), motivation (M) and opportunity (O) to perform.

The second scope makes dimension between inclusive (all employees) and exclusive (specific employee group) approaches to talent management practices. Lopes (2016) points out that organisations use both exclusive and inclusive approaches, though the exclusive approach seems to be the most preferred. Taken together, the two scopes generate a number of plausible talent management models- a small defined model (exclusive-subject approach) which focuses on a selected group of high-performing and /or high potential employees; or a broad defined model (inclusive-object approach) that encourages every employee to fulfil his or her potential.

In today's economy, knowledge is the new driver of economic growth and the base of wealth creation and talent is playing an increasingly important role to make a difference to organisational effectiveness (Farndale, Pai, Sparrow & Scullion, 2014). Shabane (2017) stated that talent management principle is beneficial to knowledge management in the organisation. Although there are many citations based on the lack of talent management proficiency, CIPD (2010) indicate that organisations are placing more emphasis on talent for the purpose of knowledge creation, sharing and retention. The need for talent management is everywhere and at all organisational level (Najm & Manasrah, 2017).

Talent management is a broad concept which covers many activities and practices. Researchers generally differ in stating these activities and practices. According Najm and Manasrah (2017) talent management involves acquiring, developing, aligning and assessing talent. Likewise, Kaur (2013) also refers to talent management as attracting, selecting, training, developing, and promoting talent. Nzewi, Chiekezie and Ogbeta (2015) viewed talent management as recruitment and selection, retention, succession planning and development approach of talent. These varieties of the concept talent management practices may be due to the outcome an organisation wants to achieve. In this study talent management practices would cover acquisition, development and retention of talent by organisations.

Acquiring talent involves activities such as attracting, assessing, hiring, and on-boarding of qualified and talented individuals into suitable positions in the organisation (Yaseen, Shatnawi & Obeidat, 2018). For a successful acquisition of talent there should also be a fit between the person and the organisational environment as alluded by the 'person-environment fit theory' (Caplan, 1987). As indicated by Mohapatra and Sahu (2018), talent acquisition goes beyond recruitment to incorporate other key components, for example, talent acquisition planning & strategy, workforce segmentation, employment branding, candidate relationship management and metrics & analytics. When talents are fully acquired by the organisation, the next essential practice is the development of the talent. Talent development involves coaching (Ibeh & Debrah, 2011), engagement and

deployment, performance appraisal, training programs and knowledge sharing (Panda & Sahoo, 2015).

Most enterprises face the challenge of retaining their talents (Schuler, Jackson & Tarique, 2011). Talent retention is all the practices used by an organisation to avoid the departure of talents. According to Luna-Arocas, Danvila-Del Valle and Lara (2020) the dictate organisations is to decrease turnover in favour of the retention of talented employees. Several measures and strategies are put in place by organisations in order to gauge against turnover of talented employees. Among the means of retaining talents are developing a solid organisational culture and strong values, providing applicable and dynamic training opportunities, fostering an engaging work environment, offering clear and suitable opportunities for career advancement (Dalayga & Baskaran, 2019) and motivation (Mukherjee, Chandra & Singh, 2019).

Several benefits accrue to organisations that practices talent management. According to Bhattacharyya (2015) and Chartered Institute of Personnel and Development (2016), the benefits include high retention rates of employees as well as employee satisfaction, positive reputation of the organisation and increased employer branding and appropriate talent flow. More so, talent management practices enable organisations to possess a supporting and enabling future growth (CIPD, 2016). Likewise, Chepkwony (2012) asserted that talent management has a link with succession planning and achieving corporate strategies as well as competitive advantage. In addition, the value of talent management can benefit and enhance the knowledge management of the

organisation as also implied by the human capital theory (Urbancová & Vnoučková, 2015). Nonetheless, in this study talent management practices of GT bank were measured against employee satisfaction, employer branding, retention and succession planning.

In recent years, organisations have created keen interest in the area of talent management with investigations indicating that at least 75% of CEOs have recognize that talent management is a big part of their plans (Mensah, 2015). In Ghana, it has been known that the nation faces the test of lack of talent (Oppong, 2013). This lack of talent stems from improper attraction, identification, development and retention of talent. Also, this may originate from the mismatch between the skills set possessed by workers and the skills required by businesses (Bailey, Mankin, Kelliher & Garavan, 2018).

Banking is a big sector of Ghana's economy and it has been significantly contributing in economic development of the country. There is a tough competition within the sector and almost all banks are hunting talent to maintain their productivity, growth, and profitability levels. Banking organisations now focus on talent management strategies as the competition has increased and demand for talented employees has grown (Sanda & Kuada, 2016). Most of the banking firms and HR specialists want to determine talent management outcome in term of retention, hiring of talented employee, bench strength, and diversity. In order to gain competitive edge, the firms recognize that this is only possible by possessing talented workforce.



Like many other industries, banks simply do not have strong employer branding programs to acquire, develop and retain the very best professionals. Financial institutions rarely tell their employer brand story in an authentic, engaging way. It does not help that the industry still suffers from a lingering negative image after the banking crisis in Ghana (Mensah & Bawole, 2018). Interestingly, in spite of the current state of the job market, the banking industry in Ghana is experiencing a growing trend in voluntary employee turnover (Essien, Adekunle & Oke-Bello, 2013). Excessive employee turnover can have negative effects on organisation in terms of separation cost, training cost, vacancy cost, placement cost and effect of staff morale (Kadiri, Isiaka & Jimoh, 2018). In summary, the banking sector in Ghana need talented individuals and they need not be equivalent due to differing strategies. Considering the downturn of the banking sectors in the recent years, questions are being raise as to how banks recruit, develop, retain and deploy its employees for competitive advantage.

Though, there is an increasing body of scholarly research on talent management practices in different regions of the world (Bethke-Langenegger, Mahler & Staffelbach, 2011; Björkman, Ehrnrooth, Mäkelä, Smale & Sumelius, 2013; Chami-Malaeb & Garavan, 2013; Luna-Arocas & Morley, 2015), few studies have evaluated these practices in Ghana (Mensah & Bawole, 2018; Akpey-Mensah & Quan-Baffou, 2016; Oppong 2013). This creates a gap on talent management in the Ghanaian banking industry and the use of qualitative approach to the study. As a response to the call by Vaiman, Scullion and Collings (2012), Thunnissen, Boselie and Fruytier (2013) and Gallardo-Gallardo and Thunnissen

(2016) for more empirical studies on talent management practices from different context, this study assesses the talent management practices in the banking sector, GT bank on acquiring, developing and retaining talents. The Ghanaian banking sector has recently seen implementation of strategies aimed at attracting, developing and retaining talented employees (Mensah, Bawole & Wedchayanon, 2016). Therefore, conducting this study from the Ghanaian banking industry would also provide evidence of whether talent management practices will have similar features as that of the western context.

### **Statement of the Problem**

Ghana Banking Survey (2018) reports that bank executives agreed among the areas that having talented workers is their attention now. Also, according to the report by PWC (2018), human capital (talents) in the banking sector is seen as remaining integral going forward. However, these human capitals are ranked down the pecking order. It was clear from the Ghana Banking Survey that most banks did not have the intellectual capital that helped in their performance (PWC, 2018). Indications are that, banks are now interested in retaining their best talents. However, talent loss and acquisition are quite fluid in the industry and are more within the control of employees rather than the bank (Buadee, 2016).

Banks therefore spend a lot of resources in recruitment and selection which is just a part of an entire talent management system but do not effectively manage them only to lose them in the end (Dwomoh & Korankye, 2012). According to Frimpong, Addai, Amoako, and Kyereh (2016) and Adzei and Atinga (2012), these challenges facing banking institutions are due to reasons

such as poor identification, attraction of talent, development, retention and deployment, which are all included in the tenets of talent management. An anecdotal shred of evidence did show that management of GT bank Ghana finds it difficult in attracting top talent which is part of the acquisition process as well as losing some of its top talents to rival banks. GT bank Ghana Limited Human Resource Department (2018) affirmed by stating that in the immediate previous year the bank loss it top four talents to rival banks. Talent management practices therefore serve as a strong HRM tool for assessing how banks manage talents in Ghana.

Various studies have been conducted in the area of talent management (Chami-Malaeb & Garavan, 2013; Luna-Arocas & Morley, 2015; Akpey-Mensah & Quan-Baffou, 2016; Frimpong, Addai, Amoako & Kyereh, 2016; Mensah & Bawole, 2018; Latukha, Soyiri, Shagalkina & Rysakova, 2019; Mensah, 2019; Kusi, Opoku-Danso & Afum, 2020). Although these studies were conducted in the Ghanaian context, were not related to the banking sector (Mensah, 2019; Kusi, Opoku-Danso & Afum, 2020). Again, most of these studies on talent management were conducted on different dependent variables- employee attitudes (Mensah & Bawole, 2018), employee performance (Akpey-Mensah & Quan-Baffou, 2016), and organisational performance (Frimpong, Addai, Amoako & Kyereh, 2016) which are not the case of this study. Hence, taking recommendations from these studies may be misleading. Other studies indicators suggested talent management as a puzzle (Oppong, 2017) and on Global basis (Anlesinya, Dartey-Baah & Amponsah-Tawiah, 2019). Further, most of these studies used a quantitative

approach in assessing their findings except Oppong (2017). These create gap in literature both on talent management in the Ghanaian banking industry and the use of qualitative approach. This study therefore bridges such gap by extending literature on talent management in the banking by assessing talent management practices at GT bank using a qualitative approach.

### **Purpose of the Study**

The study sought to provide measures and practices that would help GT Bank Ghana Limited properly identify, attract, develop and retain its talents to ensure accurate placement, satisfaction and higher retention rate. The main purpose of the study is to assess the talent management practices of GT Bank Ghana Limited.

### **Objectives of the Study**

To achieve to the purpose of the study, the following research objectives were set:

1. To assess talent acquisition practices of GT Bank Ghana Limited in acquiring its talents.
2. To assess talent development practices of GT Bank Ghana Limited in developing its talents.
3. To examine the talent retention practices of GT Bank Ghana Limited in ensuring higher retention of staff.

## Research Questions

To achieve the objectives of the study, the following questions were set to guide the study:

1. How does GT Bank Ghana Limited practice talent acquisition in acquiring its talents?
2. How does GT Bank Ghana Limited practice talent development in developing talents?
3. What are the talent retention practices of GT Bank Ghana Limited in ensuring higher retention rate?

## Significance of the Study

The study would help management of GT bank Ghana Limited on issues of talent management. For instance, management would get incite on how the individual component of talent management practices helps in ensuring employee satisfaction, succession planning and higher retention rate. It would aid management decisions about the development of staff and an establish well-structured on-boarding practices that will create higher levels of retention which saves the institutions on its recruitment and performance management cost in the long run.

Also, as indicated above this study would contribute to literature in the area of talent management practices in the area of the banking sector, GT bank to be precise. The study will help fill gaps indicated and as requested by Thunnissen, Boselie and Fruytier (2013) and Gallardo-Gallardo and Thunnissen (2016) for more empirical studies on talent management practices from different context.

Lastly, this study would add to literature on a different approach (qualitative) in examining talent management practices other than that of quantitative approach.

### **Delimitation**

The study covers three aspects of talent management practices which are acquiring, developing and retention of talents. It covers only GT bank and all other banks are excluded. However, other banks practicing talent management can adopt the findings. The study would employ qualitative approach and both human resource management personnel and employees would be used as participants.

### **Definition of Terms**

**Talent** as used in this study refers to an innate or acquired attributes- knowledge, abilities and competencies- of an individual needed by an organisation to achieve its goals.

**Talent Management** covers the acquisition, development and retention of talent by organisations.

### **Limitations**

The study employed a descriptive case study design and it is difficult to create a case study that suits all subjects. Similarly, it is hard to generalize from a small number of case studies. The study was delimited to only Guarantee Trust (GT) Bank and therefore hard to generalise. However, this study provided suitable information which could then be used by other scholars to ascertain whether the findings are applicable to their new situation.

## **Organisation of the Study**

The study was organised in five chapters. Chapter one entailed the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and limitation of the study, organisation of the study and definition of terms. Chapter two was devoted to the review of literature related to the study of talent management practices. Chapter three contained the description of methodology and procedure for conducting the study. Chapter four dealt with the actual analysis of data and discussions of data. Chapter five was made up of the summary of findings, conclusions, recommendations and areas for further research.

## **Chapter Summary**

The chapter discussed the overview of the study with respect to talent management practices in general, through to the African continent and lastly Ghana at the background of the study. Further, pertinent problem related talent management practices and gap in research were discussed. The main purpose of the study was discussed as well as the research objectives and questions. How the study is relevant to policy maker and literature were discussed. Limitations encounter were also elaborated and in addition to how the study was organized.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The study sought to assess the practices of talent management of GT bank Ghana. This chapter presents a review of literature related to talent, talent management practices in three parts; theoretical, conceptual and empirical. The theoretical review focused on the theories of person-environment fit and human capital. Other areas reviewed were concepts of talent acquisition; attracting, assessing, hiring, and on-boarding. Talent development: engagement, deployment, performance appraisal, training programs and knowledge sharing. Lastly, talent retention; organisational culture and strong values and opportunities for career advancement that is critical to the objectives of the study.

#### Person-Environment Fit Theory

Caplan (1987) person-environment fit theory postulates that the personality traits of a person will reveal insight into the adaptability of an organisation. In other words, the theory suggests that people in their environment have to adapt to their unique characteristics. Individuals value fitness because they usually seek stability, wants to manage their lives minimize uncertainty, need to belong and want joy and life satisfaction (Yu, 2013). The theory of self-consistency (Lecky, 1968), the theory of social comparison (Festinger, 1954), balanced state theory (Heider, 1958), self-affirmation theory (Steele, 1988) and similarity attraction (Byrne, Clore & Smeaton, 1986) all argue that people are seeking to validate their views and to maximize the coherence between aspects of



themselves like attitudes, beliefs and conduct. The degree of confluence between the person and the organisation is expressed as fit for the person-environment (P-E).

According to van Vianen (2018), person-environment fit theory is built on three basic principles. First, fit between the person and the environment is a more powerful predictor of individual outcomes (e.g., job satisfaction) than either of its components (the person and the environment) alone (Schneider 1987). Second, the theory suggests that results are most optimal when personal attributes (e.g., needs, abilities, values, knowledge) and environmental attributes (e.g., supplies, demands, values) are consistent regardless of the level of those attributes. In other words, individuals with low, medium and high attributes will respond similarly to suit situations.

Third, the theory postulates that the discrepancy between personal and environmental attributes (misfits) reduces positive outcomes regardless of the direction of the discrepancy (van Vianen, 2018). This means that individuals with low, medium and high characteristics are expected to react equally negatively to comparable levels of experienced deficiency (the environment offers less than individual needs) and excess (the environment offers more than individual needs). Moreover, given that the differences are greatest for employees who rate extremely high or low attributes but receive the opposite from their environment, fit theory in fact claims that individuals who experience surplus work attributes that they try to avoid suffering as much as individuals who experience a lack of work attributes that they try to achieve. (Voge, Rodell, Lynch, 2016).

In an organisational framework, environment may include the job, occupation, teams, supervisors, and the organisation itself (van Vianen, Stoelhorst & DeGoede, 2013). Therefore, P-E fit involves a broad range of fit concepts, such as person–vocation fit (the congruence between individual vocational interests and vocational characteristics), person–job fit (fit between individual abilities and needs and the demands and supplies of the job), person– organisation fit (fit between individual and organisational values), person–team fit (fit between individual attributes and those of the workgroup), and person–supervisor fit (fit between individual attributes and those of the supervisor). Person–vocation and person–job fit are considered complementary types of fit because they relate to attributes such as preferences, needs, and abilities that are complemented by environmental supplies and demands or vice versa (van Vianen, 2018). Person–organisation fit, person–team fit, and person–supervisor fit are generally conceived of as supplementary fits concerning attributes such as personalities, values, and goals.

The relevance of person-environment fit theory to this study is that, the theory would help the organisation gain knowledge on factors to consider before acquiring talents in order to have a balance in terms of consistent goals, culture and values of both the talent and the organisation. This depends on the hiring or selection strategy of the organisation, whether a job-fit or organisation-fit. However, the theory would help the organisation match employees’ characteristics to the general culture, values and norms of the organisation. Employees who would fit the organisation would have higher job satisfaction and

would remain in the organisation for a longer period of time. Since any discrepancies between the personality of the employee and that of the organisational environment would create a negative outcome in the form of employee turnover, a positive fit between them would help reduce if not eradicate employee turnover at the institution. This would in turn lead to high retention or long turnover. However, for effective utilisation of talents, the organisation ought to develop their talents acquired by way of investing in them as alluded by the human capital theory.

### **Human Capital Theory**

The human capital theory was formulated by Adam Smith in 1776 (Fitzsimons, Patel & Moss, 1999) and has been explained by two schools of thought. While the first school of thought distinguished between capital as capacities and incapable human beings, the other school of thought classified human beings as capital. The theory stipulates that human beings behaviour is based on the economic self-interest they operate within freely competitive markets. The theory considers all human abilities as natural or acquired attributes which are valuable and can be augmented by appropriate investment Schultz (1961). The theory emphasise on the added values employees can contribute to the organisation. It regards employees as assets, that when organisations invest in, high returns will be generated (Armstrong & Taylor, 2015). For this, human capital is developed and treated like other assets which can be utilized to gain competitive advantage.

It is regarded by Lin, Yu-Ping Wang, Wang and Jaw (2017) as the most important component of intellectual capital. The intellectual capital, for him, comprises human capital, social capital, and organisational capital. This implies that all stakeholders of organisations acquire, develop, use and retain knowledge, skills, and abilities, which improves through interactions to gain organisational knowledge. While the human capital consists of skills, knowledge and abilities of employees in organisation, social capital looks at the stocks, and flows from knowledge derived from network of relationships within and outside the organisation, which includes; networks and norms, that hold institutions together, to achieve a common objective. An organisational capital is the institutionalized knowledge owned by the organisation, which is stored in databases and manuals.

With this, human capital combines generating, investing and consumption of the outcome of SKA's to its success and competitive advantage. Investment also implies the acquisition of assets (talents), which generates long term benefits, while consumption entails procurement and utilisation of the outcome that yields benefits (Schultz, 1981). This implies organisations can invest in individual employees through training and development for utilisation and creation of an enabling environment. Winterton and Cafferkey (2019), emphasise that individuals have innate abilities, behaviours and personal energy, which makes up the human capital. Organisations expect the return on investment in human capital to be an improvement in performance, productivity, flexibility and capacity to innovate that enlarges the skills base and increases levels of knowledge and competence (Bchini, 2015).

The relevance of the theory to the study is that, employers who invest in their employees would also expect a high return from the investment they make. Therefore, investment in the form of training and development and management of performance would develop employees to increase their performance and productivity (Armstrong, 2016). Human capital theory stipulates that, to have the benefit of choice in the workplace, the organisations have to leverage employee skills and capacities by encouraging investing in individual and promote organisational learning. They also have to create a supportive environment, in which knowledge can be created, shared and applied through performance appraisal and training (Akintunde & Dawodu, 2018). This is important because an organisation's financial value is significantly dependent on the quality and performance of its talents and returns achieved on human capital. Therefore, investing in human capital (talents) is a critical success factor.

Again, Human capital theory inform the study in terms of how the organisation through investment can develop their talent once acquired in the form of appraising their performance, giving them feedbacks, training them, and deploying them to suitable places where the need the be. These would help achieve objective two of this study. In combining both theories - person-environment fit and human capital theory, the former would help the organisation acquire talent that fit the organisations broader norms and values. Once the talents are acquired, it behooves the organisation to develop them for optimal utilisation by way of investing in their training and development. Further, the person-environment would help ensure that once the employees fit positively with the

organisation's environment, the employees remain within the organisation for longer period of time.

### **Concept of Talent**

The talents in organisations have three distinct characteristics, according to Rotolo, Church, Adler, Smither, Colquitt, Shull and Foster (2018). In the first instance, talent refers to the individual's skills, knowledge and general abilities, which are variables that take into account what the individual has achieved and is capable of doing. Again, talent refers to a particular individual, skill and knowledge. It is also reflected in comments such as that she is a talent. In groups, talent refers to a group of workers who are characterized by their expertise, skills and abilities in a particular or technical field. (Jooss, McDonnell, Burbach & Vaiman, 2019). Psychology also often identifies talent as the above-average ability of a person to solve problems; in a company it is easier, quicker and better to do a job (Swales, 2019).

Psychologists claim that a talented person is one with talents that are obviously higher than average, whereas for HR managers a talented person is a person who is able to do the job better (Marinakou, 2019). When compared to other groups, talented employees solve complex problems more quickly and more easily, which makes them stand out. By demonstrating talent for a better job, talented employees not only improve the process of work but also the operation of the company (Harsch & Festing, 2020). Depending on what type of business, an employee may use his or her talent to improve work, make a profit or enhance the public image of the company. In HR departments, talented workers are of special

significance as they are responsible for developing, rewarding and retaining talented individuals. In talent care, the entire process ranges from recruitment and selection to retention and rewarding of employees.

Talent refers generally to a person's ability, skills or art in a given field. It also refers to people with high potential, scarce skills or capability to transform and change the organisation successfully. (Rahaman & Roy, 2017). The definition of talent is expressly made by Tansley and Kirk (2018) to include a certain 'terminological ambiguity.' It is partly because talent in various technical and managerial communities has taken different definitions. The central idea of this organisational talent principle is that the talented people make an overwhelmingly greater contribution relative to others in the organisations under virtually all circumstances (Björkman, Ehrnrooth, Mäkelä, Smale & Sumelius, 2013). In this study talent refers to as individual attributes such as knowledge, abilities and competencies that contribute to organisational success.

### **Talent Management Practices**

The concept of talent management has been discussed in literature since the 1990s (Moayedi & Vaseghi, 2016). Managers, practitioners, consultants and academics have discussed it extensively since then. It combines employees' knowledge, skills, attitude, values and work preferences (King, 2016). there has been a growing awareness of the influence of talent among businesses (Ogbari, Onasanya, Ogunnaike & Kehinde, 2018) helped to boost talent management in the industry. Organisations must hire talented people who are both proactive and responsive to a volatile business environment (Rawashdeh, 2018). Organisations

must also identify the required skills, knowledge and competences needed to achieve their goals and instill them into their workers (Barkhuizen, Schutte & Smit, 2015).

There seems to be no agreement on the precise definition and framework of talent management despite the increasing war for talent. (Burkus & Osula, 2011). Additionally, the scope and model of talent management practices is widely varied among scholars. Talent Management (TM) is a logical process to attract, detect, expand, engage, retain, and position people that are priceless to a firm, whether because they have their long-standing 'good prospects' in mind, or because they are playing important roles for a company, according to Awan and Frahan (2016). Cappelli and Keller (2017) also posit that talent management involves acquiring, developing, aligning and assessing talent. Likewise, Kaur (2013) also refers to talent management as attracting, selecting, training, developing, and promoting talent. Nzewi, Chiekezie and Ogbeta (2015) viewed talent management as recruitment and selection, retention, succession planning and development approach of talent. These varieties of the concept talent management practices may be due to the outcome an organisation wants to achieve.

The TM practice was initially begun to improve procedures for attracting and improving individuals with the skills and capacity to achieve present organisational requirements. Over the years, TM has become part of a management strategy, together with increasing responsibility and the complexity of the HR business, to be included into the objective & plan of an organisation



(CIPD, 2011). TM has shifted from being a managerial practice and has transformed into a vibrant organisational effort with a tactical and long-term central point that force organisational outcome (Ifeoma, Purity & Okoye-Nebo, 2015). CIPD survey (2016) found that 51% of human resource executives employed talent management practices but only 20% committed to a formal definition of talent management. Regardless of the differences in the definition and practices of talent management, three talent management practices have been investigated by several scholars: talent acquisition, talent development, and talent retention that have a positive effect on firm performance (King, 2015; FakhreIDin, 2013; James, 2012; Vaiman, Scullion & Collings, 2012). In line with the literature, this study has also adopted the above three practices acquisition, developing and retaining, as they fit the objectives.

### **Talent Acquisition**

Talent Acquisition (TA) is fundamental to the recruitment of high-quality workforce, and is important for successful operations and growth in an organisational HR function (Shaikh & Dahad, 2019). It is now the mainstream of large and small organisations (Szymanski 2019). Companies understand that there is a broad end-to-end focus needed; one which stretches from building a strategic employment brand, through sourcing and recruiting, all the way to on boarding top people. Talent acquisition is the process by which qualified and talented persons are planned, sourced, evaluated, hired and embedded in the organisation in appropriate positions (Agarwal, 2019). The process focuses on the attraction of talented employees to the organisation. It is also important and difficult to find the

right person to do the right job, but to acquire and retain the best talent is a competitive advantage.

Talent acquisition (TA) is defined as a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs (Khan, 2019). The term "acquisition of talents" is often referred to as "recruiting." Recruitment, however, is a part of the TA and covers the activities of sourcing, screening, interviews, assessment, selection and placement (Kontinen, 2019). This presupposes that talent acquisition includes recruiting, but it is inclusive of other strategic elements (talent acquisition planning & strategy, workforce segmentation, employer branding, building a social-media framework, diversity hiring, employee referrals) that organisations use to attract, select and place talent.

For example, talent acquisition planning and strategy ensures cohesion, examines workforce plans, requires an understanding of the labour markets, and looks at global considerations (Szymanski, 2019). In addition, workforce segmentation requires an understanding of the different workforce segments and positions within these segments, as well as the skills, competencies, and experiences necessary for success. For an organisation to acquire talents, it needs to make use of employment branding which includes activities that help to uncover, articulate and define an organisation's image, culture, key differentiators, reputation, and products and services (Mohan & Rao, 2019). Employment branding can help advance the market position of organisations,

attract quality candidates and depict what it is truly like to work for that organisation.

More than ever before companies are engaged in branding themselves for talent. They undertake corporate social responsibility (CSR) activities, organize campus programs, and hold competitions to ensure that they make the population like them as employers (Rahman, Rodríguez-Serrano & Lambkin, 2019). The new trend sees employer branding teams in organisations and fully fledged projects being taken up by interns. Similarly, building a social-media framework can help organisation get its talent. For instance, employees on Twitter, LinkedIn, and Facebook are contributing to the efforts of recruiting through their own posts and tweets (Saini & Jawahar, 2019). It facilitates the use of social referrals - one of the best sources of quality candidates. Job seekers are finding ways to take advantage of social referrals by keeping in contact and engaging with key members of companies. Also, maintaining diversity is one of the major trends of talent acquisition, not just because it helps organisations to have better workforce dynamics but also clients have started asking for teams with diversity (Alferaih, 2018).

When a pool of candidates is obtained, steps are taken to select and pace the best talent that suit organisational strategy the more. Selection is a process that chooses the best eligible applicant. Some organisations use selection tools or models to facilitate selection decisions (Liao, Liao, Gou, Xu & Zavadskas, 2019). Management must make sure that selecting of talent or chosen the systems and instruments for creating the right people that based on merit of high-performance

organisation need to enhance diversity to retain people and reward to the high performance. To maximise the potential for selecting the best candidate, Oluoch (2017) stated that a job description and employee profile at the outset of the recruitment process must be matched against each other. These are then the criteria against which you will measure each candidate. Also, ensure reliability- the extent to which a selection test provides consistent results and validity - the extent to which a test measures what it claims to measure are both achieved (Oluoch, 2017)

### **Talent Development**

Talent development is considered as one of the significant stages of the talent management process (Mathimaran & Kumar, 2017). Organisations may adopt several talent development strategies to improve their employees' skills, competencies, attitude and knowledge with the intention of creating positive performance (Rathod, 2014). According to Mathimaran and Kumar (2017), those employees who are likely to compose this talent pool are high achievers and may easily become disillusioned if they are appointed to roles with limited scope for the application of their skills or development of their talent. Garavan, Carbery and Rock (2012) clearly emphasizes that talent development architecture is not a one size-fits-all approach, but it should be differentiated, with an emphasis on customizing talent development strategies to meet the needs of individuals.

Lim, Phang, Foong, S'ng and Tiong (2015) research demonstrate that where jobs are more complex employees tend to be more motivated, more satisfied and even more productive. Given that those included in the

organisation's talent pool will be high achievers to begin with, the impact of working in menial roles are likely to be magnified and likely to result in a reduction in employee's perceived person organisation. Bhatti, Battour, Ismail and Sundram (2014) also stated that organisations should focus on creating a learning policy that enables their objectives to be met. However, the learning policy will be affected by the learning culture. Learning policy refers to the management understanding of organisational and employee learning and development (Sahoo, 2015). Organisations may produce a learning organisation through the effective practices of their employees pertaining to learning and development (Castaneda, Manrique & Cuellar, 2018; Dong, Bartol, Zhang & Li, 2017).

An extensive study by Mehdiabadi and Li (2016) signifies that most of the past studies in relation to talent development are centered around career development, culture and talent, and managing diversified groups of talents. Nevertheless, for the purpose of this study, training and development, performance management and employee deployment are considered as three important dimensions in explaining talent development practices as all other practices such as motivation, career development, etc are inculcated in these three practices.

### ***Training and Development***

Employees in the new era endlessly expect and search for newness and ideas to develop their skills and knowledge in developing and enhancing their career path (Dalayga & Baskaran, 2019). This makes the art of managing talents

more challenging than before. In order to sustain the changing demand of current talents, organisations employ different strategies to tackle these dynamics. As such, training and development of talented employee have become a mainstay for organisational success (Burgard & Görlitz, 2014) and important for employees towards upgrading their skills to meet the needs of continuously changing environment. Training is mainly enthralled on expertise, handiness, and skill fullness capabilities to do a job.

Employees nowadays ceaselessly expect and search for their growth of skills and ongoing learning to develop and reskilled their competence level. According to Surr, Gates, Irving, Oyebode, Smith, Parveen and Dennison (2017), training is systematic improvement of the knowledge, skills, and expertise required by a person to effectively perform a given task or job. This systematic improvement builds the human capital that performs well for the success of their organisation. However, not every employer is emphasizing the importance of training and development when training cost remains a big obstacle to many organisations. Development is an umbrella term that describes the many experiences, work assignment, and mentoring relationships that move people ahead in their vocations (Wang, 2019). Any organisation that aims to retain its most valuable people (talents) and fill vacancies caused by retirement, defections, and growth from within must dedicate resource to develop the employees. Ultimately, developing employees creates a strong bench of people who will one day lead the organisation as technical professionals, managers, and senior executives. In effect, developing employees is a form of internal hiring

(Valenduc, 2019). Also, a reputation for developing employees makes the organisation attractive to potential recruits who are serious about developing themselves.

### *Performance Management*

Performance management according Mathimaran and Kumar (2017) to is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organisation. It is a corporate management tool that helps managers monitor and evaluate employees' work (Surr, Gates, Irving, Oyebode, Smith, Parveen & Dennison, 2017). Managing performance of talents is to create an environment where talents can perform to the best of their abilities to produce the highest-quality work most efficiently and effectively. Effective performance management systems of talents should have a well-articulated process for accomplishing evaluation activities, with defined roles and timelines for both managers and employees (Bethke-Langenegger, Mahler & Staffelbach, 2011).

Management of performance according to Luna-Arocas and Morley (2015) must begin with performance planning where performance expectations, including both the behaviours employees and the results are planned. Behaviours are important because they reflect how an employee goes about getting the job done, how the individual supports the team, communicates, mentors' others and so forth. During the performance planning process, managers should review and discuss these behavioral standards with employees (Björkman, Ehrnrooth, Mäkelä, Smale & Sumelius, 2013). It is important to make sure employees

understand how the behavioral standards relate to their specific jobs. The results or goals to be achieved by employees should be tied to the organisation's strategy and goals. The employee's development needs should also be taken into account in the goal setting process. Development goals can be targeted either to improving current job performance or preparing for career advancement (Chami-Malaeb & Garavan, 2013).

In addition, feedback should be given and performance management can be performed as employees reach key milestones or achieve goals during the rating period. Feedback should be provided on an ongoing basis throughout the rating period. In addition to providing feedback whenever exceptional or ineffective performance is observed, providing periodic feedback about day-to-day accomplishments and contributions is also very valuable (Gelens, Dries, Hofmans & Pepermans, 2015).

### ***Deployment***

Deployment is a personnel activity to ensure that the employee of the organisation would be continuously in an optimal relation to the jobs and organisational structure (Perez- Valls, Cespedes- Lorente & Moreno- Garcia, 2016). Also, a deployment is the move of an employee from one position to another within the same occupational group or to another occupational group (Wright, 2016). An employee who has been deployed gains incumbency in the position to which he or she is deployed and therefore assumes the classification level of the new position. According to Mirvis and Googins (2018), a deployment requires the consent of the employee concerned except in those situations where a



willingness to be deployed is a condition of employment of his or her current position. Deployments are to be made in a fair, reasonable and transparent manner, taking into account the needs of the organisation and the legitimate career interests and aspirations of employees.

According to Muchiri and Uzel (2018) deployment of talents are in different forms. They classified them as Inter-location, inter-departmental, job re-designation and penal deployment. Inter-location deployment is the physical movement of employees from one geographical area to another, in a given company/organisation's regions of operation (Kihara, 2017). Just like other forms of deployment, inter-location deployment has negative and positive effect (Davis, 2013). For instance, moving an employee to a new location from the original location of the employee increases a sense of new perspectives, circumstances and environment that he notes needs the employee to be more motivated, creative innovative, loyal and be committed to the ideals of the new location requirements. On the other hand, deployment requires personal adjustments, design and redesign, and high levels of employee effort which may interfere with the employees thus negatively affecting employee performance leading to reductions in effort, innovation and creativity (Hameed & Waheed, 2012).

Inter-departmental deployment is the movement of an employee from one department to another. The new departments offer new challenges to the employee in terms of learning new ways of work, social behaviors and psychological orientations and cultural orientations (Swales, Downs & Orr, 2014). It tends to have more positive effects to an organisation in general and

employees in particular (Ditty, Allen, David, Arnold, White & Arabi, 2014). This is because it creates a sense of innovative, creative initiative and learning behavior in an employee. It also calls for more commitments, loyalty, positive viewing and collaborations as well as cooperation on the part of the employee, and by exhibiting these behavioral and performance characteristics the employee will be including to be more productive, profitable, customer focused and possesses the general ability to learn on the job (Ditty, Allen, David, Arnold, White & Arabi, 2014).

Job re-designation is the change in the title for a job which the employee is assigned in the organisation, and involves a change of job duties (Merisotis, 2013). Re-designation may result in enhanced status for the employee with more recognition, achievements, growth, and development prospects. Thus, re-designation deployment increases employee performance through increased flexibility, initiative, dependability, innovation, creativity, effectiveness, quality productivity, growth, commitment, loyalty and efficacy. Muogobo, (2013) supports the view that that re-designation has more benefits to the employee than to the organisation and reasons that it offers the employee the changes to wade off conditions of boredom, stress and frustration of narrowness in the duties, and responsibilities. Muogobo, notes that deployment through the addition of more duties, roles and responsibilities, with enhanced status work to motivate the employee, make them more empowered. He contends that new duties need new skills, knowledge, abilities, experiences attitude, capabilities and capacities which must be learnt by the employees.

Lastly, penal deployment refers to the movement of employees causing nuisance or are undisciplined who spoil the atmosphere at their workplace (Bala, H., & Venkatesh, 2013). This deployment is used as a concealed penalty, for instance a trade union activist or a trouble-maker or a may be deployed to a remote branch where he cannot continue his activities (Bala, H., & Venkatesh, 2013). This is also done to create an example to other employees so that they will not resort to their colleague's in disciplinary acts (Sheridan, 2013). According to Muchiri and Uzel, (2018). This type of deployment needs to be done with caution, as it may bring about labour lawsuits, more so if the practise was not carried out properly, more so because it is used as a punitive measure for employee indiscipline, and thus proper disciplinary measures must be taken before resorting to penal deployment, as sometimes this type of deployment may involve a decrease in duties and in pay.

### **Achieving Employee Satisfaction through Talent Development**

Employee satisfaction is essentially how employee feel about his/her occupations and impression of their occupations (Lyria, Namusonge & Karanja, 2017; Tripp, Riemenschneider, & Thatcher, 2016; Ibrahim, Ohtsuka, Dagang, & Bakar, 2014). It is the level of employee's fulfillment or disappointment in their employments (Ong & Theseira, 2016; Wilczyńska, Batorski, & Sellens, 2016). Intarakamhang and Peungposop (2017) and Kamal and Lukman (2017) portray employee satisfaction as a passionate and influencing response alluding to sentiments of like or the other way around. Correspondingly, Kossivi, Xu, and Kalgora (2016) characterize employee satisfaction as a glad feeling. Moreover,

Taie, (2015) characterizes fulfillment as a powerful response to a person's work circumstance.

Researchers (Altındağ, Çirak & Acar, 2018; Kamal & Lukman, 2017; Johennesse & Chou, 2017; Hamidi, Saberi & Safari, 2014; Gupta, Mehlawat & Mittal, 2013) revealed that talent development highly enhances employee satisfaction. For instance, Kamal and Lukman (2017) study showed that components of talent management of which development is part augment employee satisfaction in selected public universities. Likewise, Altındağ, Çirak and Acar (2018) indicated that employee satisfaction and talent development are highly correlated such that the higher the development of the employee, the higher the level of satisfaction. In addition, Hamidi, Saberi and Safari (2014) added that challenging work, promotion opportunities, supervision, and performance appraisal contribute to employee satisfaction.

According to Gupta, Mehlawat and Mittal (2013), one of the biggest benefits of talent development is that it helps to create an engaged, skilled and motivated employee base. Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Wright (2012) claimed that one sure way of building talent trust and satisfaction is through talent development. Developmental opportunities go hand-in-hand with employee happiness and satisfaction, as well. Such opportunities can be a big motivator for a candidate to accept a job or for an employee to stay with a company. Govaerts, Kyndt, Dochy and Baert (2011) considered it extremely necessary for employees and organisations to pay attention to the development of talent. The idea is that talent development will allow people to do more and learn

more about what they are good at. This is going to encourage and make them satisfied. Offering learning and growth opportunities that assist employees reach their long-term career goals is a talent management best practice that can increase employee satisfaction and company commitment.

### **Talent Retention**

Currently, employee retention is considered as one of the primary tasks that poses a significant challenge to many organisations (Fayyazia, Shahbazmoradib, Afsharc & Shahbazmoradic, 2015). It is a strategic weapon for firms to maintain competitiveness. Human resource department implements different talent management strategies with the purpose of maintaining a high retention rate (Rawashdeh, 2018). Retention talents may be inclusive of policies, practices and strategies that are adopted by organisations to satisfy their talents and prevent them from leaving the organisation (Kirti, 2019). Talent turnover has a negative influence on organisational performance, as it incurs direct and indirect cost to the organisation (Harb & Ahmed, 2019).

Several scholars like Masri and Jaaron (2017) argued that retention could be enhanced by attracting talent through monetary or non-monetary incentives, thereby improving the organisation's loyalty. Talents see monetary rewards as the key tool for their retention (Kehinde, 2012). All company organisations are therefore encouraged to implement an effective motivation strategy to retain their talented workers. Retention of employees for a longer time gives an image of employer branding to any organisation (Kossivi, Xu & Kalgora, 2016). The successfully implemented talent management strategies in companies enhance the

rate of retention. It deals with crucial employee issues and enhances company's competitive position.

Hussain and Deery (2018) gave insight about the issue of employee's retention that, there are different key factors that play an important role in employee's intention to stay or leave. An optimum balance between work and personal life, culture and environment of organisation plays an important role. Memon, Salleh and Baharom (2016) underlined the importance of employees for an organisation, thus building a sense of gratitude and growing the emotional connections between employees and employers in all development activities. This reduces the likelihood of employees leaving the company. Shuck, Twyford, Reio and Shuck (2014), further strengthened this claim, saying that all development strategies relate significantly to the intent to retain talent.

Sequeira (2012) also mentioned that organisations should focus on managing the work environment to make better use of the available human assets as a strategy for retention. People want to work for an organisation which provides appreciation for the work done, ample opportunities to grow, a friendly and cooperative environment and a feeling that the organisation is second home to the employee. Likewise, employees work in an organisation to achieve their personal goals as well. Organisations cannot keep aside the individual goals of employees 'and foster organisations goals (Marinakou & Giousmpasoglou, 2019). "Employees leave their bosses, and not their jobs", this is a very common saying, which is true considering the fact that relationship with the management and the peers becomes often the reason for an employee to leave the organisation. The

management is sometimes not able to provide an employee a supportive work culture and environment in terms of personal or professional relationships (Amaram, 2019).

Talent retention is considered essential to organisational performance and wellbeing (Vignesh, 2016). Talents are typically very high in turnover and this major issue does not free the banking industry. Therefore, considerable attention must be paid to how talents can be retained. The organisation should be unique in improving employee retention; organisations must be aware of why employees leave their jobs. This helps improve retention of employees (Vignesh, 2016). To maximize motivation and thus retention of employees, companies must continue to learn about how to maintain employee satisfaction and motivation at the highest level, as employee retention is positively correlated to customer retention and to quality of services (Garavan, Carbery, Rock, Nilsson & Ellström, 2012).

Jarinto (2018) argued that talented people are unique and have different motivators and drivers, and that there is no universal approach to each and every talent. Before trying to motivate talent, the organisations must first and foremost know that talent is more motivated from the self-concept base. The majority of people and/or talents were found by Festing and Schäfer (2014) to choose their careers based on three components of self-perceived skills (competence; self-perceived motives and needs (either intrinsic or extrinsic needs); self-perceived values and self-reliancy. Delaney and Royal (2017) research have shown that organisations must consider the key drivers of attracting and motivating talents.

The motivations may have to be changed over the period, so it is important to understand the nature of talent.

According to Das, Byadwal and Singh (2017), Compensation is the main determinant to remain with the organisation for the talented workers. Similarly, Singh (2018) concluded that banking workers are motivated by financial rewards (e.g. fair wage package) and suitable service conditions (e.g. working hours weekly). One group is motivated by their personal participation in the business, career advantage, rewards and recognition. Others find a mixture of the task challenge, organisational principles and the workplace environment (Das, Byadwal & Singh (2017). The use of monetary compensation and other benefits to motivate talent is a very common technique. Glaister, Karacay, Demirbag and Tatoglu (2018) claim that this is a technique primarily used for motivating talent. The general payment rule and other benefits earned are associated with the quality of work, the attitude towards the customers and willingness to learn and grow in the organisation (Milkovich, Gerhart & Hannon, 2011). De Fahim (2018) noted that a higher level of pay and/or benefit compared to that of competitors can ensure that a company motivates and retains high-quality employees. This technique may help to retain talent, and indeed research by Chan and Kuok (2011) found that the main reason (90 per cent of respondents) for the turnover of employees is due to salary.

However, Cassar and Meier (2018), Sun and Wang (2017), and Tymon Jr, Stumpf and Doh (2010) argued that organisations would also concentrate on non-monetary initiatives, in order to motivate talented workers. The monetary



compensation and other benefits (extrinsic motivations) are not the only way to do this. It must be done through intrinsic motivation to motivate the talented workers. Research by Gibbons (2016) showed that sources of motivation (e.g. pride / good relationship with supervisor) play a more important role than intrinsic motivation. Cassar and Meier (2018) concluded that talented workers should be encouraged with pay; complemented by social recognition, positive workplace environment, work life balance and provision of personal oriented training and development. Having the right motivation will directly impact on employee's loyalty, trust, their perception of fairness, keeping promises and meeting obligations.

It is imperative that talent acquisition, development and retention yield committed employees. As noted by Vural, Vardarlier and Akyir (2012), the real problem is not to manage the talents but to provide commitment for retention because from the strategic management view, it is important to make performance sustainable, permanent and high and it is only possible with employee commitment. Results from Vural, Vardarlier and Akyir (2012) study revealed that talent management integrated human resources procedures and performance systems have positive impact on employee commitment. Likewise, it is talent management that enables the organisation in improving commitment that is leading to improved organisational performance (AbdulQuddus, 2015).

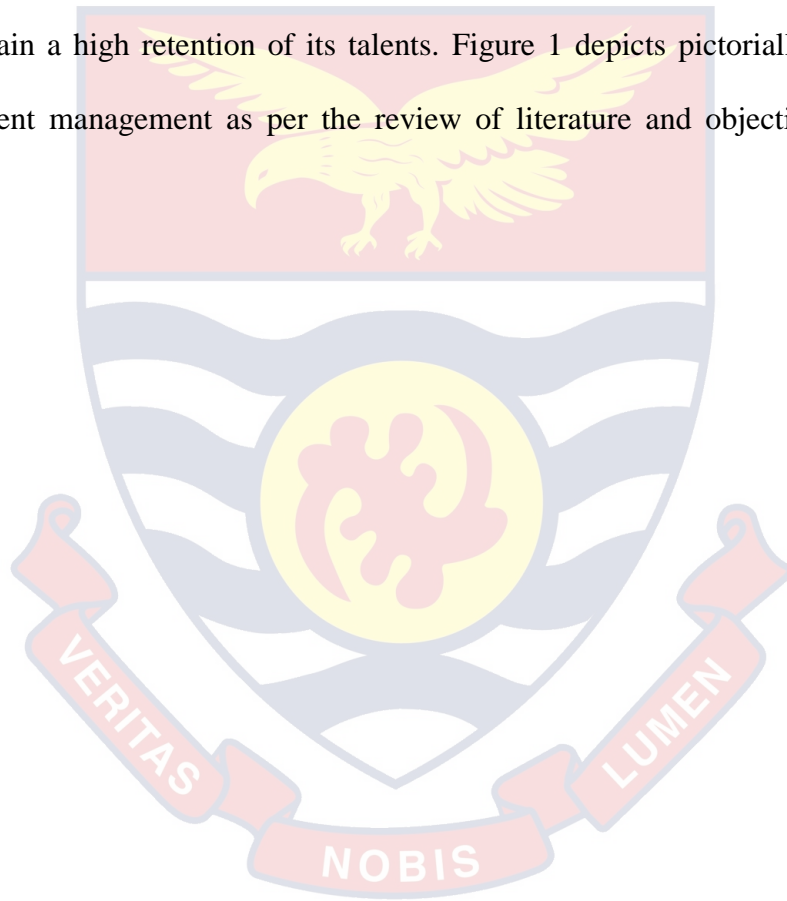
According to (Malkawi, 2017) there is a positive relationship between talent management and employee commitment. Also, Bethke-Langenegger, Mahler and Staffelbach (2011) emphasized that talent management strategies have significant effects on both human resource outcomes like commitment as

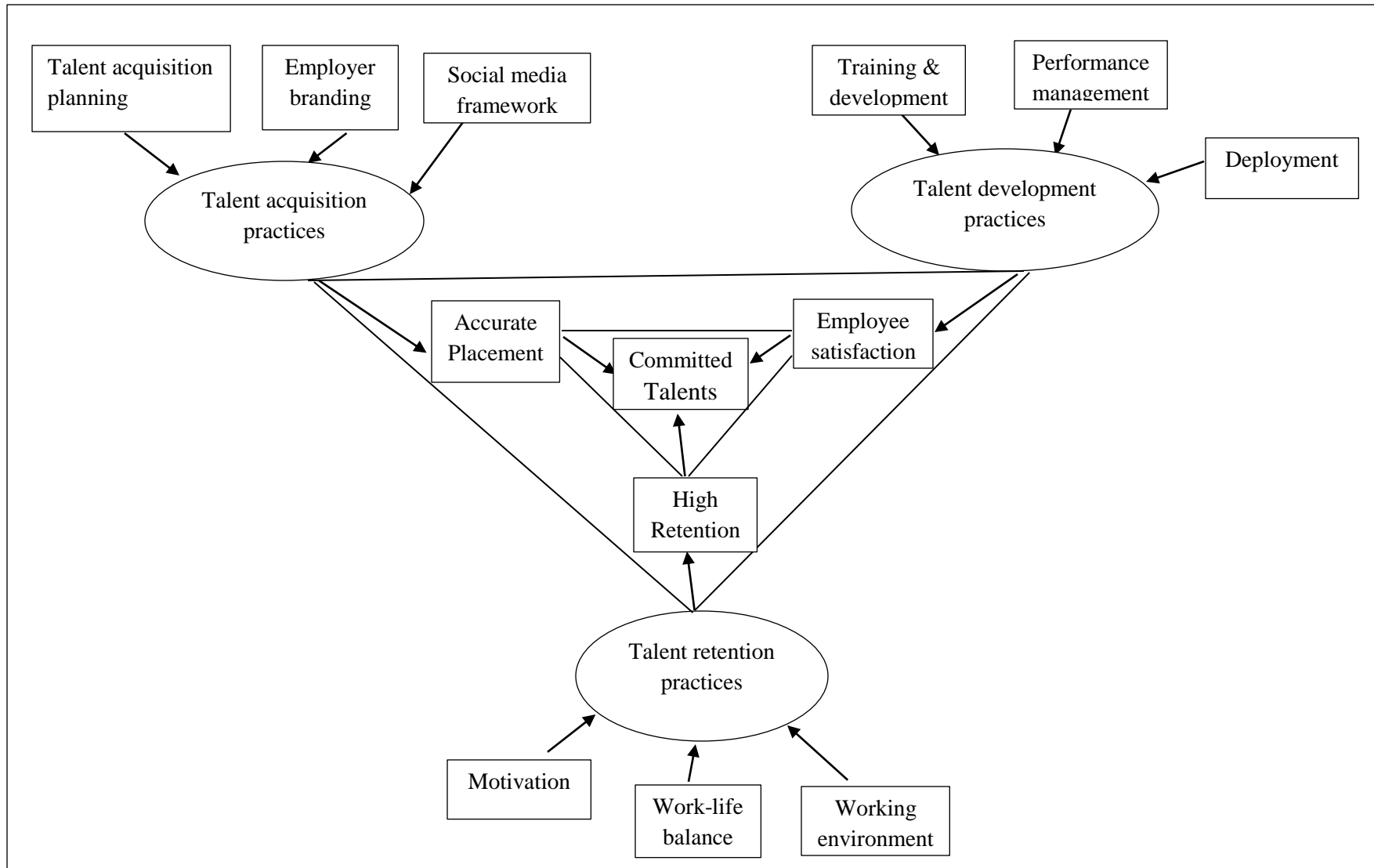
well as organisational outcomes such as organisational performance. Kalra (2018) found that a number of talent management practices such as development programs, were positively associated to organisational commitment. In addition, Kontoghiorghes (2016) indicated that talent attraction and retention are very important to increase commitment. Vural et al., (2012) results augured a positive link between talent management and organisational commitment and indicated that the latter one varied on company type in which talent management practices are applied. Despite these results, Chami-Malaeb (2012) indicated that talent development and retention have greater effect on employee commitment.

### **Conceptual Framework**

A conceptual framework is an analytical tool with several variations and contexts. It can be applied in different categories of work where an overall picture is needed. It is used to make conceptual distinctions and organize ideas. It describes and depicts the key constructs, variables, relationships, and context in the research pictorially. This study is guided by the conceptual framework in Figure 1 in accordance with objectives of this study. First it depicts that talent management practices involves several practices - talent acquisition, talent development and talent retention. These practices are joined by dashed lines indicated on Figure1. Again, these practices could be achieved through sub activities. According to review of the literature, talent acquisition could be achieved through having plan and strategies for acquisition, employer branding, use of social media framework, and employee referral. These when practiced well, may lead to accurate talent placement.

Likewise, development of talent could also be achieved through training, managing performance of talent and deploying them to attain employee satisfaction in the organisations. Lastly, many strategies exist for the retention of talent in organisations. Among these strategies according to review are motivation (monetary and non-monetary rewards), balance between work and life roles and workplace environment. These strategies in the end would help the institution attain a high retention of its talents. Figure 1 depicts pictorially, the practice of talent management as per the review of literature and objectives of the study.



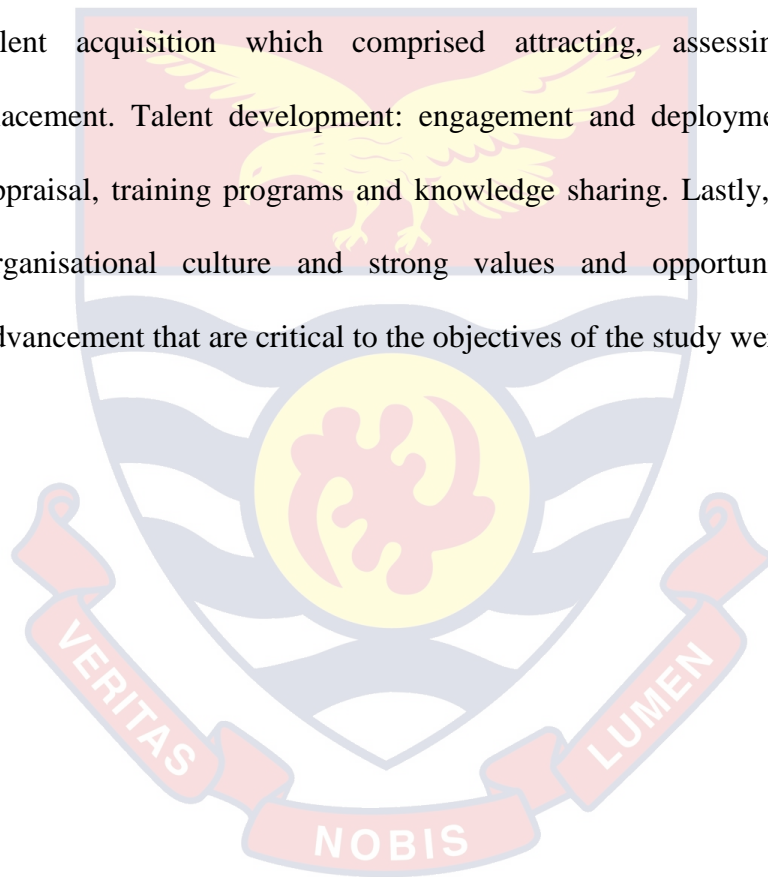


**Figure 1: Conceptual Framework**

Source: Author's Construct (2020)

## Chapter Summary

The chapter discussed the theoretical underpinnings of the study were the person-environment fit theory and human capital theory. The person-environment fit theory was relevant to the study as it helps in assessing the qualities of new entrants and matching it with the organizational environment. The human capital theory looked at the benefit associated with developing talent which included higher retention. Other areas reviewed were concepts of talent acquisition which comprised attracting, assessing, hiring, and placement. Talent development: engagement and deployment, performance appraisal, training programs and knowledge sharing. Lastly, talent retention; organisational culture and strong values and opportunities for career advancement that are critical to the objectives of the study were discussed.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter explains the methodology that was adopted in conducting the research. In this regard, an approach used to gather data will be discussed. This entails the study organisation, research approach, research design, the study population, sample and sampling procedure, research instrument, data collection procedure, and data analysis.

#### Research Approach

Every research requires quantitative, qualitative or mixed method of qualitative and quantitative approaches (Creswell, 2017). The objective of the research and the research questions directs the researcher to choose the appropriate method. According to Creswell (2017), the approaches differ in philosophical assumptions; strategies of enquiry; methods of data collection, analysis and interpretation. Trochim (2010) made it clear that, Social Sciences methodology cluster around two logical reasoning; inductive which is tight coupled around qualitative approach and deductive which is associated with quantitative approach. The author further explains that the inductive approach is related to social constructionism paradigm which is mostly used when the researcher wants to have first-hand information about the issue.

According to Mruck and Mey (2019), qualitative method is the best method to employ when the research is not about measuring relationships, cause and effect or impact studies. According to Patton (2014), the strength of qualitative research includes its ability to be useful in exploring real organisational goals, processes failures and links which focuses on

understanding particulars rather than generalizing to universal. Again, concerning mechanisms behind behavior and making meaning, the qualitative approach makes more in-depth ability to uncover and interpret.

In general, qualitative methods are expressed as phenomenological and interpretative paradigms, with the emphasis on constructivist approaches where the objective or reality is not clear (Cassell & Symon, 2015). It has a profound impact on the essence of knowledge interpreted as having the normative paradigm that rejects empirical factual knowledge and promotes an interpretive approach towards social information that acknowledges that "context arises through experience and is not uniform from place to place or individual to individual" (Rubin & Rubin, 2015).

In addition, qualitative research provides a holistic examination of research based on interview, observations, or focus groups, which focuses primarily on life experiences, social processes, and organisational structures and settings (Mruck & Mey, 2019). To the authors, it is effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of particular population that produces findings not arrived at by means of statistical procedures or other means of measurement. The strength of qualitative research is its ability to provide complex textual descriptions of how people experience a given research issue Creswell (2013) and the flexible nature of it. It provides information about the "human" side of an issue – that is, the often-contradictory behaviours, beliefs, opinions, emotions, and relationships of individuals. Outcomes from qualitative is usually extended to people with attributes like those in the target population in order to gain a better and complex understanding of a specific social issue.

Cassell and Symon (2015) reports that qualitative research will less likely impose restricted priory classifications of data collections and thus less likely to be driven by specific hypotheses and categorical frameworks, as well as by emerging topics. This explains why it is only in field studies that you can find out, the questions (research) can be fairly asked, according to the qualitative research model, and it is at the end of the day that you can know the questions a study can address (Lueger & Vettori, 2014).

Despite these strengths of qualitative research, it exhibits some weaknesses. Sugiura, Wiles and Pope (2017) argued that some sensitive and private information observed cannot be reported by the researcher who may be seen as been intrusive, the researcher may not have good attending and observation skills, some respondents may present special problems to acquire rapport. Interviews provide indirect information filtered through the views of interviewees, interviews provide information in a designated 'place' rather than the natural field setting and researcher's presence may bias responses from participants and they may report what interest them and people may equally not articulate and perceive. In line with the difference associated with the quantitative, qualitative and mixed approach, the researcher finds qualitative approach as suitable due to the nature of the objectives of the study.

### **Research Design**

As stated by Yin (2013), the need to understand complex social phenomenon results in the distinctive need for case studies because the case study methods allow researchers to preserve the integrated and substantive features of real-life activities, such as organisational and managerial processes. In fact, case studies seem to be the preferred strategy when "how or why"



questions are asked, when the investigator has little control over events, and when the focus is on a contemporary phenomenon in some real-life context (Yin, 2013). According to Baxter and Jack (2018) case study is a phenomenon of some sort occurring in a bounded context. In this study, the bounded context was GT Bank Ghana which also makes it a single case study.

It is a single case study because the unit of study is only GT bank Ghana and other banks are excluded (Baxter & Jack, 2018). Though a single unit, a descriptive case study design was chosen as the design or methodology for this study. This type of case study is used to describe an intervention or phenomenon and the real-life context in which it occurred (Yin, 2013; Harrison, Birks, Franklin & Mills, 2017). These authors further expanded that a phenomenon for study could be an examination of a process, event, person or other item of interest, whereas the case would be a particular instance of the phenomenon.

The purpose of this case study is to describe the phenomenon (TM practices) of the GT Bank Ghana. Also, the researcher's interest is to assess "how" talent management practices are implemented in GT Bank Ghana and research question type is "how?". Also, the participants involved in the study are high caliber of managers whose behavior cannot be manipulated (Yin, 2013). The descriptive case study captures the meaning that the participants subscribe to the issue as well as the contextual factors and events influencing the participant perspectives.

Descriptive case study according to Creswell (2017) is a qualitative design to research that concern issues with individual case selected to understand the issue under study. Creswell (2017) believes that it is the best

method to employ in a study with limited research to a topic as in data collection involving multiple sources of information (observations, interviews, audiovisual material, and documents and reports) and reports a case description and case-based themes. More so, Yin (2017) believes that, case study involves a detailed description of the case during analysis and setting the case within contextual conditions which may not be chronologically presented like narrative design. The primary advantage of the descriptive case study method is its applicability to contemporary, interpersonal experiences while attempting to facilitate an understanding of complex environments (Yin, 2017).

### **Study Area**

The study area for this study is GT Bank Ghana Limited Head Office. GT Bank Ghana Limited is a subsidiary of Guaranty Trust Bank Plc, one of the foremost banks in Ghana with a Triple A rating; the first indigenously owned sub-Saharan bank to be quoted on the London Stock Exchange. The Bank was registered in Ghana in October 2004 and obtained its universal banking license from the Bank of Ghana on February 23, 2006, thereby paving the way for commencement of operations. The operation style, staff conduct and service delivery models of the Bank are built on eight (8) core principles; simplicity, professionalism, service, friendliness, excellence, trustworthiness, social responsibility and innovation. These principles are known as the 'orange rules' which reflects the Bank's vibrant orange corporate colour (GT Bank Ghana Limited, 2004).

From the banks website, GT bank operates from 34 branches spread across the lengths and breadths of the country and is built on the strength of its

staff, its structures, policies and procedures. The mandates of the Bank go beyond providing first class financial service delivery, to contributing to the development of the communities within which it operates. The Bank has won several awards in recognition of its strength and prowess in the area of innovation and introduction of a plethora of electronic banking channels to aid in convenient banking for every Ghanaian. Its vision is to build an enduring proudly African and truly international institution that plays a fundamental role as a platform for enriching lives by building strong, value adding relationships with our customers, stakeholders and the communities in which we operate. Therefore, the bank needs to keep its talents that can aid the institution in achieving its mandate.

### GT Bank Ghana Limited – Organisational Structure

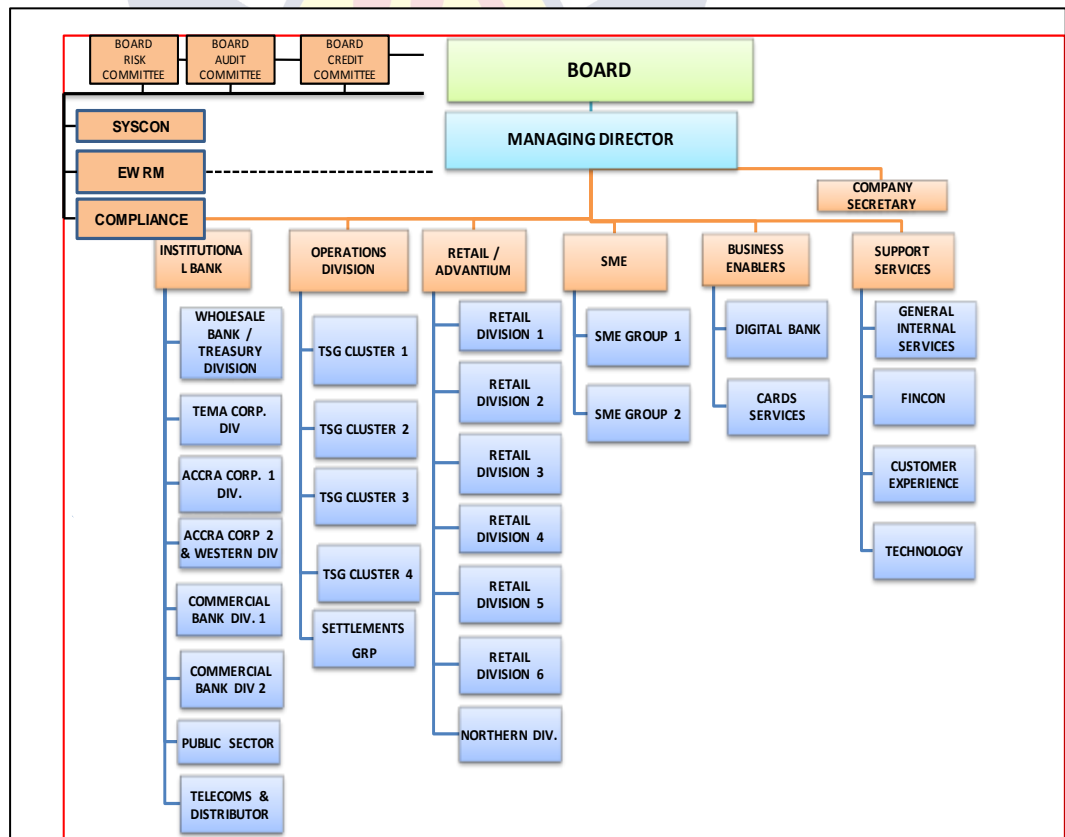


Figure 2: GT Bank Ghana Limited Organogram (2019)

## Population

The study targeted a population of 143 who perform management role as part of their duties. These are individuals who play critical roles in the management of employees and have been in the organisation for at least 7 years. They are designated as Divisional heads, group heads, unit heads, operations heads, teller captains and HR officers. This category of staff apart from the HR officers, transit through the ranks to attain such positions.

## Sampling Procedure

The aim of qualitative research is to understand from within the subjective reality of the study participants (Alase, 2017) which involve reaching out to individuals who are ready to share the reality in order to get variety of ideas on the issue within the study population. Marshall, Cardon, Poddar and Fontenot (2013) and Guest, Bunce, and Johnson (2016) contend that there are no set guidelines on what constitutes an adequate sample size in qualitative research. The sample size is more a function of the purpose of the research (Malterud, Siersma & Guassora, 2016). Meanwhile, Brinkmann and Kvale (2015) suggested that the researcher should question as many subjects or interviewees as possible until he / she reaches the saturation point, and this implies that the researcher should conduct interviews as many times as necessary to meet his / her needs. Correspondingly, Bhati, Hoyt and Huffman (2014) submitted that the sample size is not the number of interviews but rather a measure of the content of the responses.

In this research study, 11 interviews were conducted with key actors (such as Group Heads, Divisional Heads, Teller Captains and HR officers) at GT Bank Ghana Limited Head Office. The purposive sampling was used in

selecting a representative of the target population per the objectives of the research. Purposive sampling according to Teddie and Tashakkori (2013) involves selecting certain units or cases “based on specific purpose rather than randomly. With purposive sampling technique, the researcher had a clear idea of what sample units are needed, and then approached potential sample members to check whether they meet eligibility criteria. The respondents were chosen based on the purpose of key positions the respondents hold (Brotherton, 2018). Table 1 presents a summary of the information about the participants to this study.

**Table 1: List of Interviewees**

Position	Code	Gender	Experience in Years
Group Heads	GH1	Male	13
	GH2	Female	10
Divisional Heads	DH1	Female	11
	DH2	Male	13
Teller Captains	TC1	Female	7
	TC2	Female	8
HR Officers	HRO1	Male	12
	HRO2	Female	10
	HRO3	Male	8
	HRO4	Female	9
	HRO5	Female	7

Source: Field survey (2020)

### Data Collection Instrument

A semi-structured open-ended interview guide was used to gather the data for the research. The interview guide was developed after reviewing the

literature guided by the research questions to describe participants experiences on talent management practices at the institution, how GT bank acquire, develop and retain staff in achieving employee satisfaction, succession planning and retaining talent. The interview guide contained semi structured open-ended questions with the idea of giving opportunity to participants to critically describe their experiences. Semi-structured interviews questionnaire, provided more flexible and allowed the researcher to better understand the perspective of the interviewees (Daymon & Holloway, 2002). The researcher was able to refocus the questions, or prompt for more information, if something interesting or novel emerged (Dane, 2010). Similarly, the interview helped the researcher to adapt to questions as necessary, clarify doubt and ensure that responses are properly understood by repeating or rephrasing the questions (Sekaran & Bougie, 2016).

### **Data Collection Procedures**

An introduction letter (Appendix A) from the researcher's Head of Department was presented to the participants to enable them understand the research as academic and provide the researcher with the needed assistance. Permission to participate was also sought from participants personally with a letter (Appendix C) to enable them accept or reject to participate. The researcher requested from the Participants to record them and they had full permission to withdraw from participating anytime. Due to the research design and the approach adopted for the research, twelve face-to-face interviews was conducted with members of the HR Department who play critical and strategic role in the managing talent and the employees as well.

A convenient meeting time and venue was confirmed via phone and email and each interview was audio-recorded with the interviewee's permission. Participants who preferred phone calls were interviewed by phone while others by face-to face interview and this helped the researcher to observe the reactions of the participants being interviewed. Each interview, was audio-recorded with the interviewee's permission, and lasted for approximately 1 hour. It was later be transcribed into a full and accurate word-for-word document rendition of the questions and answers (Rubin & Rubin, 2015).

Dates for interviews were scheduled with consultation of participants in their own convenient time. The first interview was conducted with Participant 1 on 22<sup>nd</sup> April, 2020 who is into management role. The second and third interviews were conducted on 23<sup>rd</sup> April, 2020 with Participants 2 and 3 respectively. Participants 4 and 5 were interviewed on 27<sup>th</sup> April, 2020. Interview with Participant 6 and 7 were also be conducted on 29<sup>th</sup> April, 2020. Again, on 5<sup>th</sup> May, 2020, Participant 7 was interviewed. The last but one interview was conducted on 12<sup>th</sup> May, 2020 with Participant 8 and 9 and the last interview was conducted with Participant 10 and 11 on May 15, 2020. During the data collection period, participants kept rescheduling the dates and time for the interview which disrupted the research plan and the data obtained was too bulky and transcribing the relevant ones was very difficult. These problems made the data collection very challenging. Before data collection was completed, the researcher ensured that data have been collected enough for confirmatory evidence for most of the main study themes by making sure the data is enough to meet each objective's requirements.

## Data Analysis

The analysis of qualitative data research transcripts begins at the period of interviewing. According to Onwuegbuzie, Leech and Collins (2012), data analysis is a systematic search for meaning. Data analysis in qualitative research means organizing and interrogating data in ways that allow researchers to see patterns, identify themes, discover relationships, develop explanations, make interpretations, mount critiques, or generate theories (Hatch, 2012). Qualitative content analysis was the analytical tool employed to analyse data collected from participants. Qualitative content analysis is one of several analytical tools for analyzing text data. Text data can be in written, recorded, printable, or electronic form and may have been derived through narrative answers, open-ended survey questions, interviews, or focus groups (Holloway-Friesen, 2018). It is a research tool used to assess the presence within certain qualitative data of certain terms, themes or concepts.

Riffe, Lacy, Fico and Watson (2019) also described content analysis as the human communication studies. According to Pront, Gillham and Schuwirth (2016), the essence of content analysis is identifying substantive statements—statements that really say something that are relatable or fit the purpose or themes of the study. An approach to analysis that emphasizes the role of the investigator in the construction of the meaning of and in texts (Bryman, 2014). There is an emphasis on allowing categories or themes to emerge out of data and on recognizing the significance for understanding the meaning of the context in which an item being analyzed appeared (Bryman, 2014).



Qualitative content analysis intensively analyzes language in order to classify vast volumes of text into an appropriate number of categories reflecting related meanings (Silverman, 2014). These categories may represent either explicit information or information which is inferred. Content analysis aims to "provide information and understanding about the phenomenon being studied" (Pandey, 2019). In this study, qualitative content analysis can be used through the systematic classification processes and the identification of themes or patterns for the subjective interpretation of content of text data.

According to Drisko and Maschi (2015), content analysis is a useful method for simply analyzing the content of data and can generally be used for all kinds of "texts" (i.e., writing, recordings and images). Pesci and Costa (2014) define content analysis as a reproducible technique for compressing many text words into fewer content categories based on explicit themes. The majority of authors characterize the content analysis to be appropriate when undertaking large amounts of unstructured literature and to be effective in comparing and summarizing the data. This process is standardized and simplifies the analysis (Denscombe, 2013). The object of qualitative content analysis may essentially be any form of recorded correspondence, i.e., interview /discourse transcripts, evaluation protocols, video recordings, written documents in general etc. However, not only the content of the data (what has been said) is analysed, but also the so-called latent content (what intended to been said) as well as the formal aspects of the data (Mayring, 2019).

Mayring (2019) emphasizes the following as central points of qualitative content analysis - Fitting the data into a model of communication

which determines on what part of the communication inferences shall be made, to aspects of the communicator (his experiences, opinions, feelings), to the situation of the text production, to the text itself or to the effect of the message. Also, the analysis is systematic and rule-based which the data is to be analyzed step by step, following rules of procedure, devising the material into content analytical units. It should also have categories/themes in the center of analysis. The aspects of text interpretation, following the research questions, are put into categories (themes), which were carefully founded and revised within the process of analysis. It should further be subject-reference instead of technique. The relation with a particular subject of analysis (study area) is an important aspect for the qualitative content analysis rather than simply a collection of techniques for text analysis. This means that the content analysis procedures cannot be set but must be modified according to the subject and its context.

The aim of the researcher was to classify many words in a text in categories using the content analysis method. The same category would then classify the wordings, phrases, or other parts of a text that had a similar meaning. It will make it easier to concentrate on the related sections of literature that was relevant for the research questions (Hatcher, 2017). The researcher chose to utilize this method due to its potential for revealing aspects of text that was obviously communicated, disclosing the “hidden messages”.

The analysis was undertaken by adapting Mayring's (2019) sequential model of qualitative content analysis. With this model, the researcher follows three key steps:

1. Summary: This attempts to minimize data to retain important content and to create a manageable volume that still represents original material through abstraction. The text is paraphrased, generalised or abstracted and reduced for this reason. This also includes systematic data characterisation and determination of the direction of the analysis.
2. Explication: this involves explaining, clarifying and annotating the material. A grammatical meaning is attempted first and the explanatory data is decided and a narrow context analysis and broad context analysis are followed. The data are then decided. Finally, an "explainable paraphrase" is used for the specific part of the text and the explanation is examined with reference to the overall context.
3. Structuring: This is considered to be the most crucial content analysis technique, the aim of which is to filter out a particular structure from the data. Here, the text can be structured according to content. The first stage is the determination of the units of analysis, after which dimensions of the structure are determined on a certain theoretical basis and the characteristics of the system of categories are fixed. In the course of the first assessment of the material, the locations of the data are marked and, in the second analysis, they are processed and extracted. The theme scheme is checked and updated if appropriate, which includes a re-evaluation of the content. The findings are analyzed and interpreted as a final step.

In this study, the researcher analysed texts using both manifest analysis and latent analysis of content. The researcher used latent analysis as an interpretive level to process and find the underlying meaning of the text

from the interview data. Thus, the latent analysis was used to analyse what the participants intended to say or what the text is talking about (Graneheim, Lindgren & Lundman, 2017; Bengtsson, 2016). In the manifest analysis, the researcher reviewed documents of GT bank Ghana Limited and described what the documents actually say, used the words themselves, and stated the visible and obvious in the text. The review and analysis from document then supplemented the interview.

Theys and Schultz (2020) utilized qualitative content analysis as an analytical tool in their study – ‘A qualitative perspective of Talent Management in the South African statutory waterboard sector’. Interview data were processed and analysed in themes including recruitment and selection; development opportunities and staff retention. Similarly, Thanh, Nguyen, Habaradas and Ha (2020) in their study (The Conceptualization of Talent and Talent Management within The Banking Sector in Southern Vietnam) employed content analysis in analysing semi-structured interviews collected in Vietnam. Also, the participants were of high calibre (Vice director, Office head and HR manager).

Also, Mohammed, Hafeez-Baig and Gururajan (2019) employed qualitative content analysis as an analytical tool to explore practices that are utilised for managing talent development in the higher education environment in the Australian higher education sector. Kravariti & Karen Johnston (2019) in their study ‘Talent management: a critical literature review and research agenda for public sector human resource management’ also employed qualitative content analysis as an analytical tool. Though, Ndung’u and Omondi (2015) study - Talent Management Practices and Employee Turnover;

A Case Study of The Co-Operative Bank of Kenya- was a mixed strategy (both quantitative and qualitative), the qualitative data was analysed using content analysis. In all HR specialists were personally interviewed in getting relevant information based the objectives of the study.

Based on the use of qualitative content analysis as an analytical tool for analysing data on talent management, the researcher deemed fit to employ such analytical tool to analyse data that emerged from data collection from respondents as the basis of using such analytical tool is similar to the researcher's own. For instance, the researcher would also employ the service of HR specialists as used by Ndung'u and Omondi (2015) at GT Bank and senior managers as supportive respondents in eliciting information on talent acquisition, talent development and talent retention. Again, the researcher in his second objective studied how talent is developed to ensure employee satisfaction which is similar to Mohammed, Hafeez-Baig and Gururajan (2019) who also explored talent development in the higher education environment. Further, thematic areas captured by Theys and Schultz (2020) are also captured in this study. Lastly, according to Krippendorff (2018), content analysis is particularly useful for case study research when more sophisticated tools of analysis cannot be employed because they are more expensive or because their use is restricted by a number of ethical dilemmas.

### **Quality of Qualitative Research**

Validity, reliability and generalisability are mostly associated with positivist research (Mays & Pope, 2020). Nevertheless, concepts are still widely used to test the validity of research in all situations. But the other concepts that come from a common usage of language and thus can be used to

evaluate reality are written by Abdalla, Oliveira, Azevedo and González (2018). Abdalla, Oliveira, Azevedo and Gonzalez (2018) argued that alternate concepts that can be used for assessing the quality of qualitative research are credibility, transferability, dependability and conformability (cited in Hoepfl, 1997). In order to eliminate the threat to quality, qualitative research should therefore be measured against these four criteria in order to determine the quality of the research (Myers, 2019).

*Credibility* shows that the research was conducted in such a way that the subject of the investigation was correctly identified and described (Robson, 2017). Credibility can be improved through a researcher who has been involved in the study for a longer period of time, through triangulation (using different sources of evidence) and through peer debriefing by colleagues on a continuous basis. Among these techniques, the credibility of this study has been enhanced by the triangulation of data collected from different sources of evidence, such as interviews and documentation.

*Transferability* is concerned about whether findings can be generalized to a different situation. In this research, the researcher cannot guarantee the transferability of the findings, but can only provide adequate information which could then be used by other scholars to ascertain whether the findings are applicable to their new situation. Consequently, the transferability depends on the extent of similarity between the original situation and the new situation.

*Dependability* shows that the research process is systematic, rigorous and well documented. In this study, a list of interview questions was prepared in advance; this ensured that the researcher was consistent during the interviews and that similar questions were addressed to everyone. The

researcher ensured the consistency of data collected not only by supplementing interview guide questions by documentations, in some instances the interviews were conducted with more than one person. The main objective is to ensure consistency.

*Conformability* is often used as a criterion when the study has fully described the research process and it is necessary to evaluate whether the findings are derived from the data. The objective is to ensure that the data are neutral in the interpretation of the researchers. All the data collected was meticulously recorded and systematically used. The researcher documented all the research processes and procedures and continuously reviewed and checked the data during the study in order to improve the reliability and conformity of the findings of the study.

### **Ethical Consideration**

For the sake of ethics, an introductory letter from the University of Cape Coast would be obtained and presented to the Head of Human Resource Department of GT Bank for the approval before the interview would be conducted. Explanation would also be given to the participants about the purpose of the study and the approval and corporation of the interviewee would be sought before being allowed to participate in the interview. All the participants would be contacted personally with invitation to participate letter would be attached to an introductory letter from the head of department of the researcher. With this invitation, participants would be introduced to the study and all information pertaining to the process of the interview. Permission would be sought from the participants to record the interview. Confidentiality would be maintained as interviewees would be assured that their names would

be kept anonymous and therefore, they would not be expected to write their names on the semi-structured guide. Participants would not be forced to take part in the study against their will and they would be informed that they have the right to participate in the study or withdraw from the study at any time they deem necessary. They would also be informed that their refusal would not affect them in any way.

### **Chapter Summary**

This chapter discussed the research methodology and provided an overview of the research methods used in this study. Following a critical systematic review of the research approach, the researcher concluded that it was appropriate to use a qualitative approach. In addition, the research method (qualitative) was discussed, including the advantages and disadvantages. The purpose of choosing a qualitative approach was given in this study. The case study strategy and data collection techniques have been discussed as part of the research plan. For the purposes of this research, interviews were the main technique, which was supported by a document analysis.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents the findings of this research whose aim was to assess the talent management practices at Gt Bank Ghana Limited. The analysis focused on how the bank acquires its talent, how talents are developed and practices put in place to retain talents at GT bank, Ghana. The main data source for this research was collected through interview guide questions, supplemented by the collection of data from documents. The use of different methods ensured that the triangulation of data from different sources was achieved and served to validate the findings. The participants were Group Heads (GH), Divisional Heads (DV), Teller Captains (TC) and HR Officers (HRO). The first part of section presents the data results, which will be done according to the research objectives. The second part then discusses the result by reflecting on outcomes from previous literature.

Various results emerged from the transcribed data. Qualitative content analysis was employed to analyse the data. After re-reading through the findings, three major themes emerged. This chapter presented the data derived and provided direct quotations from participants under each theme. The data was analyse by summarizing, explicating and structuring the data. In all, results and discussion were presented by validating findings with literature reviewed.

## Presentation of Results

### Talent Acquisition Practices of GT bank Ghana Limited

This section presents the results on how GT Bank practices acquisition of talent. Participants were asked if they were really aware and familiar with the term 'talent;' as well as how the concept is used in their work area. These questions were aimed to clarify that they did understand the background to the term 'talent.' Not surprisingly, all participants indicated their awareness of the term. The term was defined as follows:

*Talent is used in the field of human resources for many years [HRO1]*

In support, it was confirmed that:

*We have been using our bank 's idea of talent for a number of years now [GH2].*

There was a consensus view among the participants that talent is someone who makes a significant contribution to the organisation. For example, it was stated that:

*Talent is the main source of strength for the organisation to be effective and successful [DH1].*

Similarly, this assertion was made:

*Without talent in our organisation, we would be losers in today's competitive business environment [DH2].*

Perhaps more important, it was concluded that:

*Talent is someone that has relevant knowledge, skills, experience ... but is more motivated by a desire to learn ways to be even better; and more importantly they have to love their job and want to grow in it as [HRO2].*

Participants having indicated their understanding of what the term or concept talent is were further asked how they understood talent acquisition and to describe the activities involved in acquiring talents. The aim was to get their views on talent acquisition practices of the bank in question (GT Bank). The goal of talent acquisition is to minimize the number of failed recruitments. To achieve this, the activities involved must accurately represent the institution's culture and must make it easier to identify suitable candidates. This is expressed as follows:

*Talent acquisition is the process of attracting and hiring skilled employees to fulfill the business needs [HRO1].*

It was added that talent acquisition is key to the success of the organisation, and that:

*It is a planned and structured complex of actions the HR department must do to get the best employees [HRO4].*

It was also revealed that that talent acquisition must go beyond the job holder's role as the words below indicate:

*"Hiring people who have agility to go beyond their role." [GH1].*

In terms of the question 'what are the activities involved in acquiring talents in GT bank', it was revealed that:

*Though it difficult in attracting top talent...we are well known... not only for launching one or two days of advertising, but for repeatedly branding our bank over a long period of time... our main aim in branding is to influence customers and, at the same time, we can attract future employees... when we are well known to be many potential 'workers' coming to us [HRO2].*

Branding helps in the attempt to recruit and accurately place top talents. Participants also reported that they normally use three types of 'employer-branding' approaches, namely public relations, advertising and employee referrals. These were revealed by various participants. As regards employee referral, it was noted that:

*Our employees are the major sources of referral, influencing external talent to work with us, so we do our best to create a better working environment for current employees. [DH1].*

On how advertising is used as an employer-branding technique, a respondent had this to say:

*We use national newspapers and social media to advertise our bank by updating our activities and brands. This is done at least once a month to remind readers of us [HRO2].*

Adding to the media used to advertise the Bank, a participant mentioned how television plays a critical part.

*Television is a visual mass advertising approach, when we are, for example, on television at the right time, audiences will be more interested in our bank [HRO1].*

However, the major issue that was noted was that participants considered branding through TV advertising to be generally a more expensive method. Local radio was another medium used to publicise the activities of the bank mostly to local society and this was expressed as follows:

*We use local radio to explain to people about our activities in the local area, this method is useful to make them feel they are part of our*

*bank. This help brand the bank and enhances the banks' ability to entice candidates to accept an offer [HRO3].*

In addition, the bank used the organisational website to create a more interesting website. They gave indications such as:

*We 're using our own website to present our bank ... we 're trying to develop a more attractive, easy-to-read, more about bank facilities ... here the space is unlimited so we can put as much information as we want to help improve our quality-of-hire [DH2].*

Notably, most of the participants agreed to use the social media network to communicate with outsiders because it is free, easy, quick and can reach a large number of audiences directly. This was expressed as:

*We use Facebook, for example, to inform our potential talents about bank vacancies and a lot of people are coming to this site ... it's totally quick, no fee, no border, anyone can access it ... anyone who likes our page will get up-to - date information all the time [HRO1].*

Revealing how public relations were employed as an employer-branding activity, participants had the following say:

*We need to have better relationships with all sectors, such as school, hospitals, local communities, etc ... we do this by branding ourselves to attract talent to work for us ... we sponsor activities such as organizing children's activities, painting schools and hospitals ... and a lot more activities aimed at building strong relationships [HRO1, HRO4].*

The primary argument was that building these relationships ensures that we do have a good name that will help attract future talents and makes current talents more committed to the organisation. Therefore, the employer

branding technique is considered to play an important role in attracting both internal and external talents. As part of the bank's service to the community, staff were made to contribute to a fund and choose the community of their choice to offer help. The service includes painting of schools, CHIP compounds and hospital (HRO4). This was testified by another participant as:

*I was attracted to remain in the organisation due to the good reputation build by the bank, and I am proud to work here [GH2].*

In addition, a participant mentioned that:

*This year for instance, we've built a 'state of the art' ICT centre for Anunmle cluster of schools. Also, we've set computer laboratory a school in the Volta region. This in the end would help the bank enhance its branding [HRO1].*

In addition, one participant mentioned that:

*I am aware that this year too, the bank has contributed to the Ghana Covid 19 fund. This makes the institution attractive to me because I am proud for working for a socially responsible employer [TC1].*

Lastly, these talent acquisition practices have helped in acquiring top talents which has been beneficial to the bank. This was revealed as follows:

*We have had a handful of talents that has helped the bank and we are proud of them [HRO3].*

In addition to the above, a participant indicated how job description, job specification and application forms help attract right talent:

*Job descriptions and specifications advertised also help the bank entice the right candidate to apply for vacancies. This is critical as it is foundational tool that help to support our talent programs [HRO5].*

Another participant mentioned that:

*Our job description shows clear and accurate information about a position available, the roles and duties to perform... The person specification allows us to communicate the traits that are desirable in the ideal candidates: such as education, previous work experience and any extra traits that are needed in the role [HRO2].*

Also, findings based on the review and analysis of selected documentation was presented to supplement the findings from the interview guide used. There were various documents which were collected (e.g. history of the corporate profile; annual report; and bank website). The aim of reviewing the documents was also to answer the question, “how the bank acquires their talent?”

The document containing the annual report (2019) showed that the bank has reputation and was stated that:

*Due to the bank’s consistency in building a strong, profitable and respectable brand in Ghana, the bank within fourteen years of its operation in the country, has grown to become a reference point for good business practices and role model in the financial service industry [Annual report, 2019].*

The document showed that the bank has earned a good reputation by winning awards. It was stated that

*The bank swept awards in recognition of the bank’s strength in technology, innovation and quality customer care.*

Also, in the annual report (2019) it was also evident that:

*A total of GHS146008 (2018: GHS136143) was spent under company's social responsibility programme with key focus on education, health, soccer and others".*

In addition, the company's historical document showed that:

*Notable amongst our CSR projects are the renovation of the Amenity Ward of the Accident Centre, Korle-Bu Teaching Hospital; the GT Bank Super Zonal Championship for Senior High Schools in Accra and renovation of Ridge Hospital Maternity Theatre.*

With these, it shows that the bank brands itself very well which in turn, may attract talent to the company. Furthermore, the document showed that:

*The success of our organisation depends on the quality of services rendered by our talented workforce; and the organisation needs to show that they are trying their best to take care of this talent.*

### **Talent Development Practices of GT Bank Ghana Limited**

On the basis of the second research question, the participants were asked about how GT bank develops its talents. Again, the findings were based on the main data collection method (interview guide questions) which was supplemented by documentation.

From the interview, a participant expressed that:

*We have an instantaneous training course for new staff and a development course for current workers [HRO1].*

The participants said that all employees must be trained at appropriate times, and this was expressed as follows:

*All members must learn how we work here and adapt to the style of our bank ... Training shall take place within at least one week from the*



*start of employment. However, depending on whether or not new staff need more training, we always provide that on request ... We have mentors, and these mentors may need to be trained themselves [HR03].*

In addition, it was narrated by a participant that:

*We train our people internally and sometimes they are sent to National Banking College (NBC) for training.... We also pick certain employees to our mother bank at Nigeria for training.... On rare occasions when new technology emerges, employees are sent to Amman, Jordan for special training on banking applications [DH1].*

To add, it was revealed that as and when a talent upgrades himself/herself through professional education, the fees paid for the final papers for a professional education is reimbursed by the bank to that fellow. In addition, yearly subscriptions to be paid by talent to the professional body are catered for by the bank. This was affirmed as follows

*The bank paid for my final fees for ACCE and after completion, my annual subscription is being taken care of by the bank [TC2].*

In addition to training and development as a mechanism to talent development, the bank also makes use of management of performance of their talents. The participants had the following to say:

*Everyone desires to be important, especially talent, to be recognized as talent, and their performance should not be ignored." [HRO4].*

It was added that:

*Our system of managing performance of talents here focuses on first aligning with strategic goals and objectives of the bank. It is our most vital activity of controlling talents behaviour [TC1].*

Further, the participants continued by stating that:

*As part of performance measurement system at the bank, appraisals are done in quarterly and annually basis. There are also rare situations where appraisals are done anytime which we refer that as 'spot checks' ..... This is to keep the talents on their toes [HRO4].*

The participants stated that performance of talents have to be managed, and thus was expressed that:

*In order to develop our talents, we usually do performance measurement to determine whether there is proper transfer of knowledge from training.... Most appraisals are done to check for mistakes which we refer as 'error rate' [HRO1, HRO4].*

Adding to performance management by the bank, a participant mentioned the following:

*Our main goal of measuring performance of our talents is to increase their performance... we make sure they understand the essential part of their obligation. .... and we do that so they try to also improve and, in the end, they are developed [HRO1].*

In addition, performance criteria are made clear, as well as easily understood by everyone. The following were mentioned:

*So, the system is designed clearly and simple, so it can be understood easily to see if the targeted performance is reached or not [HRO3].*

Further, it was indicated that:

*Teller Captains and Operational Heads are entreated to have an ongoing communication with their members either on a daily or weekly basis before the quarterly appraisal. Talents are also made to*

*understand how the behavioral standards relate to their specific jobs [HRO2].*

The participant added that the combination of activities done to develop their talents is done to also satisfy and motivate them. According to her:

*The talents are able to identify their jobs well and are happy and satisfied with feedback related to their performance as well as training given to them [HRO2].*

It was affirmed that by stating that:

*Feedbacks are provided to us it gingers us to do more.... again, when we are deployed to other positions, it shows the trust top management has in us and we appreciate it [TC1].*

These indeed make talented workers feel glad and appreciated about their occupations. They also get satisfied on level of fulfillment they have attained.

As part of talent development, whenever talents are deployed in the talent acquisition process, based on their performance and as development tool, are redeployed to various units. The participants revealed that at certain instances talents are redeployed to different department or locality. In such instance, the participants commented that:

*When positions (sometimes higher) become vacant, an internal advertisement is made and talents with specific qualities are made to apply. For example, GH1 used to be in the marketing department but was redeployed to financial controls [HRO1].*

It was added that:

*A division head in connection with the HR department may redeploy a talent under him [HRO2].*

Further, it was revealed that talents in Accra branches are deployed to branches outside Accra and those from outside Accra are redeployed to Accra. Moreover, the managing director can propose to the HR to redeploy certain talents to other units in the bank. The participants stated that as part of developing talents, mass redeployment (reshuffle) is embarked by the bank.

This was revealed as follows:

*The department heads by themselves redeploys workers under them based on certain qualities exhibited.... the managing director also proposes to the HR to redeploy certain staff members to other units [HRO1].*

Also, it was added that:

*Performing staffs from outstations (outside Accra) are made to come to Accra ... mostly these are done in consultation with their respective heads [HRO4].*

Furthermore, it was stated that:

*Sometimes mass redeployment is undertaken and talents are moved from one unit to the other to acquire business practices [HRO3].*

Further, as a recipient of training, performance management and redeployment, it was indicated that:

*It quite useful we love the way the bank does to develop us [GH1].*

Findings based on the review and analysis of selected documentation was presented and the findings were used to supplement the findings from the interview guide questions. There were various documents which were

collected (e.g. internal information board; organisation training program; annual report; organisation website; human resource management guide. The researcher was given access to the training programs provided by HRO1 and there were specific training programs for each position within the bank. The message from the training programs stated that:

*"Training and development must be tailored to the position being occupied."*

Also, it was stated that:

*"Guarantee Trust Bank is committed to constantly grooming young talents and providing them with opportunities to explore their strengths, discover them, and make an impact in the environment.... Our entry level training programme is an exciting platform to launch your career as we provide and create a world class training environment".*

It was also indicated from the documents provided by HRO1 that when the bank redeploy talent into other positions, a communique is given to members through the intranet they use. For example, Annual Report (2019) listed the "workers were deployed to higher position" of which HRO1 happens to be part. Also, the bank website indicated that

*"There are mentors (mainly supervisors) who monitor whether the talent needs assistance during their work or whether they can develop to the highest level of performance and feel that they are not alone in the organisation".*

## Talent Retention Practices of GT bank Ghana Limited

On the basis of the third research question, the participants were asked about how GT bank Ghana Limited retains its talents. The aspects that were discussed in this section included ‘how important is it to keep staff members you consider as talents’, ‘the practices in place to retain talent’ and ‘how has these practices helped in retention of talents?’ The retention practices included how talents are motivated, how the working environment influence them to remain and work life balance policies in place that aid talent retention. Again, the findings were based on the main data collection method (interview guide questions) which was supplemented by review and analysis of documents.

Motivation was considered as one of the practices by banks to induce talents to remain with them. Based on the interview, a participant expressed that pay and other compensation packages used to motivate them stay come in the form of bonuses as it was indicated below:

*At the end of the year, we always try to offer some bonus as part of the overall annual benefit in order to make the talents feel good and motivated, and thus encourage them to stay with us [HRO1].*

Moreover, the participant indicated the following as part of the motivational packages:

*We have just started the idea of offering employees’ insurance coverage. However, as it is costly, we cannot offer to everyone, so this can only be offered to some positions [HRO3].*

*Not only monetary motivation but also non-monetary motivation like recognition and credit for work done [HRO1].*

Similarly, it was stated that:

*From HR perspective, financial rewards we give to the talents play an important role in retaining them... These individuals tend to have many career choices so monetary rewards given to them by the bank should be reasonable and in line with their ability. This would eventually, sit them down here [HRO1].*

It was among others noted that:

*Long-serviced employees receive high economic return so they don't want to quit from our bank" [HRO1].*

*We make sure talent have autonomy on their job as well as help them to be innovative [HRO3].*

According to the participant non-monetary compensation compel talents to stay in the organisation. The expression below was made:

*In my view, financial rewards especially salary is what the bank is obligated to its employees....However, even though non-cash related rewards like recognition cannot exchange for food, it tends to be an easy and effective way to praise workers which can create massive meanings and have huge impact on their motivation [HRO1].*

It was noted from the interview that, development activities provided by the bank go a long way to motivate talents and hence induce them to stay for the foreseeable future. This was narrated as follows:

*Feedbacks provided at the end of appraisals motivate talents as they know their shortcomings and plans to triumph over them.... Training them also motivate and makes them feel happy, hence want to remain with us [HRO3].*

A further interesting approach that was identified through the interviews as among the factors that contributes to the bank's retention of talent was the creation of a favourable working environment and that 'talented workers should be surrounded by good co-workers.' This creates a conducive environment for talents. With this, the following narrations were made:

*If talented employees work with someone whose performance rates are low, the result might be that they get bored and probably leave [DH2].*

The participant added that:

*"Good teamwork" should be achieved through good team members [HRO1, HRO2].*

There was another consensus among participants that establishing strong internal relationships between co-workers / supervisors increases talent retention. This perspective was most prevalent among Teller Captains and the Head of Operations, with the Teller Captains expressing the view that all their talents are member of the family and therefore they treat them as family members. They noted that:

*Though we have lose some of our talents to rival banks, We take care of our staff as member of the family, this is the owner 's policy because he thinks that all workers are like sons and daughters ... if we look after them well, it will make a significant difference in their work ... they will become even more loyal to our institution [TC1].*

These relationships are based on multiple approaches, such as employee activities, employee birthday parties, New Year parties, etc. (e.g. HRO1, GH1 TC1). It was again pointed out that:



*The talents will not remain if they are not in a good relationship with co-workers [HRO1].*

*Even though most people admit that money is important, it is hard to survive in the workplace where, we do not fit with the work environment, cannot get along with our bosses and gain no respect from our colleagues, no matter how much salary we can earn. This makes favourable workplace environment crucial in retaining workers [GH1].*

The participants admitted that work life balance is important if you want to retain talented workers. As such what the bank does is to grant every worker his or her mandatory leave to have time for personal stuffs. However, sometimes workers on leave are called back to perform certain essential service. This according to them disrupts their personal activities. The following expressions were made:

*In most of our seminars we hold with our workers we do tell them to live their personal life and that everything is not about work...*

However,

*When duty calls you have to help us even when you are on leave [HRO1].*

Above all it was indicated that the bank is proud of retaining its talent for a long time. It was mentioned that:

*Talents acquired over the past five years are still with us [HRO1].*

According to the participants, the bank's work culture emphasizes early arrival and late departure. This has been the trend of their work life.

They all emphasized the demanding nature of their work responsibilities. The following were expressed

*Hmm, this place is stressful. I come here around 7:30 am and leave after 8pm [DH1].*

*I am able to balance work with family roles due to the help of nannies, spouses and some external family members [TC2].*

Findings based on the review and analysis of selected documentation was presented and these findings were used to supplement the findings from the interview granted. The documents which were collected were annual report, organisation website and human resource management guide. The researcher aimed to answer the questions: how important is it to keep staff members you consider as talents? What measures/strategies do you take to retain talent in your institution? How has these strategies helped in retention of talents?

The company's website specified that the bank apart from monetary compensation, help talents in non-monetary manner. For example, it was pointed-out on the website that:

*We understand that being an employer of choice goes beyond the regular pay package. It involves listening, training, mentoring, a genuine concern for what people really care about, and acting upon them. In essence, it involves connecting to people's hearts."*

In addition to creating a favourable workplace environment, the website further showed that everyone in the company is accessible and approachable and thus, work in an open office alongside their colleagues. On the websites, it was written that:

*The Bank also has an open-door policy, thus reinforcing an informal atmosphere that breeds a feeling of equality. Everyone is accessible and approachable, working in open offices alongside their colleagues. In addition, we have a flat organisational structure that engenders effective communication and prompt decision-making.*

## **Discussion of Results**

### **Talent Acquisition Practices of GT bank Ghana Limited**

Objective one sought to assess talent acquisition practices of GT Bank Ghana Limited in acquiring its talents. From the findings, the following themes emerged: knowledge about talent acquisition, Talent acquisition activities, and document extracts.

#### **Knowledge about Talent Acquisition Practices**

It was found that term ‘talent’ has been used in the field of human resource for many years. In addition, participants demonstrated and expressed that a talent is an individual with relevant knowledge, skill and experience and is more motivated to learn more to be a better one. The participants also articulated their knowledge that acquisition is a planned and structured activities that the HR department does to get the best employees. They further asserted that talent acquisition has to do with hiring of people who have the agility to go beyond their role and that the basic aim is to fulfill the business needs.

The implication that can be deduced from the findings of this theme is that: The concept of talent is widely applied and popularly used among participants to describe employees who have a high capacity (high

performance) and make a significant contribution to the success of the organisation. High performance is usually assessed on the basis of previous performance and is expected to be a predictor of the future. From the participants talents relate to employees who are able to do the job better.

The result indicated that talent acquisition is fundamental to the recruitment and selection of high-quality workforce and is important for successful operations and growth in an organisation (Shaikh & Dahad, 2019). The result revealed that participants had knowledge of talent acquisition and the term involves a process by which persons are planned, sourced, hired and embedded in an organisation (Agarwal, 2019). Participant knowledge of talent acquisition implies that activities involved would be approach strategically to acquire talents that will meet dynamic needs of the bank effectively and efficiently (Khan, 2019). Further, participants' knowledge about talent and talent acquisition would enable them answer questions such as whom should the bank recruit? What should our recruitment message be? How can we reach these specific people?

### **Talent Acquisition Activities**

The results showed that the bank repeatedly brands itself to attract future employees. Also, it was revealed that the bank uses its staff as a main source of referral to influence external talents to come and work with the bank. Advertising through the use of television, radio, social media and newspapers were used as employer-branding technique. Information through these media may indeed attract potential talents willing and able to work with the Bank. The findings from the interview indicated that the management of the GT bank

Ghana Limited utilizes employer branding to attract both internal and external talent (Saini & Jawahar, 2019; Szymanski, 2019).

Through employer branding, the bank continually tries to remind 'potential talents' about themselves and also to make its brand name recognizable and attractive. Through this positive publicity, 'potential talented workers' would want to work for the bank. This may imply that banks who want to acquire talents can employ branding as an acquisition strategy. Most of these activities employed by the bank in branding itself go a long way in achieving reputation of the bank (Rahman, Rodriguez-Serrano & Lambkin, 2019).

Also, the job description and specification clearly set out and demand the requirements / qualities / competencies that the bank needed from new talents; and the instrument(s) to be used to measure the achievement of these competencies. This clearly indicated that the bank had carried out proper planning prior to the acquisition of talent (Agarwal, 2019). It also implies that they have a clear plan and strategy of who they need to help the organisation to achieve its objectives (Mohan & Rao, 2019). These clearly defined requirements were aimed at evaluating and acquiring the right talents. These indicate the careful approach by the bank during the talent acquisition process. These recruitment and selection methods employed were indications that talent management starts with acquisition of the right talents (Hill, 2019). Also, it implies that acquisition plan and strategy would help management to examine the labour market to ensure cohesion of the workforce (Szymanski, 2019).

Talents were sourced both internally and externally and that the acquisition strategy starts from the attracting and follow up more intensively when the potentials and talents are working in the organisation. As previously mentioned, no single talent acquisition activity was suggested by the participants as the most effective strategy, rather than a combination of techniques or activities (Bonet & Hamori, 2017). This implies that there is the need for having appropriate but costly process than a cheap one that could later be costly through poor performance, exit and rehiring. This could possibly explain why the organisation pays a great deal of attention to the acquisition process, in order to ensure that they get the right talent that fits the job and the organisational culture and wants to learn and grow within the organisation.

The creation of suitable work environments can be used not only to attract external talent but also to influence internal staff (current employees) to remain with the organisation. As indicated by HRO3 and HRO4. This is beneficial and make incumbent proud and attracted to remain with the bank. Also, as a strategy to acquiring talents, it was also revealed that GT Bank Ghana Limited acquired it talents by examining personality of the individual and the institutions norms and culture. The implication is that the banks can acquire talents who best fit the organisational characteristics, norm and values (Caplan, 1987). This is demonstrated by the fact that organisations want the best-fit individuals for the job based on the job description and person specification (van Vianen, 2018).

The findings uncovered that in addition to the above, within acquisition process there is a requirement for the person-job fit quality.

Therefore, knowledge, skills, and abilities (competence) were used to evaluate person–job fit and that was very necessary. Also, values, personality and needs were used to assess person–organisation fit. This in the end, may help the bank to acquire the right talents; who will ultimately stay with the organisation for a long time (Voge, Rodell, Lynch, 2016). When potential talents are attracted and selected, accurate placement is key for successful performance of such talents. It was indicated from the participants (HRO1, HRO3 and TC2) that when the organisation appoints talents they are placed into position to suit their skills level and experience.

#### **Document Extracts**

Again, through reviewing and analyzing the contents of the available documentation, it was revealed that talent requirements needed to acquire the right talent were knowledge, skills, behavior and working style. It implies that talented workers who meet these requirements would play an important role in helping the bank to achieve its business strategy. These requirements included 'job specification' (*JS*), 'job description' (*JD*), 'job advertisement' (*JA*), 'interview forms' (*IF*), 'application forms' (*AF*), 'evaluation forms' (*EF*) (Oluoch, 2017). This corroborates with Mondy (2017) who stated that a job description and employee profile at the outset of the recruitment process must be matched against each other for proper acquisition. The results from the document extract clearly confirm what the participants expressed in the interview.

## **Talent Development Practices of GT bank Ghana Limited**

The second research objective sought to assess the talent development practices of GT Bank Ghana Limited in developing its talents. A synopsis of the results showed that training and development, performance management and deployment were the practices adopted to develop talents at GT Bank Ghana Limited. These then were the themes that emerged from this objective. Obviously, no single HR activity can stand alone, but all of them must be linked to one another with the ultimate aim of meeting the objectives of the individual and the organisation (Garavan, Carbery & Rock, 2012).

Talent development was seen by participants as important and was thought to have such a positive influence on the satisfaction of talents. The HR implications are that these practices given to these talents may increase their job satisfaction as well as morale. Training, performance management and deployment may increase their efficiency and shape them to be more competitive. Specifically, performance management may help identify the right talents for promotion and retention.

### **Training and Development**

It is indicated that there are several approaches adopted by the bank, all of which have been intended to improve the development of talented workers. It was revealed that the bank has an instantaneous training courses for new staff and development courses for incumbent workers. The bank either train their staff internally or send staff to the National Banking College for training. Sometimes, talents are sent outside the country for special training. As a way of developing talents, the bank entreat staff to attain professional knowledge of which it absorbs the cost incurred in the final year of professional



education. This demonstrates the bank's understanding of organisational and employee learning and development (Sahoo, 2015). Again, this helps the bank to create a learning policy that would enable achieve the objectives of the bank (Castaneda, Manrique, & Cuellar, 2018; Bhatti, Battour, Ismail & Sundram, 2014).

From the depth of the responses provided during the interview, it was evident that the bank considers training to be an important strategy talent development. As such, training and development of talented employee have become a mainstay for organisational success (Burgard & Görlitz, 2014). Almost half of the interviewees asserted that they are helping existing and new talented workers to adapt to bank work programs through training programmes. Thus, for example, it was indicated that they had a training course to be given to all workers. This helps them to understand and improve their role in their work. It was noted that satisfying talents is achievable through developing them. For that to happen smoothly, workers should be well trained, developed, or prepared for higher positions (Joyce, 2010).

There was also proof from the documentation that the bank considered the provision of appropriate and adequate training to employees to be one of the important HR functions. This has been observed in the documentation relating to the Training / Talent Development Programme. What was interesting was the fact that these training programs existed and were well documented. Likewise, HRO1 also provided a list of training slots (training times and locations) for different levels in each unit; and, interestingly, provided space for workers to suggest training that is relevant to their job roles. The role of the bank was to objectively assess these suggestions and

provide training. Photos taken during some of their training sessions were shown on the internal notice boards. The internal notice board, for example, illustrated photos of the training program for current staff; and the researcher acknowledged that this demonstrated that the bank was practicing what they were preaching.

The idea is that talent development let people do more and learn more of what they are good at. This corroborates with assertion that talents in the new era endlessly expect and search for newness and ideas to develop their skills and knowledge in developing and enhancing their career path Dalayga and Baskaran (2019). It is also in line with Wang (2019) claim that development is an umbrella term that describes the many experiences, work assignment, and mentoring relationships that move people ahead in their vocations. Also, Surr, Gates, Irving, Oyeboode, Smith, Parveen and Dennison (2017) mentioned that as a reputation for developing employees make the organisation attractive to potential recruits who are serious about developing themselves.

These in the end helped achieved the satisfaction level of the talented worker in the form being happy, glad, trustworthy, appreciative and a sense of fulfillment in their job. It is noted from the participants that talent development is considered as important aspects which help GT bank to succeed and satisfy their workers. This is in line with Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Wright (2012) claimed that one sure way of building talent trust and satisfaction is through talent development. A study by Govaerts, Kyndt, Dochy and Baert (2011) found that employees and organisation thought it was very important to pay attention to talent

development. In order to sustain the changing demand of current talents, organisations employ different strategies to tackle these dynamics.

### **Performance Management**

In addition to training, performances of talents are managed on daily, quarterly and annual basis as a way of developing them. Feedbacks are also provided to talents on their performance either to correct or praise good performance. These are done to ensure that knowledge from training is successfully transferred to the job. This would create an environment where talents can perform to the best of their abilities to produce the highest-quality work most efficiently and effectively (Surr, Gates, Irving, Oyebode, Smith, Parveen & Dennison, 2017). Correctly identifying and evaluating talent performance is considered to be one of the key aspects of developing talent within the organisation. It is a corporate management tool that helps managers monitor and evaluate employees' work. Most of the interviewees, especially the human resource officers stated that in managing performance of talents management should make sure these talents understand their duty and the main aim of measuring performance is to increase performance (Björkman, Ehrnrooth, Mäkelä, Smale & Sumelius, 2013; Bethke-Langenegger, Mahler & Staffelbach, 2011).

Again, the results revealed that talents are happy and satisfied with feedbacks related to their performance and that the feedback gingers them. The implication is that these periodic feedbacks about their accomplishment and contributions would be valuable to them (Gelens, Dries, Hofmans & Pepermans, 2015). Also, it was indicated that talents are made to understand the essential part of their obligation. This according Mathimaran and Kumar

(2017), would help support the accomplishing the strategic objectives of the organisation. It also affirms Luna-Arocas and Morley (2015) assertions that Management of performance must begin with performance planning where performance expectations, including both the behaviours employees and the results are planned and communicated.

### **Deployment**

The participants indicated that talents are redeployed to other units in the bank to acquire further knowledge. For instance, performing staff outside Accra are made to come to the headquarters in Accra in consultation with their respective departmental heads. The implication is that deployment and redeployment of these talents would ensure that the talents would continuously be in an optimal relation to the jobs and organisational structure (Perez, Valls, Cespedes, Lorente & Moreno, 2016). Again, moving talents to a new location increases a sense of new perspectives, circumstances and environment and talents become more motivated, creative innovative, loyal and be committed to the ideals of the new location requirements. Through deployment, talent performance is increased through increased flexibility, initiative, dependability, innovation, creativity, effectiveness, quality productivity, growth, commitment, loyalty and efficacy. Redeployment of talents helps improve their experience (N'Cho, 2017).

Talents deployment has more benefits to the talents than to the organisation by the reason that it offers the talent the changes to wade off conditions of boredom, stress and frustration of narrowness in the duties, and responsibilities (Muogobo, 2013). Deployment through the addition of more duties, roles and responsibilities, with enhanced status work would motivate

the talents; make them more empowered (Muogobo, 2013). Again, it was noted that incumbent talents are made to apply for vacant positions as a way of deployment and this is parallels to Phillips (2018) who mentioned that a deployment requires the consent of the employee concerned except in those situations where a willingness to be deployed is a condition of employment of his or her current position.

Finally, it can be deduced that the talent development activities by the bank would go a long way to enhance their talents satisfaction (Altındağ, Çirak & Acar, 2018; Kamal & Lukman, 2017; Johennesse & Chou, 2017; Hamidi, Saberi & Safari, 2014; Gupta, Mehlawat & Mittal, 2013). In addition, supervision, and performance appraisal would also contribute to employee satisfaction (Hamidi, Saberi and Safari, 2014). According to Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Wright (2012) one sure way of building talent trust and satisfaction is through talent development. It is therefore extremely necessary for the institution to pay attention to the development of talent (Govaerts, Kyndt, Dochy & Baert, 2011).

### **Talent Retention Practices of GT bank**

The third research objective sought to examine the talent retention practices of GT Bank Ghana Limited in ensuring higher retention of talents. The results showed that employee motivation, favourable workplace environment and work life balance were the practices engaged by management of the bank in inducing talents to remain with them. As such, the themes that emerged were motivation, workplace environment and work-life balance. These are discussed below.

## Motivation

There was a common agreement that talent is now much more mobile and that competition for talent between employers is very exciting. Different motivational mechanisms are used to motivate talents. However, as per the participants, the provision of adequate pay and other compensation (e.g. transport, accommodation, insurance) is by far among the most successful strategies used to attract and retain talent within banks (Chan & Kuok, 2011). These findings affirm Singh (2018), Das, Byadwal and Singh (2017), and Kehinde, (2012) claim that monetary rewards are viewed by talents in the banking industry as a key tool to motivate and retain them. This again implies that monetary compensation has a direct impact on employee retention.

Motivating employees is highly important for every institution due to the benefits that it brings. The benefits that GT may enjoy include increased talent commitment, ongoing talent development, and talent satisfaction (Milkovich, Gerhart & Hannon, 2011). The result also affirms Masri and Jaaron (2017) argument that retention can be improved when talents are motivated by either monetary or non-monetary rewards, which may support their loyalty for the organisation. From the results, the participants declared that feedbacks provided at the end of appraisals motivate them and hence want to remain with the bank (Rawashdeh, 2018).

## Workplace Environment

There was another consensus among participants that establishing internal relationships improves favourable workplace environment which in turn increases talent retention. The results indicated that management takes care of their talents as members of the family. Again, it was noted that

management make sure that the environment is favourable for talent by ensuring autonomy on their job. Further, in ensuring favourable environment, talents are made to work with fellow workers whose performance rates are high to avoid borebom.

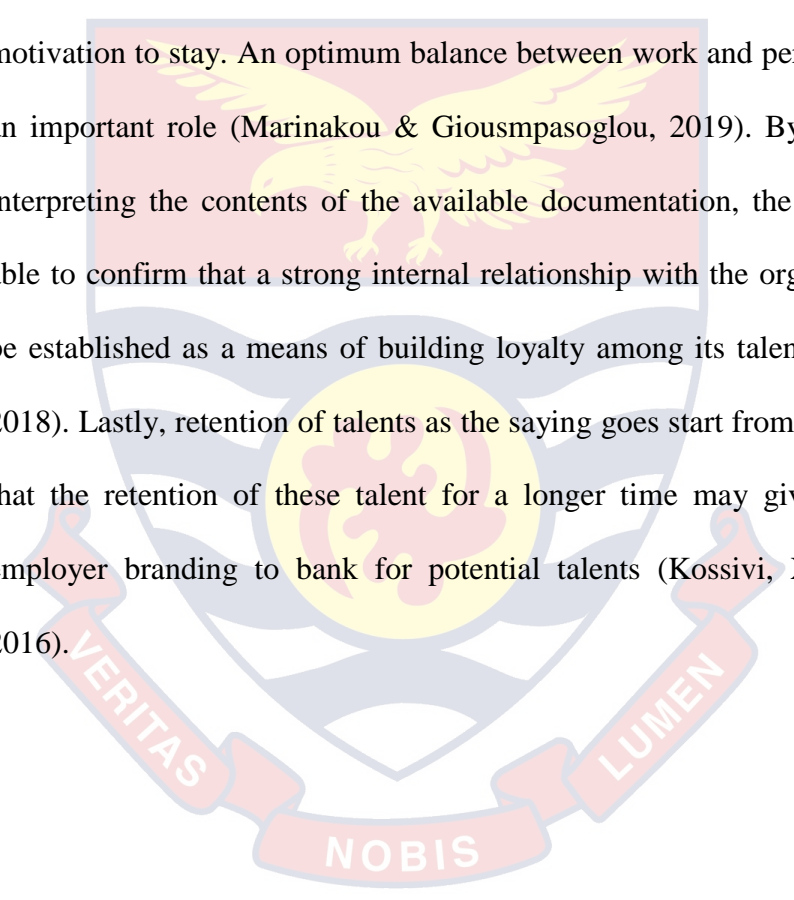
It can be deduced that favourable workplace environment may attract better talents, enhance pride in talents, reduce turnover, and build supportive culture. More-so, building strong internal relationships/ supervisory relationships was key in creating positive environments for talented workers induce them to stay with the organisation. This again concur with Sequeira (2012) assertion that organisations should focus on managing the work environment to make better use of the available human assets as a strategy for retention. It was also deduced that activities provided by the bank was importance in retaining talent as these may create a sense of belongness and being valued and thus, increase their emotional tie between them and the bank (Baharom, 2016; Shuck, Twyford, & Reio, 2014). Though, talented workers should be encouraged with pay; complemented by social recognition, positive workplace environment, add up to induce their retention (Lehmann, 2019).

### **Work-Life Balance**

Participants admitted that work life balance is important in retaining talented workers. As such what the bank does is to grant every worker his or her mandatory leave to have time for personal stuffs. However, the results again showed that sometimes persons on leave are called back to perform essential duties of which most workers are not happy with according to participants. Again, the results depicted that they are most of the time stressed up. Averagely, the responses received from participant did show that there was

the existence of work-life imbalance which suggests that the tendency of responsibilities, roles and emotions being carried over from work to home and vice versa existed.

Again, the nonunderstanding of talents with respect to calling back from leave to perform essential services may suggest emotional strain that may also lead to lower performance. The result also showed that little consideration was placed on work life balance and this may affect the motivation to stay. An optimum balance between work and personal life plays an important role (Marinakou & Giousmpasoglou, 2019). By analyzing and interpreting the contents of the available documentation, the researcher was able to confirm that a strong internal relationship with the organisation could be established as a means of building loyalty among its talents (Rawashdeh, 2018). Lastly, retention of talents as the saying goes start from acquisition and that the retention of these talent for a longer time may give an image of employer branding to bank for potential talents (Kossivi, Xu & Kalgora, 2016).





## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter provides the summary of research findings, conclusions and offers recommendations. The summary and conclusions were based on the findings captured in chapter four. The chapter also presented the recommendations of the study based on the study's conclusions. The chapter concluded with suggestions for further research. The summary of the findings of the study covered the talent management processes especially acquisition, development and retention. The main data collection method for this research was interview guide questions and it was supplemented by documentations. The participants to the research were HR officers and line managers at GT Bank Ghana. The summary of the findings was linked to the research objectives as follows.

#### Summary of Key Findings

This section outlines the key findings from the study, which are presented according to the research objectives.

#### Assessing Talent Acquisition Practices of GT Bank in Acquiring it Talents

Objective one sought to assess the talent acquisition practices of GT Bank in acquiring it Talents. As a result, three main research questions were asked (1) what do you understand by the term talent? How do you understand talent acquisition? What are the activities involved in acquiring talents in GT bank Ghana Limited? The study discovered that the term talent was generally

understood by the participants. This confirmed that the term is commonly used in the banking sector, although the precise definitions varied considerably among the participants.

Again, it was found that the bank employed various techniques in order to acquire talents. The study found that talents were sourced both internally and externally. It was further noted that the acquisition strategy starts from the attracting and follow up more rigorously when the potentials and talents of the bank are working. No single talent acquisition activity was suggested by the participants as the most efficient and effective strategy, rather than a combination of techniques or activities. Employer branding, planning for acquisition and use of the social media were used by the bank in acquiring their talents. Employer-branding activities were employee referral, public relation, and advertisements. It was again found that the bank pays a lot attention to the acquisition process and that ensured that they have the right talents that fit the job and the organisational culture and eager to learn and grow within the organisation.

### **Assessing Talent Development Practices of GT Bank Ghana Limited in Developing Its Talents**

Objective two also sought to assess the talent development practices of GT bank Ghana Limited in developing its talents. Again, questions asked on ‘how GT Bank Ghana supports development of talents in terms of training, performance management and deployment and ‘how talents are satisfied with the development practices put in place’. It was found that talent development is considered as important aspects which help GT bank to succeed and satisfy their talented workers. The study found that there are many practices that

were adopted by GT Bank Ghana which were all aimed at developing talented workers. It was found that appraisals as part of performance management were done on the spot, quarterly and annually to check for 'error rate'. Again, some talents were after being with the bank for some time was redeployed to other units where they can be beneficial to the bank. The interviewees granted and the documents reviewed showed evidence of developmental activity employed by the bank to develop the talents they have in their possession. These in the end helped achieve the satisfaction level of the talented worker in the form of being happy, glad, trustworthy, and appreciative and a sense of fulfillment in their job.

### **Examining the Talent Retention Practices of GT Bank in Ensuring Higher Retention of Staff**

Finally, after acquiring and developing talented workers, the institution needs to keep them for survival and competitive advantage. As such, the third research objective sought to examine the talent retention practices of GT Bank Ghana Limited in ensuring higher retention of staff. Therefore, participants were asked 'how important is it to keep staff members they consider as talents? What measures/strategies do you take to retain talent in your institution? How has these strategies helped in retention of talents? The measures or strategies were from the use of motivation, favourable workplace environment. However, work life balance practices were not adequate according to the participants. The study found that retention strategies provided by the bank is mostly by providing appropriate pay and other compensation/benefits and that monetary rewards are viewed by talents in the banking industry as a key tool to motivate and retain them. In addition, non-

monetary measures such as internal relations, praise and recognition, opportunity to learn and grow in a career are also techniques to motivate talent to remain with the bank.

## **Conclusion**

The main aim of this study is to assess the talent management practices of Guaranty Trust (GT) Bank Ghana Limited. As a result, three objectives were set: (1) assess the talent acquisition practices of GT Bank, (2) assess the talent development practices of GT Bank (3) examine the talent retention practices of GT Bank Ghana Limited in ensuring higher retention of talent. Based on the findings of the study, it could be concluded that management of GT Bank Ghana Limited understands the term ‘talent’ as well as talent acquisition. The strategies that appear to work in the case of GT bank, Ghana in terms of acquiring talents are classified into categories such as employer branding, plan and strategy for acquisition and use of the social media. Employer branding was achieved through employee referral, advertisements and public relation. It is concluded that when these methods are used properly, can help organisation especially in the banking industry to acquire talents.

It is also concluded that talent development is considered as important aspects talent management which helps GT bank to succeed and satisfy their workers. Practices that help develop talents include training, performance management and deployment/redeployment of talents. The study concludes that these practices help achieved the satisfaction level of the talented worker in the form being happy, glad, trustworthy, and appreciative and a sense of fulfillment in their job. Again, based on the findings, it is concluded that positive work life balance, favourable workplace environment and motivation

are key to the retention of talent in the banking sector. The use of competitive pay, other benefits, and rewards; building relationships is expected to lead to greater motivation of talent to stay with an organisation.

As part of using the qualitative content analysis as an analytical tool, analysis of data must establish on some theoretical basis. Based on the findings it can be concluded that there should be a fit between the person and the environment as it is a more powerful predictor of individual outcomes (Caplan, 1987). Finally, the study concludes that GT Bank Ghana Limited combines multiple activities in managing talents in the institution. Per the findings of the study, it can be said that talent management practices of GT Bank Ghana Limited is to some extent effective. It is effective because it ensures talents are placed well in their respective positions, talents are satisfied and retains adept workers.

### **Recommendations**

From the findings and conclusion, this study recommends that:

1. As it was found that employees were not happy when called back from their official holidays to work, management should sensitize employees on their call back from holidays to perform essential tasks. Employees should be well informed about the importance of the task their coming to perform and that their calling back is legal and would be rewarded in the form of absorbing the employee's expenses incurred in addition to other benefits or incentives they would enjoy.
2. Again, it was found that talents were more motivated extrinsically than intrinsically. Therefore, management should employ the combination of both intrinsic and extrinsic approaches to motivate

talent. Indeed, extrinsic approach (pay and other extrinsic compensation) is being more dominant. However, allowing talents to learn and grow within the organisation are crucial as the strategy to supplement the extrinsic motivation approach.

3. Further, little of work life balance practices were evident at the institution and as such management of GT bank, Ghana should strengthen their retention strategies by way of supporting employees who find it difficult in balancing their work roles and personal roles. This would aid the bank not to lose its talents to rival banks.

#### **Suggestion for Further Studies**

This study has a few limitations, which may be taken into consideration when conducting similar studies in the future. First, the study was limited to only Guarantee Trust (GT) Bank and data collected was delimited to GT bank only. Future studies can research on more than one bank to extend the knowledge of talent management practices in the Ghanaian banking industry. Similar studies can research on both Ghanaian banks and foreign banks as a comparative study. Again, the study employed a qualitative approach and future studies can conduct similar research using both qualitative and quantitative approach.

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## INTERVIEW GUIDE

The purpose of this interview guide is to gather data for the research on the topic “Assessing talent management practices of GT banks in achieving employee satisfaction, higher retention rate and succession planning.” Responses from participants will be for academic purpose only and will be treated with much anonymity and confidentiality. Thank you for your co-operation. Interview Guide for those who play strategic role in managing of talents in GT bank Ghana.

### **Meaning Talent and Talent Management**

1. What do you understand by the term talent?
2. What does management of talent mean to you?
3. Does your institution use the subjective approach or objective approach to talent?
4. Based on your answer to question 2, inclusive (all employees) or exclusive (specific employees)?

### **Talent Acquisition**

5. How do you understand talent acquisition?
6. What are the activities involved in acquiring talents in GT bank Ghana?
7. Does the organisation have a plan and strategy for its talent acquisition? If yes, kindly give briefly, what entails in the plan.
8. What is employer branding?
9. What does GT bank Ghana do to brand itself in the market place?

10. How has such banding aided you in attracting applicants to your institution?

11. How often do you use employee referrals in acquiring talent in your institution?

12. As part of acquiring talent, how does your institution build a social-media framework to aid in the acquiring talents?

13. How are talents selected and placed in various position in the institution?

**Talent development**

14. How does the institution support development of talents?

15. How does the institution assess individual development needs before developing them?

16. Please how do you develop your talents in terms of:

- i. *Training*
- ii. *Managing performance and*
- iii. *Deploying talents*

17. How do current and future competences succeed outgoing and aged managers?

18. How does the development of your talent support succession planning?

19. How are your talents satisfied with the development practices put in place?

### Talent Retention and Retention Strategies

20. How important is it to keep staff members you consider as talents?
21. What measures/strategies do you take to retain talent in your institution?
22. How has these strategies helped in retention of talents?
23. Do you have any other information you want to give to support the information given?

**Thank You**

