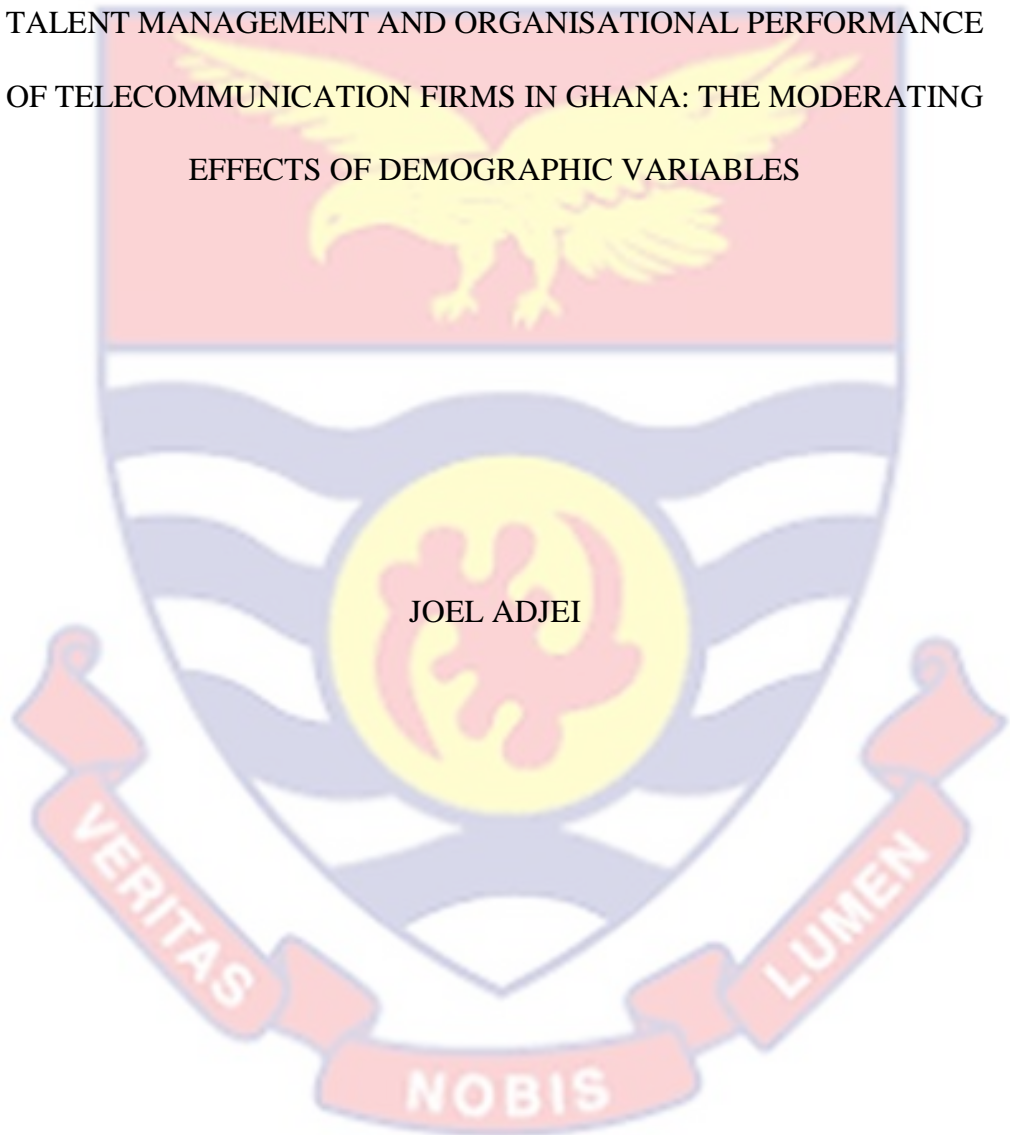


UNIVERSITY OF CAPE COAST

TALENT MANAGEMENT AND ORGANISATIONAL PERFORMANCE  
OF TELECOMMUNICATION FIRMS IN GHANA: THE MODERATING  
EFFECTS OF DEMOGRAPHIC VARIABLES



JOEL ADJEI

2021

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OF TELECOMMUNICATION FIRMS IN GHANA: THE MODERATING  
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BY

JOEL ADJEI

Thesis submitted to the Department of Human Resource Management, 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.

APRIL, 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.....

Name: Joel Adjei

### Supervisors' Declaration

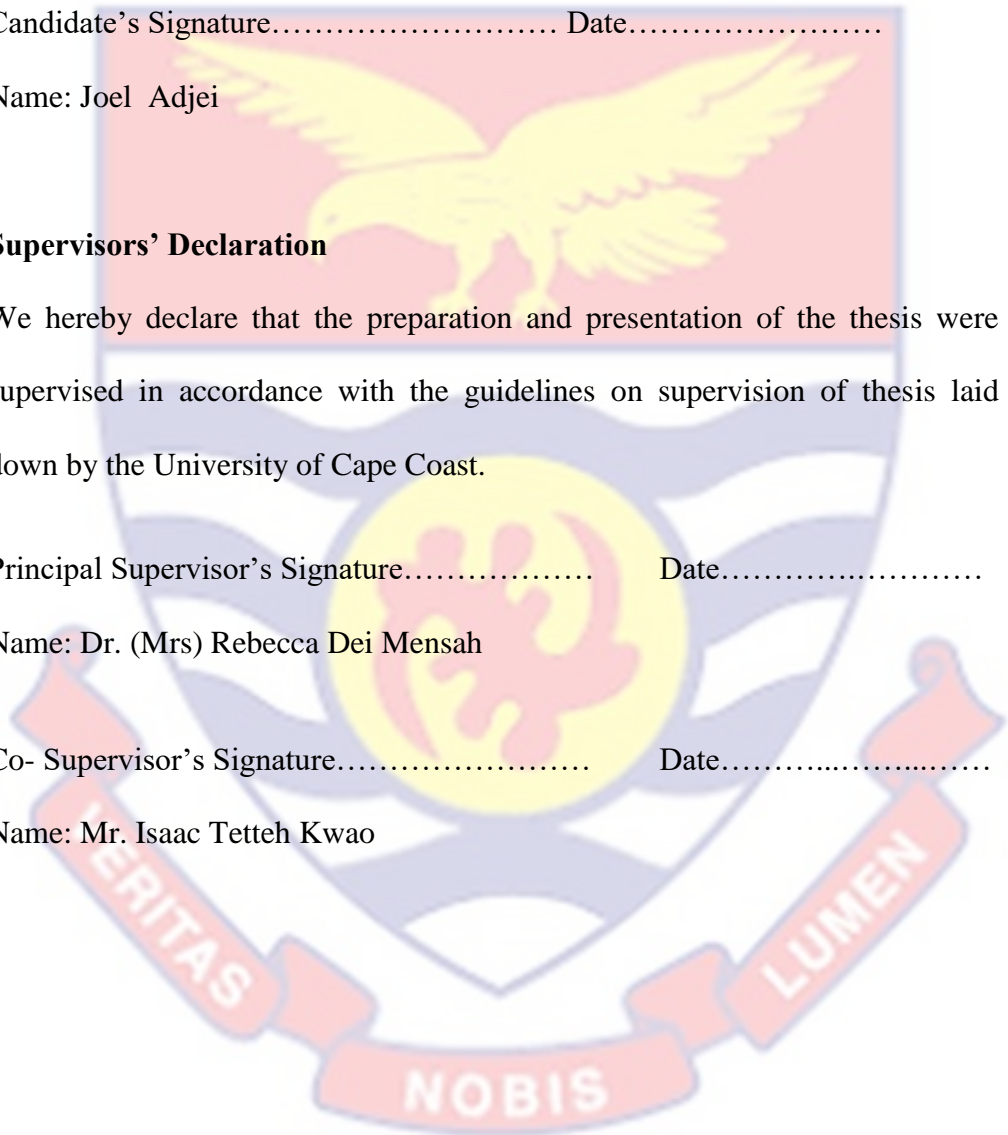
We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Principal Supervisor's Signature..... Date.....

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Co- Supervisor's Signature..... Date.....

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## ABSTRACT

Ghana in recent times has recorded an increase in the number of multinational companies due to the relative stable nature of the Ghanaian political environment. The presence of these multinational companies continue to put pressure on firms to put in strategies to be able to manage their talents in order not to lose these talents to other firms. This has therefore, necessitated the need for research work to examine the linkage between talent management and organisational performance. The current study therefore, examines talent management strategies and organisational performance. Using the mixed approach, data was collected using questionnaire and interview guide. Out of a total population of 514 a sample size of 384 was used for the study. SMART PLS-SEM was used to model the relationship between talent management strategies and organisational performance and the moderating roles of age, gender and job level. Amongst the six talent management strategies employed in the study, three were found to predict organisational performance. However, age, gender and job level were found not to moderate the relationship between talent management and organisational performance. The study therefore, concludes that for organisations to record increases in their performance they must engage in performance management, succession planning and talent retention practices. Organisations cannot achieve its goals or output may increase or decline depending on how they manage age, gender and job level. It therefore, recommends that managers prioritize succession planning and talent retention. Because these aspects of talent management strategy contribute more to organisational performance of telcos in Ghana.

**KEY WORDS**

Talent Management

Organisational Performance

Talent Retention

Talent Attraction

Performance Management

Career Management

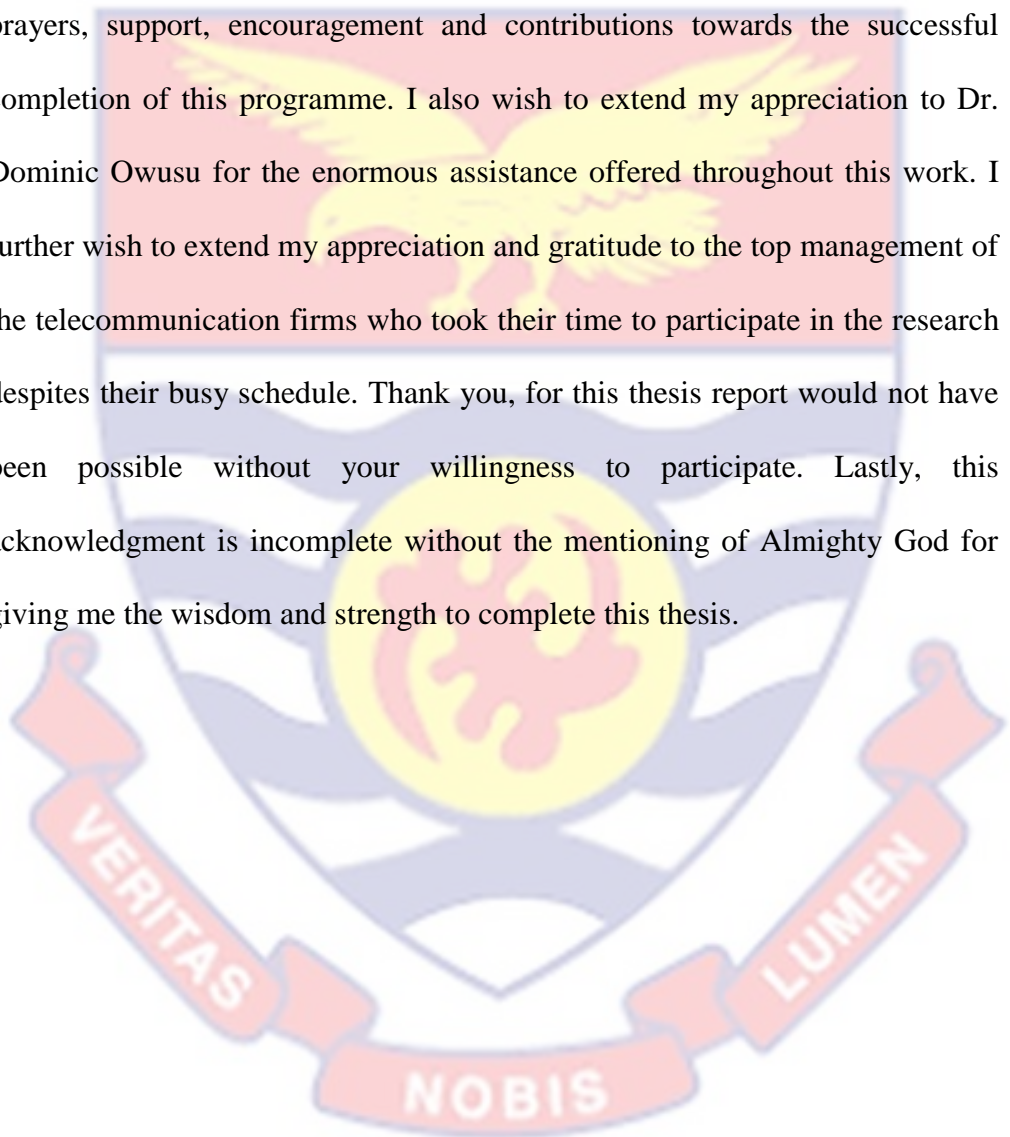
Succession Planning

Learning and development



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## DEDICATION

To Nana Ekua Ampoful and Joel Wirekoh Talyor



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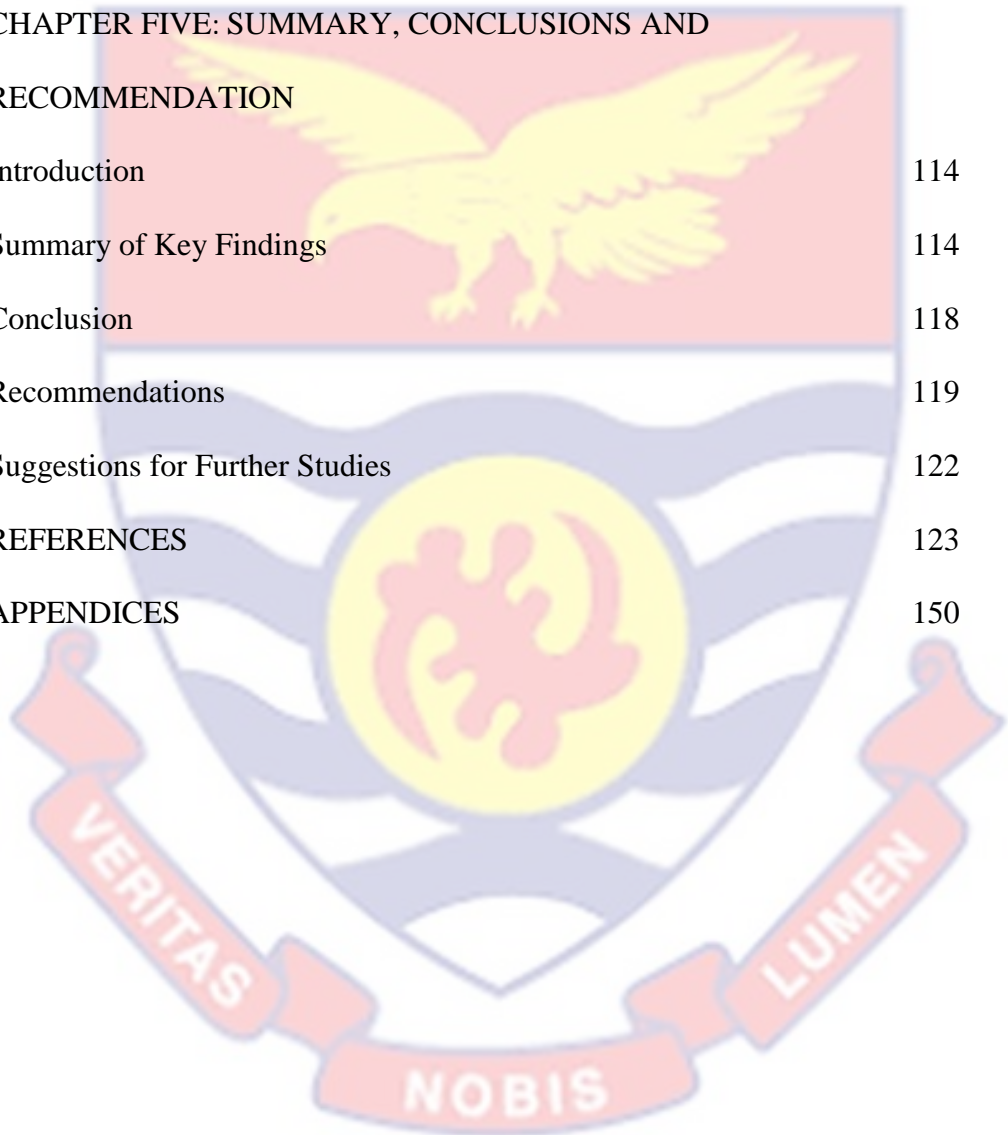
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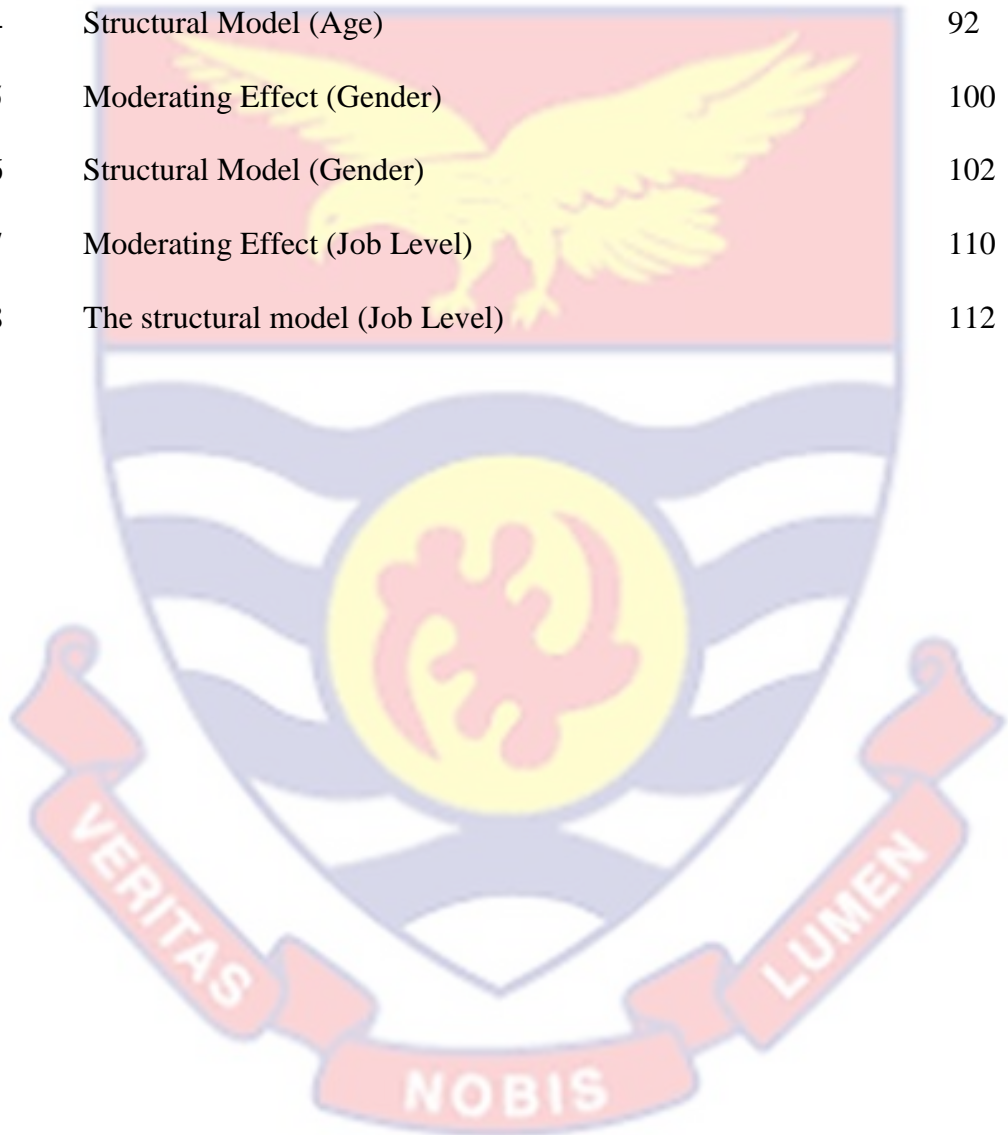


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## CHAPTER ONE

### INTRODUCTION

Organisational performance is unquestionably the most significant measure of organisational progress, as well as one of the most significant considerations in management studies (Rukunga & Nzulwa, 2018). One of the numerous mechanisms that are put in place to make an organisation achieve such an improved performance is the management of human capital. Talent management has become more of a strategic policy in organisations all over the world. There is rapidly growing literature suggesting that many organisations are struggling to develop and hold the talent needed to harness the technological advancements in the uncertain and highly competitive environment and turn them into profit and growth (Human Capital Solutions, 2018). In this regard, human resource practitioners have retold the importance of human capital to manage such environmental uncertainty. It has, therefore, become necessary to undertake this study in order to critically analyse the effect of managing talent and performance of organisation.

The key implication of this study is to sensitise managers on the most significant issues when working on a talent management strategy. The study's key theoretical foundations are human capital theory and social exchange theory, with talent and talent management concepts, as well as the strategies, were also considered. This section covers the background, statement of the problem, the purpose of the study, research questions, significance, delimitations, and limitations of the study as well as the organisation of the study.

## Background to the Study

The dynamic, uncertain and highly competitive global phenomenon is now rapidly changing the business setup, since success in accomplishing business goals in recent times needs talented employees who are skilled in performing task differently (Kahinde, 2012). Talent and talent management have never been more essential to an organisational progress than they are now. The necessity to develop and promote talent has become an indispensable feature in the modern-day business environment. For these reasons, managing of talent has risen to the forefront for strategic human resource management challenges across all organisations (Fowler, 2016). Employees are widely acknowledged to be the most important determinants to organisational growth and achievement. Without a doubt, one of the problems that businesses currently face seems to be the ability to attract and keep talented workforces, owing to skilled labour shortage, economic expansion, and high attrition rate (Lathitha, 2012).

Hence, managers and boards are always willing to identify and prepare for the next generation of leadership talent as one of the most important areas in business (Busine & Watt, 2005; Oppong & Gold, 2014). However, skilled and talented workers are in short supply, particularly for key decision-making positions. It is argued that we use capital to erect buildings, however, it takes individuals to build a business(source) .It is the human capital that provides businesses with ideas, innovations, and other inputs. Individuals' skills, knowledge, and abilities that have economic value to an organisation are referred to as human capital (Bohlander & Snell, 2010). Human capital is "elusive and intangible". This is on the grounds that it is tough to place a

dollar value on it. At its core, the task of human resources management, then, is about acquiring, managing, and retaining the best employees in maintaining a company's competitive advantage.

Talent management, according to Scullion and Collings (2011), is the set of actions concerned with attracting, selecting, developing, and retaining the best employees in strategic roles. Its goal is to develop the right pool of workforce to fill the right positions at the correct time by ensuring that each individual has the perfect environment to perform at their best and remain loyal to the organisation. In order to sustain and develop a competitive advantage, McKinsey and Company (2001) emphasized the importance of talent in a challenging environment, calling for structured Talent Management Programs to develop corporate- specific skills that can be of little help to other companies. Its rising importance is premised on the idea that effective talent management is a significant source of competitive advantage. These and the changes in world demographics, which seem to have led to the talent supply crisis, have been major motivators for interest in talent management. The goal of any talent management strategy is to improve an organisation's performance (operational or financial), staff skill building, and professional growth (Tarique & Schuler, 2010).

When management invest in talents through reciprocity, employees respond with higher performance and the organisation performance at large. Social exchange theory further stresses on the enthusiasm behind these attitudes and behaviors exchange between individuals (Eisenberger & Aselage 2003). The resource exchange in terms of economic value and cost of time and effort the employee is giving to the organisation. To increase productivity and



maximize overall organisational performance, every company needs talented employees. Therefore, for an organisation to maximise its stated objectives and be competitive over its competitors its human resources must be innovative and creative, as resource base view emphasised. Furthermore, by imparting valuable information and skills, investments in employees improve worker productivity. Therefore, to accomplish this, organisations must recognize talents, evaluate their potentials, and enhance their skills and abilities in accordance with those potentials in order to improve organisational effectiveness or overall performance (Sareen & Mishra, 2016).

Given the significance of the concept, talent management has gained relevance and received significant consideration in academia and human resource management practices since McKinsey declared a "war for talents." Several researchers in the area have examined the various strategies or initiatives. However, it is still in its early stages in Ghana. As success of companies in the private sector of Ghana are driven by talent like any other competitive firms. Some of these talent management strategies include performance management, career management, performance management, talent attraction, talent retention and succession planning, deployment, workforce planning, training and development, motivation etc. (McDonnell, 2011; Powell et al., 2012).

Among these strategies, performance management, talent attraction, career management, talent retention, training and development and succession planning have not been researched thoroughly especially in Ghana's telecom sector. Therefore, it is imperative that the relationship between these strategies and organisational performance in the telecommunication sector are examined.

This is because the fastest-growing nature of the telecommunication sector coupled with fierce competition, more companies in the sector are relying on their human resource to give them a strategic advantage that will not only sustain their business but also improve their bottom line. In exploring the relationship between these strategies (performance management, career management, talent attraction, talent retention, succession planning, learning and development) and organisational performance in the telecommunication sector is indeed critical to recognise the importance of demographic features such as (age, gender, job level) or antecedents of those who are seeking to be managed.

It has been recognised by researchers that certain demographical details in general contributes to assessing talent management programs in an organisation (Badawy, Reyes & Magdy 2017). Employee's age, gender and job level have been regarded as a positive predictor of various organisational performance indicators for a multitude of reasons. According to the social exchange theory, management acknowledges that, older employees are more committed to their organisation which will influences how they are managed. As employees age increase, alternative employment options typically decrease, making their present job more attractive. Furthermore, managing employee efficiently is becoming more essential day by day because of the role of individuals such as gender (Elizur & Koslowsky, 2001). The interaction of values with gender and job level are also influencing factor affecting management decision in organisation.

Ghana became one of the first African nations to reform and renationalize its telecommunications sector. The National Communications

Authority (NCA), established by Parliamentary Act 524 in 1996, is in charge of regulating the sector by implementing the Government's Communications policy and providing a level playing field for all telecommunications providers in the country. The NCA's primary responsibilities include licensing and regulating telecommunications system operators, as well as assigning or allocating system frequencies. Following the Telecom's privatization in 1996, competition in the market in the mobile and internet sectors grew extremely quickly, with numerous new players being authorized to offer services. MTN, AirtelTigo, Vodafone, Glo, and Expresso are the major players in the telecommunications sector. The Communication sub-sector has continued to thrive, driven by significant rise in mobile telephony, with the number of subscribers increasing from 35,008,387 million in 2015 to 41,380,751 million in 2020 (NCA, 2020).

For the month under consideration, the total penetration rate was 136.79% percent. MTN had 23,150,485 voice subscriptions during the period, representing a market share of 55.95 percent. Vodafone had 9,075,795 mobile voice subscriptions and a 21.93 percent market share. TigoAirtel's voice subscriptions were 8,428,322 representing 20.37% market shares respectively. Glo's voice subscriptions were 726,149, representing 1.75 % market share for the month under review (NCA Report, 2020). The Internet sub-segment grew further, with an estimated population of 30,250,461, the penetration rate was calculated to be 94.79 percent (NCA Quarterly Report, 2020). As indicated by (Goni, 2011) the telecommunications industry has created new opportunities for information sharing as well as information gathering for plentiful purposes. Telecommunications advancements have created an exponential number of

opportunities for socioeconomic development and social interaction through innovative ways of doing things and tools.

As highlighted by Kuofie, Boateng, and Yellen (2010), the expansion in the sector has had quite an encouraging effect on the Ghanaian economy, benefiting people more than any other industry previously. In a competitive private marketplace, where most organisations have become poachers of talent, as opposed to developers of talent, thus there is now a compelling need in the private sector for a talent management framework, from which the telecommunications sector is not exempt, to ensure overall business success, sustainability, and market competitiveness (Lockwood, 2006). The service sector, in which telecommunication firms operate, was chosen for this study because it is the largest sector of the Ghanaian economy, contributing for 52% of GDP. The telecommunication sub-sector constitutes about 10 percent of the service sector contributions (Ghana Statistical Service - quarterly report, 2019). The industry also engaged 36.9% of the total workforce of the ICT sector (NCA Report, 2017) in the country.

The industry is regarded as one of the quickest developing areas of the Ghanaian economy, and it is characterised by fierce competition. It has also been accounted for that the nation faces the test of talent shortage (Oppong, 2013) as cited in Nyarkoah (2013). Similarly, the firms in this sector cannot thrive in a highly competitive situation without effective talent management programmes, and hence, professional insights as well as scientifically based information to enable telecommunications firms to compete in the war for talent.

### Statement of the Problem

Globalization has made talented employees no longer have to limit marketing of their skills to a single region, but can now look for jobs in companies all over the world. As a result of this experts are worried about the possibility of intense global competition for talent, which has heightened interest in how talent is recruited, retained, developed, and managed (Cappelli, 2008). The fundamental reason is that, over the years, the source of sustainable competitive advantage has shifted after it was realized that the primary source of competitive advantage is human capital, which possesses both talent and potential. Essentially, the logic behind talent management is based on the fact that people run businesses, and they are the ones who create value by leveraging corporate assets to create products and services that people require (Budu, 2016). In this sense, it is correct to say that the better an organisation's people are, the better it will perform.

Ghana has one of Africa's fastest-growing telecommunications industries, ranking among the top five in terms of market share and growth prospects in the Sub-Saharan region (Africa Market Output Report, 2015). However, the Ghanaian telecommunications industry is currently experiencing persistent distress and turbulence as a result of globalization, high employee turnover, financial downturn, recapitalization, mergers and acquisitions, and, in some cases, unstable organisational and governmental policies resulting in the revocation of Expresso (Sudatel Ghana) licence by the regulator (National Communication Authority), Glo experiencing a dwindling operation with 2.06%, representing the total market share and others such as Airtel and Tigo, merging as a result of continuous poor performance (NCA Report, 2018). The

industry's competition has prompted the telecommunications sector to strive to improve its business performance in areas other than teledensity (the number of subscribers per 100 people), that's also an indicator of market percentage, but also in terms of service delivery quality and overall sector performance (Goni, 2011).

Managing talent, particularly in the telecommunication industry (Goni, 2011) over the last generation had been non-functional, causing firms to shift from excess supply to shortages of talent. Due to these challenges and stiff competition, the telecommunication companies have indeed been compelled to design strategies to compete (Rukunga et al., 2018), for the few available talents. However, the characteristics of individual could be deterministic regarding the relation between talent management and organisational performance. It can be seen from a study by (Calo, 2008) that few organisations are treating aging workforce as strategic issues although aging have bearing on one's ability, skills and knowledge in the work context. Firms that fail to plan for transition among the aging baby boomers will fail especially due to loss of accumulated human capital (Strack, Baier & Fahlander, 2008).

Besides, aging causes talent shortages, cultural clash and loss of human capital (Rappaport, Bancroft & Okum, 2003). Firms failing to manage aging as part of their talent management are more likely to be confronted with shortage of skilled workforce (Barkhuizen & Gumede, 2021) and loss of institutional memory (Theys & Schultz, 2020). Gender on the other hand, is a key determinant of organisational performance (Orlando & Del Giudice, 2021) because male workers are more entrepreneurial than female workers especially

in Ghanaian organisations (Ackah, Görg, Hanley & Hornok, 2020). On the contrary, (Britner, 2008) found females to be more intelligent with higher levels of self-efficacy. Again, women are more likely to experience ageist attitude regarding appearance in the work context (Duncan & Loretto, 2004).

Job level (Asante & Zwi, 2009) on the other hand influences resource allocation especially those earmarked for talent development purposes. Most organisations in Ghana support seniority than human capital in terms of talent management practices in that they concentrate on senior staff rather than every employee irrespective of rank (Akpey-Mensah, 2018). Very few studies have examined talent management from the perspective of the employees (Thunnissen, 2016) hence the justification for targeting employees as proxies for obtaining primary data for the study. In addition, (Oppong, 2013; 2014 & 2015; Tetteh, 2015) also undertook exploratory research on the concept, though their findings are relevant, all addressed an organisation-specific challenges of talent management instead of an industry problem. Hence, the focus of the study was to determining the effects of talent management strategies on organisational performance, as well as to suggest possible means or make available a better and comprehensive understanding of the concept through empirical evidence.

### **Purpose of the Study**

This study examined talent management strategies and organisational performance in the telecommunication sector in Ghana.

### Research Objectives:

Specifically, the study sought to:

1. Examine the effect of talent attraction on organisational performance.
2. Analyse the effect of learning and development on organisational performance.
3. Examine the effect of performance management on organisational performance.
4. Determine the effect of career management on organisational performance.
5. Assess the effect of succession planning on organisational performance.
6. Examine the effect of employee retention on organisational performance.
7. Analyse the moderating effect of age, gender, and job level) on the relationship between talent management strategies and organisational performance.

### Research Hypotheses

To achieve the stated objectives, the following hypotheses were formulated:

- H0<sub>1</sub>: *Talent attraction have no significant bearing on organisational performance of telecommunication firms in Ghana.*
- H0<sub>2</sub>: *Learning and development have no significant bearing on organisational performance of telecommunication firms in Ghana.*
- H0<sub>3</sub>: *Performance management have no significant bearing on organisational performance of telecommunication firms in Ghana.*



H0<sub>4</sub>: *Career management have no significant bearing on organisational performance of telecommunication firms in Ghana.*

H0<sub>5</sub>: *Succession planning have no significant bearing on organisational performance of telecommunication firms in Ghana.*

H0<sub>6</sub>: *Employee retention have no significant bearing on organisational performance of telecommunication firms in Ghana.*

H0<sub>7</sub>: *Socio-demographic variable (gender, age and job level) have no moderating effect on the relationship between talent management strategies and organisational performance in the telecommunication firms in Ghana.*

### **Significance of the Study**

The study could be useful to several stakeholders, including managers in the telecommunication industry, policymakers, customers, researchers and academicians, and the private sector as a whole. The study outcomes are envisaged to enlighten industry managers on various talent management strategies and how they affect organisational performance. This will help them to tailor their needs and skills to meet the organisation's goals in a timely manner. Customers of the telecommunications may find this study relevant by instilling confidence and trust in the development strategies embarked by the company, as they would apprehend how well the corporation tutelage its talents to ensure quality structures. The study will add empirically to the body of knowledge on the broad topic of talent management and organisational performance. This will facilitate the development of new research areas of interest as well as a good insight of talent management practices on organisational performance.

### **Delimitation of the Study**

This study was delimited in its scope and in terms of geographical location. In terms of scope, the study looked at talent management and organisational performance, as well as the moderating effects of age, job level, and gender in Ghanaian telecommunications firms. The time frame in which the study was to be completed not only required that the scope be limited to the area mentioned, but it also ensured better coverage and effective work. A study of this character should have also taken the researcher to all the telecommunication firms or the entire ICT sector in the country, however, the study was limited to MTN, AIRTELIGO, and VODAFONE Ghana in the central and western regions because they are active on the labour market and very competitive, allowing the researcher to conduct a thorough investigation of the issue under consideration.

For the findings, since most of the telecommunication firms in Ghana have similar characteristics and it has almost same effect on the employee, then the need of the three telecoms ( MTN, AIRTELIGO & VODAFONE GHANA) to be research on. The study was further narrowed to only the comments made by employees about the subject under study. Any other remarks outside talent management and organisational performance were not taken into consideration.

### **Limitation of the Study**

This study limited to only staff of the telecom sector and that findings cannot be genearlized to reflect the other sectorof the economy. Additionally, there are numerous variables that influence a firm's performance, but for the purposes of this research, only improved competitiveness, increased sales,

improved employee productivity, high employee morale, high returns on investment, increased profitability, and high waste reduction could be considered the main factors.

### **Operational Definition of Terms**

Terms would have different meanings relating to the context in which they have been used: The following terms are defined for this study:

**Talent:** In the context of this study, talent is define as an individual with a highly developed skill and a thorough understanding including not only job but also how to make change in an organisation.

**Talent management:** In the context of this study, talent management is define as talent attraction, career management, lernaning and development, performance management, succession planning, and retention of the most important people in the organisation, either because they have "high potential" in the long run or because they perform critical business or operational roles.

**Demographic variable:** In the context of this study, demographics is the study of population characteristics such as age, gender, and job level.

**Organisational performance:** Organisational performance in the context of this study is describe as improved competitiveness, increase in sales, improved employee productivity, high employee morale, high returns on investment, an increase in profitability, and a high reduction in waste which is the reflection of the organisation level of objectives and results attained.

### **Organisation of the Study**

“The study is divided into five chapters: Chapter one which is on introduction captures the background of the study, problem statement, objectives of the study, research questions, justification of the study, the scope

of the study, limitations of the study, and organisation of the study. Chapter two reviews existing literature on talent management, thus, the practice, methods, importance, and how it improves organisational performance. Chapter three discusses the methodology used to accomplish the study. Chapter four explores and discusses research findings and analysis of data collected. Finally, chapter five looks at the summary of findings, recommendations, and conclusion of the study.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The goal of this chapter is to review the available literature on talent management and organisational performance. The review comprises theoretical, conceptual, and empirical review. The theoretical review forms the foundation of the study by discussing models and theories that are of relevance to talent management and organisational performance. The conceptual review looked at the, concepts of talent and talent management, talent management strategies, and organisational performance. The empirical review covered areas such as, the effect of talent management strategies and organisational performance, as well as the role of socio-demographic variables (age, gender, and job level) in moderating the relationship between talent management strategies and organisational performance.

#### Theoretical Review

This section discusses the models and theories that underpin this study. Although there are numerous existing theories to explain the effect of talent management strategies on organisational performance, such as human capital theory, resource-based view (RBV), social exchange theory, Adams equity theory, person-environment theory, and reciprocity theory, only two of these theories will be discussed. Human capital theory and social exchange theory are thought to be important in this research because they can help to explain what factors contribute more to talent management in an organisation.

### **Human Capital Theory**

Schultz (1960) and Becker (1961) proposed the theory human capital to explain how education or training tends to increase worker productivity by inculcating knowledge and skill, thereby increasing employees' long term income by increasing their career earnings. According to the theory while spending on skills and training is expensive, it must be viewed as an investment because it is done to improve organisational effectiveness or performance. The basic tenet of human capital theory is that firms and individuals invest in their human resource or capital based on the future pecuniary and non-pecuniary returns rather than current gains. Similarly, the theory proposes that investing in people profits both the employer and the employee as a whole (Sweetland, 1996). It considers education and training to be an investment in skills and competencies. It was argued that individuals make decisions about the education and training they receive based on rational expectations of investment returns in order to increase their productivity (Adelakun, 2011). The theory stresses how investment and development of employees result in high organisational output.

### **Social Exchange Theory**

The Social exchange theory was propounded by George Homans in 1961. The concept of social exchange is that the relationship between two people is made through some form of cost and benefit analysis. In some cases, it is an indication designed to assess a person's effort in a person-to-person relationship. According to the theory, employment relationships are made up of social or economic interactions. The economic exchange relationship comprises the exchange of economic benefits by the employer or the

organisation in return for employees' contributions and is usually move by a contractual engagement that is legally enforceable. Kibui (2015) emphasized that social exchanges are "voluntary actions" which can be triggered by how a firm treats its workers, with the anticipation that the employees will be compelled to reciprocate the organisation's good deeds. This reciprocity is not only a powerful determinant of human behaviour and attitude; it is also a powerful method for gaining compliance with a request. The exchange relationship makes it possible to build perpetual relationships and exchanges.

### **Relation of theories to the research**

This study is based on two main assumptions of the human capital theory. One of the main assumptions is that investments in individual is required to enhance individual growth and performance. Schultz and Becker emphasized that investment is the primary driver of the organisation's process, which involves a significant relationship between inputs and outputs. Wilson (2015) asserts that the relationship among these input and output results to organisational performance. Another main conclusion of Schultz (1960) and Becker (1961) is that talent management matters when it comes to improving organisations productivity or performance. Accordingly, from a financial standpoint, human capital theory (HCT) underscored talent management as an investment that generates high returns to its investors (Axelrod, 2001). Human capital theory holds that not every employees are created alike. Employers, on the other hand, can advance the value of that capital by investing in employees.

The significance of this theory resides in the provision of talent management, particularly if organisations pursue goal alignment and place a

greater emphasis on retaining talented employees. The huge amount of investment made in the top talent ends up paying off in the long run. Employees who are effectively invested, managed, and retained will be competent and professional, aspiring to be valuable and available to the organisation to do the right work, hence, the achievement of goals will be visible and tangible. Social exchange theory cannot be overlooked in this work. Talent management by itself is an area where people are socially created. Organisations, in general, are treated employees as a valuable and long-term assets. The family relationship between the employers and employees is more social, which is not just leap up to the official reason, but both the parties value the personal relationship. These, in turn, help the organisation to create loyal employees. As the employees feel esteemed therefore their propensity to remain at the organisation, work for the organisation is pretty high (Narwin, 2016).

Additionally, training and development, performance management and reward systems also contribute more regarding the social exchange theory concept. Employees who receive a reward for their overall performance are more motivated to work for the organisation. However, if they do not attain or reach the individual or group performance level, the organisation provides them with training and development programs. Receiving these kinds of benefits acts as a reciprocal phenomenon in which the employees feel to work with the organisation in return for the organisation's support. This study, therefore, contends that when organisations invest in their employees, these corporate investments eventually pay off in positive ways. The theory of



social exchange explains the motivation behind the exchange of attitudes and behaviors between individuals.

Generally, the cognitive behaviour is influence by the employee's demographical background i e. their race, ethnic, age, gender, educational level, tenure, and experience which is underling with organisational circumstances (Hulpia & Devos 2010). This study, therefore, argues that age, gender, and job level perform a vital role in the implementation of talent management strategies in an organisation.

### **Concept of Talent and Talent Management**

Choosing the best definition of talent is a difficult task, not least because talent can be described in a myriad of contexts depending on the organisation. For instance, Robertson and Abbey (2003) stated that there is an underlying dearth of clarity regarding what is meant by talent. Oppong (2013) stated that, in the face of uncertainty about talent definition, they classify talent as valuable, rare, and difficult-to-imitate. They, however, find it problematic to suggest who talented workers are. They argue that identifying specific talent as above-average performance doesn't get us very far. Maybe, because of its difficulties when it comes to identifying what talent is, several managers try to define who talented individuals are instead of what the real talent is. For instance, Ingham (2006) describes talent as "people in a critical role, the leadership team, an individual with a scarce capability, or make a specific contribution to the organisation." Fleming and Asplund (2008) equate talent to skills; in support of the Fleming and Asplund definition, Stevenson and Lindberg (2010) stated, the actual definition of the term talent is relates to individual characteristics (talent as object).

It is often described as a natural talent that demonstrates itself in a particular field. Despite the endless debates about the definition of talent, there are a few levels of comprehension once viewed individually, but they can be baffling when tried to compare. For instance, Stevenson and Lindberg (2010) describes talent as an innate (talent) which can be acquired or altered, that's the characteristics of people (object). Cleveland, Dignen, Handorf, Hollingworth, and Manning (2009) see these as a person or group of people of talent (talent as subject), i.e., people with special skills or abilities. The Chartered Institute of Personnel and Development (CIPD, Talent Management: an Overview, 2013), defines talent as those who can make a significant contribution to organisational performance, be it immediately or in the long run, by exhibiting the greatest level of prospect. Silzer and Dowell (2010) define talent as "a person's skills and abilities (talents), as well as what the person is capable of doing or contributing to the organisation.

Gagne (2000), on the other hand, defines talent as a small group of people with the ability to thrive in a specific field of human endeavor, such as academia, the arts, sport, or business. He claims that talent evolves from capabilities as a result of a person's learning process. These show a complete lack of precision and ambiguity in the definition of talent. Thus, Gagne's (2000) explanation is contested in some ways by CIPD (2013); Tansley (2011); Silzer and Dowell (2010) as incomplete because, in order to bring about change in a given area of human endeavor, skills, knowledge, and potentials are necessary as components of talent; thus, these personal characteristics (skills, knowledge, potentials) are needed to refine talent, which is a combination of natural abilities. Santhoshkumar and Rajasekar (2012), on

the other hand, are in favour of skills and knowledge, they cannot, however, be used to describe talent they are simply a medium for the realisation of high organisational performance, which is always the output of talents.

The meanings of talent appear perplexing and inconsistent. Thus, while Santhoshkumar and Rajasekar (2012) look at talent in terms of what a person can do, Tansley (2011); Silzer and Dowell (2010) look at it from the standpoint of what the individual has, as opposed to what one has as a method for becoming talented.

### **Talent Management**

Talent management became popular in academia, developed and emerging economies after the publication of McKinsey's research in 1998. The concept originated during World War II (Cappelli, 2008), but its significance was recognised when McKinsey consultants group declared the human resource as a "War for Talent" in the late 1990s. This catchy "War for Talent," was prompted by the realisation that talent shortages are increasingly becoming one of the biggest human resource worries for organisations (Makela, Bjorkman & Ehrnrooth, 2010). Since then, organisations have begun to consider talent management. Similarly, because of the ambiguity surrounding meanings and terms, as well as the numerous inferences made by relevant literatures about term, determining the precise meaning of "talent management" is difficult. Hughes and Rog (2008), indicated that despite its recent popularity, an exact definition of talent management continues to remain somewhat unclear.

Beyond the confusion in definitions, Lewis and Hackman (2006) dug deeper and discovered three different schools of thought about talent

management. They define talent management as a collection of common human resource department practices, functions, or activities like recruiting, selection, development, career, and succession management. In this perception, managing talent entails doing what HR has constantly been doing, but efficient or across the enterprise. This strain, however, has been challenged by the contention that it tends to replace human resource management with talent management, i.e. "old wine in a new bottle" and otherwise simply a rebranding of the already existing HRM functions.

The second argument on talent management focuses on the concept of talent pools. By this perception, a set of processes is in place to make sure an adequate supply of employees into jobs throughout the organisation. The approach is very similar to succession planning and human resource planning. The third and final stream looks at the management of talented employees. It focuses on resourcing, developing, and rewarding talented employees. It goes on to argue that highly competent employees should be pursued out, recruited, and variably compensated regardless of individual role or, under certain cases, the specific needs of the organisation (Lewis & Heckman, 2006). Because none of the three perspectives add any understanding of how to manage talent, they do not make a definition of the concepts decisive to writers (Collings & Mellahi, 2009).

CIPD (2014) report defines it as "the systematic attraction, identification, recruitment, development, engagement, retention, and deployment of those individuals who are of particular value to an organisation". From this viewpoint, talent management may entail more than just trendy HRM terms or euphemisms. It can be understood that all these

definitions paint a picture of its dearth of commonality. And talent management isn't anything new; it's simply the application of a set of human resource management activities to ensure that the organisation attracts, retains, inspires, and continues to develop the top talent it requires now and in the future.

### **Talent management strategies**

Talent management covers a wide range of essential human resource management activities, including talent attraction, career development, performance management, and succession planning among others. The following are some of the various talent management strategies;

#### ***Talent Attraction***

Attracting talent entails acquiring the people and capabilities you require now and in the future by redeploying internally as well as sourcing externally (NHS Leadership Academy 2015). Recruitment and selection, employer branding, employee value proposition, and employer of choice are all components of talent attraction. Essentially, the first step in a talent management strategy is to recruit people from the top talent, which is a group of employees with distinct personalities (Ballesteros, 2010). Budu (2016) added that the sources of these competent individuals can be internal or external, but internal sources are the best way to build a talent pool because they are those employees who already know how the organisation does things and could even be integrated directly into the new position, potentially strengthening the workforce's self-esteem.

Contrary, if far-reaching changes are to be effected to bring organisational cultural changes, then external sources are the best (Ballesteros,

2010). Othman (2013), opined that an employee value proposition is a marketing technique that details the characteristics of the organisation that enable it to be regarded an ideal employer. This will include remuneration and non-financial variables that could be essential in attracting and retaining employees, as well as the extent to which the organisation behaves prudently, with respect to opportunities for personal and professional development.

Furthermore, the basic belief has been that a prospective employee is motivated to apply for a job at a particular organisation because of job and organisational characteristics such as image, selection process, competitive compensation, training, and advancement opportunities (Budu, 2016). Additionally, to attract the critical talent in achieving organisation goals, not only does the organisation needs to understand what they are looking for, but how to make sure they are attracted by the best talent who wants to join and stay with the organisation. Making the organisation appealing to prospective employees is critical to this, which can be accomplished by developing a strong Employer Branding strategy. Which involves developing a better image for the organisations and in the absence of a good brand image, attracting the correct talents cannot be easy (Ana, 2009). Employer branding is a company's marketing technique for attracting talented employees. It is inspired by the company's image as a good employer and a better work environment, as well as how employees are being treated.

A study by Aggerholm, Andersen, and Thomsen (2011) and Gaddam (2008), organisational qualities (such as pay, benefits, and work type, flexible but challenging jobs, and fair treatment) have a significant impact on profitability through improved commitment of employees, as well as increased

customer satisfaction. These discoveries suggest that an organisational characteristic is a possible predictor of applicant attraction. In a way, the organisation needs to recognise its features that a prospective employee wants and create tailored talent attraction strategies that offer those types of working environments, in trying to entice, engage, and retain various critical talent segments.

### ***Performance Management***

A well-managed performance management system can tackle the issues of employee performance and, as a result, the overall performance of the organisation. This performance management (Kibui, 2015) mechanism enables the creation of relationships with the employee, the identification of talent, the planning of training and development programmes, as well as the maximization of the organisation's talent. According to Kibui (2015), organisations require a performance management system that can recognise their human capital's capabilities in order to successfully manage staff projects, execute business strategies, and manage workforce development. The system is used to make informed decisions about performance-based pay, employee development, and training and development efforts. Successful performance management is the building block of a company's human capital management system.

Performance management, according to (Burbach & Royle, 2010) entails a series of coordinated events that ensure a systematic link between each employee's contribution and the organisation's overall performance. However, Whelan and Carcary (2011), indicated that it serves as a benchmark for implementing initiatives to address the developmental needs of employees

identified as having leadership potential in the organisation. They further stressed that the effective utilisation performance management systems aids in the identification of the employee's work capabilities, which aids in the allocation of organisational job tasks based on the employee's unique capabilities. Hence, a performance management system must ensure that managers of employees or teams know and understand what is required of them, that they have the skills and ability to meet these expectations, and that the organisation supports them in developing the capacity to meet these expectations, that they receive feedback on their performance and have the chance to discuss and make a significant contribution to individual and team goals.

### ***Career management***

Individuals do not, nonetheless, carry out their careers in a vacuum, as decision-making concerning their future directions should be taking into consideration within the context of broader world, facilitating this decision-making process is career management. Career management (Greenhaus, Callanan, & Godshalk, 2009) therefore, is a continuous problem-solving process in which information is gathered, awareness of oneself and the environment is increased, career strategies are developed, strategies to achieve those goals are developed, and feedback is obtained. Career management comprises a range of approaches, such as career development and planning, which emphasizes employee growth and progression planning; career pathing, which entails establishing career paths and a group of jobs within a given area and enabling the employee to have a dream of advancement as well as objectives.



Career planning involves developing goals and an action plan for an individual's career. Employers and employees are both involved in the process, with the employee in charge of self-evaluation, identifying career interests and developmental needs. Budu (2016) observed that the initiative aims to provide employees with guidance and encouragement in order for them to reach their full potential, and thus to improve overall human resource utilization through more talented and committed employees. A career path is a series of positions that employees can advance, transfer, or rotate through. Allen (2005) defines career pathing as "creating established families of job opportunities within a given area by providing workers with a dream of advancement as well as performance standards. It is influenced by the professional goals that individuals set mostly during career planning stage, the career progression structure that is part of the employee's terms of service, and the career development opportunities that an organisation provides to its employees.

Career development is a concerted effort to align an individual's professional goals with the workforce needs of the employer. It could also be viewed as a process that assists individuals in planning their careers in accordance with the firm's business and strategic goals (Career Development Institute, 2017). Successful career development is important to individuals' personal and economic well-being, as well as organisational productivity. According to Mangusho, Murei, and Nelima (2015), one of several organisations' responsibilities in career management is to provide training and development opportunities to meet the requirements for advancement along the career path. They, therefore, define career development as a formal,

structured activity provided by an organisation to its employees with the goal of increasing their awareness, knowledge, or capabilities that influence the direction and progression of their career choices.

A career is more than just a job; it is a process, an attitude, behavior, and a situation in a person's work-life that revolves around achieving set career goals. Although careers are the property of individuals, it is the responsibility of organisations to plan and manage employee careers.

### ***Learning and Development***

Learning and development have become one of the major tools used in most organisations to enhance the skills of their employees. Organisations today are striving to foster a learning and development culture. Hence, any successful organisation incorporates both formal and informal learning (Aberdeen Group, 2013). Learning and development are critical components of the talent management process because they ensure that people acquire and improve the skills and competencies that they need. According to the (CIPD, 2015) learning and development survey, the two primary goals of talent management are to develop highly promising individuals and to grow potential senior managers. The CIPD (2015) survey, the majority of respondents define the purpose of learning and development in their organisation as improving individual and organisational performance through the development of employee capability.

In some organisations, learning and development is seen as a strategic procedure that minimizes the organisation leadership gaps for key positions and opens up opportunities for top talent to improve skills needed for future jobs. Among these learning and development factors include better coaching,

leadership development, in-house development, coaching, and mentoring and appropriate learning and development strategies.

### *Succession Planning*

It is significant to train other employees to effectively manage the jobs of key talents, especially when they are absent. Charan (2011) underscores the importance and the need for good leaders emerging from within a company rather than being hired. Hiring should be focused only at lower levels, but leaders should emerge from within an organisation. Carnegie (2009) opines that succession planning is a systematic method of ensuring that employees in a specific organisation are competent enough to evolve and then replace critical role in the organisation hierarchy. Abbasi (2013) agreed with the preceding viewpoint, stating that succession planning is the process of assessing current human resource strengths and connecting them to anticipated future requirements. It focuses on individual worker development in order to develop heirs for key positions. To support Abbasi's point of view, (CPS HR Consulting, 2014) defines succession planning as a deliberate decision made by an organisation to foster and facilitate the continuous development of the employees, as well as to help make sure that important positions within the organisation maintain some degree of stability, allowing the organisation to achieve its business objectives.

Succession planning focuses on three key aspects revealed by Ganu and Boateng (2012). It begins by addressing the firm's demands as senior leadership ages and retires, allowing the firm to plan for an unexpected event, such as the unexpected illness and death of a key leader in the organisation,

and making sure that the organisation has the right talent in place now and in the future to function at peak capacity.

### *Talent Retention*

When key employees leave the organisation, it does have a significant detrimental effect. Skill will be lost, productivity will suffer, and the direct replacement cost could be as high as 50% of an employee's annual salary (NHS Leadership Academy, 2015). Mokaya (2014), intimated that, when an organisation is unable to retain employees, it incurs high costs associated with employee turnover, such as increased reliance on the existing employees, recruitment, and training costs. As a result, firms must implement Human Resource Management (HRM) strategies that maximize employee productivity while also retaining talent. Retention refers to the extent to which an employer retains its employees and thus can be determined by measuring as the number of staff with a specified length of service (typically one year or more) expressed as a proportion of total workforce numbers (CIPD, 2015). According to (Knott, 2016), talented employees know that they are highly wanted for since their impact on organisational growth and success is phenomenal. They understand their worth, and as a result, organisations must go to great lengths to attract and keep such talent.

Knott, suggests among the most appropriate ways to maintain such talented individuals is to fully engage them in the crucial activities of the organisation and to recognise and appreciate their efforts. Talent management programs provide the organisation with a tried-and-true method for significantly improving employee satisfaction and retention while reducing turnover and its associated costs. A strategic approach to dealing with

employee retention, according to (NHS Leadership Academy, 2015), will necessitate a focus on a couple of subjects that will make a significant contribution to the strategy's alignment with the fulfillment of the organisation strategic goals. In other to retain such talented employees organisations are encouraged to engage and retain such talented employees and providing purpose at the workplace ; developing for prospects, trying to retain through opportunity; motivating for performance, and excite through culture.

It is important to note, however, that there should be a smart talent management strategy in place to drive talent retention throughout the organisation and ensure that the organisation has the skills it requires in place, or on hand, to respond to the rapidly changing business environment.

### **Organisational Performance**

Organisational performance or effectiveness is an important factor in both private and public sector administration, and also in the area of organisational research (Morin & Audebrand, 2014). It is without a doubt the most important indicator of organisational success and among the most significant factors in management research (Rukunga & Nzulwa, 2018). Performance is a contextual concept related to the event under consideration. Performance in the context of organisation financial and operational performance is a measure of change or benefits derived from management practices and the implementation of all those actions by people in the organisation (Carton, 2004). In general, organisational performance refers to an organisation's actual output or results as compared to its intended output. The achievement of goals such as outstanding profit, high-quality delivery

service, increase in market share, and good financial results are examples of expected organisational results (Agarwal, 2017).

A number of meanings to highlight the concept of organisational performance, including one that defines organisational performance as both financial and non-financial indicators which provide information about the extent to which organisational objectives and results are achieved were revealed by (Lebans & Euske, 2006). The three main outcomes examined within business corporations are financial performance, market performance, and shareholder value performance. Peloza (2009) defined these three main areas of firm outcomes as financial performance, which includes profits, return on assets, return on investments, profit rate, return on equity, and earnings per share; product-market performance, which includes sales, market share, new product introduction, product quality; marketing effectiveness, which includes shareholders return measure through total shareholder return and economic value-added. The achievement of these goals for an organisation reflects its employees' efficiency, productivity, and level of engagement.

Furthermore, these objectives can only be met if the organisation takes care of and develops its employees so that they can deliver on time. Tarique and Schuler (2010) contend that the level of talent management alignment to business culture has a significant influence on the success of projects in achieving their original business goals. Investing in these resources has effect on how learning takes place and its application at workplace and, subsequently organisational performance. It is therefore critical for an organisation to accomplish its goals and objectives in an increasingly unpredictable business environment and market competitiveness as a result of globalisation, as well as

the transformation process from a production-based to a knowledge-based economy with the goal of adequately persuading and encouraging their employees to execute their responsibilities and assignments.

### **Effects of talent management strategies on organisational performance**

Organisation performance is the organisation's ability to attain its goals by using resources efficiently and effectively (Goswami, 2016). These organisational resources are not dependent, as is commonly assumed, on such bases as natural resources, technology, or economies of scale, because these are more and easier to imitate. According to the Resource-Based View (RBV), competitive advantage is dependent on the valuable, rare, and difficult to imitate resources that exist within the organisation. Therefore, talent management is considerably influenced by the Resource-Based View (RBV) which is a key source of sustained competitive advantage in the organisation. Many studies, such as (Hatch & Dyer, 2004; Heinen & O'Neill, 2004), have confirmed that talent management has a positive effect on competitive advantage, business success, and organisational performance. Heinen and O'Neill (2004) attests to the fact that talent management must be recognized as critical for achieving the organisation's goals and objectives if it is managed properly in an all-inclusive manner.

Hatch and Dyer (2004) and Kehinde (2012) all agree that the success of any organisation is heavily reliant on the presence of talented individuals. Talent management increases organisational workforce efficiency and productivity. Chandler and Macleod (2016) survey highlights the impact of talent management strategies on organisational performance by concluding that an organisation with strategic talent management can create an employer

brand that organically attracts the ideal talent, contributing to higher levels of business performance and results. Furthermore, it improves employee performance by identifying "good fit" employees rather than making recruitment decisions that do not align with the ideal organisational strategy. As a result, there may be fewer performance management issues and grievances. They further stressed that it improves business performance; when employees are engaged, skilled, and motivated, they will work toward business goals, increasing client satisfaction and business performance.

Talent management is seen as a fuel for the engine of organisational performance, hence, its implementation is critical and difficult for the success and growth of the employees as well as the organisation.

### **Moderating effect of age, gender and job level on talent management strategies and organisational performance**

Today managing an organisation workforce is more diverse than it was historically. Male employees have historically dominated the majority of the labour force; however, women and minorities are all now increasingly essential components of the labour force in recent years. For any company, managing these human resources has been extremely difficult. When a labour force is diverse, so are its expectations, job prospects, and other needs and requirements (Savickas, Nota, Dauwalder, Duarte, Guichard&Vianen, 2009). This study draws the perception that talent management strategies in an organisation, which includes training, development, career management, retention, compensation management, succession planning, and so on, may differ depends upon the age, hierarchical position (job level), and sexual orientations within the workplace.



Talent management (training and development) of the aging workforce is obligatory for any organisation to stay ahead in competition in the face of a high degree of new production techniques and environmental uncertainties. In most cases, technology firms, social media companies, among many others now have a youthful workforce. The working environment, as well as the schedule, have all been modified to accommodate the desires of the youthful generation. Age diversity in the workplace has shifted dramatically over the years. Its effects on talent management programmes (training and development, retention, career management, etc.,) have also changed as well. Willis, Tennstedt, Marsiske, Ball, Elias, Koepke and Wright (2006) discovered that older employees need a different training method than younger employees. They concluded that continuing based training programs for cognitive skill enhancement produced better performance results for older employees and automatically improve the performance of the organisation.

Age is a limiting factor in retaining employees and reducing employee turnover as cited by (Ngethe, Iravo, & Namusonge, 2012). Young workers under the age of 35 have boundless hopes from their workplace, which increases the risk of turnover, which subsequently may affect the organisation performance. Also, older employees, prefer to keep things as they are because they want to make sure that their benefits (pension) are not jeopardize.

Gender is widely regarded as an important attribute of employees in talent management programmes when employee engagement, work satisfaction, and training are all taken into account, gender is widely regarded as an important attribute of employees in talent management programs (Dede&Zel, 2015). Dede and Zel further stressed that, previously the previous

prominence of male employees caused an increase in work design and training programs that were developed based on the individual characteristics of male employees. Workforce participation rates around the world are increasing, and the number of females in the workforce is increasing (Vaiman, Scullion & Collings, 2012). This importance phenomenon requires an organisation to design comprehensive or all-inclusive talent management strategies to respond to such a phenomenon.

Job level (seniority) has a significant impact on the execution of talent management policies and the overall performance of the organisation. Seniority is assumed to have an impact on training programs and outcomes vis-à-vis lower or entrant employees, premised on the proposition that more senior employees with more job experience seem to be more likely to generate higher performance during and after talent management strategies (Murugan, 2007). More senior employees are often more engaged in the requirements of the job for a lengthier period of time, because they are more inclined to utilize, implement, and transmit the program's investment in them into overall job performance.

### **Empirical Review**

#### **Effect of talent management strategies on organisational performance**

Rukunga and Nzulwa (2018) explored the impact of talent management strategies on organisational performance in a Kenyan telecommunications firm. The researcher collected data through questionnaires and used both qualitative and quantitative data analysis techniques. It was revealed that talent attraction have a significant impact on organisational performance and that talent retention strategies have a moderate impact on

performance. The study also revealed that learning and development strategies have a significant impact on performance and that career management strategies have a significant impact on performance. The study concluded that career management strategy had the greatest effect on the performance of Kenyan telecommunication firms, followed by talent attraction strategy, talent retention strategy, and learning and development strategy. The study recommends that organisation must grasp the implications of talent management in order to properly harness and leverage intangible resources in the firm to achieve a competitive edge.

Kalu, Monyei and Agu (2017) critically examined the Impact of Talent Management Strategies on Organisational Performance in Selected Deposit Money Banks (DMB) in Lagos State, Nigeria. Specifically, the study sought to; (i) determine the extent succession planning relates to sustainability; (ii) ascertain to what extent human capital development impacts on innovative capabilities of employees; and, (iii) examine the degree compensation impacts on employee engagement, in selected DMBs. The survey design was used in the study. The questionnaire research instrument and interview guide were used to collect data. The study recommended that organisational management, particularly in deposit money banks, ensure proper, efficient, and consistent succession management by strategically identifying, assessing, and developing staff to ensure that they are capable of assuming or succeeding key roles because it ensures or leads to an organisation's survivability and viability in the industry.

Wandia (2013) sought to establish the role of talent management as a competitive advantage at Symphony (K) Ltd. The researcher used a case study

research design. The data was collected using an interview guide designed to guide the researcher, and it was analysed using content analysis. The study's findings were that effective way of managing talent affects a organisation's financial performance, as indicated by the increase sales revenue, in the years since the strategy's implementation. Furthermore, product development and innovation improved over time as a result of the increased collaboration within the organisation. Inter-departmental communication has also improved as a result of the bi-annual meetings on the organisation's strategy evaluation and adjustment review, resulting in a higher rate of strategy implementation.

**The moderating effect of the socio-demographic variable (Age, gender and job level) on the relationship between talent management strategies and organisational performance**

Hafez, AbouelNeel, and Elsaid (2017) examine how talent management affects job satisfaction and employee retention at an Egyptian public university. The study found that talent management components (motivating exceptional performance, training and development, and job enrichment) have a significant impact on job satisfaction and employee retention but have no significant impact on the sample's demographic variables (gender, age, education, and experience).

**Conceptual Framework**

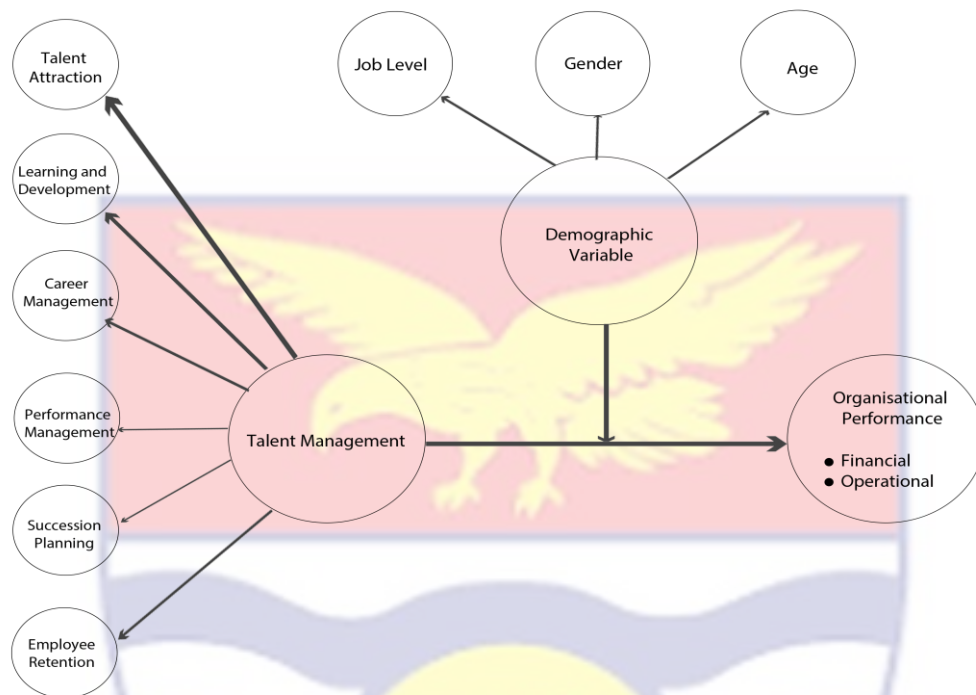
A conceptual framework is a pictorial representation of variables that demonstrates the relationship between the endogeneous variable, moderating variable, and exogeneous variables. As revealed by the literature review, organisational performance is influence by a number of factors which includes talent management strategies. These factors or strategies consists of talent

attraction, learning and development, career management, performance management, talent retention. It provides the context in which the human capital or resource are managed. Thus, talent management can exert a certain level of influence on the organisational performance when managed well by the organisation. Also, management commitment to implement these talent management strategies improves the operations of the organisation and thus makes the employees effective.

Organisational performance refers to an organisation's actual output or results as compared to its intended output (Agarwal, 2017) was measured by (improved competitiveness, increase in sales, improved employee productivity, high employee morale, high returns on investment, an increase in profitability, and a high reduction in waste) thus, indicate the level of influence and effectiveness that talent management could achieve. The effectiveness of organisation is a dynamic process that could results from the effect of each of the aforementioned talent management factors. The study also controls for demographic variables such age, gender and job level. This study draws the perception that talent management strategies such as training and development, career management, retention, compensation management, succession planning, etc. in an organisation can vary depending on age, seniority (job level), and sexual orientation (gender) within the workplace. The study therefore determined the effect of these demographic variables between talent management and organisational performance. Thus, how these variables (age, gender and job level) can influence the organisation policies and operations with regards to talent management initiatives.

This relationship is illustrated schematically in the conceptual framework in

**Figure 1.**



**Figure 1: Conceptual framework**

Source: Fieldwork, (2019)

### **Critique of Reviewed Related Literature**

The following gaps were revealed during the review of studies on talent management: That the very first cause of concern seems to be that the most of literature focuses on talent management and its impact on other dimensions of the concept in organisations, while little or no comprehensive studies on the impact of talent management strategies on organisational performance have been conducted in Ghana telecommunications sector, particularly after the period of liberalisation and deregulation. Another point of contention in the literature is that there are numerous studies on talent management with regards to other factors however, there is a study gap in terms of organisational performance in the industry (Telecommunications sector) and geographical

scopes. Also, with regards to learning and development. (CIPD, 2010) A study of various organisations was used to conduct a study on learning and talent development. The study did not, however, go into detail about how these strategies impacted organisational performance.

The current research sought to ascertain the impact of learning and development on organisational performance in Ghanaian telecommunications companies. The research will fill a research gap in (Lyria, 2014) work on talent attraction and retention by using other performance indicators other than profitability, sales, employee morale, which is financial performance: operational performance; manufacturing unit cost, product quality performance, and the market's increasing rate on-time delivery performance.

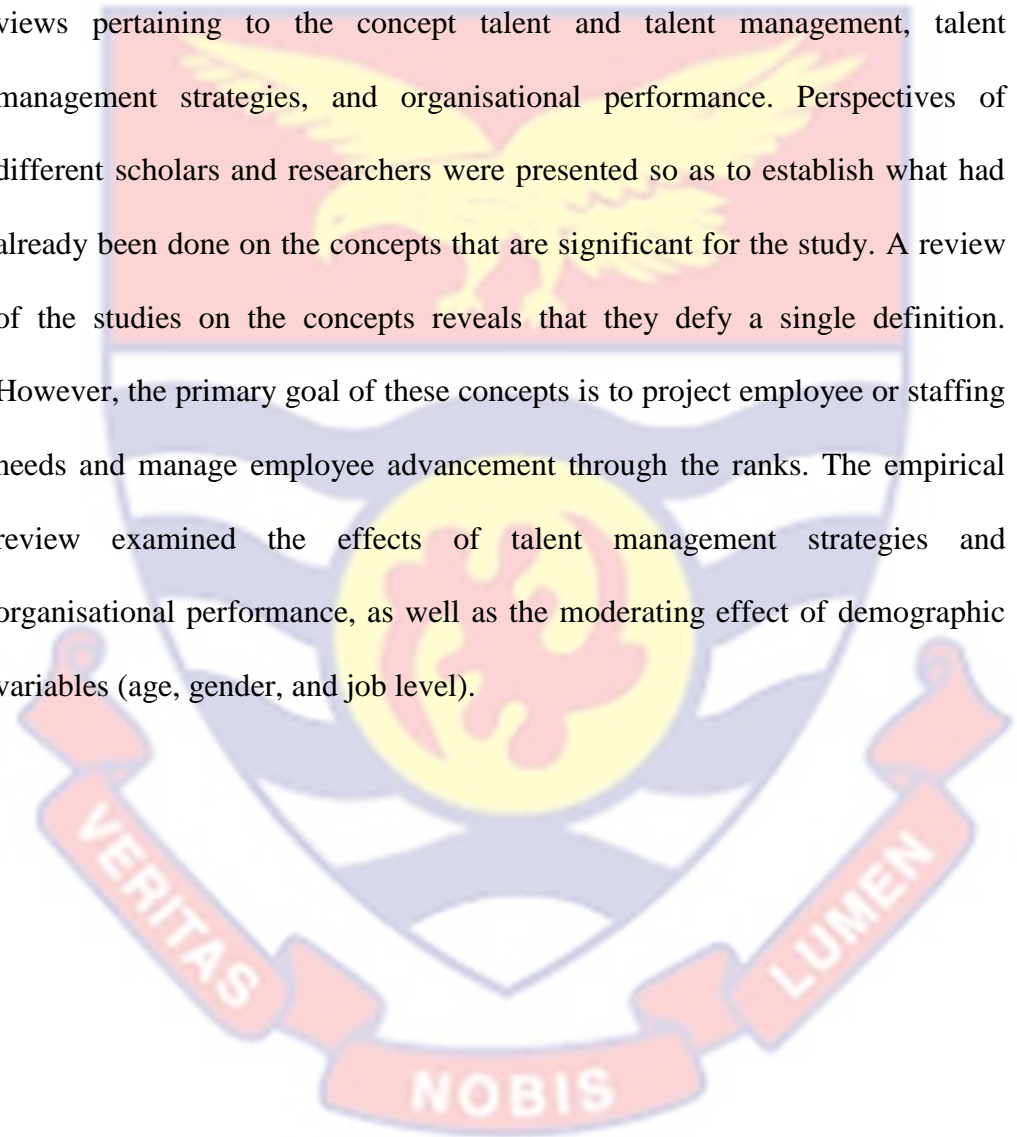
### **Lessons learnt**

A literature reviewed, on the topic unequivocally affirms that effective organisations place value and investment in their employees, and managing their talent is regarded as a fundamental means of achieving competitive advantage among organisations. While there is a plethora of recommendations about the importance of policy frameworks to talent management practices in the existing literature, there isn't much in-depth research on the relationship between talent management and organisational performance in Ghana. Given the fact that the related literature indicates that talent management is an emerging or developing field, its implementation, impact, and added value have yet to be investigated.

### **Chapter Summary**

This chapter covered a review of existing literature to the study. The study sought to investigate talent management and organisational

performance, as well as the moderating role of age, gender, and job level in Ghanaian telecommunications firms. The chapter was organized into three main sections the theoretical, conceptual and empirical review. The theoretical review captured the Human Capital theory and Social Exchange theory. The other main concepts that were discussed in the conceptual review were the views pertaining to the concept talent and talent management, talent management strategies, and organisational performance. Perspectives of different scholars and researchers were presented so as to establish what had already been done on the concepts that are significant for the study. A review of the studies on the concepts reveals that they defy a single definition. However, the primary goal of these concepts is to project employee or staffing needs and manage employee advancement through the ranks. The empirical review examined the effects of talent management strategies and organisational performance, as well as the moderating effect of demographic variables (age, gender, and job level).





## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter discusses the research methodology and the data collection methods used in the study. It primarily concentrated on research methodology, research design, research paradigm, population, study area, sampling procedure, data collection instruments, data collection procedures, data processing and analysis, and chapter summary.

#### Research Approach

It includes research plans and procedures ranging from wide assumptions to indepth data collection and analysis methods (Cresswell, 2014). The current study used a mixed-method approach to data gathering, collecting and analyzing data using both quantitative and qualitative methods at the same time. A mixed-method approach is a research methodology that collects, analyzes, and combines quantitative and qualitative data in a single study (Creswell & Clark, 2014). Qualitative data is typically open-ended, with no predetermined responses, whereas quantitative data, such as that found on questionnaires or psychological instruments, is typically closed-ended. The overall intent of this research approach is to demonstrate that combining qualitative and quantitative studies provides a better understanding of talent management strategies and organisational performance than a single research approach.

#### Research Design

Cooper and Schindler (2014) define research design as the framework for gathering, measuring, and analyzing data. It establishes the researcher's

strategy for gathering and developing accurate data. Specifically, Sequential Explanatory Design (QUAN →qual) was used as the research design in this study. Two distinct interactive phases are involved in sequential explanatory design; a researcher gathers quantitative data in the first stage or phase, analyzes the results, and then uses the results to plan or build into the collection and analysis of qualitative data in the second stage or phase (Creswell, 2014). The Sequential Explanatory design was selected for the study as it aided in the investigation of talent management and organisational performance in telecommunications companies by obtaining quantitative results from employees and managers and then followed up with randomly recruited groups of top managers to explain those outcomes in more depth through the use of qualitative data or interviewing.

Separate data sets (quantitative and qualitative) were gathered and analyzed. With regard to this study, the quantitative method was given grander emphasis than the qualitative method because the quantitative method was carried out first. However, the two data sets were connected during the interpretation stage where qualitative data builds on quantitative data. Some of the criticisms leveled at this design include difficulties in identifying quantitative results to pursue further, as well as uneven sample sizes for each phase of the study. Another challenge with this strategy is adequately planning what quantitative results to follow up on and which participants to collect qualitative data from in the second phase. All these require a lengthy amount of time and other resources.

## **Research Paradigm**

A research paradigm is a set of shared values and agreements among scientists about how problems should be understood and addressed (Kuhn, 1970). It is the conceptual lens through which the researcher examines the methodological aspects of their research project in order to determine the research methods to be used and how data will be analyzed. Based on the research approach (mixed method- quantitative & qualitative), the study employed positivist and the interpretivist research paradigms. The Positivist research paradigm is based on a natural science belief, and it develops hypotheses using existing theory (Saunders, Lewis, & Thornhill, 2009). Thus, its embraces a scientific, systematic approach to research, the positivist paradigm lends itself to the use of quantitative methodology (Kumar, 2005). The interpretivist paradigm is of the view that each person understands and interprets the world around them differently based on their experiences (Hughes, 2001).

The interpretivist paradigm seeks to investigate the subjective understanding of an event or phenomenon (Michell, 2003). Futher, (Seale, 1999) claims that interpretivist research recognizes the infinite ways of understanding social phenomena, which are surrounded by numerous personal, social and life events, each of which is interacted with and interpreted by those involved. This approach supported the qualitative aspect in this study (Coolican, 2004).

## **Study Area**

The research was carried out in Western and Central Regions in Ghana. Basically, emphasis was on the organisations in the telecommunications

service sector. Telecommunications companies such as MTN Ghana, Vodafone Ghana, and AirtelTigo were specifically considered for the study. These organisations provide significant employment opportunities for Ghanaians. Thus, researching the talent management and organisational performance, and the moderating effect of age, gender, and job level. The regional capitals were chosen for this research, because it is where the companies' regional offices are situated than any other place in the regions.

### **Population**

Taherdoost (2016) emphasized that it is cynical to expect researchers to be able to study the entire population in order to answer research questions. However, a sample must be chosen. The entire set of events from which the research sample is drawn is referred to as the population. Therefore, all employees from the three major telecommunications companies (Mtn, AirtelTigo, and Vodafone) in the Central (Cape Coast) and Western (Takoradi) regions were included in the study's target population. This study used temporary and permanent employees, including top managers who are responsible for talent management initiatives. These three companies, Mtn (222), AirtelTigo (167), and Vodafone Ghana (125) were also chosen as the population of interest due to their vibrant and competitive on the labour markets. The study's participants were distributed across various units with varying employee strengths.

The population size was 514 people. Instead of studying a single corporation in multiple countries, as recommended by Hofstede, Neuijen, Ohayv, and Sanders (1990), we should study a variety of organisations in the same country. The unit of analysis for this study, however, was temporary and

permanent employees with at least a Senior High School Certificate and at least six months of working experience with the aforementioned companies.

### Sample size determination

Taherdoost (2016), Cohen, Manion, and Morrison (2007) indicated that sampling techniques are used to reduce the number of cases because researchers do not have the time or resources to analyze the entire population. That is to say that, sample assist a researcher to study a relatively smaller percentage of the larger target population in which the results may be generalised for the larger group. In the view of Sarantakos (2007), Sampling involves selecting parts of the population of interest that will be included in a study and will be representative of the entire population. However, the sample size for the study was calculated using the minimum sample size proposed by Cochran (1977), which is required for accuracy in estimating proportions by taking into account standard normal deviation set at 95% confidence level (1.96), percentage picking a choice or response (50% = 0.5) and the confidence interval (0.05 = ±5) as indicated by Sullivan (2015). The formula therefore is:

$$\frac{(z)^2 * (p) (1 - p)}{c^2}$$

Where:

z = standard normal deviation set at 95% confidence level

p = percentage picking a choice or response

c = confidence interval

Therefore, the sample size calculation is:

$$\frac{(1.96)^2 * 0.5(0.5)}{0.05^2}$$

$$\frac{(3.8416 * 0.25)}{0.0025}$$

$$\frac{0.9604}{0.0025}$$

$$384.16$$

The study therefore used 384 as respondents

### **Sample and Sampling Procedures**

The study used a multi-stage sampling technique to select the sample size of 384. At stage one; the companies were purposively selected. These three companies (MTN, AirtelTigo, and Vodafone Ghana) were chosen because of their active participation in the job market and for that matter undertakes talent management initiatives. At the second stage, a stratified sampling technique was employed to choose a portion from each firm (stratum). This was done to ensure that there was a fair representation of employees or participants from each firm. The lottery method was employed for the selection of the participants in each stratum. However, participants from each firm or organisation were allotted codes and those codes were written on a piece of paper and put in a hat. The required number from each organisation was then hand-picked one after the other without replacement.

This was done in order to ensure that there was an equal chance for every employee to participate in the exercise. The proportional allocation of sample size was adopted to assign sample sizes to each telecommunication firm. This technique is usually applied when no other information except the stratum size is available. The table 1 represents the distribution of participants according to their organisation.

**Table 1: Sample Size Determination Using Proportional Sampling**

Telecommunication firms	Telcos target Population	Sample Size
MTN GHANA	222	$222/514 * 384 = 166$
AIRTEL TIGO	167	$167/514 * 384 = 125$
VODAFONE GHANA	125	$125/514 * 384 = 93$
<b>TOTAL</b>	<b>514</b>	<b>384</b>

Source: Field Survey, (2020)

However, a review of the relevant sample size determination method for an interview (qualitative research) was done. Following the argument of Patton (2002) that sample size of purposively selected participants for interviews should be selected inductively and continue until data “saturation” occurs the study adopted the position of Creswell (2013) that five to twenty-five (5 – 30) respondents are enough for saturation to occur. This study adopted this principle and interviewed at least five (5) top managers. The participant who were used in this section were chosen based on their convenience. Besides, the employees were at the post and working at the time of data collection so base on their availability and convenience to respond to questions they were chosen as respondents. The employee who has had at least six to twelve-month tenure in the organisation was used. The idea is that at least the employee would have gained certain knowledge regarding the organisation policies (i.e, training, and development) within that period.

### **Data Collection Instrument**

In consonance with the approach used in this study, questionnaire and interview guide were used in collecting data.

A questionnaire, according to Mugenda and Mugenda (2003), is a data collection method developed by the researcher with the primary goal of

communicating to participants what is expected and eliciting answers in terms of empirical information from participants in effort to accomplish research objectives. The use of the questionnaire stemmed from the fact that it is the most reliable method of obtaining reliable information in this type of research. Bearing in mind the kind of information required from the respondents of this study, the questionnaire was more likely to elicit candid responses from the employees and managers as it guarantees a high level of confidentiality. The questionnaire was structured in a clear and concise manner to avoid ambiguity and to attract the respondent's interest. An employee with a minimum qualification of Senior High School and top level managers can read, understand, and answer the questionnaires on their own.

In all, there were two sets of questionnaires. There were sixty-two (61) items in total, divided into seven sections: A to I. The Section A of the questionnaire gathered information about respondents' backgrounds. Data on each section were collected using a modified scale developed by (Ameeq & Hanif, 2013; Salaman, 2014; Lyria, 2014). Section B collected data on Talent Attraction, C on Performance Management, D on Learning & Development, E on Career Management, F on Talent Retention, G on Succession Planning, and H collected data on Moderating variables and I Organisational Performance were modified scales developed by (Ameeq & Hanif, 2013; Salaman, 2014; Lyria, 2014). The questionnaire's main section is made up of Likert-scale questions about the study's main objectives. These questions aided in determining how strongly respondents agreed with a specific statement. The responses to the questions were based on a five-level scale, with options ranging from 1= *least agreement* to 5 = *highest agreement*.



Managers were involved in an in-depth interview to generate additional data to explain the quantitative data collected in the first phase. This information was used by the researcher to complement the data gathered from the closed-ended questionnaires. The researcher involved the respondent in an interview to provide information on the topic under study. Details of the interview guide can be seen in Appendix B. It is generally accepted as being the best data collection method for eliciting primary data about opinions, knowledge, and experiences of a particular problem directly from the “actors” or “people” affected (Creswell, 2013). Creswell further indicated that it allows respondents to answer questions anyway they want, which may bring forth new information and present issues in ways that the researcher had not considered.

### **Data Collection Procedures**

This study used the Sequential Explanatory Design which was a two-phase method. The design, which was a two-phase mixed method, the collection and analysis of quantitative data was followed by the collection and analysis of qualitative data, as maintained by (Creswell, 2013). The study used both primary and secondary data. The primary data were collected using questionnaires and interviews. The questionnaires were administered to the employees other than the top managers of the organisation. A letter of permission was sent to the various organisations to seek their approval for the study in an effort to obtain the most attention and participation from the study's participants. A sample of the questionnaires was requested by some of the organisations for review. This took about two weeks before feedback and

approval were given. After the approval was given, the researcher gave the questionnaire to the human resource manager to be given to the staff.

The employees selected for this study were given the questionnaire during the launch time. They were then briefed on the objectives of the survey, and they were reminded to read all instructions before responding to the items. Respondents were also given assurance of anonymity as research ethics demand. After collecting and analyzing quantitative data in initial stage the qualitative data was also collected. The qualitative data was gathered using an interview guide. The questionnaires given to employees were collected immediately to ensure a high return rate. Telephone calls were made as a follow-up on the managers. In total, at least 384 questionnaires were administered to both employees and managers, and data for this study was collected over a four-week (4) period. The other instruments in which the study relied on is the secondary data, which is information gathered from studies done by other researchers on the subject. Several visits were made to the websites of the various companies to obtain secondary data such as financial reports, talent programme brochures etc.

### **Validity and Reliability of the Instruments**

A validity and reliability test was performed on the instruments. They were given to two supervisors, who thoroughly vetted them to ensure they met both face and content validity. The supervisors' suggestions regarding the improper construction of some questionnaire items were being used to make the changes needed to enhance the instruments.

### **Pre-test of instruments**

A pilot test of the questionnaire was conducted with Globacom (Glo Ghana) Cape Coast prior to the actual data collection. The involvement of Glo Ghana stemmed from the fact that the respondents had similar characteristics such as age, gender, knowledge, and experience in the industry. They were equally placed to provide the kind of responses that the researcher was interested in. The use of the sample size of twenty-five (25) was in line with the view posited by Baker (1994) who recommended a range of 10%-20% of the total sample size for pilot testing. The pilot testing was done to allow the respondents to give input or response about whether the questions and responses were clear and to demonstrate the time it might take them to finish the questionnaire. The data gathered through the use of the close-end questionnaires were coded into the Statistical Product for Service Solutions (SPSS) version 23 and Cronbach's alpha value was established for each of the items.

For the questionnaires, a Cronbach's alpha of 0.70 was obtained. These values were in support of the views maintained by Hair, Hult, Ringle & Sarstedt (2016). Thus, the questionnaires were of sufficient quality to gather useful information for this study. Since the reliability of the interview guide could not be ascertained, because it is a qualitative instrument, the validity was ascertained by given a copy of the interview guide to my supervisor who read through the items to ensure that modifications were made where necessary.

### **Data Processing and Analysis**

The information gathered was meticulously examined and checked for accuracy. The questionnaires were coded and entered into the Statistical

Package for Social Sciences (SPSS) version 23. SPSS was used to aid in the organisation and summarization of data to provide important parameters for data analysis. The research objectives were carried out using Structural Equation Modeling (SEM). The results were presented using the output from the SEM

### **Questionnaires Analysis**

Employees of MTN, AirtelTigo, and Vodafone Ghana served as the unit of analysis. Quantitative data were generated on all research questions. The questionnaire items were designed to be both closed-ended and open-ended for both employees and managers. Each closed-ended item on the questionnaire for both employees and managers were structured on a 5-point Likert-scale and responses ranged from “*least agreement*” to “*highest agreement*”. The weight for each item was computed and the score obtained denote the level of agreement or disagreement. Background data of respondents were analysed descriptively with frequency and percentage to give a clear picture of the sex distribution, age, experience, and gender of employees, job level, and level of education. The remainder of the analyses were explained in accordance with the data collection method.

### **Qualitative Analysis**

The collected data was first transcribed and coded, and then the transcripts were translated. After that, topics were read and appropriate quotes were inserted. Following these steps, logical and comprehensive outcomes were obtained which helped explain the quantitative data. The interview guide was analyzed qualitatively using content analysis. Qualitative content analysis is a research method for objectively interpreting the content of text data using

a systematic coding process and identifying themes or patterns (Hsieh & Shannon, 2005).

### **Field Challenges**

The study focused on respondents who were primarily high level or senior managers of telecommunications companies, who are typically very busy with heavy schedules, making it difficult to get them to answer interview questions. In addition, some respondents felt the research was an investigative work to look into the company malpractices or fear of competitors prohibited some respondents to give facts about their business. However, this was lessened by continuous phone call follow-up and regular visits to respondents' offices, which had no effect on the instrument's reliability.

### **Structural Equation Modelling**

Structural equation modeling (SEM) is a multivariate statistical method or framework for estimating parameters for a system of simultaneous equations. SEM is comprised of two key components; measurement equations (confirmatory factor analysis) and structural equations (path analysis). While confirmatory factor analysis models (CFA) are used for construct confirmation and justification or scale refinement, path analysis is used to show the connections or the relationships that exist among study constructs. Hair, Hult, Ringle & Sarstedt (2016), indicated that there are two types of measurement scales in structural equation modeling: formative and reflective. When the indicators of a construct are thought to be caused by that construct, the reflective measurement model occurs, whereas the formative measurement model occurs when the measured variables are thought to be the cause of the latent variable. That's the construct that causes the indicators of the study.

Because all the indicators were caused by the constructs, this study used a reflective measurement model.

### **Moderating Analysis**

According to Dawson (2014), moderation is where the relationship between an exogenous variable and endogenous variable change according to the value of a moderator variable. Furthermore, moderating variables are vital in assessing whether two variables have the same relation across groups. In general, a moderating model addresses “when” or “for whom” a variable categorically clarifies or causes a result variable Frazier (2004). The study, therefore, used age, gender and job level to moderating talent management and organisational performance.

### **Assessment of Measurement Models**

The reflective outer model is evaluated by looking at the reliability of individual items [indicator reliability], the reliability of each latent variable, internal consistency [Cronbach alpha, composite reliability, rho A], construct validity- convergent validity [average variance extracted], and discriminant validity [HTMT ratio] (Kumar & Kumar -Baradiya, 2019).

### **Convergent validity**

Convergent validity refers to how closely the new scale is related to other variables and measures of the same construct. Convergent validity was measured with the AVE (Hair, et al., 2016). An AVE value of 0.50 or higher indicates that the construct explains more than half of the variance of its indicators on average also AVE of less than 0.50, on the other hand, indicates that more error remains in the items on average than the variance explained by the construct.

### **Discriminant Validity**

Discriminant validity represents the uniqueness and distinctiveness of each construct relative to other constructs in the model (Afum, Sun & Kusi, 2019). According to Henseler, Ringle, and Sarsstedt (2015), the Heterotrait-Monotrait [HTMT] represents the geometric mean of the heterotrait-heteromethod correlation divided by the average of the monotrait-heteromethod and best measures discriminant validity in the reflective model than the Fornell-Larcker Criterion and Factor Loadings. To accurately measure discriminant validity in reflective constructs, the HTMT ratio in a well-fitted model should be less than 0.90 (Henseler, Ringle & Sarsstedt, 2015).

### **Measurement of Variables**

The choice of measurement for all the variables in the study was influenced by the fact that those measures have been widely used in literature. The involvement of engaging employees in active communication as well as implanting, good working conditions and fair wages, qualification-based employee selection policy, the creation of an attractive corporate brand image, assuring employee job security, strong social networking, and the creation of a good organisational climate were all used to measure talent attraction (independent variable). Learning and development (independent variable) was measured by the practice of establishing and implementing appropriate L&D strategies, engaging in skill-gap analyses before instituting training programmes, promoting continuous learning, implementing in-house development programmes, prospering coaching, ensuring leadership skills development, promoting industrial e-learning initiative and emphasis on

teamwork and development in organisation-wide context. Career management was measured by; facilitating career planning among employees, establishing career paths and families in departments, encouraging job rotation and transfer of workers across departments, and planning employee growth and progression.

Talent retention, an independent variable was measured by effective use of leadership styles for handling employee issues, the existence of competitive motivation-driven compensation, morale-driven internal recruitment policy, flexible working schedules for employees, offering of training opportunities for talented employees, execution of effective confidence-oriented performance assessment as well as ensuring satisfied and motivated workforce. Without some kind of method for evaluating performance, makes it extremely difficult to manage human capital. Therefore, performance management as an independent variable was measured by communicating targets and their due dates to the staff of every department, providing mechanisms for performance feedback, providing opportunities for growth and development, providing accurate information on workers' strengths, weaknesses and development areas through performance reviews, and tapping talents from internal sources (internal recruitment).

Succession Planning, was measured by proper mentoring and coaching, the usage of codified rating systems to measure performance and future potential, merit-based promotion system, assessment of future requirements and competencies for leadership positions, astute job rotation system, incentive schemes for retaining talented existing employees, sponsorship of education and training, HR-led career path definition for



employees, systems for grooming internal workforce through reliable evaluation and feedback systems as well as the availability of training and development opportunities to all employees. Also, organisational performance was measured by improved competitiveness, increase in sales, improved employee productivity, high employee morale, high returns on investment, an increase in profitability, and a high reduction in waste.

### **Ethical consideration**

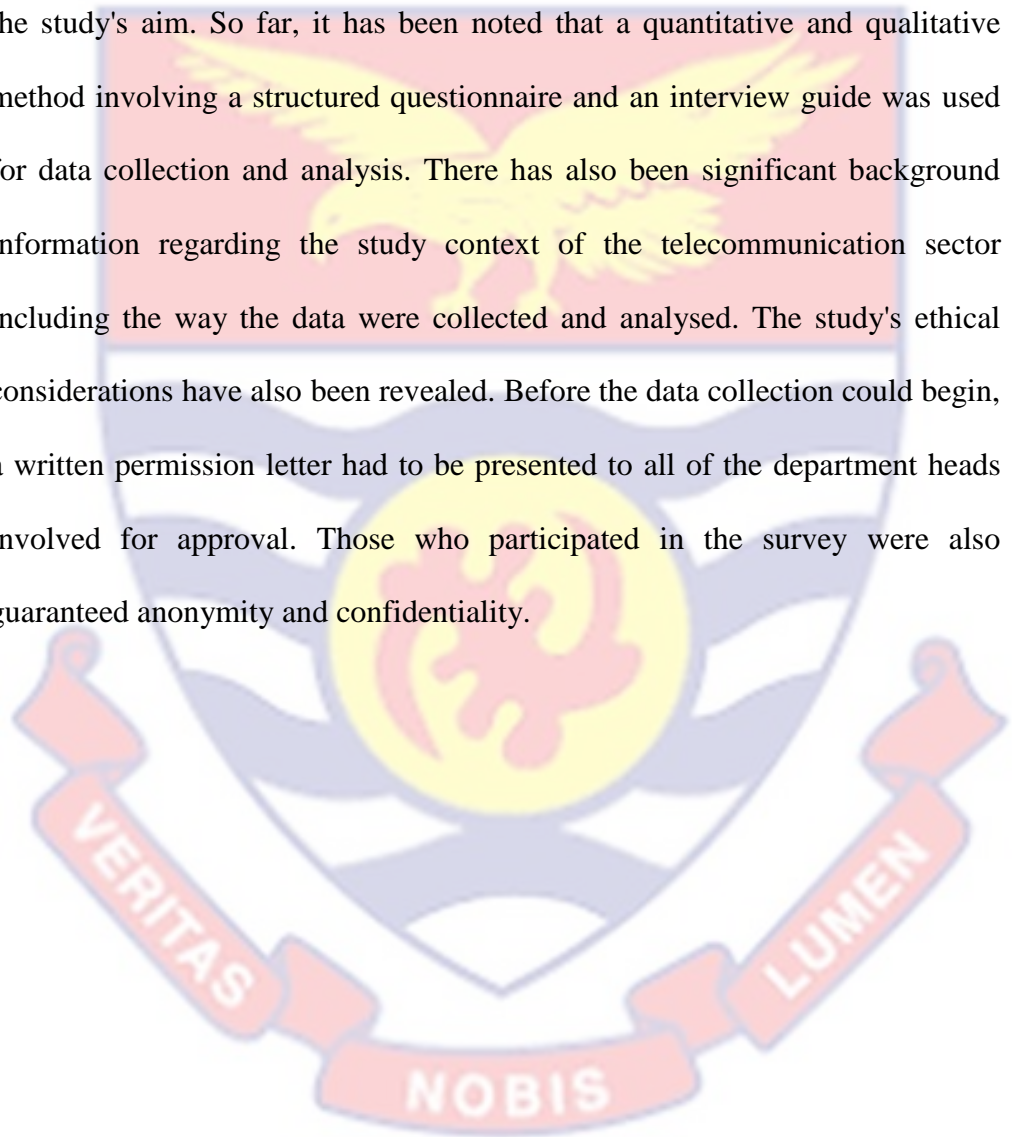
Ethics is concerned with doing well and avoiding harm during research. Given this, the conduct of research may raise moral and ethical concerns. This suggests that the protection of human subjects or respondents in any research study is essential. According to Neuman (2006), “the researcher has a moral and professional obligation to be ethical, even when the research subjects are unaware of or unconcerned about ethics.” (p. 129). Three parties may be affected by ethical issues in this study: the researcher, the telecommunications companies, and the respondents. Collaboration of these three parties could result in the identification of a number of ethical issues. Accordingly, after receiving approval from the university's Human Ethics Committee, the data collection phase of this research was launched. To introduce the researcher to the institution, an introductory letter was obtained from the Department of Human Resource Management of the School of Business, University of Cape Coast.

Permission was obtained from the organisation's management to gather data from the sampled staff. Respondents were contacted with the assistance of the organisation's management. The consent of the staff was also sought through the organisation's management. Participants were briefed about the

objectives of the survey and the goals it seeks to achieve, and they were also given the option to withdraw their consent at any time and with no repercussions.

### **Summary of the Chapter**

The goal of this chapter was to describe the methods used to achieve the study's aim. So far, it has been noted that a quantitative and qualitative method involving a structured questionnaire and an interview guide was used for data collection and analysis. There has also been significant background information regarding the study context of the telecommunication sector including the way the data were collected and analysed. The study's ethical considerations have also been revealed. Before the data collection could begin, a written permission letter had to be presented to all of the department heads involved for approval. Those who participated in the survey were also guaranteed anonymity and confidentiality.



## CHAPTER FOUR

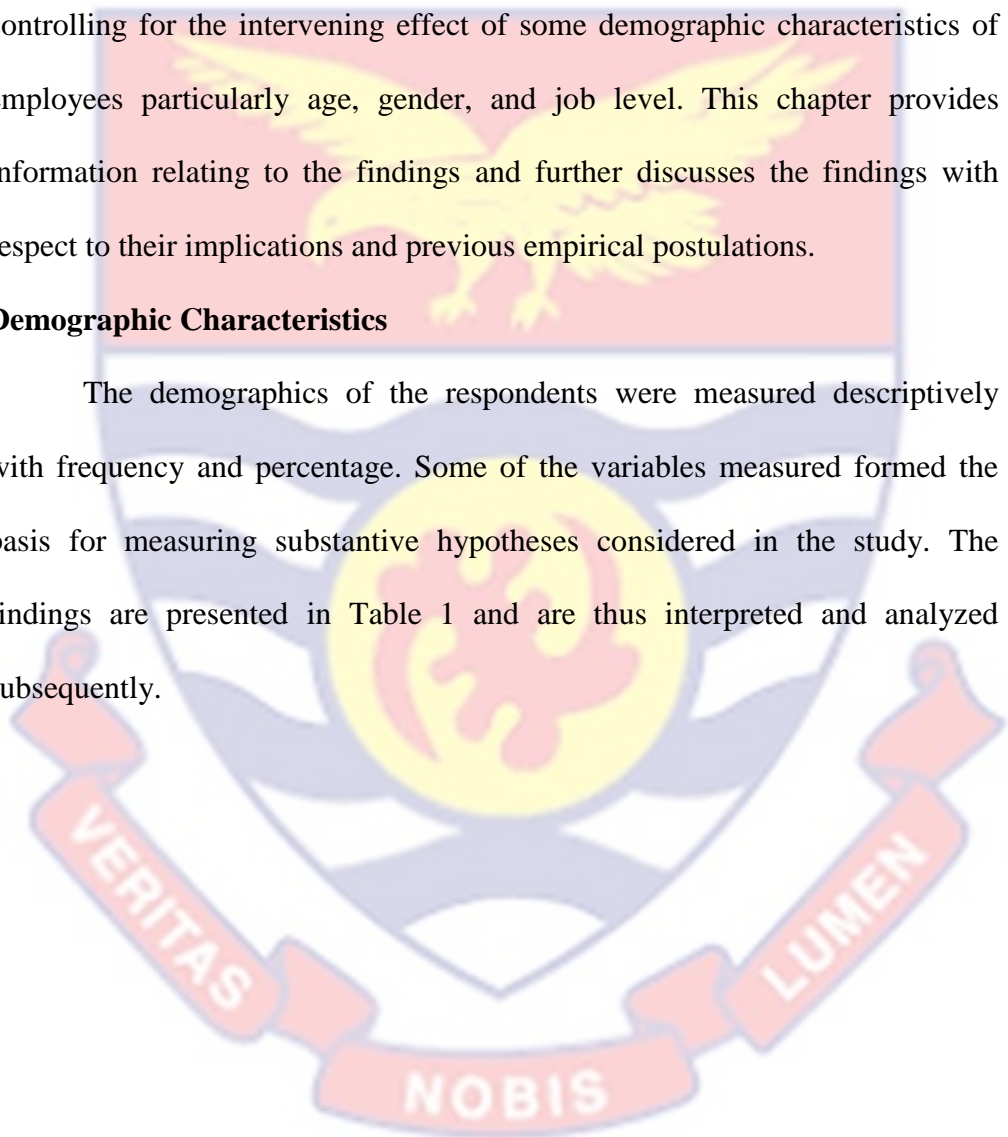
### RESULTS AND DISCUSSION

#### Introduction

The study sought to examine the effect of talent management strategies on the performance of telecommunication companies in Ghana after controlling for the intervening effect of some demographic characteristics of employees particularly age, gender, and job level. This chapter provides information relating to the findings and further discusses the findings with respect to their implications and previous empirical postulations.

#### Demographic Characteristics

The demographics of the respondents were measured descriptively with frequency and percentage. Some of the variables measured formed the basis for measuring substantive hypotheses considered in the study. The findings are presented in Table 1 and are thus interpreted and analyzed subsequently.



**Table 2: Demographic Characteristics of the Respondents**

Variables	Options	Frequency	Percentage (%)
Gender	Male	241	62.76%
	Female	143	37.24%
Age range	20-29 years	27	7.03%
	30-39 years	276	71.88%
	40-49 years	9	2.34%
	Above 49 years	32	8.33%
Working experience	1-4 years	97	25.2%
	5-9 years	121	31.51%
	10-14 years	113	29.43%
	15-20 years	53	13.80%
Job level	Junior staff	301	78.39%
	Senior staff	83	21.61%
Level of education	Diploma	34	8.85%
	First degree	241	62.76%
	Masters	97	25.26%
	PhD	12	3.13%

Source: Field Survey, (2020)

The demographic analysis revealed that majority of the respondents surveyed were men. (62.76%) whilst the remaining 37.24% were female. This signifies probably that the telecommunication industry in Ghana is dominated by male workers which reflect most industrial structures in developing countries. However, a fair representation of females was featured which made the moderation analysis possible.

The age range of the respondents demonstrates that the telecommunication is dominated by an active youthful population who were in the 30-39 years range (71.88%). Only a few were in the 20-29 years and 40-49 years categories representing 7.03% and 2.34% respectively. Furthermore, it was discovered that most of the respondents (31.51%) have relatively longer

working experience (5-9 years) in the telecommunication industry of Ghana. This was followed by those within the 10-14 years working experience (29.43%). This shows that the respondents have enough experience to provide the needed information relating to how talent management strategies improve organisational performance. As expected, the job level analysis showed that most of the respondents were junior staff (78.39%) whilst the remaining 21.61% of the respondents were the senior staff. This perfectly reflects a typical organisational structure in that only a few occupy a higher position whose responsibility is to manage the contact and operational workforce.

The study also proved that all the respondents had at least some form of higher formal education with most of them having a 1<sup>st</sup> degree in different programmes as their current level of education. 25.26% had a master's certificate (2<sup>nd</sup> degree) whilst 8.85% had a Diploma certificate. Only 3.13% had a Ph.D. The education level of the respondents showed that telecommunication is dominated by professionals who are experts in various fields as attested by the educational level, given the level of working experience. The choice of structured questionnaire programmed in the English language is justified on the grounds that the respondents could independently complete the demands of the instrument with no difficulty.

### **Relative effect of the various Talent Management Strategies on Organisational Performance in the telecommunication firms.**

To answer these research questions, the respondents were requested to rate statements on a scale of 1=*least agreement* to 5=*highest agreement* how these talent management strategies (Talent attraction, Learning and development, Performance management, Career management, Succession

planning, and Talent retention) influence their productivity and consequently the performance of the organisation.

### **Predictive Capacity of the Model**

The hypotheses formulated earlier were tested reflectively through SMART PLS configuration. Consistent PLS Algorithm and Consistent Bootstrapping were dully marshalled for the analysis after the model specification with these setting up features: Test type=2-tailed; significance level=0.05; the maximum number of iterations=5000. The measurement model is first examined and then thereafter, the structural model. Once the measurement model is accurately measured, the structural model together with the significance level (Consistent bootstrapping) is then computed accordingly.

### **Measurement Model**

The study aimed to assess the predictive capacity of talent management strategies in causing a change, if any, in the organisational performance of Ghanaian telecommunications companies. This was configured in a single reflective model. The model was reflectively specified and evaluated using recognized methods for evaluating reflective models. The measurement model involves an assessment of the scales' and data's reliability and validity. The reflective outer model assesment is done by looking at the reliability of individual items [indicator reliability], the reliability of each latent variable, internal consistency [Cronbach alpha, composite reliability, rho A], construct validity- convergent validity [average variance extracted], and discriminant validity [HTMT ratio] (Kumar & Kumar Baradiya, 2019). The findings are presented as follows.

**Table 3: Construct reliability and validity**

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Career management	0.814	0.815	0.866	0.518
Learning and development	0.865	0.866	0.894	0.514
Organisational Performance	0.895	0.896	0.918	0.614
Performance management	0.774	0.782	0.847	0.526
Succession planning	0.916	0.917	0.928	0.519
Talent attraction	0.836	0.851	0.877	0.508
Talent retention	0.849	0.853	0.885	0.525

Source: Field Survey, (2020)

The internal consistency approach was adopted to measuring the reliability of the constructs through Cronbach Alpha [CA] and Composite reliability [CR] (Henseler, 2017). The findings are presented in Table 3. The CA results show that the internal consistency was reliable, because the CA value for all the items exceeded the minimum 0.7 cut-off point (Hair, Hult, Ringle & Sarstedt, 2016). These facts support this assertion: Career management (CA=0.814); learning and development (CA=0.865); Organisational performance (CA=0.895); Performance management (CA=0.774); Succession planning (CA=0.916); Talent attraction (CA=0.836) and Talent retention (CA=0.849).

As argued by Henseler, Ringle and Sarstedt, (2012), composite reliability is a preferred alternative to Cronbach's Alpha to test convergent validity in the reflective model due to the fact that Cronbach's Alpha may either over-estimate or under-estimate scale reliability. Per the findings, it is conclusive that the constructs under consideration were reliable because the constructs had composite reliability scores higher than 0.7. These are the facts:

Career management (CR=0.815); learning and development (CR=0.894); Organisational performance (CR=0.918); Performance management (CR=0.847); Succession planning (CR=0.928); Talent attraction (CA=0.877) and Talent retention (CA=0.885).

Furthermore, Henseler (2017) argued that both Cronbach's Alpha and composite reliability refers to sum scores, not composite scores. The rho\_A is therefore cognized as the most important PLS reliability measure (Dijkstra & Henseler 2015), which is currently the only consistent reliability measure of PLS construct scores (Henseler, 2017). From the findings, all the constructs had a rho\_As higher than 0.7 minimum thresholds. Career management (rho\_A=0.815); learning and development (rho\_A=0.866); Organisational performance (rho\_A=0.896); Performance management (rho\_A=0.782); Succession planning (rho\_A=0.917); Talent attraction (rho\_A=0.851) and Talent retention (rho\_A=0.853).

Convergent validity was measured with the AVE (Hair, et al., 2016). A close observation of the AVEs for the constructs demonstrates that they accurately measured the convergent validity because each construct met the minimum threshold of 0.5 (Heseler, Rongle, and Sarstedt, 2012). The facts are as follows: Career management (AVE=0.518); learning and development (AVE=0.514); Organisational performance (AVE=0.614); Performance management (AVE=0.526); Succession planning (AVE=0.519); Talent attraction (AVE=0.508) and Talent retention (AVE=0.525).



**Table 4: Discriminant Validity Heterotrait-Monotrait**

	Career management	Learning and development	Organisational Performance	Performance management	Succession planning	Talent attraction
Learning and development	0.928					
Organisational Performance	0.711	0.710				
Performance management	0.891	0.910	0.779			
Succession planning	0.867	0.803	0.829	0.839		
Talent attraction	0.817	0.821	0.662	0.942	0.760	
Talent retention	0.842	0.797	0.813	0.812	0.922	0.762

Source: Field Survey, (2020)

Discriminant validity represents the uniqueness and distinctiveness of each construct relative to other constructs in the model (Afum, Sun & Kusi, 2019). Discriminant validity was measured with the Heterotrait-Monotrait [HTMT] which according to Henseler, Ringle and Sarsstedt, (2015) represent the geometric mean of the heterotrait-heteromethod correlation divided by the average of the monotrait-heteromethod and best measures discriminant validity. To accurately measure discriminant validity in reflective constructs, the HTMT ratio in a well-fitted model should be less than 0.9. (Henseler, Ringle & Sarsstedt, 2015). In a more liberal sense, Gaskin, Godfrey and Vance, (2018) argued that to measure discriminant validity, and HTMT ratio of less than one must be obtained. This stance is however debatable. The findings in Table 4 all the paired constructs accurately measured discriminant validity.

**Table 5: Collinearity Statistics (VIF) Inner VIF**

	Organisational Performance
Career management	3.333
Learning and development	3.371
Organisational Performance	
Performance management	3.232
Succession planning	3.975
Talent attraction	2.787
Talent retention	3.298

Source: Field Survey,(2020)

Because reflective models are prone to errors and biases, it is critical to examine and report on the test of collinearity statistics (Hair, et al., 2016). This was determined using the VIF value, which is being validated in structural modeling reflective models (Kock, 2015). Generally, it is acknowledged that when collinearity statistics is above 3.3 thresholds, it generally implies the model is prone to be affected by common method bias. On the other hand, when the VIF is less than 3.3, such reflective models are deemed to be without common method bias (Afum, Sun & Kusi, 2019). However, Kock and Lynn (2015) further argued that VIF needs to have a score of 5 or lower to avoid multicollinearity problem in situations where algorithms incorporate measurement error, especially for factor-based PLS-SEM algorithms. This model perfectly epitomizes a factor-based algorithm. The VIF scores (Table 5) thus show that there is no common method bias for all the constructs.

### **Structural Model**

This section presents the results of the predictive modeling that was performed. The essential parts of the structural model presented included the factor loadings, path co-efficients, effect size, predictive relevance, and co-efficient of determination. The key aspects of the structural model presented

included the factor loadings, path co-efficients, effect size, predictive relevance, and co-efficient of determination.

### Outer Loadings

According to Henseler, Ringle & Sarstedt, (2012) outer loadings are regarded as a type of item reliability co-efficients for the reflective model. The outer loadings are single regression results with a particular indicator in the measurement model as an independent variable (Hair, et al., 2016). Measurement loadings are standardized path weights connecting the factors to the indicator variables and ranges from 0 to 1. Loadings should be significant (Garson, 2016). By convention, for a well-fitting reflective model, path loadings should be above 0.70 (Henseler, Ringle & Sarstedt, 2012). In general, the larger the loadings, the stronger and more reliable the measurement model. The outer loadings of the indicators of each of the constructs considered in the model are presented in Table 6.

**Table 6: Path Coefficients**

	Beta	f-square	q-square	T Statistics)	P Values
Career management -> Organisational Performance	-0.058	0.003	0.0112	0.745	0.228
Learning and development -> Organisational Performance	0.071	0.004	0.0000	0.863	0.194
Performance management -> Organisational Performance	0.202	0.033	0.0000	2.587	0.005
Succession planning -> Organisational Performance	0.426	0.120	0.0431	4.727	0.000
Talent attraction -> Organisational Performance	-0.028	0.001	-0.5853	0.347	0.364
Talent retention -> Organisational Performance	0.242	0.047	0.0159	3.429	0.000

Source: Field Survey, (2020)

The co-efficient results indicate succession planning made a statistically significant positive contribution to causing the positive variance in organisational performance (Beta=0.426; t=4.727; p=0.0001: p<0.05). Thus, it can be expressed that a unit increase in scores for succession planning causes 0.426 significant improvements in organisational performance. The converse also holds that a unit fall in scores for succession planning causes a 0.426 significant reduction in organisational performance. It is reasonable to quantify the relevance of the significant effects, which can be achieved by calculating their effect size  $f^2$  (Henseler, 2017). Effect size values above 0.35, 0.15, and 0.02 can be regarded as respectively strong, moderate and weak (Cohen 1988). The effect size shows that succession planning causes a weak statistically significant positive variance in organisational performance ( $f^2=0.120$ ). Henseler et al., (2009) proposed that thresholds for measuring predictive relevance are as follows:  $Q^2$  0.35 is considered large, 0.15 are considered medium; and 0.02 are considered small. The predictive relevance score shows that succession planning has a small predictive relevance ( $Q^2=0.0431$ ).

Other empirical studies have confirmed the impact of succession planning in an organisation (Koranteng, 2014; Badu, 2016). This talent management strategy focuses on ensuring effective human resource strengths and connecting them to anticipate future needs (Abbasi, 2013). In supports of these findings were the remarks made by a top senior manager in charge of the Human Resource Department which is in line with this argument states:

*Creating a larger pool of successors at every level is their organisation's top priority in terms of talent management programs, facilitating a culture that*

*encourages employees to remain in the company, recognizing shortcomings in current employee competency levels, and developing strategies that promote career growth and development opportunities . As a result, these initiatives have resulted in a long-term strong corporate culture, a considerable rise in operational excellence, and improved market access. Besides, the level of employee turnover in the firm after the talent management process was implemented reduced. Because it has served as a human capital warehouse and better recognize current or future gaps, and ensure that key positions in the organisation have maintained some measure of stability and reduced uncertainty in terms of turnover, thus enabling the organisation to achieve business objectives.*

Among the various practices of succession planning that contribute to predicting the improvement in organisational performance are proper mentoring and coaching, the usage of codified rating systems to measure performance and future potential, merit-based promotion system, assessment of future requirements and competencies for leadership positions, astute job rotation system, incentive schemes for retaining talented existing employees, sponsorship of education and training, HR-led career path definition for employees, systems for grooming internal workforce through reliable evaluation and feedback systems. The co-efficient results were used to test the hypothesis “H0<sub>6</sub>: succession planning has no significant bearing on organisational performance of telecommunication firms in Ghana.” As a result, at the (0.05) significance level, the hypothesis was rejected. This indicates that there is a connection between succession planning and organisational performance in Ghanaian telecommunications firms.

In a similar fashion, the study proved that performance management made a statistically significant positive contribution to causing the positive variance in organisational performance (Beta=0.202;  $t=2.587$ ;  $p=0.005$ ;  $p<0.05$ ). Thus, it can be expressed that a unit increase in scores for performance management causes a 0.202 significant improvement in organisational performance of telecommunication companies in Ghana. On the other hand, it can be inferred that a unit fall in scores for performance management causes a 0.202 significant reduction in organisational performance of telecommunication companies in Ghana. The effect size shows that performance management causes a weak statistically significant positive variance in organisational performance ( $f^2=0.033$ ) of telecommunication companies in Ghana. The predictive relevance score shows that performance management has no predictive relevance ( $Q^2=0.0000$ ). It, therefore, underscores the importance of performance management in promoting organisational growth and success through improved organisational performance.

Among the notable performance management practices that significantly predict positive variance in organisational performance include communicating targets and their due dates to the staff of every department, providing mechanisms for performance feedback, providing opportunities for growth and development, providing accurate information on workers' strengths, weaknesses and development areas through performance reviews, and tapping talents from internal sources (internal recruitment). This finding lends support to the view held by some previous studies that performance management improves organisational performance (Kumar, 2019; Gerrish,

2016; Abubakar, Saidin & Ahmi, 2017). The co-efficient results were used to test the hypothesis “H0<sub>3</sub>: performance management has no significant bearing on organisational performance in the telecommunication firms in Ghana.” As a result, the hypothesis was rejected at the (0.05) significance level. This implied that there is a relationship between performance management and organisational performance in Ghanaian telecommunications companies.

Furthermore, it was revealed talent retention also made a statistically significant positive contribution to causing the positive variance in organisational performance of telecommunication companies in Ghana (Beta=0.242; t=3.429; p=0.0001: p<0.05). Thus, it can be expressed that a unit increase in scores for talent retention causes a 0.242 significant improvement in organisational performance of telecommunication companies in Ghana. On the other hand, it can be inferred that a unit fall in scores for talent retention strategies causes a 0.242 significant reduction in organisational performance of telecommunication companies in Ghana. The effect size shows that talent retention strategies cause a weak statistically significant positive variance in organisational performance ( $f^2=0.047$ ). The predictive relevance score shows that talent retention strategies have small predictive relevance ( $Q^2=0.0159$ ). The co-efficient results were being used to put the hypothesis to the test. “H0<sub>5</sub>: talent retention has no significant bearing on organisational performance in the telecommunication firms in Ghana.” As a result, the hypothesis was rejected at the (0.05) significance level. This implied that there is a relationship between talent retention and organisational performance in Ghanaian telecommunications companies.

Telecommunication companies in Ghana must continue the implementation of their talent retention strategies because these strategies have the capacity to improve significantly, the state of organisational performance in the telecommunication industry. One notable remark from one manager or a respondent during the interviewing on talent retention, in favour of this assertion illustrates:

*He indicated that any factor affecting the level of performance must be well managed by the firm. He noted that telecommunications companies will be judged by their clients based on the quality of service and product they offer. As a complex and demanding sector, it is presumed that the personnel involved in the business operations are skilled and experienced enough to deliver to the expected standard. He did, however, point out that skill and experience do not come easily, and that once acquired, hence the need to protect and continue to maintain that knowledge.. This, therefore, has made the company to develop an effective and efficient talent management strategies (retention), to safeguard the skills gained.*

*Along with a similar line of thought, it was also clear that the majority of the managers interviewed indicated that “employee retention practices positively affect organisation’s productivity since recruiting and training new employees require some investment, and also having good retention strategies has helped improve confidence and trust of the customers and the shareholders in their company consequently the organisation performance”. They further emphasized that employees in the firm who are actively engaged in strategy formulation and its execution are specialised and limited, and thus there is a need to retain them in the firm in order to achieve consistent results.*



The findings implied telecommunication firms could benefit significantly from employee retention programs due to an immediate impact or effect on an organisation's performance. Specifically, the study proved that among the various talent retention strategies that significantly and collectively contribute to improved organisational performance include effective use of leadership styles for handling employee issues, the existence of competitive motivation-driven compensation, morale-driven internal recruitment policy, flexible working schedules for employees, offering of training opportunities for talented employees, execution of effective confidence-oriented performance assessment as well as ensuring satisfied and motivated workforce among telecommunication companies in Ghana. This finding is supported by some earlier studies that also found that talent retention strategies as a significant positive predictor of improvement in organisational performance (Devi, 2017; Bhat & Bharel, 2018; Lyria, Namusonge & Karanja, 2017; Abubakar & Abdullah, 2017; Uddin & Arif, 2016; Khan, 2019).

On the other hand, it was found that learning and development had a statistically insignificant positive effect on the organisational performance of telecommunication companies (Beta=0.071; t=0.863; p=0.194;  $p>0.05$ ). Thus, learning and development though have the potential to improve the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance and not the nature of scientific interaction among the variables in the structural model, given the underlying measurement considerations.

Learning and development as measured in the context of this study included the practice of establishing and implementing appropriate L&D

strategies, engaging in skill-gap analyses before instituting training programmes, promoting continuous learning, implementing in-house development programmes, prospering coaching, ensuring leadership skills development, promoting industrial e-learning initiative and emphasis on teamwork and development in organisation-wide context. The study generally contradicts the assertion collectively held that training and development improves organisational performance (Knott, 2016; Armstrong, 2006; Lyria, 2013; Davis, Maggie & Flynn, 2007).

Similarly, it was discovered that career management practices had a statistically insignificant negative effect on organisational performance of telecommunication companies (Beta=-0.058; t=0.745; p=0.228: p>0.05). Among the indicators that measured career management among telecommunication companies in Ghana include the practice of facilitating career planning among employees, developing programmes to enhance employee development and provision of career mentors for employees in the telecommunication industry in Ghana. The overall impulse of this finding thus proves that career management though has the potential to hamper the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance and not the nature of scientific interaction among the variables in the structural model, given the underlying measurement considerations. This goes to contradict the assertion that career management causes improvement in organisational performance (De Vos & Cambré, 2017; Lyria, Namusonge & Karanja, 2017; Palade, 2010).

Again, it was discovered that talent attraction strategies had a statistically insignificant negative effect on organisational performance of

telecommunication companies (Beta=-0.028; t=0.347; p=0.228: p>0.05). Thus, talent attraction though has the potential to hamper the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance and not the nature of scientific interaction among the variables in the structural model, given the underlying measurement considerations.

This goes to disprove the claim firms implementing talent attraction strategies are able to enhance their overall corporate performance (Mishra, Sharma & Kumar). The actual measures of talent attraction in the context of telecommunication industry in Ghana include the activity of engaging employees in active communication as well as implanting, good working conditions and fair wages, qualification-based employee selection policy, the building of attractive corporate brand image, assuring employee job security, strong social networking and creation of good organisational climate.

**Table 7: Coefficient of Determination**

	R Square	R Square Adjusted
Organisational Performance	0.620	0.612

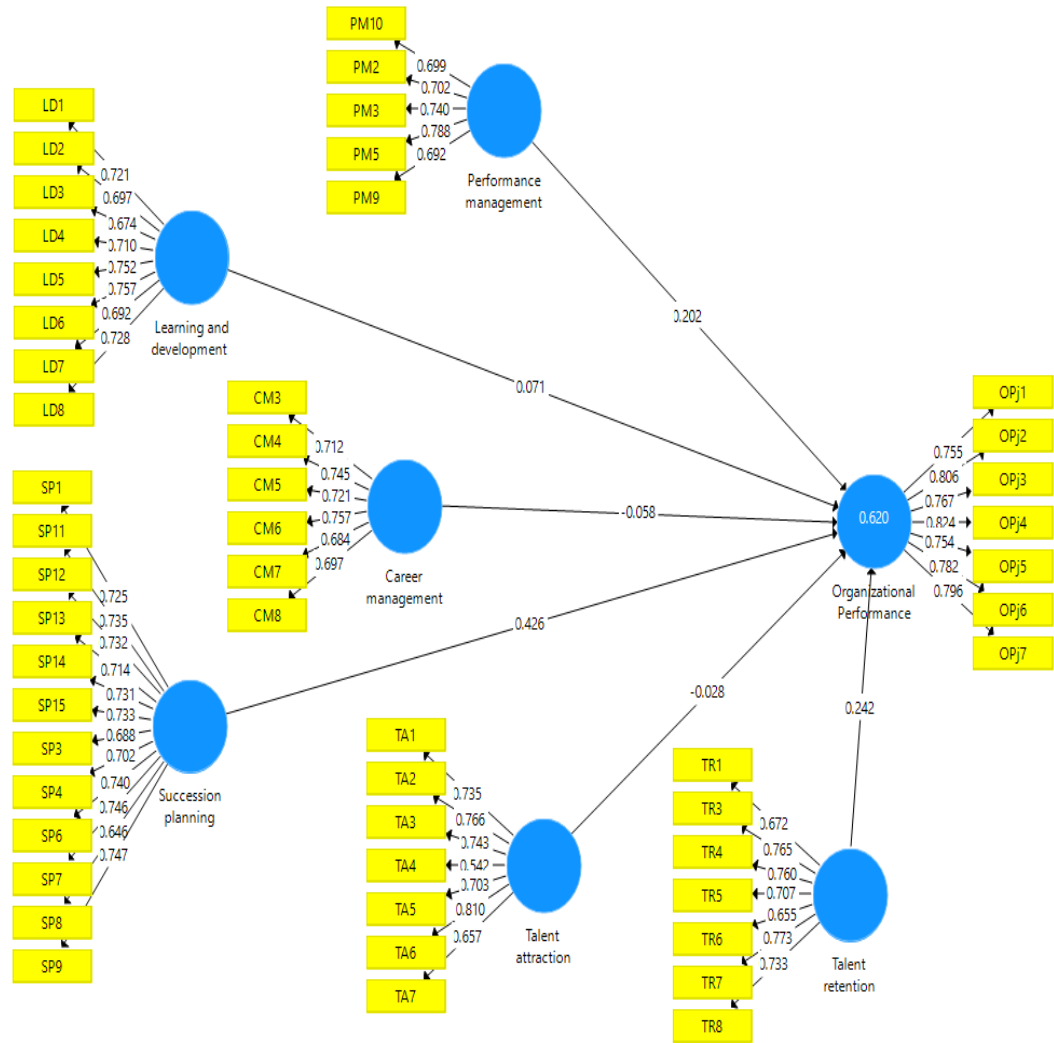
Source: Field Survey, (2020)

The study further sought to assess how much and the kind of variance in organisational performance is attributed to changes in the predictors (Talent management strategies including career management, learning and development, performance management, succession planning, talent attraction, and talent retention) in a single model. Thus, the predictive capacity of the model was assessed by the R-Square which has been regarded as the most common effect size measure in path models (Garson, 2016). To this effect,

tentative cut-off points have been recommended (Garson, 2016; Hock & Ringle, 2006). Results above 0.67 are described as being “Substantial”, those above 0.33 are “moderate” and those above 0.19 are “Weak”.

**The predictive capacity of the model is presented in Table 7.**

It was found that talent management practices accounted for a moderate positive variance in organisational performance of telecommunication companies in Ghana ( $r^2=0.620$ ) when all other factors not captured in this study but are affecting organisational performance of telecommunication companies in Ghana are statistically controlled for. Thus, a 62.0% positive variance in organisational performance is attributed to changes in talent management strategies. The measures of organisational performance that are improved as a result of changes in talent management strategies employed by telecommunication companies in Ghana include improved competitiveness, an increase in sales, improved employee productivity, high employee morale, high returns on investment, increase in profitability, and high reduction in waste. Pictorially, the structural model is presented in Figure 2.



**Figure 2: The Structural Model (talent management strategies)**

Source: Field Survey, (2020)

The capacity of talent management predicting a moderate variance in organisational performance in the context of this study reflects the position held collectively by some previous empirical studies (, McDonnell, 2011; Powell, et al., 2012; Adelakun, 2011). Furthermore, the finding proves the efficacy of talent management practices on predicting desirable organisational outcomes including improving performance in the telecommunication industry of Ghana (Goni, 2011), which therefore confirms the position that competition has pushed telecommunication companies to invest extensively in talent management in recent years (Rukunga&Nzulwa, 2018).

## **The Moderating Effect of The Socio-Demographic Variables On the Relationship Between Talent Management Strategies and Organisational Performance**

The second objective sought to assess the effect of the socio-demographic variable (Age, Gender and Job Level) on the relationship between talent management strategies and organisational performance. To answer this research question, the respondents were asked to rate statements on a scale of 1=*least agreement* to 5=*highest agreement* how their ages, gender and job level influence how their company implement these talent management strategies (Career management, Learning and development, Performance management, Succession planning, Talent attraction, and Talent retention), influence their performance and consequently the performance of the organisation.

### **Predictive Capacity of the Model**

The hypotheses formulated earlier were tested reflectively through SMART PLS configuration. Consistent PLS Algorithm and Consistent Bootstrapping were dully marshalled for the analysis after the model specification with these setting up features: Test type=2-tailed; significance level=0.05; the maximum number of iterations=5000. The measurement model is first examined and then thereafter, the structural model. Once the measurement model is accurately measured, the structural model together with the significance level (Consistent bootstrapping) is then computed accordingly.

**Moderation Effect (Age)**

**Table 8: Constructs Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Age	1.000	1.000	1.000	1.000
Career management	0.745	0.746	0.840	0.567
Learning and development	0.807	0.809	0.874	0.635
Moderating Effect 1	0.947	1.000	0.964	0.608
Organisational Performance	0.895	0.896	0.918	0.614
Performance management	0.747	0.748	0.841	0.569
Succession planning	0.907	0.907	0.923	0.544
Talent attraction	0.716	0.741	0.841	0.639
Talent management strategies	0.954	0.955	0.957	0.428
Talent retention	0.823	0.825	0.876	0.586

Source: Field Survey, (2020)

The Cronbach Alpha (CA) results show that the internal consistency was reliable because the Cronbach Alpha (CA) value for all the items exceeded the minimum 0.7 cut-off point (Hair, Hult, Ringle & Sarstedt, 2016). These facts support this assertion: Age (CA=1.000); Career management (CA=0.745); learning and development (CA=0.807); Moderating effect 1 (CA=0.947); Organisational performance (CA=0.895); Performance management (CA=0.747); Succession planning (CA=0.907); Talent attraction (CA=0.716); Talent management strategies (CA=0.954) and Talent retention (CA=0.823). As argued by Henseler, Ringle and Sarstedt, (2012), composite reliability is a preferred alternative to Cronbach’s Alpha to test convergent validity in the reflective model due to the fact that Cronbach’s Alpha may

either over-estimate or under-estimate scale reliability. Per the findings, it is conclusive that the constructs under consideration were reliable (Ringle, Wende & Becker, 2015) because the constructs had composite reliability scores higher than 0.7.

These are the facts: Age (CR=1.000); Career management (CR=0.840); learning and development (CR=0.874); Moderating effect 1 (CR=0.964); Organisational performance (CR=0.918); Performance management (CR=0.841); Succession planning (CR=0.923); Talent attraction (CA=0.841); talent management strategies (CA=0.957) and Talent retention (CA=0.876). Furthermore, Henseler (2017) argued that both Cronbach's Alpha and composite reliability refers to sum scores, not composite scores. The rho\_A is therefore cognized as the most important PLS reliability measure (Dijkstra & Henseler 2015), which is currently the only consistent reliability measure of PLS construct scores. From the findings, all the constructs had a rho\_As higher than 0.7 minimum thresholds. Age (rho\_A=1.000); Career management (rho\_A=0.746); Learning and development (rho\_A=0.809); Organisational performance (rho\_A=0.896); Moderating effect 1 (rho\_A=1.000); Performance management (rho\_A=0.748); Succession planning (rho\_A=0.907); Talent attraction (rho\_A=0.741); Talent management strategies (rho\_A=0.955) and Talent retention (rho\_A=0.825).

Convergent validity was measured with the AVE (Hair, et al., 2016). Close observation of the AVEs for the constructs demonstrates that they accurately measured the convergent validity because all constructs, with the exception of talent management strategies, met the minimum threshold of 0.5 (Henseler, Ringle & Sarstedt, 2012). The facts are as follows: Age



(AVE=1.000); Career management (AVE=0.567); learning and development (AVE=0.635); Moderating effect (AVE=0.608); Organisational performance (AVE=0.614); Performance management (AVE=0.569); Succession planning (AVE=0.544); Talent attraction (AVE=0.639); Talent management strategies (AVE=0.428) and Talent retention (AVE=0.586).



**Discriminant Validity**

**Table 9: Heterotrait-Monotrait**

	Age	Learning and development	Moderating Effect 1	Organisational Performance	Performance management	Succession planning	Talent attraction	Talent management strategies
Age								
Career management	0.063							
Learning and development	0.045							
Moderating Effect 1	0.763	0.094						
Organisational Performance	0.070	0.693	0.085					
Performance management	0.061	0.837	0.114	0.771				
Succession planning	0.046	0.788	0.098	0.815	0.817			
Talent attraction	0.037	0.773	0.090	0.664	1.012	0.775		
Talent management strategies	0.065	0.925	0.110	0.821	0.975	1.000	0.942	
Talent retention	0.113	0.751	0.122	0.814	0.780	0.907	0.783	0.969

Source: Field Survey, (2020)

Discriminant validity represents the uniqueness and distinctiveness of each construct relative to other constructs in the model (Afum, Sun & Kusi, 2019). Discriminant validity was measured with the Heterotrait-Monotrait [HTMT] which according to Henseler, Ringle and Sarsstedt, (2015) represent the geometric mean of the heterotrait-heteromethod correlation divided by the average of the monotrait-heteromethod and best measures discriminant validity. To accurately measure discriminant validity, the HTMT ratio in reflective constructs should be less than 0.9 in a well-fitted model (Henseler, Ringle & Sarsstedt, 2015). In a more liberal sense, Gaskin, Godfrey and Vance, (2018) argued that to measure discriminant validity, an HTMT ratio of less than one must be obtained. This stance is however debatable, the findings in table 9. Almost all the paired constructs accurately measured discriminant validity. There were violations and these are found in talent management strategies versus succession planning and talent attraction verse performance management.

**Table 10: Inner VIF**

	Organisational Performance	Talent management strategies
Age	1.213	
Career management		2.616
Learning and development		2.319
Moderating Effect 1	1.237	
Organisational Performance		
Performance management		2.878
Succession planning		3.626
Talent attraction		2.550
Talent management strategies	1.022	
Talent retention		2.879

Source: Field Survey, (2020)

Reflective models are prone to errors and biases, therefore, it becomes imperative to examine the test of collinearity statistics and report the same (Hair, et al., 2016). This was measured with the VIF value as its usage in this context has been confirmed in reflective models in structural modeling (Kock, 2015). Generally, it is acknowledged that when collinearity statistics is above 3.3 thresholds, it generally implies the model is prone to be affected by common method bias. On the other hand, when the VIF is less than 3.3, such reflective models are deemed to be without common method bias (Afum, Sun & Kusi, 2019). However, Kock and Lynn (2015) further argued that VIF needs to have a score of 5 or lower to avoid multicollinearity problem (Kock & Lynn, 2012; Hair et al., 2011) in situations where algorithms incorporate measurement error, especially for factor-based PLS-SEM algorithms. This model perfectly epitomizes a factor-based algorithm. The VIF scores (Table 10) therefore portray that there is no common method bias for all the constructs.

### **Structural Model of the Moderating Effect (Age)**

This section presents findings relating to the predictive modeling output. The key aspects of the structural model presented included the factor loadings, path co-efficients, effect size, predictive relevance, and co-efficient of determination.

### **Outer Loadings**

According to Henseler, Ringle & Sarstedt, (2012) outer loadings are considered a form of item reliability coefficients for the reflective model. The outer loadings are single regression results with a particular indicator in the measurement model as an independent variable (Hair, et al., 2016).

Measurement loadings are standardized path weights connecting the factors to the indicator variables and ranges from 0 to 1. Loadings should be significant (Garson, 2016). By convention, for a well-fitting reflective model, path loadings should be above 0.70 (Ringle, 2006; Henseler, Ringle & Sarstedt, 2012). In general, the larger the loadings, the stronger and more reliable the measurement model. The outer loadings of the indicators of each of the constructs considered in the model are presented in **Table 11**.

**Table 11: Coefficients**

	Beta	F-square	T Statistics	P Values
Age -> Organisational Performance	-0.001	0.000	0.001	0.499
Career management -> Talent management strategies	0.142	283.607	19.418	0.000
Learning and development -> Talent management strategies	0.157	394.906	18.026	0.000
Moderating Effect 1 -> Organisational Performance	-0.019	0.001	0.020	0.492
Performance management -> Talent management strategies	0.145	271.444	19.046	0.000
Succession planning -> Talent management strategies	0.400	1629.209	27.510	0.000
Talent attraction -> Talent management strategies	0.111	178.196	17.885	0.000
Talent management strategies-> Organisational Performance	0.761	1.357	11.211	0.000
Talent retention -> Talent management strategies	0.202	525.702	20.940	0.000

Source: Field Survey, (2020)

The co-efficient results indicate talent management strategies made a statistically significant positive contribution to causing the positive variance in organisational performance (Beta=0.761;  $t=11.211$ ;  $p=0.0001$ ;  $p<0.05$ ). Thus, it can be expressed that a unit increase in scores for talent management causes 0.761 significant improvements in the organisational performance of telecommunication companies in Ghana. The converse also holds that a unit fall in scores for talent management strategies causes a 0.761 significant reduction in organisational performance of telecommunication companies in Ghana. The effect size shows that talent management strategies cause a weak statistically significant positive variance in organisational performance ( $f^2=0.120$ ) of telecommunication companies in Ghana.

On the other hand, it was found that the age of respondents had a statistically insignificant negative effect on organisational performance of telecommunication companies in Ghana (Beta=-0.001;  $t=0.001$ ;  $p=0.499$ ;  $p>0.05$ ). Thus, age though has the potential to impede the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance and not the nature of scientific interaction among the variables in the structural model, given the underlying measurement considerations.

Similarly, it was discovered that the moderating effect one (1) had a statistically insignificant negative effect on the organisational performance of telecommunication companies (Beta=-0.019;  $t=0.020$ ;  $p=0.492$ ;  $p>0.05$ ). Thus, moderating effect one (age) though has the potential to hamper the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance rather than the nature of

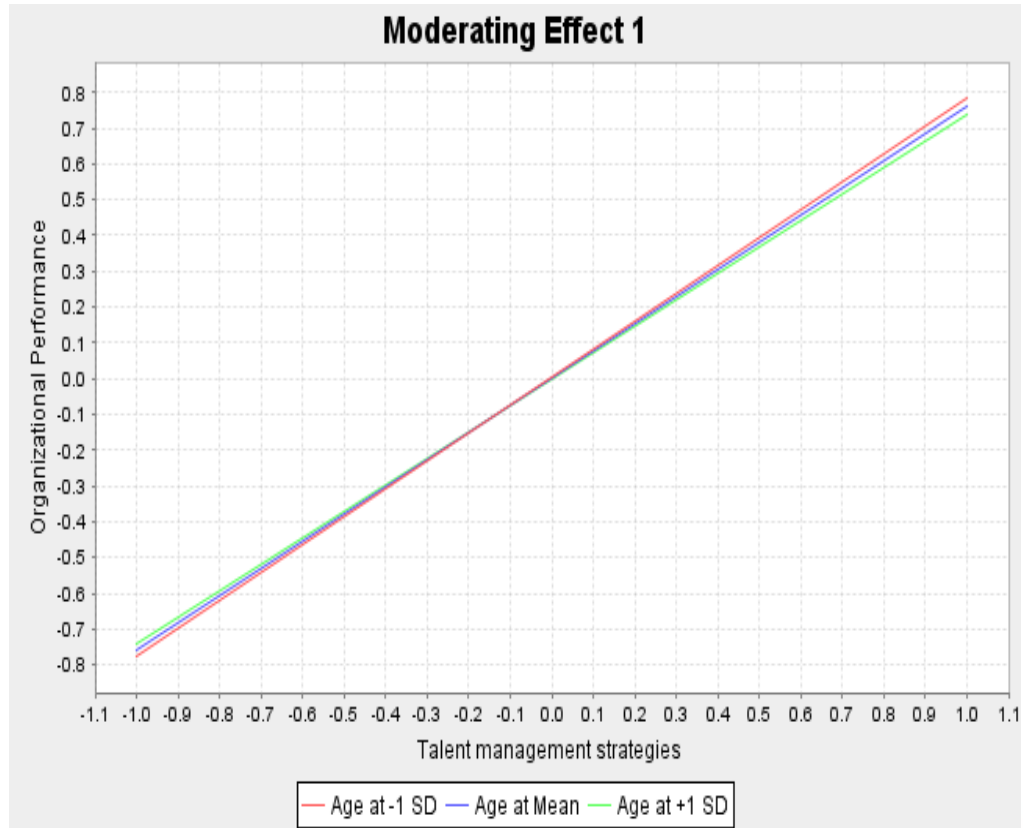
scientific interaction among the variables in the structural model, given the underlying measurement considerations, hence having no impact on the level of organisational performance. The moderation analysis shows that the interaction of age of workers with talent management strategies in the telecommunication industry of Ghana does not affect the strength and direction of the impact on talent management strategies on organisational performance of telecommunication companies hence, it is advisable for talent management to be made available to all workers of telecommunication companies in Ghana irrespective of their age.

This also confirms that age is not a deciding factor of organisational performance of telecommunication companies in Ghana. This position conflicts the claim that talent management, especially training and development, of the aging workforce, is obligatory for any organisation to stay resilient in the face of a high degree of new production techniques and environmental uncertainties (Ornatowski & Team, 2012; Dede & Zel, 2015).

This finding also contradicts the assertion that individual and group-based workforce characteristics such as age have become more important in any business because workforce competency implies a greater ability to generate competitive advantages over competitors (Dubois, 2010). The coefficient results were used to test the hypothesis “H<sub>07</sub> Age has no moderating effect on the relationship between talent management strategies and organisational performance in the telecommunication firms in Ghana”. As a result, at the (0.05) significance level, the study failed to reject the hypothesis. This meant that age had no effect on the relationship between talent

management and organisational performance in Ghanaian telecommunications firms.

The moderating effect is presented pictorially in Figure 3



**Figure 3: Moderating Effect (Age)**

Source: Field Survey, (2020)

**Table 12: Coefficients of Determination**

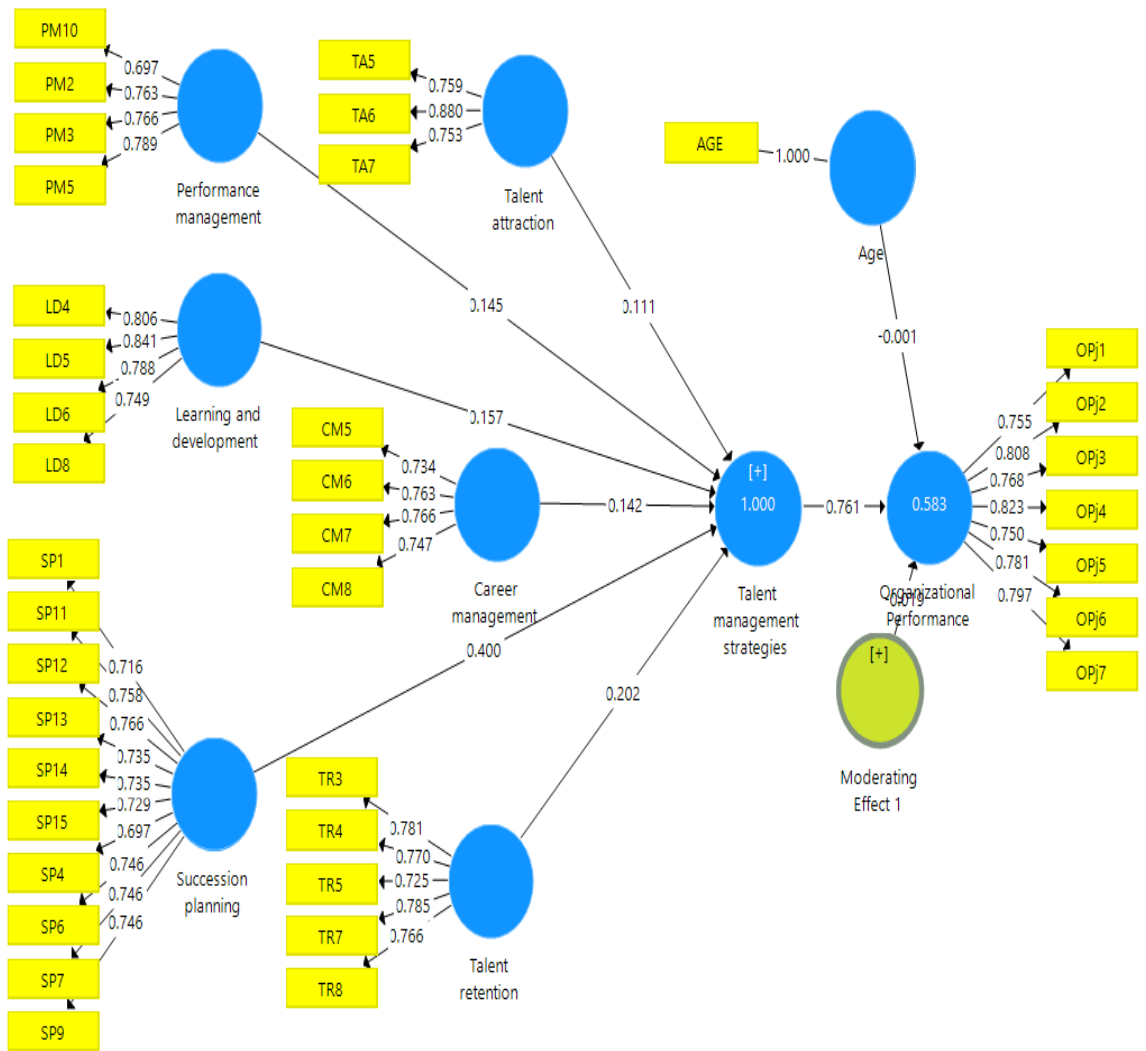
	R Square	R Square Adjusted
Organisational Performance	0.583	0.578
Talent management strategies	1.000	1.000

Source: Field Survey, (2020)

The study further sought to assess how much and the kind of variance in organisational performance is attributed to changes in the predictors (Talent management strategies as measured by career management, learning and development, performance management, succession planning, talent attraction, and talent retention and age, given its interaction effect) in a single model.



The predictive capacity of the model is presented in Table 12. It was found that talent management practices together with age and its interaction effect accounted for a moderate positive variance in organisational performance of telecommunication companies in Ghana ( $r^2=0.583$ ) when all other factors not captured in this study but are affecting organisational performance of telecommunication companies in Ghana are statistically controlled for. Thus, 58.3% positive variance in organisational performance is attributed to changes in talent management strategies, age, and its moderating effect. Pictorially, the structural model is presented in Figure 4



**Figure 4: Structural Model (Age)**

Source: Field Survey, (2020)

**Moderation Effect (Gender)**

**Table 13: Measurement Model : Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Career management	0.745	0.746	0.840	0.567
Gender	1.000	1.000	1.000	1.000
Learning and development	0.807	0.809	0.874	0.635
Moderating Effect 1	1.000	1.000	1.000	1.000
Organisational Performance	0.895	0.896	0.918	0.614
Performance management	0.747	0.748	0.841	0.569
Succession planning	0.907	0.907	0.923	0.544
Talent attraction	0.716	0.741	0.841	0.639
Talent management strategies	0.954	0.955	0.957	0.428
Talent retention	0.823	0.825	0.876	0.586

Source: Field Survey, (2020)

The CA results show that the internal consistency was reliable because the Cronbach Alpha (CA) value for all the items exceeded the minimum 0.7 cut-off point (Hair, Hult, Ringle & Sarstedt, 2016). These facts support this assertion: Career management (CA=0.745); Gender (CA=1); Learning and development (CA=0.807); Moderating effect 1 (CA=1.000); Organisational performance (CA=0.895); Performance management (CA=0.747); Succession planning (CA=0.907); Talent attraction (CA=0.716); Talent management strategies (CA=0.954) and Talent retention (CA=0.823). Per the findings, it is conclusive that the constructs under consideration were reliable (Ringle, Wende & Becker, 2015) because the constructs had composite reliability scores higher than 0.7.

These are the facts: Career management (CR=0.840); Gender (CR=1); Learning and development (CR=0.874); Moderating effect 1 (CR=0.964);

Organisational performance (CR=0.918); Performance management (CR=0.841); Succession planning (CR=0.923); Talent attraction (CA=0.841); talent management strategies (CA=0.957) and Talent retention (CA=0.876). Furthermore, Henseler (2017) argued that both Cronbach's Alpha and composite reliability refers to sum scores, not composite scores. The rho\_A is therefore cognized as the most important PLS reliability measure (Dijkstra & Henseler 2015), which is currently the only consistent reliability measure of PLS construct scores (Henseler, 2017). From the findings, all the constructs had a rho\_As higher than 0.7 minimum threshold. Career management (rho\_A=0.746); Gender (rho\_A=1); Learning and development (rho\_A=0.809); Organisational performance (rho\_A=0.896); Moderating effect 1 (rho\_A=1.000); Performance management (rho\_A=0.748); Succession planning (rho\_A=0.907); Talent attraction (rho\_A=0.741); Talent management strategies (rho\_A=0.955) and Talent retention (rho\_A=0.825).

Convergent validity was measured with the AVE (Hair, et al., 2016). Close observation of the AVEs for the constructs demonstrates that they accurately measured the convergent validity because all constructs, with the exception of talent management strategies, met the minimum threshold of 0.5 (Henseler, Rongle & Sarstedt, 2012). The facts are as follows: Career management (AVE=0.567); Gender (AVE=1); Learning and development (AVE=0.635); Moderating effect (AVE=0.608); Organisational performance (AVE=0.614); Performance management (AVE=0.569); Succession planning (AVE=0.544); Talent attraction (AVE=0.639); Talent management strategies (AVE=0.428) and Talent retention (AVE=0.586).

**Discriminant Validity - Gender**

**Table 14: Heterotrait-Monotrait Ratio**

	CM	Gen.	LD	Mod	OP	PM	SP	TA	TMS	TR
CM										
Gen	0.034									
LD	0.871	0.033								
Mod	0.214	0.015	0.149							
OP	0.698	0.034	0.693	0.162						
PM	0.872	0.046	0.837	0.153	0.771					
SP	0.877	0.050	0.788	0.165	0.815	0.817				
	0.843	0.054	0.773	0.094	0.664	1.012	0.775			
TMS	0.994	0.049	0.925	0.181	0.821	0.975	1.000	0.942		
TR	0.838	0.048	0.751	0.213	0.814	0.780	0.907	0.783	0.969	

Source: Field Survey, (2020)

Discriminant validity represents the uniqueness and distinctiveness of each construct relative to other constructs in the model (Afum, Sun & Kusi, 2019). Discriminant validity was measured with the Heterotrait-Monotrait [HTMT] which according to Henseler, Ringle and Sarsstedt, (2015) represent the geometric mean of the heterotrait-heteromethod correlation divided by the average of the monotrait-heteromethod and best measures discriminant validity. To accurately measure discriminant validity, the HTMT ratio in reflective constructs should be less than 0.9 in a well-fitted model (Henseler, Ringle & Sarsstedt, 2015) In a more liberal sense, Gaskin, Godfrey, and Vance, (2018) argued that to measure discriminant validity, HTMT ratio of less than one (1) must be obtained. This stance is however debatable, the findings in table 14. Almost all the paired constructs accurately measured discriminant validity. There were violations and these are found in talent

management strategies versus succession planning and talent attraction verse performance management.

**Collinearity Statistics**

**Table 15: Inner VIF**

Career management		2.616
Gender	1.001	
Learning and development		2.319
Moderating Effect 1	1.033	
Organisational Performance		
Performance management		2.878
Succession planning		3.626
Talent attraction		2.550
Talent management strategies	1.033	
Talent retention		2.879

Source: Field Survey, (2020)

Reflective models are prone to errors and biases, therefore it becomes imperative to examine the test of collinearity statistics and report the same (Hair, et al., 2016). This was measured with the VIF value as its usage in this context has been confirmed in reflective models in structural modeling (Kock, 2015). Generally, it is acknowledged that when collinearity statistics is above 3.3 thresholds, it generally implies the model is prone to be affected by common method bias. On the other hand, when the VIF is less than 3.3, such reflective models are deemed to be without common method bias (Afum, Sun & Kusi, 2019). However, Kock and Lynn (2015) further argued that VIF needs to have a score of 5 or lower to avoid multicollinearity problem (Kock & Lynn, 2012; Hair et al., 2011) in situations where algorithms incorporate measurement error, especially for factor-based PLS-SEM algorithms. This model perfectly epitomizes a factor-based algorithm. The VIF scores (Table

15) therefore portray that there is no common method bias for all the constructs.

**Structural Model of the Moderating Effect (Gender)**

**Outer Loadings**

The outer loadings of the indicators of each of the constructs considered in the model are presented Table 16.

**Table 16: Coefficients and Effect Size**

	Beta	F-Square	T Statistics	P Values
Career management -> Talent management strategies	0.142	283.597	19.612	0.000
Gender -> Organisational Performance	0.012	0.000	0.310	0.378
Learning and development -> Talent management strategies	0.157	394.870	17.777	0.000
Moderating Effect 1 -> Organisational Performance	-0.020	0.001	0.484	0.314
Performance management -> Talent management strategies	0.145	271.428	19.015	0.000
Succession planning -> Talent management strategies	0.400	1629.126	27.344	0.000
Talent attraction -> Talent management strategies	0.111	178.183	17.772	0.000
Talent management strategies -> Organisational Performance	0.760	1.339	24.568	0.000
Talent retention -> Talent management strategies	0.202	525.671	21.413	0.000

Source: Field Survey, (2020)

The co-efficient results indicate talent management strategies made a statistically significant positive contribution to causing the positive variance in organisational performance (Beta=0.760; t=24.568; p=0.0001: p<0.05). Thus, it can be expressed that a unit increase in scores for talent management causes

0.760 significant improvements in organisational performance of telecommunication companies in Ghana. The converse also holds that a unit fall in scores for talent management strategies causes a 0.760 significant reduction in organisational performance of telecommunication companies in Ghana. The effect size shows that talent management strategies cause a weak statistically significant positive variance in organisational performance ( $f^2=0.1339$ ) of telecommunication companies in Ghana.

On the other hand, it was revealed that the gender of respondents had a statistically insignificant positive effect on the organisational performance of telecommunication companies in Ghana (Beta=0.012;  $t=0.310$ ;  $p=0.378$ ;  $p>0.05$ ). Thus, gender though has the potential to improve the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance and not the nature of scientific interaction among the variables in the structural model, given the underlying measurement considerations.

Similarly, it was discovered that the moderating effect two (2) had a statistically insignificant negative effect on the organisational performance of telecommunication companies (Beta=-0.020;  $t=0.484$ ;  $p=0.314$ ;  $p>0.05$ ). Thus, moderating effect though has the potential to hamper the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance and not the nature of scientific interaction among the variables in the structural model, given the underlying measurement considerations, hence having no impact on the level of organisational performance.

The moderation analysis shows that the interaction of gender of workers with talent management strategies in the telecommunication industry of Ghana does not affect the strength and direction of the impact on talent management strategies on organisational performance of telecommunication companies hence, talent management should be made available to all workers of telecommunication companies in Ghana irrespective of their gender orientation. The co-efficient results were being used to put the hypothesis to the test. “H<sub>08</sub> Gender has no moderating effect on the relationship between talent management strategies and organisational performance”. As a result, the study failed to reject the hypothesis at the (0.05) significance level. This meant that gender had no influence on the relationship between talent management and organisational performance in Ghanaian telecommunications firms. In line with the above is the remark by a respondent:

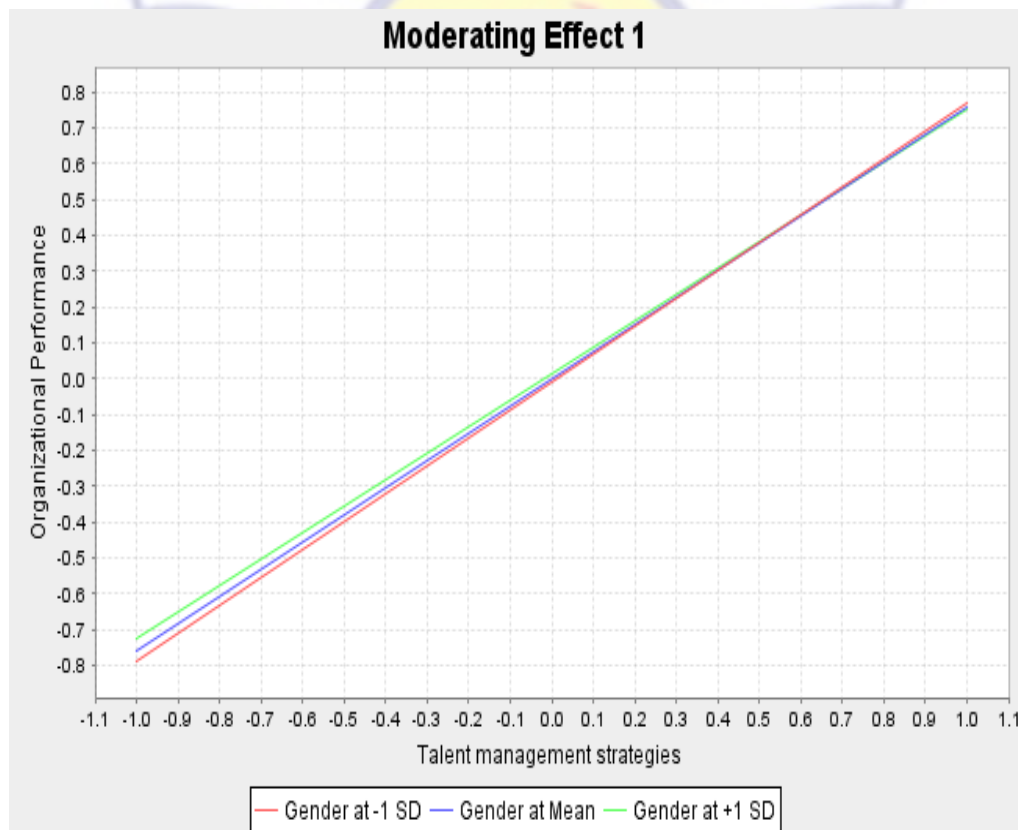
*To get the best talent pool, our strategy is to stay a step ahead of the curve on talent, by building a genuinely or truly all-inclusive culture. It has been our highest need not to rest until we reach 50:50 levels. Diversity for us is tied in with getting the right balance of people, skills, knowledge, and experience – and gender and age are an important part of that balance. Women have a huge role to play in our industry, not least given the nature of our customer base and the profile of our staff. The composition of our directors already accounts for 38% of the board and 41% of senior management female staff. It is an important area of concern for our people across the business. To give solid evidence to these priorities and the stated commitment to these dynamics. Numerous programmes have already been undertaken by this company with respect to our Human Resource Policies to*



*build a working environment free from exclusions and other demographic variables of our workforce, being age, job level, and gender base. The success of these parity programmes has been enormous on our effort to competitive.*

This also confirms that gender is not a deciding factor of organisational performance of telecommunication companies in Ghana. Gender consideration, therefore, is not a significant determinant of talent management selection and its impact on organisational performance.

As a result, this supports the claim that women and minorities have all become extremely essential parts of Ghana's labour force. (Savickas, et al., 2009; Dede & Zel, 2015) which defies the traditionally held assertion that male employees should dominate workforce structure (Dede & Zel, 2015). The moderating effect is presented pictorially in Figure 5.



**Figure 5: Moderating Effect (Gender)**

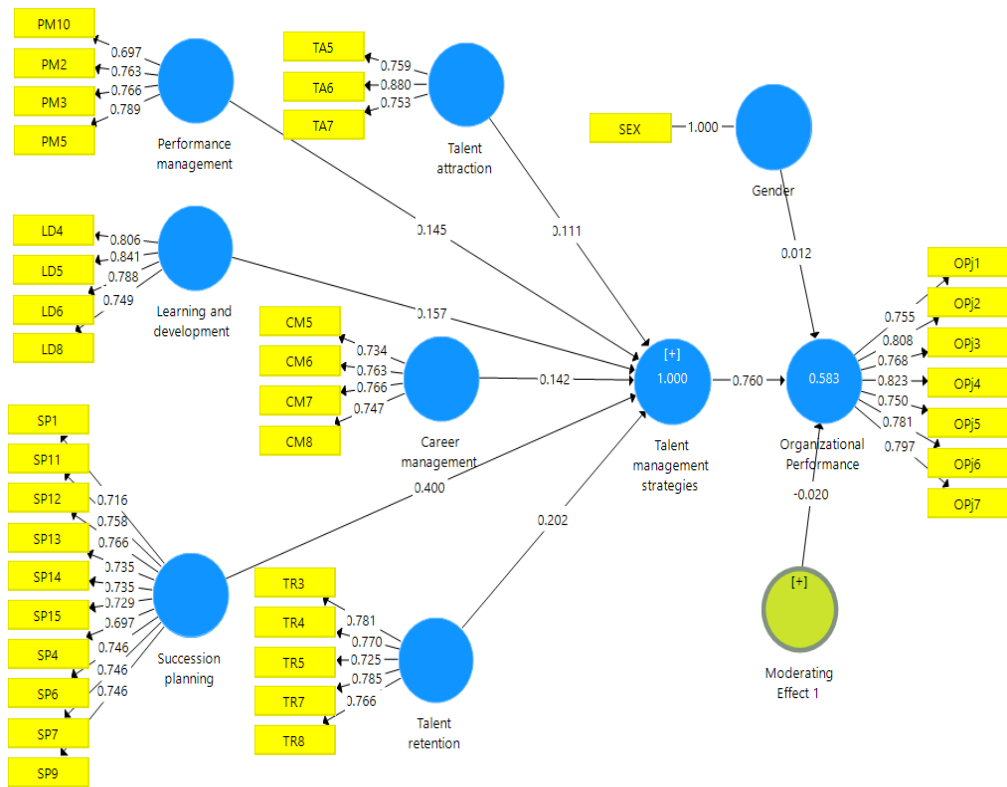
Source: Field Survey, (2020)

**Table 17: Coefficient of Determination**

	R Square	R Square Adjusted
Organisational Performance	0.583	0.578
Talent management strategies	1.000	1.000

Source: Field Survey, (2020)

The study further sought to assess how much and the kind of variance in organisational performance is attributed to changes in the predictors (Talent management strategies as measured by career management, learning and development, performance management, succession planning, talent attraction, and talent retention and gender, given its interaction effect) in a single model. The predictive capacity of the model is presented in Table 16. It was found that talent management practices together with gender and its interaction effect accounted for a moderate positive variance in organisational performance of telecommunication companies in Ghana ( $r^2=0.583$ ) when all other factors not captured in this study but are affecting the organisational performance of telecommunication companies in Ghana are statistically controlled for. Thus, 58.3% positive variance in organisational performance is attributed to changes in talent management strategies, gender, and its moderating effect. Pictorially, the structural model is presented in Figure 6.



**Figure 6: Structural Model (Gender)**

Source: Field Survey, (2020)

**Moderation Effect of Job level: Measurement Model**

**Table 18: Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Career management	0.745	0.746	0.840	0.567
Job level	1.000	1.000	1.000	1.000
Learning and development	0.807	0.809	0.874	0.635
Moderating Effect 1	1.000	1.000	1.000	1.000
Organisational Performance	0.895	0.896	0.918	0.614
Performance management	0.747	0.748	0.841	0.569
Succession planning	0.907	0.907	0.923	0.544
Talent attraction	0.716	0.741	0.841	0.639
Talent management strategies	0.954	0.955	0.957	0.428
Talent retention	0.823	0.825	0.876	0.586

Source: Field Survey, (2020)

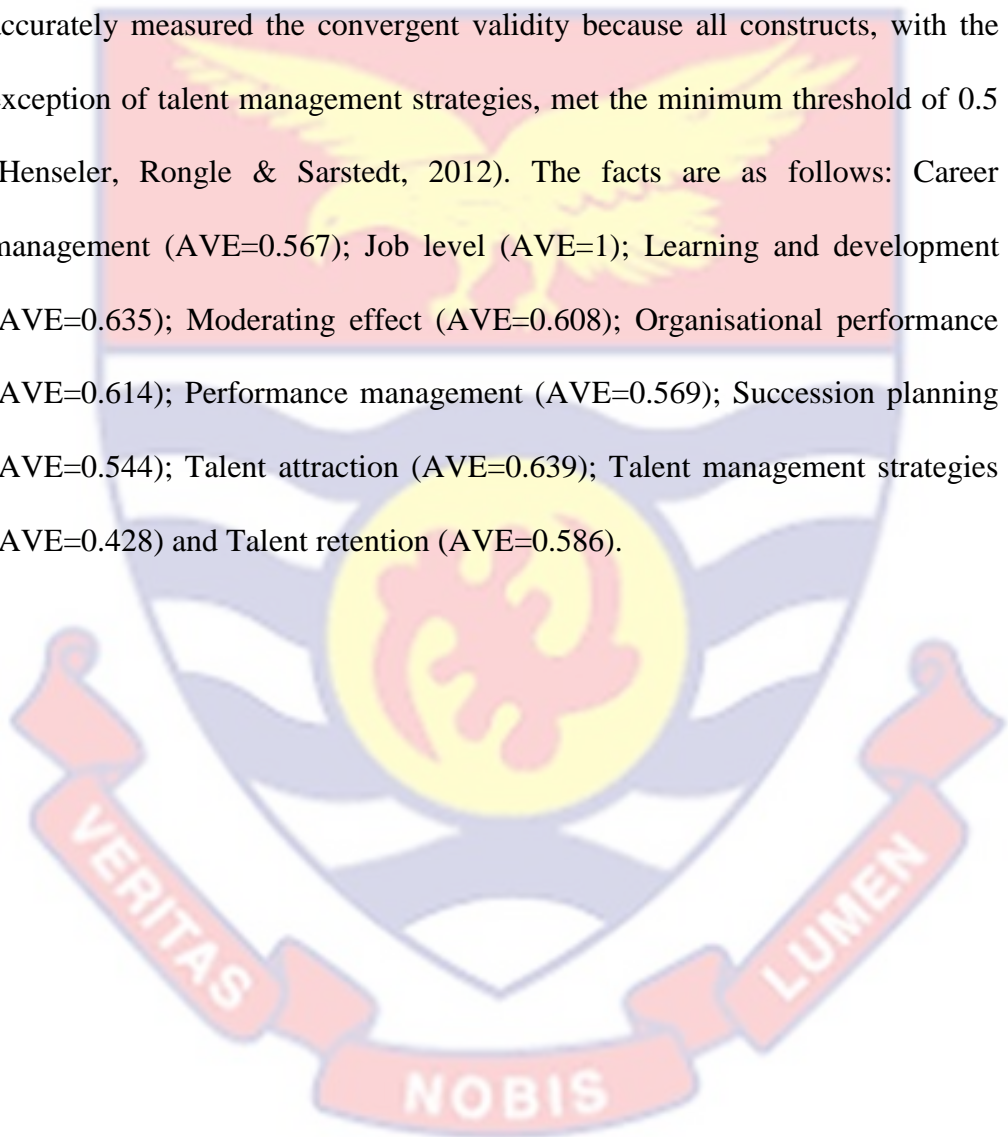
The Cronbach Alpha (CA) results show that the internal consistency was reliable because the Cronbach Alpha (CA) value for all the items exceeded the minimum 0.7 cut-off point (Hair, Hult, Ringle & Sarstedt, 2016). These facts support this assertion: Career management (CA=0.745); Job level (CA=1); Learning and development (CA=0.807); Moderating effect 1 (CA=1.000); Organisational performance (CA=0.895); Performance management (CA=0.747); Succession planning (CA=0.907); Talent attraction (CA=0.716); Talent management strategies (CA=0.954) and Talent retention (CA=0.823).

Per the findings, it is conclusive that the constructs under consideration were reliable (Ringle, Wende & Becker, 2015) because the constructs had composite reliability scores higher than 0.7. These are the facts: Career management (CR=0.840); Job level (CR=1); Learning and development (CR=0.874); Moderating effect 1 (CR=0.964); Organisational performance (CR=0.918); Performance management (CR=0.841); Succession planning (CR=0.923); Talent attraction (CA=0.841); talent management strategies (CA=0.957) and Talent retention (CA=0.876).

Furthermore, Henseler (2017) argued that both Cronbach's Alpha and composite reliability refers to sum scores, not composite scores. The rho\_A is therefore cognized as the most important PLS reliability measure (Dijkstra & Henseler 2015), which is currently the only consistent reliability measure of PLS construct scores (Henseler, 2017). From the findings, all the constructs had a rho\_As higher than 0.7 minimum threshold. Career management (rho\_A=0.746); Job level (rho\_A=1); Learning and development (rho\_A=0.809); Organisational performance (rho\_A=0.896); Moderating

effect 1 ( $\rho_A=1.000$ ); Performance management ( $\rho_A=0.748$ ); Succession planning ( $\rho_A=0.907$ ); Talent attraction ( $\rho_A=0.741$ ); Talent management strategies ( $\rho_A=0.955$ ) and Talent retention ( $\rho_A=0.825$ )

Convergent validity was measured with the AVE (Hair, et al., 2016). Close observation of the AVEs for the constructs demonstrates that they accurately measured the convergent validity because all constructs, with the exception of talent management strategies, met the minimum threshold of 0.5 (Henseler, Ringle & Sarstedt, 2012). The facts are as follows: Career management (AVE=0.567); Job level (AVE=1); Learning and development (AVE=0.635); Moderating effect (AVE=0.608); Organisational performance (AVE=0.614); Performance management (AVE=0.569); Succession planning (AVE=0.544); Talent attraction (AVE=0.639); Talent management strategies (AVE=0.428) and Talent retention (AVE=0.586).



**Discriminant Validity**

**Table 19: Heretrait-Monotrait Ratio**

	Career management	Job level	Learning and development	Moderating Effect 1	Organisational Performance	Performance management	Succession planning	Talent attraction	Talent management strategies
Job level	0.170								
Learning and development	0.871	0.128							
Moderating Effect 1	0.148	0.047	0.038						
Organisational Performance	0.698	0.054	0.693	0.070					
Performance management	0.872	0.099	0.837	0.111	0.771				
Succession planning	0.877	0.108	0.788	0.109	0.815	0.817			
Talent attraction	0.843	0.085	0.773	0.107	0.664	1.012	0.775		
Talent management strategies	0.994	0.120	0.925	0.106	0.821	0.975	1.000	0.942	
Talent retention	0.838	0.089	0.751	0.078	0.814	0.780	0.907	0.783	0.969

Source: Field Survey, (2020)

Discriminant validity represents the uniqueness and distinctiveness of each construct relative to other constructs in the model (Afum, Sun & Kusi, 2019). Discriminant validity was measured with the Heterotrait-Monotrait [HTMT] which according to Henseler, Ringle and Sarsstedt, (2015) represent the geometric mean of the heterotrait-heteromethod correlation divided by the average of the monotrait-heteromethod and best measures discriminant validity in the reflective model than Fornell-Larcker Criterion and Factor Loadings. To accurately measure discriminant validity in a well-fitted model, the HTMT ratio in reflective construct should be less than 0.9. (Henseler, Ringle & Sarsstedt, 2015). In a more liberal sense, Gaskin, Godfrey and Vance, (2018) argued that to measure discriminant validity, HTMT ratio of less than one (1) must be obtained. This stance is however debatable. The findings in Table 19. Almost all the paired constructs accurately measured discriminant validity. There were violations and these are found in talent management strategies versus succession planning and talent attraction verse performance management.

**Common Method Bias**

**Table 20: Inner VIF**

	Organisational Performance	Talent management strategies
Career management		2.616
Job level	1.013	
Learning and development		2.319
Moderating Effect 1	1.011	
Performance management		2.878
Succession planning		3.626
Talent attraction		2.550
Talent management strategies	1.020	
Talent retention		2.879

Source: Field Survey, (2020)

Reflective models are prone to errors and biases, therefore, it becomes imperative to examine the test of collinearity statistics and report the same (Hair, et al., 2016). This was measured with the VIF value as its usage in this context has been confirmed in reflective models in structural modeling (Kock, 2015). Generally, it is acknowledged that when collinearity statistics is above 3.3 thresholds, it generally implies the model is prone to be affected by common method bias.

On the other hand, when the VIF is less than 3.3, such reflective models are deemed to be without common method bias (Afum, Sun & Kusi, 2019). However, Kock and Lynn (2015) further argued that VIF needs to have a score of 5 or lower to avoid multicollinearity problem (Kock & Lynn, 2012; Hair et al., 2011) in situations where algorithms incorporate measurement error, especially for factor-based PLS-SEM algorithms. This model perfectly epitomizes a factor-based algorithm. The VIF scores (Table 20) therefore portray that there is no common method bias for all the constructs.

### **Multi-Collinearity**

### **Outer VIF**

### **Structural Model of the Moderating Effect (Job Level)**

### **Outer Loadings**

The outer loadings of the indicators of each of the constructs considered in the model are presented in Table 21.



**Table 21: Coefficients**

	Beta	F-square	T Statistics	P Values
Career management -> Talent management strategies	0.142	283.578	19.152	0.000
Job level -> Organisational Performance	0.033	0.003	0.775	0.219
Learning and development -> Talent management strategies	0.157	394.855	18.128	0.000
Moderating Effect 1 -> Organisational Performance	-0.014	0.001	0.453	0.325
Performance management -> Talent management strategies	0.145	271.424	19.144	0.000
Succession planning -> Talent management strategies	0.400	1629.002	27.684	0.000
Talent attraction -> Talent management strategies	0.111	178.189	17.958	0.000
Talent management strategies -> Organisational Performance	0.768	1.391	26.250	0.000
Talent retention -> Talent management strategies	0.202	525.621	21.086	0.000

Source: Field Survey, (2020)

The co-efficient results indicate talent management strategies made a statistically significant positive contribution to causing the positive variance in organisational performance (Beta=0.768; t=26.250; p=0.0001: p<0.05). Thus, it can be expressed that a unit increase in scores for talent management causes 0.760 significant improvements in the organisational performance of telecommunication companies in Ghana. The converse also holds that a unit fall in scores for talent management strategies causes a 0.768 significant reduction in organisational performance of telecommunication companies in Ghana. The effect size shows that talent management strategies cause a moderate statistically significant positive variance in organisational performance ( $f^2=1.391$ ) of telecommunication companies in Ghana.

On the other hand, it was discovered that job level had a statistically insignificant positive effect on the organisational performance of telecommunication companies in Ghana (Beta=0.033;  $t=0.775$ ;  $p=0.219$ ;  $p>0.05$ ). Thus, job level though has the potential to improve the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance and not the nature of scientific interaction among the variables in the structural model, given the underlying measurement considerations.

Similarly, it was discovered that the moderating effect three (3) had a statistically insignificant negative effect on the organisational performance of telecommunication companies (Beta=-0.014;  $t=0.453$ ;  $p=0.325$ ;  $p>0.05$ ). Thus, moderating effect though has the potential to hamper the level of organisational performance of telecommunication companies in Ghana, such impact is however can be attributed to chance and not the nature of scientific interaction among the variables in the structural model, given the underlying measurement considerations, hence having no impact on the level of organisational performance. The moderation analysis shows that the interaction of job level of workers with talent management strategies in the telecommunication industry of Ghana does not affect the strength and direction of the impact on talent management strategies on organisational performance of telecommunication companies hence, it is advisable for talent management to be made available to all workers of telecommunication companies in Ghana irrespective of their job levels in their respective organisations.

This also confirms that job level is not a deciding factor of organisational performance of telecommunication companies in Ghana. Job level consideration, therefore, is not a significant determinant of talent management selection and its impact on organisational performance. This finding, therefore, contradicts the claim that seniority is assumed to be effective on training performance and outcomes based on the hypothesis that more senior employees with longer work experience are more likely to generate higher performance during and after talent management strategies than lower or entrant employees. The co-efficient results were used to test the hypothesis “H0<sub>9</sub> Job level has no moderating effects on the relationship between talent management strategies and organisational performance”. As a result, at the (0.05) significance level, the study failed to reject the hypothesis. This meant that job level had no effect on the relationship between talent management and organisational performance in Ghanaian telecommunications firms. The moderating effect is presented pictorially in Figure 7.



**Figure 7: Moderating Effect (Job Level)**

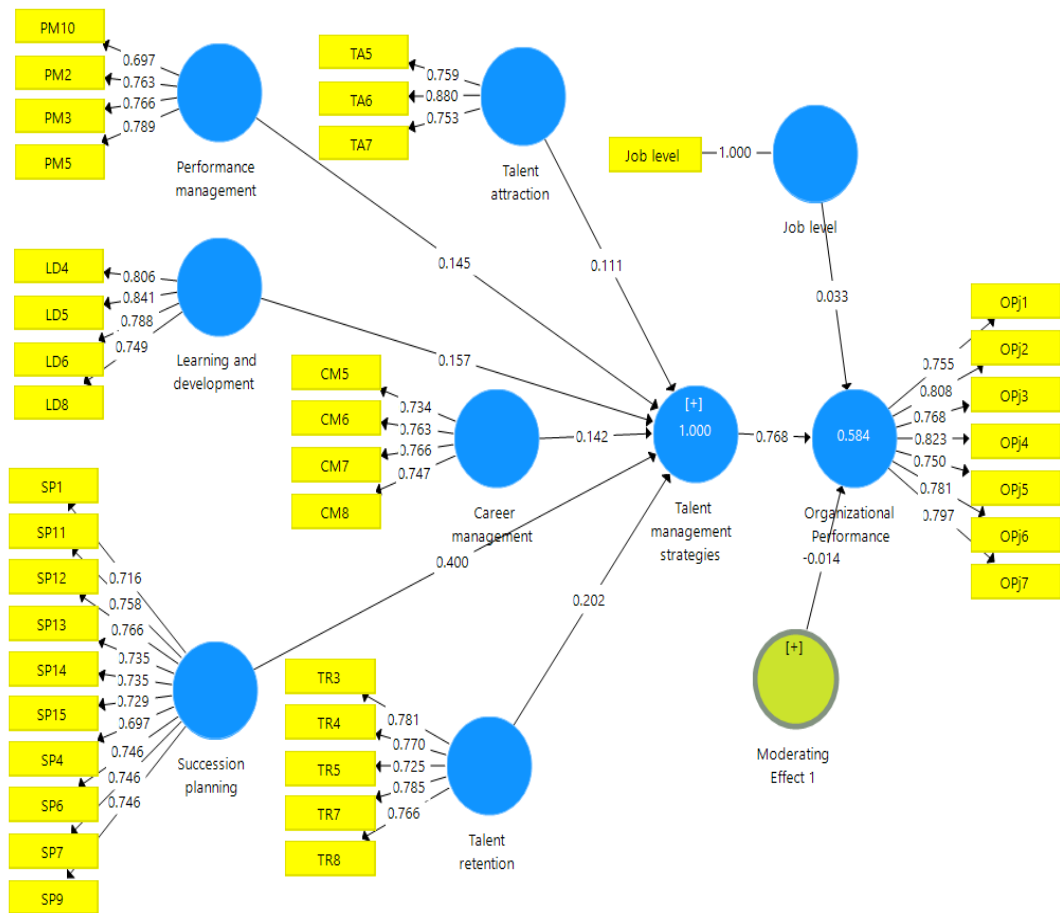
Source: Field Survey, (2020)

**Table 22: Coefficient of Determination**

	R Square	R Square Adjusted
Organisational Performance	0.584	0.579
Talent management strategies	1.000	1.000

Source: Field Survey, (2020)

The study further sought to assess how much and the kind of variance in organisational performance is attributed to changes in the predictors (Talent management strategies as measured by career management, learning and development, performance management, succession planning, talent attraction, and talent retention and job level, given its interaction effect) in a single model. The predictive capacity of the model is presented in Table 22. It was found that talent management practices together with job level and its interaction effect accounted for a moderate positive variance in organisational performance of telecommunication companies in Ghana ( $r^2=0.584$ ) when all other factors not captured in this study but are affecting the organisational performance of telecommunication companies in Ghana are statistically controlled for. Thus, 58.4% positive variance in organisational performance is attributed to changes in talent management strategies, job level, and its moderating effect. Pictorially, the structural model is presented in Figure 8.



**Figure 8: The structural model (Job Level)**

Source: Field Survey, (2020)

### Chapter Summary

First of all, the correlation analysis proves there is a statistically significant positive correlation between the components of talent management and organisational performance. Furthermore, the study proves talent management among telecommunication companies in Ghana help translates such investment in the workforce into a significant improvement in organisational performance. Components of talent management practices that improve organisational performance include performance management, succession planning, and talent retention. Other aspects such as career management, learning and development, and talent attraction however failed

to improve organisational performance. Age, gender, and job level all failed to moderate the predictive relationship between talent management and organisational performance in the telecommunication industry of Ghana.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATION

#### Introduction

Generally, the study sought to assess the effect of talent management strategies on the organisational performance of telecommunication companies in Ghana after controlling for the moderating effects of age, gender, and job level. The previous chapter provided information relating to the results and discussions made in respect of the specific objectives and that of the tested hypotheses. This chapter contains a summary of the main findings obtained in relation to the specific study objectives and hypotheses, conclusions drawn in accordance with each objective or hypothesis, and recommendations based on the key evidences.

#### Summary of Key Findings

The findings relating to the objectives of the various strategies employed by this study; were to assess the effect of these talent management strategies on the performance of telecommunication companies in Ghana. It was discovered that talent management practices as measured by talent attraction, performance management, learning and development, career management, talent retention, and succession planning jointly account for 62.0% positive variance in organisational performance among telecommunication companies in Ghana when the effect of other factors not captured for in the model is statistically controlled for. The measures of organisational performance that are improved as a result of changes in talent management strategies employed by telecommunication companies in Ghana include improved competitiveness, an increase in sales, improved employee

productivity, high employee morale, high returns on investment, increase in profitability, and high reduction in waste.

Regarding the contributions of the various components of talent management strategies creating the moderate positive variance in organisational performance of telecommunication companies in Ghana, the study indicate succession planning makes a statistically significant positive contribution to causing the positive variance in organisational performance. The effect size shows that succession planning causes a weak statistically significant positive variance in organisational performance. The predictive relevance score shows that succession planning has a small predictive relevance. Similarly, the study confirms performance management makes a statistically significant positive contribution to causing the positive variance in organisational performance. The effect size shows that performance management causes a weak statistically significant positive variance in the organisational performance of telecommunication companies in Ghana. The predictive relevance score shows that performance management has no predictive relevance.

Furthermore, it was discovered that talent retention also makes a statistically significant positive contribution to causing the positive variance in the organisational performance of telecommunication companies in Ghana. The effect size shows that talent retention strategies cause a weak statistically significant positive variance in organisational performance. The predictive relevance score shows that talent retention strategies have a small predictive relevance. On the contrary, the study concludes learning and development has a statistically insignificant positive effect on organisational performance of



telecommunication companies. No wonder it has no predictive relevance in the model at all. Similarly, it was discovered that career management practices have a statistically insignificant negative effect on organisational performance of telecommunication companies. In the same fashion, the study proves talent attraction has a statistically insignificant negative effect on organisational performance of telecommunication companies.

Also, the study sought to examine the moderating effect of age, gender, and job level on the relationship between talent management strategies and organisational performance among telecommunication companies in Ghana. This objective was therefore divided into three different hypotheses. The seventh hypothesis sought to examine the moderating effect of age in the predictive relationship between talent management strategies on organisational performance among telecommunication companies in Ghana. It was discovered that age does not moderate the predictive relationship between talent management strategies and organisational performance. Thus, it was discovered that the moderating effect one (1) has a statistically insignificant negative effect on organisational performance of telecommunication companies (Beta=-0.019; t=0.020; p=0.492;  $p>0.05$ ). It was however found that talent management practices together with age and its interaction effect accounted for a moderate positive variance in organisational performance of telecommunication companies in Ghana ( $r^2=0.583$ ) when all other factors not captured in this study but are affecting organisational performance of telecommunication companies in Ghana are statistically controlled for.

Furthermore, the results relating to the seventh hypothesis of the second moderator revealed that gender of respondents has a statistically

insignificant positive effect on organisational performance of telecommunication companies in Ghana (Beta=0.012; t=0.310; p=0.378; p>0.05). Again, that it was discovered that moderating effect two (2) has a statistically insignificant negative effect on organisational performance of telecommunication companies (Beta=-0.020; t=0.484; p=0.314; p>0.05). The predictive capacity of the model proves talent management practices together with gender and its interaction effect accounted for a moderate positive variance in organisational performance of telecommunication companies in Ghana ( $r^2=0.583$ ) when all other factors not captured in this study but are affecting organisational performance of telecommunication companies in Ghana are statistically controlled for.

Finally, the results relating to the seventh hypothesis of the third (job level) moderator showed that job level has a statistically insignificant positive effect on organisational performance of telecommunication companies in Ghana (Beta=0.033; t=0.775; p=0.219; p>0.05). Similarly, it was discovered that moderating effect three (3) has a statistically insignificant negative effect on organisational performance of telecommunication companies (Beta=-0.014; t=0.453; p=0.325; p>0.05). The predictive capacity of the model proves talent management practices together with job level and its interaction effect accounted for a moderate positive variance in organisational performance of telecommunication companies in Ghana ( $r^2=0.584$ ) when all other factors not captured in this study but are affecting organisational performance of telecommunication companies in Ghana are statistically controlled for.

## Conclusion

Based on the findings, the first hypothesis is that Talent Attraction had an insignificant positive effect on the organisational performance of telecommunication companies in Ghana. Also, the conclusion on the second hypothesis is that improvement is needed when it comes to learning and development, because the study indicate Learning & Development had an insignificant positive effect on the organisational performance of telecommunication companies in Ghana. Similarly, the fourth hypothesis, career management had an insignificant positive effect on the organisational performance of telecommunication companies in Ghana. Furthermore, in relation to the conclusion on the third (performance management), fifth (talent retention) and the sixth hypotheses that is succession planning are that talent management is required to improve organisational performance in the telecommunication firms in Ghana, because the study indicate that performance management, talent retention and succession planning had a statistically significant positive effect on organisational performance. The effect size shows that performance management, succession planning and talent retention causes a weak statistically significant positive variance in organisational.

However, in relation to the conclusion on the seventh hypothesis (age, gender and job level) it was revealed that age of workers does not influence how talent management strategies are implement and its effects on organisational performance. Thus, age has a statistically insignificant positive effect on organisational performance of telecommunication companies in Ghana. Also, gender and job level should not be a contributing factor when

deciding on talent management strategies, hence it is advisable for talent management to be made available to all workers of telecommunication companies in Ghana irrespective of their gender or job level. It is however, evident that telecommunication companies in Ghana implement talent management strategies as part of their corporate strategies to improve organisational performance.

### **Recommendations**

Based on the study's findings for the specific research objectives and hypotheses tested, the following recommendations are being offered to all stakeholders who may have an interest in this study for them to act accordingly to produce desired results. The study proves that there are statistically significant correlations between talent management strategies and organisational performance among telecommunication companies in Ghana and therefore this study recommends to telecommunication companies in Ghana and by extension, all businesses operating in Ghana should design and implement talent management strategies including talent attraction, performance management, learning and development, career management, talent retention, and succession planning and probably their organisational performance may be associated with positive improvements. Special preferences could be placed on succession planning and talent retention because these talent management strategies seemed to be associated with improved organisational performance strongly unlike the remaining components of talent management strategies considered in the context of this study.

The predictive analysis results proved that talent management strategies employed by telecommunication companies in Ghana account for 62.0% positive variance in organisational performance as measured by improved competitiveness, increase in sales, improved employee productivity, high employee morale, high returns on investment, increase in profitability and high reduction in waste. It, therefore, makes managerial sense for telecommunication companies in Ghana to design astute talent management strategies and efficiently implement same and this would eventually cause their operational performance to significantly improve.

Managers must place a priority on succession planning because this aspect of talent management strategy has small predictive relevance in predicting organisational performance while also being the strongest unique predictor of organisational performance with weak effect size. Managers of telecommunication companies in Ghana must effectively and efficiently implement succession planning in the light of proper mentoring and coaching, the usage of codified rating systems to measure performance and future potential, merit-based promotion system, assessment of future requirements and competencies for leadership positions, astute job rotation system, incentive schemes for retaining talented existing employees, sponsorship of education and training, HR-led career path definition for employees, systems for grooming internal workforce through reliable evaluation and feedback systems.

Similarly, it is recommended that the management of Ghanaian telecommunications companies emphasize the implementation of performance management as a talent management tool for improving the level of their

organisation performance. Specific measures of performance management that must be stressed includes communicating targets and their due dates to staff of every department, providing mechanisms for performance feedback, providing opportunities for growth and development, providing accurate information on workers' strengths, weaknesses and development areas through performance reviews, and tapping talents from internal sources (internal recruitment). The adequate corporate investment must be channelled in this strategy to make it a successful purposeful investment.

Again, the study proved that talent retention strategies also caused a statistically significant positive variance in organisational performance of telecommunication companies in Ghana hence the choice reserved for prudent managers to follow suit to improve the corporate performance of their businesses in Ghana. Special managerial efforts and investment should be placed on the effective use of leadership styles for handling employee issues, the existence of competitive motivation-driven compensation, morale-driven internal recruitment policy, flexible working schedules for employees, offering of training opportunities for talented employees, execution of effective confidence-oriented performance assessment as well as ensuring satisfied and motivated workforce among telecommunication companies in Ghana. These aspects of talent retention strategy have the potential to improve the level of organisational performance.

However, the inability of career management, learning and development, and talent attraction to significantly predict positive variance in organisational performance of telecommunication companies in Ghana proves that investment in these components of talent management strategies are not

yielding desired results on organisational performance and therefore it is advisable for managers of telecommunication companies in Ghana to stop investing and implementing these talent management practices unless they prove useful in other organisational performance metrics other than organisational performance. Further, managers should strive to improve the conditions that predict the efficacies of career management, learning and development, and talent attraction and this may perhaps cause significant positive improvement in organisational performance among telecommunication companies in Ghana.

Consideration of who participates in talent management among telecommunication should not be based on gender, age, and job level because these variables have no bearing on the impact of talent management strategies on organisational performance of telecommunication companies in Ghana. Thus, talent management opportunities should be made available to employees in the telecommunication industry of Ghana irrespective of gender, age, and job level or job position and such talent management initiatives would induce improved organisational performance.

### **Suggestions for Further Studies**

Similar research could be conducted in other industrial sectors which is also competitive in the economy and on the job market to assess how the strategies considered in the context of this study collectively affect individual worker performance as well as organisational performance. Other socio-demographic factors other than gender, job level, and age could equally be integrated into such studies to assess their moderating effect.

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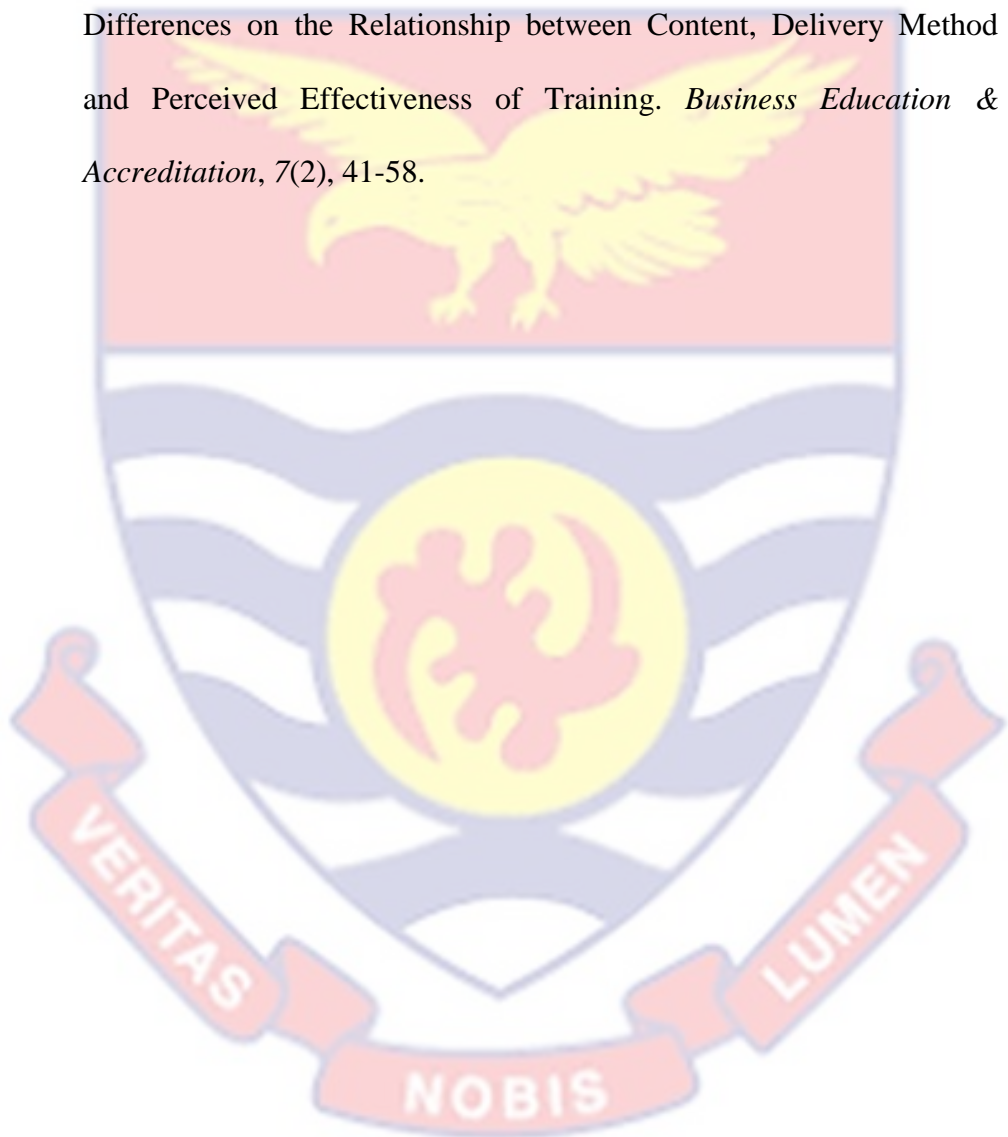


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APPENDICES

APPENDIX A

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Questionnaires

Dear Respondent,

I am researching the topic **Talent Management and Organisational Performance using your institution as a case study**. You have therefore been identified as a critical respondent who needs to provide me input in this study. You will be helping me immensely if you respond to all the items on the questionnaire precisely as you perceive or experience the issue under consideration. You only need tick where relevant or fill in the information needed on the provided spaces as sincerely and precisely as you can. Your confidentiality and anonymity are assured, and will only be used only for academic purpose.

*Instructions*

Please, indicate by ticking (✓) the statements in the various **section**, the extent of your agreement or disagreement on a 1 – 5 scale representing the rank of the responses. Please answer all questions by **indicating** your level of agreement from 1=*least agreement* to 5=*highest agreement* with each statement

**SECTION A: BACKGROUND INFORMATION OF RESPONDENTS**

Please tick in the appropriate box

**1. Gender**

Male

Female

**2. Age in years:**

20-29

39

40-49

50 and above

**3. Marital Status:**

Married

Single

**4. How long have you been with this company?**

1-4

5-9

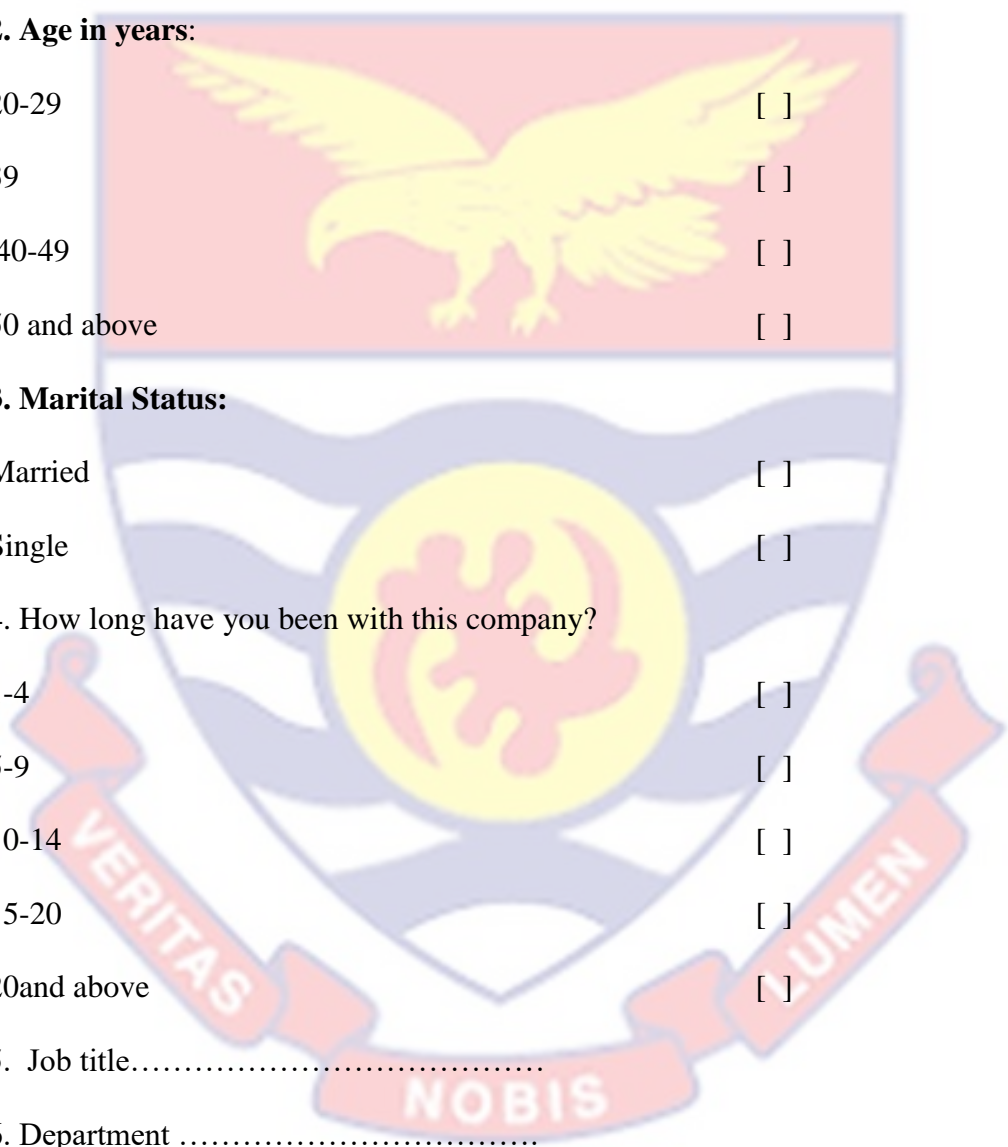
10-14

15-20

20and above

5. Job title.....

6. Department .....



**SECTION B**

**Variables of Talent management**

	<b>Statement on the Attraction of Talent</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8	My company is actively involved in communicating and implementing strategies to improve employer branding.					
9	Because of my company's excellent working conditions and competitive pay, it has been able to attract top talent.					
10	Employee retention has increased as a result of how this company selects people based on qualifications and skills.					
11	In order to attract talented employees, my company works hard to build a positive brand image.					
12	A positive organisational climate is frequently ensured in order to attract the best talent.					
13	In attracting the best talent, this company guarantees job security.					

**SECTION C**  
**Performance Management**

Statement on Performance Management	1	2	3	4	5
15. Specific goals and deadlines are articulated to my department's staff					
16. My company has systems in place to ensure performance and feedback.					
17. Opportunities are provided for growth and development					
18. My organisation's performance evaluations provide me with reliable information regarding my qualities, weaknesses, and areas for improvement.					
19. Prior to advertising a vacancy, every attempt is made to tap into the internal talent pool.					

20. Aside from the factors mentioned above, how else could performance management influence organisational performance?

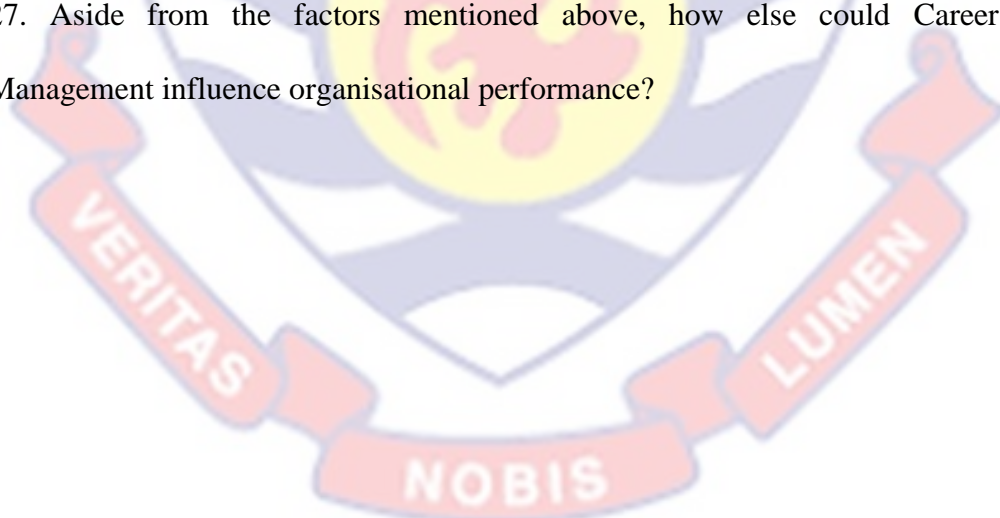
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**SECTION D**

**Career Management**

	<b>Statement on career management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
21	In this company, career planning, facilitates the company's development and growth.					
23	My company intends to invest in employee development and advancement.					
24	In every department, my company makes an effort to create career paths and job families.					
25	In my company, we create programs and initiatives to help employees grow.					
26	My company has a provision of career mentors.					

27. Aside from the factors mentioned above, how else could Career Management influence organisational performance?



**SECTION E**

**Learning & Development**

	<b>Statement on Learning &amp; Development</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
28	This organisation has implemented appropriate L&D strategies, which has improved employee retention.					
29	An in-house development program is frequently used in our entire organisation, which tends to increase retention.					
30	Mentoring is provided by team leaders in this company, which aids in development.					
31	In my company, we place much value on Leadership skills development.					
32	In our organisation the emphasise on Teamwork skills Development has enhanced high performance					
33	Prior to conducting training, my company identifies the employees who require learning and development, as well as the level of learning and development required.					
34	Our organisation's emphasis on teamwork skill development has resulted in higher levels of performance.					

35. Aside from the factors mentioned above, how else could Learning and Development influence organisational performance?



**SECTION F**

**Succession Planning**

	<b>Statement on Succession planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
36.	Efforts are being made to identify talent among existing staff for potential leadership positions.					
37.	In my organisation, job rotation is very well executed in all departments.					
38.	My company has incentive systems in place to keep existing employees with exceptional talent.					
39.	Internally, my organisation groomed candidates on a routine basis, assessed them, and feedback given.					
40.	Most managers and supervisors in my organisation engage in mentoring and coaching.					
40.	Management in my organisation supports employees who want to advance in their careers through the Education Policy and training sponsorships.					
41.	We have a standardized rating system that assesses both current performance and future potential.					

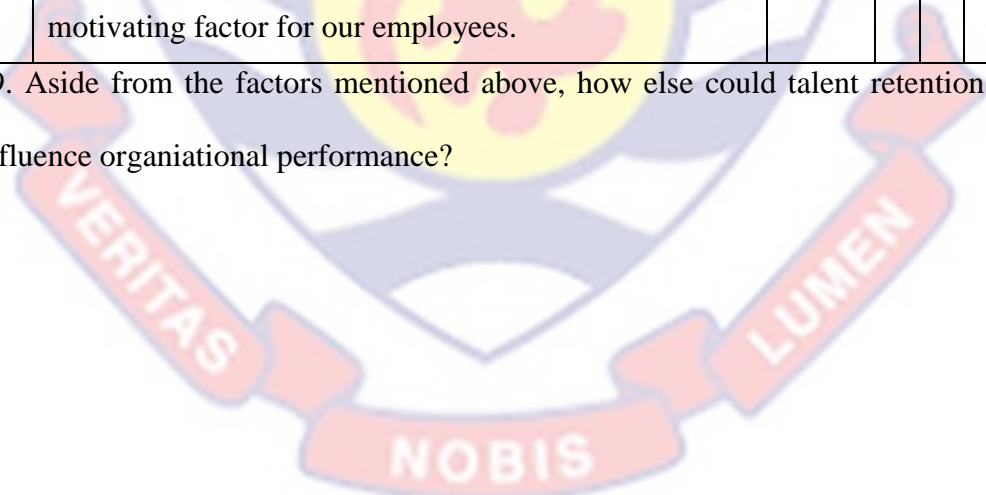
42. Aside from the factors mentioned above, how else could succession planning influence organisational performance?

**SECTION G**

**Talent Retention**

	<b>Statement on talent retention</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
43.	My company has an appropriate leadership style and takes care of employee issues.					
44.	My organisation has a competitive compensation system in comparison to other organisations in the same industry, which serves as a motivator for our employees.					
45.	Internal recruitment policies are in place to help boost employee loyalty and morale.					
46.	This company provides training opportunities to help employees advance in their careers and thus retain talented employees.					
47.	My company has an effective performance evaluation system that boosts employee confidence.					
48.	Flexible working hours at my company are a motivating factor for our employees.					

49. Aside from the factors mentioned above, how else could talent retention influence organisational performance?



**SECTION H**

**Moderating Variables**

	<b>Statement on Moderating Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
50	Career diversity at my company caters for individual differences in respect to career preferences					
51	Diversity in careers and work arrangements is standard in my company.					
52	Individuals' talent is treated and managed differently on the basis of their job level in this organisation.					
53	Do you feel there is enough transparency in company - wide decision-making processes when it comes to talent management?					
54	My organisation adequately prepared junior or mid-level employees to step into senior leadership positions					
55	Senior managers are always the first call in terms of Training & Development.					
56	Age is a restraining factor in career management					

SECTION I

Organisational performance

Statement on Organisational Performance		1	2	3	4	5
55.	We genuinely think that talent management improves our competitiveness in this industry.					
56	Employee productivity rises as a result of talent management in the workplace.					
57.	The formal succession planning at this organisation has accounted for a significant return on investment.					
58.	This organisation's talent management has resulted in significant profitability.					
59.	Waste has been reduced as a result of my company's training and development strategy.					
60	Sales have increased as a result of my company's talent retention strategy.					
61	The internal recruitment policy of this company helps to boost employee morale.					

**APPENDIX B**

**UNIVERSITY OF CAPE COAST**

**COLLEGE OF HUMANITIES AND LEGAL STUDIES**

**SCHOOL OF BUSINESS**

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**INTERVIEW GUIDE**

The interview guide will try to achieve the following objective;

To establish how **talent management affects organisational performance at Telecommunication sector in Ghana.**

**SECTION A**

**Talent Management**

1. Between 2018 and 2020, how many employees left the company?  
.....
2. Which employee group made up the majority of those who left the company between 2018 and 2020?
3. What steps has the company taken to manage its human resources?
4. What are some of the advantages that the company gains as a result of its talent management?
5. To achieve organisational excellence, does your company integrate talent management with business strategy?
6. Has the company appointed a senior-level executive to assume the mantle of full-time chief talent officer to achieve the greatest success in talent management?

## SECTION B

### Talent management and organisational performance

7. How does the organisation develop and leverage the unique characteristics of knowledge in order to have a cutting- edge?
8. How does the organisation avoid getting its unique talent management qualities mimicked by other firms?
9. How does the company identify the kinds of individuals and capabilities that will contribute positively or give the organisation a competitive advantage now or in the future?
10. Does the company have a culture that reduces the fear in employees of redundancy after they have contributed their talent in the quest for organisational competitive advantage?

