IDENTIFYING EMPLOYEE TALENT FOR DEVELOPMENT AND RETENTION (THE CASE OF SOME SELECTED FM STATIONS IN KUMASI)

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DECLARATION

I hereby declare that this submission is my own work towards the Master of Business Administration (Human Resource Management Option) Degree and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

The issue of developing and retaining talents in organization is paramount to its growth since talents in the media have become trading commodities. The purpose of this study is to investigate into the process employers use in identifying employee talent for development and retention in some selected FM stations in Kumasi. The study among other things seeks to examine the current talent identification and development practices, to identify challenges associated with talent development practices, to examine employers' talent retention measures and their challenges in the selected FM stations in Kumasi. Both primary and secondary data were collected to guide the study. Primary data were obtained by interviewing and administering questionnaires which required respondents to indicate the frequency of employers use of crowdsourcing, performance appraisal, and training and development to identify and develop employee talent to the selected FM stations within Kumasi Metropolis. Secondary data were obtained from existing literature. Data collected were analysed using descriptive statistics (pie and bar chart) and Relative Importance Index (RII) via Statistical Package for Social Sciences (SPSS). The study revealed that methods used in identifying talent also serve as talent retention measures. It also came to light that there are no existing codes of conduct governing employees in the media, and employers also deem it unnecessary to employ Human Resource Managers with the perception that HRM do not perform any extraordinary function apart from what other functional managers do. This behaviour among others account for employee turnover. The study therefore, recommended that for effective talent management to exist the media industry should endeavor to employ HRM and establish code of conducts to guide employees to curb turnover, and ensure there are well-developed programmes in all institutions where employees can develop their talent, and develop themselves well for efficiency and effectiveness.

ACKNOWLEDGEMENT

DEDICATION

This thesis is dedicated to my Beloved Husband, Kofi Kwarteng Amanin (Agyaofi).

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LIST OF ABREVIATIONS

CIPD…………………………………………. Chartered Institution of Personnel Development
DNA…………………………………………………………... Deoxyribonucleic Acid
EVP…………………………………………………………. Employee Value Proposition
FM ……………………………………………………… …...Frequency Modulation
GJA…………………………………………………… Ghana Journalism Association
HHCC …………………………………………………… Hewitt's Human Capital Consultancy
HND…………………………………………………………. Higher National Diploma
MNCs ……………………………………………………Multinational Corporations
RII ………………………………………………… Relative Importance Index
SPSS ………………………………………… …...Statistical Package for Social Sciences
STM……………………………………………………Strategic Talent Management
TI ……………………………………………….……Talent Identification
TM………………………………………………………….Talent Management
PWC …………….………………………………………...Pricewaterhouse Coopers

CHAPTER ONE

INTRODUCTION

1.0   Background of the study

Talent can be defined as a natural endowment or ability of superior quality, or a recurring pattern of thought, feeling or behavior that can be productively applied. It is about what one seems to be naturally good at.   Talents come in different varieties – artistic or technical, mental or physical, and inwardly or outwardly

There are different perceptions on talent.   One group of researchers alleges that talent has genetic basis.   They define talent as a genetic predisposition to excel. Human beings are designed with talent in their Deoxyribonucleic Acid (DNA) code. This makes them have a tendency toward certain areas where their inborn talents flourish.

Others believe that one has to learn to be talented.   They argue that talent is a relative measure of hard work; no one is born with perfect hand eye coordination, but can improve what has been studied become more talented.   Since babies clearly can't do certain activities, it is obvious that talent is learned.   In both assertions; whether naturally endowed or acquired, talent develops. In-born talent matures with age with no or little learning but constant practicing. Talent can be acquired by combining the organisation's recruitment practices, intellectual property, and resources at hand.

As asserted by Kelly (2013), the cornerstone to an organization's growth from within strategy is the identification of high potential talents that the organization has.   In any succession management or leadership development plan, the identification of

high potential (talented) employees plays an important role. Employees with high potentials have the ability and aspiration to hold successive positions in an organization. Management can design developmental opportunities to prepare the talented for future positions when they are identified.

There are good reasons to identify talents - to reduce high potential drop-out rates, and the associated wasted resources and expenses.

Talent management is one of the most important factors in ensuring sustainable organizational success (McDonnell, 2011). It has emerged as the solution to current challenges in Human Resources (Collings and Mellahi, 2009). Talent identification and management consists of the ways of attracting, recruiting, selecting, developing, and retaining the most talented and superior employees available in the job market in organization. Talent management is the science of using strategic human resource to improve business value and to make it possible for organizations to reach their goals, thus everything done to recruit, retain, develop, reward and make people perform form part of talent management. It also refers to the anticipation of required human capital for an organization and the planning to meet those needs.

The concept of talent management emerged after Mckinsey and Company (1997) created the now legendary slogan "War for Talent" to describe the contemporary business world as infused by the scarcity of talent and the struggle of the firms to attract and retain human capital which is their most important asset.

Wellins et al. (2009) define talent management as a mission critical process that ensures organizations have the quantity and quality of people in place to meet their current and future business priorities. Human Resource Managers within

organizations, for highly effective talent management processes must ensure that they cover the key components such as:

a. a clear understanding of the organization's current and future business strategies

b. identify the key gaps between the talent in place and the talent required to drive the business success

c. a sound talent management plan designed to close the talent gaps

d. accurate hiring and promotion decisions; and many more.

According to Bethke-Langenegger et al, (2011), talent management practices with a strong focus on strategy, have a statistically significant higher impact on the attractiveness of the company, the achievement of business goals, customer satisfaction and corporate profit. Hence, efficient and effective management of this practice remain beneficial to both the organization and the employee who fits into allocated jobs thereby delivering to enhance image and increase productivity.

Consequently, identifying and managing talents make employee feel wanted when they are placed where they really belong in the organisation. In recognising persons that have inherent skills, traits personality and then offering them a job that matches with their qualifications saves employers from hiring and retraining. In addition, a person with a unique talent that suits a particular job profile should be identified to eliminate discomfort.

More importantly, Boston Consulting Group and World Federation of People Management Associations (2012) indicated that managing talent is one of the most

pressing areas in ranking priorities. Therefore, talent management which has as its ultimate goal of creating a work environment should find, retain, and engage the best talent affordable.   Among other things, the success of any organization is the ability to attract and retain skilled and talented people.   Organisations use a wide range of tools to develop talented employees. These include activities at the learning and training end, to on-the-job learning (coaching and mentoring), to job change and redesign (special assignments, projects, and secondments) (Morton, 2006). Talent identification and management is very important for a business in recognising the talent within their business, retaining that talent, and putting that talent to good use. It is important for a business to have a system in place for many different reasons because talent is an increasingly scarce resource, so it must be managed to the fullest effect.

More so, an organisation's ability to retain its key employees is a critical competitive advantage in today's economy.   The "war for talent" heightens the importance of retaining talented employees because "as labour markets tighten, skilled employees have greater choice in employment opportunities, and voluntary turnover typically arises" (Wright, 2006).   Hence, the need for management to arrange to put in place measures to retain the talented workforce to accomplish the goals of the organisation cannot be underestimated. Trank et al., (2002) assert that jobs that are challenging coupled with career growth are needed to attract and retain high achievers, particularly in highly competitive labour markets.   The study therefore, seeks to draw the attention of management of the selected FM stations to the need to develop employees with special talent and evolve pragmatic way for retention.

1.1 Problem statement

The workforce is the most expensive yet poorly managed asset in most organisations (Becker, et al., 2009). Management may have little or no knowledge about the strategies and programmes that could be put in place to attract, recruit, and retain high-potential employees. It is an undeniable fact that talents in the media industry have become trading commodities. This is because listeners admire presenters who are vocal, jovial, and are able to educate them. They (listeners) switch between stations that have these talented presenters. Newly-established media houses take advantage of these behaviours of listeners to offer huge sums to the talented and attract them to their establishments.

Employers do not create avenues through which they can identify workers with talents in gathering and passing out information to listeners (the core business of the media) to develop and retain them. In the radio business, most presenters train themselves from their own resources with less or no support from their employers. Those who develop the talents of radio presenters do not motivate them to stay, and at the least opportunities, these presenters leave for better job prospects. Others feel their jobs are more critical than others (those having no unique trait) and take that opportunity to punish their employers. Employees who recognize their high potentiality demand more (incentives, rewards, and acknowledgement) from their employers. The immediate supervisors who do not perform feel threatened by the success of their subordinates and therefore do not treat them well. They try as much as possible to suppress employees who listeners admire more than themselves.

These behaviours of supervisors that employers fail to address are among the disturbing factors that drive employees away.

The inabilities of employers to meet the demands of high potentials push the employees to leave for better placements. Owing to competition in the industry, employers ensure they conceal from competitors their motivational measures that help them attract and retain employees.

The employee turnover has adverse effects on the integrity of the radio stations. High-potential staffs that leave the station exit with their admirers reducing the number of listeners. Listeners lose interest in the radio station especially when turnover is high, and accuse employers of being cruel, inhuman, and stingy.

Recruiting and selection becomes unrestrained. Newly recruited staffs have to be trained on the job; incurring cost. Programmes become inactive because new and inexperienced staff would take time to accustom themselves to the rules of the game. Listeners tend to follow their favorite presenters irrespective of the radio stations they work for and so the problem being addressed is enlightening employers in recognising talent is human resource that needs to be identified, managed and retained for organizational efficiency.

1.2   Objectives of the study

The objectives of the study are grouped into two. These are general objective and specific objectives.

1.2.1. General Objective

The general objective of the study is to investigate into how employers in the media industry identify employee talent for development and retention: the case of some selected FM stations in Kumasi.

1.2.2 Specific Objectives

a) To examine the current talent identification and development practices in the selected FM stations in Kumasi

b) To identify challenges associated with talent development practices among radio presenters in the selected FM stations in Kumasi

c) To examine employers' talent retention measures and their challenges in the selected FM stations in Kumasi.

d) To propose guidelines to managers for effective talent retention practices in the selected FM stations in Kumasi.

1.3   Research questions

For this study the following questions were considered:

a) How do employers identify employees' talents for development in the selected FM stations in Kumasi?

b) What are the challenges associated with talent identification practices in the selected FM stations in Kumasi?

c) What measures do employers take to retain talent in the selected FM stations in Kumasi?

d) What guidelines are there for effective talent retention practices for the selected FM stations in Kumasi?

1.4 Importance of the study

Talent management is the ongoing process of analyzing, developing and effectively utilizing talent in the workplace resulting in retention of employees. This study seeks to assist employers to realise the need to support employees who are highly potential in acquiring more knowledge that will benefit their organization. It will also help them to implement a talent management process that is transparent for people to develop their skills and to have specific talent-development and retention objectives. Management will be able to realise measures to retain the talented who can draw more listeners since the more listeners are attracted, the more people channel announcements on funerals, festivities and advertisement through that media house.

1.5 Research methodology

The Researcher used both questionnaire and semi-structured interview methods to collect data. As argued by Collis and Hussey (2009), semi-structured interviews are appropriate when trying to understand the world of the respondent and to understand the opinions and beliefs of particular matters and situations. The interview questions were framed to detect the respondents' experience by describing some strategic issues they encountered and how they were dealt within their organizations. The research questions required a general overview of the current practices management adopts to identify, develop and retain the talented. Both primary and secondary data

were collected. The secondary data the researcher used has been critically evaluated and has been collected from relevant literature and internet sources to examine the theoretical bases of the knowledge level of Employers.

1.6 Scope of the study

Keeping in view the cost, time and effort involved, only four radio stations were chosen for the study. Proximity of the FM stations informed the researcher's choice of particular FM stations. The study explored talent identification and development practices in the selected FM Stations, the brain behind management's choice of particular identification and development measures, and the impact of practices on employees and their retention.

1.7 Limitations of the study

Much work has not been done on Talent in our part of the world. The researcher could lay hands on more foreign materials most of which are very old. Meeting with owner/managers involve following some protocol, which is in the first place time consuming, and tediousness. Employees in FM stations work in shifts – morning, afternoon, evening and night. The study required the researcher to work in the night to meet different groups of people. Working in the night is not safe especially being a female. Due to this most of the workers whose schedule is such that they work in the nights were not met.

1.8 Organisation of the study

The structure of the study talks about how the work is organized into chapters. This work is divided into five chapters. Chapter one which is on introduction begins by

describing the background to the study, research questions, problem statement, the objective of the study, research methodology, its significance, scope, limitations and organization. It moves on to literature review in Chapter two. Research Methodology is discussed in chapter three; the work presents how data was analyzed. Research Findings is discussed in chapter four. Finally, chapter gives the conclusion remarks and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Talent Identification and Development

Talent Identification (TI) is multifaceted task that requires much involvement for its realisation. Researchers in all domains are attempting to find a way to identify the best in their field. However, finding the most effective, and most efficient TI method is a complex task, which despite its apparently recent 'rise' to importance, has been a concern for quite a while. Researchers formerly used Traditional Identification (TI) methods to identify talents in their various areas. These researchers realized its weakness and have for some time now resulted to developing methods of identification which could be underpinned with scientific theory and evidence, and to adopt a more scientific selection process.

Traditional Identification procedures have been categorized by many authors as 'natural selection' (Bompa, 1999). This is due to the fact that identification is aimed at individual's current abilities and capabilities. Potential talent was often overlooked due to such poor methods of identification. With Traditional Methods, Managers tend to treat talent as innate (something rare few possess), focus on the few and neglect the many (Stepper, 2013). This method disadvantages firms and the people who they work with. Managers do all they can to spot and select those they see as talented and specially train and develop them for retention (ibid). A good talent identification programme is effective at finding previously undiscovered talent and nurturing it to achieve excellence. It should also be informed by objectivity and an absence of bias (Richard, 2013).

It should be noted that Traditional Identification method which is referred to as 'natural selection' cannot be totally ruled out as Stepper asserts. No one can be labeled as talented or having potential without first of all showing superior capabilities in whatever task that person tries to do or accomplish. TI method therefore, serves as the basis on which the scientific method thrives. While scientific methods definitely need to be considered, traditional methods also present many opportunities.

2.1 Definition of talent

Before talent can be identified it is important for an organisation to define what they mean by talent; specifically to the organization's requirements (Richard, 2013). Once the definition of "talent" has been defined and agreed, it is then a matter of identifying where the talent sits in the organization which can be identified in a variety of ways. Silzer and Church (2009), in a separate study, found that there was no clear, universal definition of potential, and some organisations relied on definitions that did not have a rigorous basis. The "high potential" designation is only meaningful in the context of an organisation, and an organisation identifying high potentials because it wants to groom them for future endeavours.

The ability to find and keep good people is critical to the success and reform in any industry. It is a major concern for industries to build capacity to "recruit and retain talented staff" (IPAC 2009).

Gaining agreement about the definition of "talent" is an important step in being able to manage that talent well. The word "talent" dates to antiquity and has a rich history. What is now of individual value was, thousands of years ago, money; to the

Hebrews, Greeks, and Romans. Talent was a unit of weight. When they exchanged precious metal of that weight it became a unit of monetary value (Michael's *et. al*. 2001). Often most organizations find greater value in formulating their own talent definition. The Chartered Institution of Personnel Development "CIPD" defined talent as "*... talent can be considered as a complex blend of employees' skills, knowledge, cognitive ability and potential. Employees' values and work preferences are also of major importance*" (Practitioner Guide: How to create a Talent Management Strategy that reflects diversity, p.7).

Ulrich (2008), defined talent as the equation of 3Cs:

Talent = Competence x Commitment x Contribution.

Competence means that employees have the skills and abilities today and in the future for required business results. It also means focusing on staffing, training, promoting, retaining and out placing employees. Commitment means that employees are involved and engaged to the firm and this shows in the commitment indices, reports and productivity. Contribution means that employees find personal abundance at occupation that explains the focus on meaning and identity and other restraints that tap employees' heart.

Firms create competencies if they set and communicate standards and identify competencies required to deliver future work, if they assess individuals and teams on how well they meet standards, if they invest in talent improvement, and if they follow up track competence by using measures to track how well individuals are developing their skills and how well the organization develops its talent bench.

Moreover, firms strengthen commitment by understanding that "commitment" means that employees are willing to give their discretionary energy to the firm's success, which is considered as an employee value proposition - employees who pump value to their companies should get value back. Getting this value back requires employees to deliver outcomes in the right way. Knowing what commitment they are expected to make, the Employee Value Proposition (EVP) specifies what employees will get from the firm when they meet expectations. Therefore, the most satisfactory EVP provides what Ulrich called "VOI2C2E": Vision; Opportunity; Incentives; Impact; Community; Communication; Entrepreneurship. At last, organizations strengthen contribution by identifying the relationships between the employee and the company. As Ulrich (2008) argued "competence deals with the head (being able), commitment with the hands and feet (being there), and contribution with the heart (simply being)". Creating the company's own definition of talent ensures that it translates exactly what Talent Management (TM) aims to achieve. Hence, talent is highly correlated with current performance and future potential; and how to keep it in the firm and not walking out the door. As the workplace is becoming diverse and mobile, talent is broadening beyond the traditional emphasis on top management team.

Where there is risk to differentiate between people and to label them as "low talent" or "talent" from political, cultural and ethical point of view, creating the organizational definition of talent is crucial for many reasons. It is to ensure explicitly and exactly what talent management is aiming to achieve, who is involved and who is excluded, to optimize the allocation of resources and development needs,

to transparently evaluate and provide clarity for employees to assess themselves, and to enable companies to segment workforce accurately (Cannon and McGee 2007).

From researchers point of view, talent segments are correlated either to level of individual performance, to individual talent, or to pivotal talent positions (Michaels, et al., 2001, Collings and Mellahi 2009).

2.2   Identifying talent

The identification of top talent is generally critical to the success of every company. To be able to build strength for key positions, it is important to know the rising stars that will play instrumental role for its achievement. Leaders must make talent a strategic priority (McKinsey 1997). They are responsible for identifying and developing talent in their organisations. This involves creation of environments where anyone can contribute and learn to realise his or her potential, and increase in employee skill, abilities, and output. Employers who seek to identify talent within their organisations should create the awareness of the different ways an individual may display his or her talent and their potential to improve their performance. If an organisation can identify as early as possible those people with a higher level of potential, it can then concentrate resources on developing these people to help them develop their potentials (Konczak and Foster, 2009). Smilansky (2006) admonishes leaders to learn from the experience of others to become 'educated consumers' of talent management services, and help both their organization and themselves. Working with those you were already working well; who have proven their mettle is one sure way of coming out with the talented (Stepper 2013).

According to PWC (2011), a research firm, crowdsourcing is effective in talent identification. The wisdom of crowd can help identify high potential employees. It draws upon the diverse experience and knowledge of a large heterogeneous audience to arrive at innovative solutions (Willis, 2013). Crowdsourcing reinforces the mind-set of young people who are socially united in communicating and in knowledge sharing.

Other identification methods such as psychometric testing method allows leaders to think carefully about what they are looking for, and put a comprehensive assessment program together rather than just being mere objective.

In identifying talent, Iles *et al*. (2010) distinguished four perspectives on talent management: first, an inclusive, people-focused perspective that departs from the assumption that all employees have the potential to demonstrate talent; second, an exclusive, people-focused perspective in which employees are differentiated according to their added value to the organisation; third, an exclusive, position-focused perspective in which people are differentiated according to the strategic importance of their positions; and fourth, a social capital perspective that − as a reaction to the dominant focus on talents as individuals − stresses the importance of considering the impact of the work context (*e.g.* teams, leadership).

Employees themselves play major roles in their talent realisation. Besides employers creating the awareness, the media itself is a place where a person can utilize his creativity and innovative capabilities. At smaller radio stations for instance (especially those in the district capitals), a single announcer might pull reports off the news wire, write his or her own scripts, and help develop the advertisements. By so

doing, the person's talent can be realised. Hence, employees in the media also need to be flexible and responsive to buttress the efforts employers make to bring their talents to light.

2.3   Challenges with talent identification

Talent is an intangible asset that influences a company's output and profitability. Managers must endeavor to identify such assets and nurture them to the advantage of the company. Intangible as it is, managers do not quickly identify talent due to challenges associated with it.   As argued by McCall, (1998); and Spreitzer, *et a*l. (1997), one of the challenges associated with the identification of high potentials is that these individuals are typically identified early in their career for their suitability for future jobs. The world is dynamic and keeps on changing. This makes it increasingly difficult for those whose talents are identified at the early years to carry their current roles to the future which is uncertain.

MacKinnon (2013) asserts that there are a number of things that can go wrong if a talent identification programme is not well thought out or robust. These include:

i.   *Too narrow a definition of what talent means*

  Some companies define talent as with a particular age or level of employee in mind. Definition of talent should be inclusive to ensure it can remain relevant at all levels in the organisation.

ii.   *Subjectivity in identifying talent*

Subjective talent identification methods are open to bias.   There are two problems

with subjective talent identification methods: They ignore those who have potential that senior managers are yet to recognize, and senior leaders can often clone the people they like, leading to a homogenised workforce that managers like but that may not be matched to the achievement of the organisation's strategic goals.

iii.   *Lack of credibility among staff*

Lack of credibility among staff can actually harm employee engagement and relationships if schemes are associated with favouritism.

iv.   *High long-term cost*

Employers investing in an employee development programme need to be sure the money are being spent in the right places. Subjective methods of identifying talent can lead to wasted expenditure if people and schemes are not properly matched.

v.   *Lack of strategic focus*

What is often missing in talent identification is a strategic focus. Organisations need to be clear about where they want to be in the future, and start planning their staff development programmes now to focus on that.

2.4 Recruiting talent

The recent economic decline saw job cuts globally. Those who were most important to organizations in their understanding were retained, others were sacked. Similarly huge shuffles happened at the top leadership positions. They were seen as crisis managers unlike those who were deemed responsible for throwing organizations into

troubled waters. It is the jurisdiction of talent management to get such people onboard, who are enterprising but ensure that an organization does not suffer for the same.

Companies can create a strong employment brand identity as with their customers and then deliver on that promise with quantifiable and qualitative results. Based on this right people choose to join such companies.

Choosing the right person to join the radio station is not the end on itself. The media industry, radio as is the case of this study, requires that employers consider a lot of factors before recruitment. Employees in radio interact with a lot of people; therefore, their body language which underpins words is of importance. Confidentiality, adaptability, team playing, networking, and better communications skills are all traits that need consideration. Most employers overlook such traits as talents required in the media.

2.5   Talent Management

Talent Management (TM) has emerged as the solution to current challenges in human resource and as the key to organisational efficiency (Collings and Mellahi 2009), even in non-industrial settings (van den Brink *et al*., 2013). In line with this reasoning, the few studies that have tested the impact of talent management have mainly focused on outcomes at the macro level (Bethke-Langenegger *et al*. 2011). Yet talent management practices not only affect macro-outcomes, but also more proximal ones, such as employee attitudes and behaviours. This is because they primarily target the highly valuable and unique employees (*i.e.* high potentials) as

they are assumed to generate the greatest return on investment (Lepak and Snell 1999). The result is that talent management positively affects the reactions of this selective group of high potentials (Huselid and Becker 2011), while there may be no or even a negative impact among the people who are excluded from the talent management practices (*i.e.* non-high potentials). Together, these conflicting effects at the employee level may even cause talent management to have a negative overall effect (Marescaux *et al*. 2013). For this reason, several researchers (Becker *et al*., 2009; Gelens *et al*. 2013) have suggested that studying the effects of talent management at the micro level is necessary.

Talent management can be by examining the influence of high potential identification on job satisfaction and work effort, and moreover, to understand why talent management practices may have different effects on high potentials and non-high potentials. As implemented talent management practices (*i.e.* identification as a high potential or not) may markedly differ from how these practices are perceived by employees (Wright and Nishii 2013), and because it is known that the perception of Human Resource (HR) practices, rather than the practices themselves, are responsible for employee reactions (Boxall and Macky 2009).

2.5.1 Talent Management Focus

Collings and Mellahi (2009) argue that in contrast to strategic human resource management that generally focuses on all employees within the organization, "Strategic Talent Management (STM) focuses on those incumbents who are included in the organization's critical talent pool and who occupy, or are being developed to occupy pivotal talent positions". Collings and Mellahi (2009:305) emphasized the

identification of key positions that can differentially contribute in sustainable competitive advantage of the organization (Huselid, *et al.* 2005, Whirlpool 2007, Garrow and Hirsh 2008, Becker, et. *al.* 2009). Here the approach improves the theoretical development to differentiate TM as a decision science (Boudreau and Ramstad 2005) and the traditional HR plans and strategies, and the starting point will be the position rather than talented individuals per se (Collings and Mellahi 2009, Whirlpool 2007). This complies with Cheese (2008) who is certain about what he called "old paradigm" to find the best and brightest and give them "free rein" that has proved organisations' failure.

At last, most of the different definitions revealed by the analysts and the areas of focus demonstrated that TM is not just about HR and is based on the notion of talen mindset. Collings and Mellahi 2009, end up with a clear definition and paving the road of TM.

STM includes activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource planning to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation (Collings and Mellahi 2009).

2.6 Global Outlook in Talent Management

Global TM includes all organisational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles

(those roles necessary to achieve organizational strategic priorities) on a global scale. Global talent management takes into account the differences in both organizations' global strategic priorities as well as the differences across national perspectives for how talent should be managed in the countries where they operate (Mellahi and Collings 2010).

Key position or pivotal roles are not concise to only senior jobs or executives; they are often revised to delivering business strategic goals. Thus, to position the right employees in the right place and at the right time requires careful analysis of knowledgeable workers, readiness to move to different cultures, individual circumstances and the impact of cross-country and cross-cultural differences in talent development (Tarique and Schuler 2010).

Global talent management is gaining attention from academicians but the main problem persists that there is no consensus around the definition and the mechanism of the concept. Global talent management needs to differentiate itself from international talent management (Scullion, *et al*. 2010) as well as the need for consent and agreement upon its meaning, mechanism and theoretical perspectives. Notwithstanding, global talent management requests several international human resource activities (Tarique and Schuler 2010) but needs to be studied as its own right.

Eventually, TM strategy focuses on three types of questions. The first type: what part of the organisation must be better served by taking persistent approach to developing talented jobholders; the second type is about where to find good people from inside or outside for the purpose of pivotal roles; and the third type is about

what development outcomes the organisation seeks to accomplish (Garrow and Hirsh 2008). It is important to bear in mind the importance of aligning TM strategy with the business strategy and to nurture a transparent culture in order to carefully acknowledge, promote, and consequently retain talent. If honesty and transparency in identifying and developing talent is highly required in TM, it is extremely essential in the global context. In principle, individuals in the different talent pools are conscious of their presence, although it varies among companies and among unit levels in the companies (Makela and Ingmar Bjorkman 2010).

2.6.1 *Global talent mobility*

Not only jobs are being exported and outsourced, the supply factor, around the global market but also professional employees are turning more mobile too (Farndale, *et al*., 2010). Global talent mobility is correlated with more advanced approach of TM, namely the global management of talent that is fraught with many challenges (Mellahi and Collings 2010). Global mobility advocates a careful attention for HR development, particularly in multinational corporations (MNCs). When talking about global talent, this refers to many factors including:

a) a growing recognition of the contribution of globally competent talent in organisation's success and to remain competitive where talent is needed in different locations of the global business (Ready and Conger 2007). Research shows that 12 % of the senior managers in MNCs operating in emerging markets cannot be replaced by managers from the host country natives (Li and Scullion 2010).

b) employers shift the competition from country level to regional and more to global level (Scullion, et al. 2010, Farndale, et. *al*. 2010).

c) shortages in managing talent internationally especially leadership talent have been an important limitation to implementing global strategies successfully (Cohn et al. 2005).

d) the exponential growth of emerging markets urges the demand of significant managerial talent with specific skills and potential, who can operate in different economic, cultural and distant markets (Scullion et al., 2010).

Rotating talented people into various roles and functions will give them the chance to round out their competencies and skills and be ready for general management. It is important to track global manager performance regarding his extra-cultural openness and adaptability, family situation, motivation, and his local (host country) and contextual knowledge that impede his decision making and threaten his performance in that market. For this reason, Li and Scullion (2010) propose a theoretical framework from a knowledge-based perspective to develop 'expatriates' local competence in emerging markets.

Despite the fact that high potential workers have an expectation that they could be often faced with new challenges, some skills are compatible with new environment and others are more difficult. Five types of human capital shape the mobility or portability of employees and they range from most portable to least, which means those skills fit with the new company or not. They are:

a) the general management, those related to skills, traits and knowledge required for management are more likely to fit in the new position.
b) the strategic ones, those related to growth and specific experience,

c) the industry specific skills that fit in one industry but do not in another one.

d) the relationship skills namely the interpersonal relationships within the organization; those could be hard to adapt and are significantly different from one country to another.

e) there are the company specific skills that are specific to knowledge of the organisation's rules and procedures (Groysberg et *al*. 2008). Consequently, companies have to ponder the kind of mobility to be performed and for whom, then the size of talent mobility (Nalbantian and Guzzo 2008). Besides, managers should not only focus whether performance in the new role is portable but rather on how much performance is portable and in which position it fits (Groysberg, *et al*. 2008).

Mobility as a leadership development strategy contains several disadvantages. It disrupts and weakens accountability because workers may leave before their decisions play out. In addition, employees who are not in the cycle of mobility and development may suffer from the routine and may feel demoralized especially when they stick to jobs too long. Global mobility is expensive; it deals with international assignments. It helps people chasing new experiences perhaps in favour of other strategic and operational aims (Nalbantian and Guzzo 2008). It is essential for managers who are performing globally to nurture managerial ties and relationship with the new environment in order to enhance acquiring and sharing knowledge. Li and Scullion, (2010) suggest that strategies for managing global talent that are based on conventional local competence development tend not to succeed in the context of emerging markets.

Recently, several international business management scholars identified that MNCs earned advantage over domestic firms for simple reason that they acquire a global diverse talent pool that increases the opportunity to learn new skills and improves innovation abilities (Mellahi and Collings 2010, Tarique and Schuler 2010).

2.7 Managing talent for development

Once talent is identified, it must be developed. Industries seek for new talents to advance their recognition or to entice that talent into some other commercial relationship at an early stage in their careers. The content of a talent development programme should be a function of what is required, through a rigourous development needs analysis process, and what will be required in future, through aligning the development programme against the strategic goals of the organisation.

Talent development includes mobility between business units domestically and abroad. It is essential that job shifts and production structure be fundamentally aligned because developing large pool of talent could lead to oversupply and the developed team would simply have no place to go. Therefore, mobility into upward movements will be limited (Nalbantian and Guzzo 2008). However, this assertion is not applicable in the media industry (radio stations). Their organizational structure is such that applicants are selected based on the vacancy created by death, dismissal or turnover of an employee. This leaves no room for oversupply. Employees who develop their talents to the advantage of the radio stations with which they works are motivated by rewards and compensation but not upward mobility as in public institutions. Hence, lateral moves with new and challenging tasks in different a

country, contribute to retain those overachievers who lead the company to a sustained competitive advantage.

2.8 Challenges in talent management

Managing talent which is human resource comes with a lot of challenges and requires care and tactfulness. To manage humans, leaders and as such employers must ensure they use the necessary tools. A study conducted by Human Capital Institute Africa and Hewitt's Human Capital Consultancy (HCIA & HHCC, 2008) revealed that managers do not integrate their talent management programmes resulting in a lot of challenges including:

2.8.1 *Human Capital is not sufficiently aligned with Business Strategy*

Leaders clearly recognize the importance of human capital but lack the ability to connect the workforce strategy with business strategies.

2.8.2 *Lack of accountability and capability for talent development:*

Most organisations hold their executives and managers accountable for achieving business results but refuse to hold them accountable for talent development. This is mainly due to the fact that managers lack the basic capability to develop talent. The incapability can be attributed to the fact that they are not Human Resource Managers.

2.8.3 *Inconsistent execution and integration of talent programs*

Companies that have fundamental processes for managing talent do not consistently execute them. Few organisations consistently integrate talent practices across the organization.

2.8.4 *Limited use of meaningful talent analytics:*

This involves data and analysis in tracking traditional workforce measures such as headcount, turnover and cost based metrics. According to the study, few companies measure the effectiveness of talent management programs, track the quality of talent, or use specific quantitative frameworks to align human capital investments with their business strategy.

These challenges are all due to employers' failure to employ Human Resource Managers to manage the talent which is a human resource. In Ghana for instance where media houses are mostly private, rarely do radio station owners employ HRM. This is due to the perception about HRM. Some employers see the presence of HRM in their settings as waste of resources. This is partly because of ignorance of the core business of HRM.

Despite the above and other challenges managers encounter in developing talent, measures are available to improve talent management.

2.9 Improving Talent Management Skills

The Following are some of the talent management skills:

2.9.1 *Senior Leaders Recognize Superior Talent as a Business Advantage*

Senior leaders do believe superior talent provides a vital competitive advantage. They increasingly recognize the critical linkage between effective talent management and business success.

2.9.2 Focus on talent management

The pressure to attract and retain key talent has led organizations to expend increased energy and resources on talent-related initiatives over the past half-decade. Significant progress has been made on a variety of talent management fronts from getting foundational programs in place to creating and deploying new programs, such as high potential development, leadership development, and succession planning. However, most of the progress has been made in the executive ranks, with less focus beyond the highest management levels.

2.9.3 Leadership involvement

The need for more leadership involvement in talent management is driven by the criticality of talent strategy development, articulation, and execution. Some business leaders are starting to play an increasingly visible and active role in talent management, understanding that their practices must be aligned with these talent strategies in order to have a direct impact on workforce engagement and performance.

2.9.4 Opportunities for improvement

Although organizations have made significant progress raising awareness and attention to talent management and implementing foundational programs, these efforts have not led to well-executed talent management programs that are aligned with business priorities.

2.10   Retaining Talent

Talent retention is critically important for all organizations; leaders must endeavor to retain the talented and top performers for performance driven and cut cost on employee turnover which is very expensive.   The foundation of any healthy and successful organisation is retaining its talent.   Securing, retaining, and maximizing top talent is the result of a thoughtfully designed talent strategy (Shauf 2002).

Talent retention will become a critical business strategy over the next decade as competitive advantage convened by an experienced work force will be more important than ever.   Research shows that companies with high employee retention rates enjoy high customer satisfaction levels, consistent sales growth, positive morale, and deep institutional knowledge (ibid).

Many managers have the opinion that offering higher salaries and increased benefits will make employees stay longer.   Salary is merely a hygiene factor in retaining talent; something that any organization wanting to employ talent will be able to offer (Pete 2011).   What is necessary in staff retention is what differentiates your company from the others – institutional policies, health insurance, retirement benefits and, flexible work environment, etc.

Although some individuals may quit a job on impulse, most people who leave spend time initially weighing their current job against possible alternatives (Allen 2006). Low satisfaction and commitment can initiate the withdrawal process, which includes thoughts of quitting, job searching, comparison of alternative opportunities, and the intention to leave.   This process may lead to turnover if the organisation fails to manage it effectively.   Turnover drivers may also produce other work behaviors

that suggest withdrawal, such as absenteeism, lateness, and poor performance, any of which may end in a departure without the person going through a job search, evaluation of alternatives, or extended consideration of quitting.

For instance, a talent management strategy that allows employees to build a network, seek and find mentors, and help them grow and develop while feeling more connected and engaged is one means of retaining talent (Willis 2013). Today, retention strategies can be carried out through talent management practices supported by a robust technology platform. These practices span the talent lifecycle from hiring, to managing employee performance and alignment with corporate goals, to providing career and promotion opportunities, to measuring program success (Willis 2013) asserts. Despite the benefits of retaining the talents within the media industry, retaining the talent does not always auger well for organisations. Some talented employees are proud and difficult to control. Some of them demand more than necessary; a common phenomenon in recent times that talents have become a trading commodity in the radio industry. Managers must be cautious of the talent they intend retaining in their organisations.

2.11   Challenges with talent retention

One of the greatest challenges facing employers today is finding and keeping good employees. The ability to find exceptional employees is one thing and keeping them is another thing (Nordmeyer 2012). Recently, appealing job opportunities are springing up all over places. These new jobs put in place measures that grant employees opportunities to develop themselves. Due to such opportunities, employees have become mobile – moving from job to job. However, identifying,

hiring and training employees is an expensive process. It therefore, rests on employers to take active steps to limit employee turnover by providing employees reasons to decline opportunities to shift from one job to another.

As asserted by Murphy (2012), there are two factors that generally go on with employees at any given time: 'shove' that demotivate them and 'tug' that motivates them. These two factors differ from employee to employee. What motivates one employee differs from what motivates the other. Employers, therefore leaders, must consider what rubs people the wrong way and address them accordingly.

Nordmeyer (2012) also outlines the following as challenges in retaining talent:

i. *Compensation Packages*

Employees seek equitable pay for their work. As a result, businesses might take steps to retain employees by enhancing their compensation packages, which typically include salaries, insurance, a retirement program and employee leave. For example, an employer might pay a larger portion of employees' health insurance premiums or introduce a new bonus program based on performance. A business might also ensure its compensation and benefits packages are in line with those of competing companies in its industry.

ii. *Hygiene Factors*

Workers of all ages and across all income brackets seek job satisfaction. Hygiene factors are those items that prevent employee dissatisfaction. As a means to retain employees, a company might revise its employees' work environment, the company policies or particular physical aspects of jobs to limit the physical or emotional dissatisfaction employees experience at work. For example, a business might revise its shift schedules or install new equipment in a

factory to make a job less physically stressful. A company might also introduce environmental safeguards and associated audit programs to best protect the health of its employees.

iii. *Recognition*

People who feel unappreciated sometimes seek acknowledgement elsewhere. As a result, an employee recognition program can have a significant impact on the ability of a small business to retain its top performers. Most organizations lack the resources to target all employees with recognition programs. As a result, a risk analysis is used to identify top employees who pose a retention risk. A company then uses this analysis to develop a promotion or fast-track program with these employees in mind. Also effective are employee-of-the-month and award programs.

iv. *Self-Development*

Employees frequently seek opportunities to develop their skills and talents for personal satisfaction and to increase their professional opportunities. As a result, the implementation of self-development programs is an effective tool to increase employee retention levels. Employees are attracted to funded education programs, in-house and offsite training programs, seminars and conferences. Also of interest are sabbatical, mentoring and coaching programs.

2.12 Improving employee retention

Compensation in the form of bonuses, vacation days etc. are means of rewarding employees for job well done and to motivate them to do better in the future, but Murphy (2012) asserts that leaders who practice these types of benefits are focusing

on half of the picture. As stated earlier, employees are motivated by different forms of rewards; money, work life balance, vacation days, challenges, recognition and, providing physiological needs.

Employing people who live near offices and work places, who are motivated through setting quarterly goals with rewards, can go a long way to retain them. Others put in much effort for goal achievement if they are allowed to take time off from leave banks. Argote (1991) declares, "There's evidence that being in cohesive work groups where members like each other reduces turnover." Managers who hold regular check-ins with their employees get foresight into potential morale problems much sooner than would have ordinarily catch them, which unattended to may lead to employee turnovers.

TALENT

Define and Identify
Current and Future
Skills and Requirements

MANAGING TALENT

nurturing career
Performance Appraisal
Training

RETAINING TALENT
Efficiency
Reputation
Competitive advantage
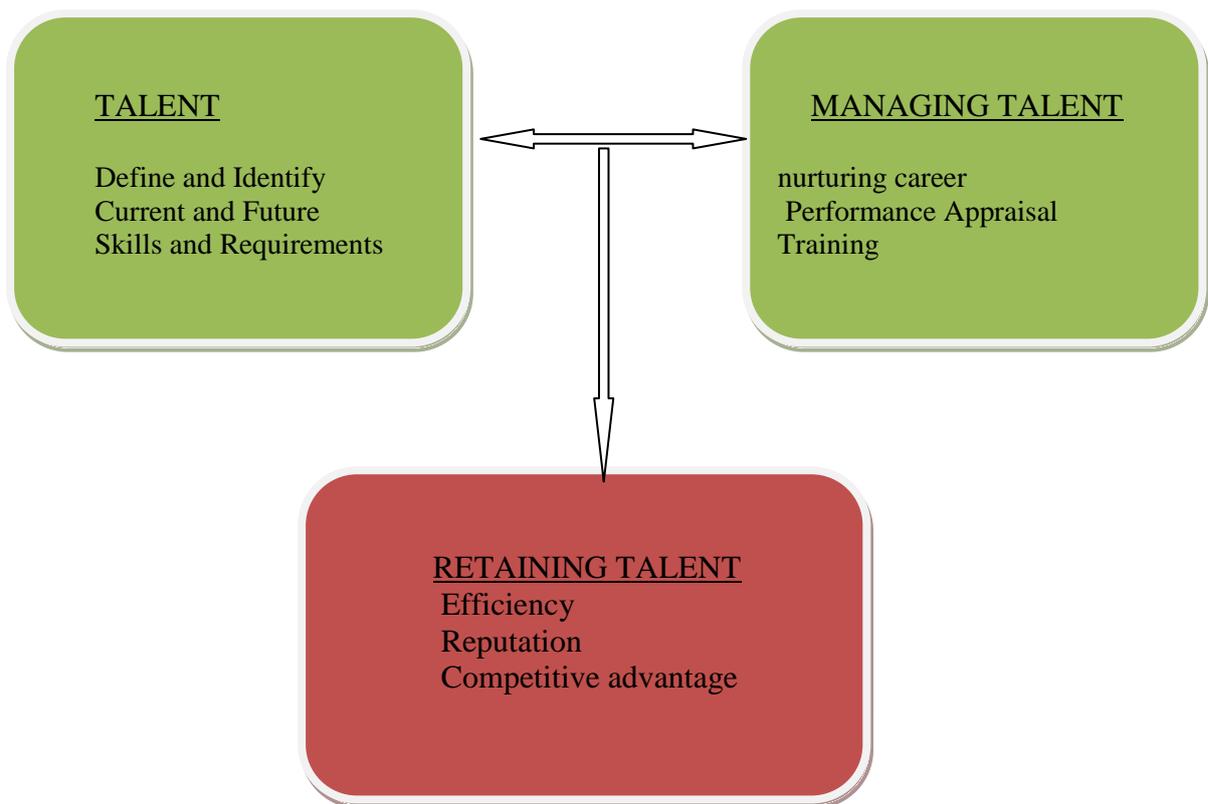
Figure 2.1 Conceptual Framework of developing Talent for Retention.
Source*: Literature review*

Figure 2.1 on page 34 sets forth the path for retaining the talent in an organisation.

The diagram illustrates how talented employees can be managed for retention. It indicates that retention of talented presenters begins with understanding talent and identifying where the needed talents sits in the organisation. Talent is understood in the perspective of an aorganisation's requirements. This means management has clear understanding on the current abilities and capabilities of employees that give the organisation competitive advantage. Based on the vision of the organisation, and the dynamic nature of the working environment, managers must ensure future potentials are not left out in order to stand the test of time. Whiles nurturing current identified talents, employers should not overlook future potentials. These identified talents are managed through performance appraisal, training and nurturing of career. There are other important tools used in the development of talent. However, the author views these three functions as key in attracting and retaining the talented for efficiency, competitive advantage and reputation.

2.13   Chapter Overview

Talent is an intangible human resource that is required for organizational success. Managing talent has emerged as the solution to current challenges in human resources and as the key to organizational efficiency. Talent development and management require that those talents are identified. This can be achieved if management is able to define talent specifically to the organisation's requirements. The ability to find and keep good people is critical to the success and reform of any organisation.

Managers used Traditional Identification methods which aimed at current abilities and capabilities overlooking the future potential. The disadvantages of TI methods have paved way for identifying talents scientifically. The scientific method is highly correlated with current performance and future potential. Employers and employees, all play major roles in talent identification and management which leads to retention for the general good of the organisation. Employers and managers must create environments where all employees can contribute and learn to realise their potential, and increase in employee skills abilities and output.

Identifying, managing and developing talents come with challenges that employers need to address. These challenges when properly and fairly addressed curb employee turnover which in turn gives the company reputation and competitive edge. Retention of talented employees enhances company image. However, there are challenges associated with retaining talents in the work place − compensation packages, hygiene factors, and recognition among others.

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0 Introduction

This chapter examines the research methodology adopted in this thesis. It first outlines the philosophy that underpins the approach taken for the study, discussing the researcher's positivist stance to research and the consequent choice of a quantitative approach. The next section discusses the approach to data collection and then the data collection instrument. The chapter then provides an overview of the research population and sampling technique and the unit of analysis.

3.1 Research Design

Research design can be taken to mean the way in which the research objectives are questioned (Bouma *et al.,* 1998). There are two types of research designs, namely, 'quantitative research' and 'qualitative research' designs (Bouma *et al.,* 1998). Deciding on which type of design to follow, depends on the purpose of the study, and the type and availability of the information which is required. They further assert that qualitative research emphasizes the process of discovering how the social meaning is constructed and stresses the relationship between the investigator and the topic studied. Berger et. al., (2004) added that qualitative research refers to the meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things. Moreover, Creswell, (2003) noted that quantitative research is an inquiry into a social or human problem, based on testing a hypothesis or a theory comprising of variables, assessed with numbers, and analysed with statistical techniques, in order to

determine whether the hypothesis or the theory is factual. Bouma *et al.,* (1998), indicated that quantitative data is, therefore, not abstract, they are hard and reliable; they are measurements of tangible and countable features of the world which uses structured tools to generate numerical data and uses statistics to interpret, organize, and represent the collected data.

The study used both quantitative and qualitative research approaches. The main data collection technique used in this research was questionnaires. However, interviews were also conducted. The administration of questionnaires allowed the researcher to ask all respondent the same questions with predetermined responses, which allowed objective data to be collected throughout the study, therefore, being in tandem with the positivist tradition.

3.2   Sources of Data

Data are actually the basis to any research. The data gathered for this research work were from both primary and secondary sources.

3.2.1   *Primary data*

In this study, the main data collection techniques used were questionnaires and interviews. The research being basically quantitative required the design of a survey questionnaire for the selected FM stations in Kumasi. This method allowed the researcher to ask all respondents the same questions with predetermined responses. The researcher also conducted interview to ascertain why those who received the necessary support needed for improvement and had work life balance also decide to change job and the effect of employee turnover on the image of the radio stations.

3.2.2 *Secondary data*

Secondary data were obtained from extant literature through journals, unpublished thesis, publications of corporate bodies and books, online repositories and academic works, internet search and other relevant literature.

3.3 Population

The study focused on FM stations within Kumasi Metropolis. Among the numerous radio stations within the Kumasi Metropolis, four radio stations were considered as the sample size. These included: Otec FM, Nhyira FM, Hello FM, and Angel FM. Location and level of employee turnover informed the researcher of the choice of those FM stations. The four FM stations have a total population of 185 workers; 149 permanent workers and 44 service providers. Service Providers refer to workers who only come in to perform their duties when the time is due and leave afterwards. They include panel members for programmes such as "wo gyidie ne sen' at OTEC FM, 'nsem pii' at Nhyira FM, hosts for Health Matters, etc. They do not enjoy any benefit apart from their allowances. Organisational structures do exist not in most of the private media firms. Of the four FM stations on which the study was conducted only 1 (Nhyira FM) has organisational structure. This is due to Nhyira FM being an arm of Multimedia Group of Companies. The table below shows the staff strength of all the FM stations.

Table 3.1.1 Staff strength of Selected FM Stations

Radio Station	Permanent Staff	Service Providers	Total Staff
Angel	30	20	50
Hello	65	-	65
Nhyira	24	4	28
Otec	30	20	50
TOTAL	**149**	**44**	**185**

Source: organisations' profile

A total of 77 questionnaires were administered indicating a sample size of 77 who were conveniently selected.

3.4   Sampling Method

Purposive and convenience sampling methods which are examples of non-probability technique were used in the study.   Purposive sampling technique was used in identifying the FM stations.   This was because the research required that radio stations that have experienced high turnovers of talented employees would be in the position to tell the measures they have taken to curtail the high turnovers.   With regard to administering questionnaires, convenience sampling served better. Employees in radio stations work in shifts; morning, afternoon, evening, and night. The researcher issued questionnaires to workers who could be met during the day.

3.5   Data Collection Tools

The instruments used in the collection of data were questionnaires and interviews.

3.5.1 Questionnaires

The questionnaires which were administered to the FM stations comprised of a mixture of open and closed ended questions which were tailored towards obtaining the information needed for the research to achieve its aim and objectives.

The questionnaire had a total of nine main questions and twenty-nine sub-questions. It comprised of close ended questions, ranking scales, and ordinal and nominal selections. The questionnaires administered to the target population were designed to achieve the set objectives for the research. The data were collected by using the questionnaires thus aided in: examining the current talent identification and development practices in the selected FM stations in Kumasi, identifying challenges associated with talent development practices among radio presenters in the selected FM stations in Kumasi, Examining employers' talent retention measures and their challenges in the selected FM stations in Kumasi.

3.5.2 Interview

The study interviewed both employers and employees in the FM stations. The purpose of the interview was to discover the history, objectives and aims of establishing the FM stations. It also sought to find out how the employers identified the talented, develop their talents and the measures they put in place to retain them. Employees who have changed work places were also interviewed to ascertain what they expect their employers to do for them to remain in the work places.

3.6 Analysis of the data

Data were analysed using Statistical Package for Social Sciences (SPSS) software computer program. Descriptive statistics, such as frequency tables, percentages and

charts were used in the data analysis and summaries. Again, relative importance index was also used to analyse some of the data by computing to deduce their rankings.

3.7   ORGANISATIONAL PROFILE

The core business of the Four FM stations that the study covered are all set up with the aim of informing the general public on current issues and educating them as well. As part of their corporate social responsibilities, they respond to the needs of clients by introducing social programmes as clean-up exercises, fitness walks, and other sporting events.

3.7.1. Brief history of Radio in Ghana

Radio was introduced in Ghana by the British in the 1930s as a propaganda tool to secure loyalty and support of the colonies during World War II (www.ghanaweb.com, 1/08/14, 12:52 pm). The airwaves remained under the control of the state. Ansah, (1985), asserted that opening up the airwaves for private participation could stimulate development and create more jobs for the youth. This idea was accepted by 90% of 100 sampled expects. Despite this overwhelming support, the then PNDC (Provisional National Defence Council) was reluctant to loosen its grip on the electronic media until May, 1994. In an attempt to break the monopoly, Dr. Charles Wireko Brobby operated a pirate radio station (Radio Eye). His radio station was shut down by security and he was even arrested; a similar incidence happened to OTEC FM in Kumasi in the late 80s. This confiscation sparked a bloody riot in Accra. In July, 1995, the then government gave license to

Joy FM to operate in Accra; an act that gave birth to private radio stations all over the country.

This research work was carried out on four FM stations in Kumasi. Below is the brief history of the FM stations under study:

3.7.2. Brief History the FM Stations

3.7.2.2 Angel FM

A wing of Angel Group of Companies, Angel FM is located at Abrepo Junction, near Metro Mass Transit, off Abrepo-Barekese road. It was established in 2007 with the vision of being the number one radio station in Ashanti Region. It has staff strength of 50 employees; 30 permanent and 20 service providers.

3.7.2.3 Hello FM

Hello FM is a subsidiary of Despite Media Group. It can be found at Adum, the business centre of Kumasi on the last floor of Despite Building, opposite National Investment Bank. Hello was established in August 2004, with the vision of taking the media function to a different level through education, entertainment, and informing the general public with high quality programmes.

Hello FM has a workforce of 65. As part of the Despite media syndicate, Hello FM links up with Peace FM to broadcast to listeners in the Ashanti Region. The station has uncountable number of community information centres that relay programmes and news broadcast by Hello. Hello FM is ranked among the best performing radio stations in the country.

3.7.2.4   Nhyira FM

Nhyira FM is owned by Multimedia Group Limited established in 1995. It falls within the radio group of the company and has the vision of becoming a World-Class African Media Group. Nhyira FM is an all Akan Language station based in Kumasi. It is located at Ayigya, off Kumasi-Accra road near Kwame Nkrumah University of Science and Technology. Nhyira FM has staff strength of 28 employees of which 24 are permanent staff and 4 service providers.

3.7.2.5   OTEC FM

The first private radio station to be established in Kumasi, is located at Manhyia, off Asawasi road from Manhyia roundabout. The name is an acronym of the name of the founder, Oppong Twumasi Engineering Company (OTEC). It started as an electrical engineering company that produced FM equipment and repaired them as well. The concept of radio station cropped up in 1988. The then head of state stopped the station's operations. He invited the Director/Founder to his office, and after interrogations granted him certificate to continue operation. It was until Ghana Broadcasting Corporation (GBC) has begun operating in Kumasi (Garden City Radio) that OTEC was granted the license to operate.   OTEC FM has staff strength of 50; 30 permanent staff and 20 service providers.

3.7.3   Activities Carried Out by the FM Stations

The stations are mainly into broadcasting; news production, social issues, health matters, entertainment and education. They also manage events such as Keep Fit Fun Games, School Re-union and Comedy Shows.

3.7.4   Brief Discussion

Managing talent in order to retain it is critical among radio stations.   Talent Management has emerged as the solution to current challenges in human resource, and as the key to organisational efficiency. It involves attraction, retention, motivation and engagement, development, and succession planning requiring resources.   From the activities carried by FM stations, one could see that their main source of revenue is through advertisement.   This implies that employers must ensure employees whose talent can promote and sustain clients and business entities are identified and developed to sustain it now and in the future as suggested by researchers. Employees who are recognized as such seize this opportunity to punish their employees by sometimes demanding more than necessary. Because revenue is affected when the talented leaves, management requires intelligence in managing them.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The focus of this chapter is on the analysis of data gathered from the field with the aid of questionnaires. Questionnaires were issued to sampled respondents representing some purposefully selected FM stations from the media industry. This chapter now introduces the data analysis and discussions of results using Statistical Package for Social Sciences (SPSS). The demographic data were analysed using descriptive statistics and Relative Importance Index (RII)

The survey focused on some selected FM stations in Kumasi. The data presented in this section of the study was obtained from the responses of the fore mentioned respondents to the questionnaires.

Out of the 77 questionnaires distributed, 58 questionnaires representing 75% were completed and retrieved. These 58 questionnaires therefore formed the basis of the whole research findings used in the analysis.

For the purposes of reliability, employees who have changed jobs and owners of FM stations were also interviewed to confirm hearsays and speculations on talented radio presenters.

4.1 Respondents' Profile
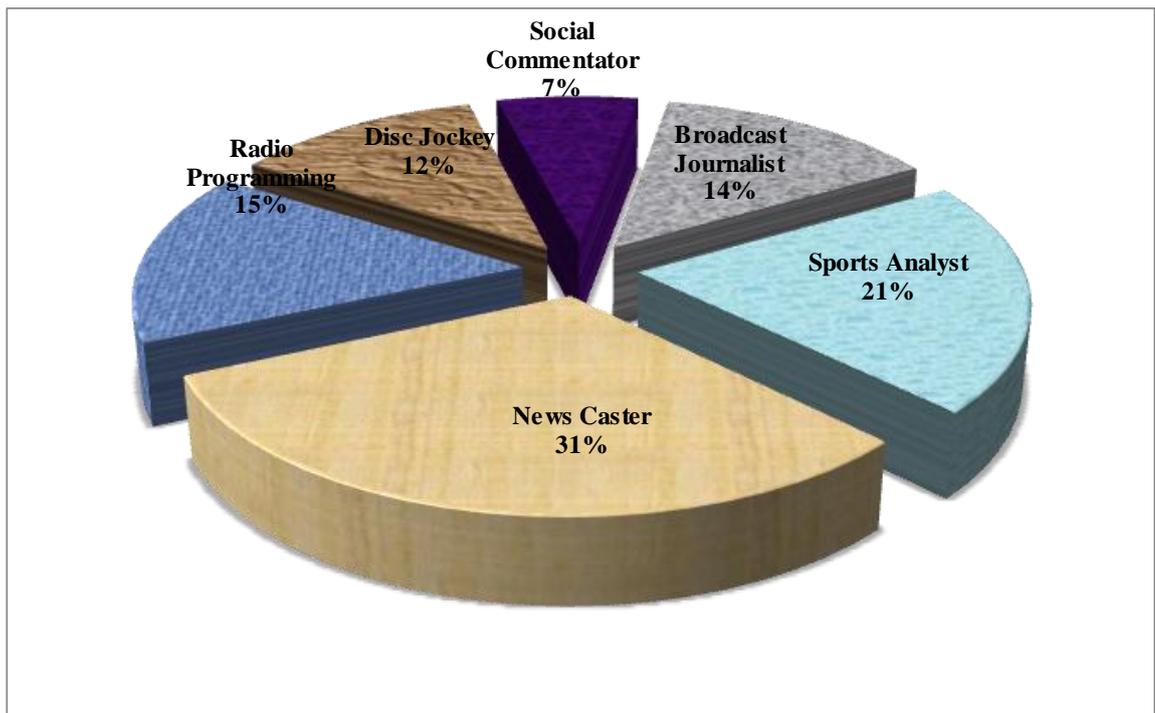
Figure 4.1.1 Profession of Respondent
Source: Field survey, 2014

Figure 4.1.1 shows the profession of the respondents. Respondents were asked to indicate their profession just to be assured that the targeted respondents actually completed the questionnaires and the required professionals responded, and not just for the purposes of analysis. According to Figure 4.1.1 above, the survey shows that 18 (31%) of the questionnaires were filled by News Casters, 12 (21%) Sports Analysts, 7 (12%) by Disc Jockeys (DJ), 7 (11%) by Broadcast Journalist, 8 (15%) by Radio Programmers, and 4 (7%) by Social Commentators. The above information indicates that respondents who are associated with talent identification and development practices answered a lot of the questionnaires.

Most people acquire radios and television sets mainly for listening to news, for entertainment, and to enjoy sports; the key being news and sports. This explains why

a higher percentage (31%) of employees in FM stations is news casters (Figure 4.1.1). Every good citizen of a nation seeks to know whatever is happening in the country as such even people in the remotest areas ensure they hear what goes around in the world. They purchase mini radios that can be carried along to their farms and work places. These people do not have access to video (television sets) and only stick to radios. They mostly admire news casters who are able to summarise the news to their understanding. From figure 4.1.1 pg.45, sports analysts are the second majority 12 (21%) employees in the radio stations. A larger proportion of people listen to sports oriented radio stations; employers ensure they have them in their numbers to avoid gaps. The study found out that large number of business entities enjoy sponsoring sports more than other programmes offered by radio stations. This also affirms the assertions that there are no major entertaining programmes in Ghana apart from sports which unites Ghanaians.

In 1935, an American Commentator by name Walter Winchell coined the term Disc Jockey (DJ) which referred to a combination of disc records and a jockey (an operator of machine). From Figure 4.1.1, DJs occupy the 5th position in staff strength. But from an interview conducted by the researcher it was found out that they are a source of income to the industry. They perform at night clubs, bars, weddings, funerals, and parties from which a percentage of their earnings go to the coffers of the organization. DJs are also important assets to Frequency Modulation (FM) stations.

In the Ghanaian society nowadays, competitions are organised to select the best DJ on regional and national bases. Winners attract more listeners to their stations. With

this in mind owners of radio stations these days ensure they employ the talented in order to gain competitive advantage.

A lot of events occur daily but not all are necessary for broadcast. The most important ones that are necessary for consumption are broadcast; requiring a radio programmer. From the table, 8 (15%) of respondents are radio programmers whose duty is to plan and structure programmes for presenters in such a way that gaps are eliminated to avoid silence in the air. The number 8 (15%) is due to the fact that some employees in FM stations perform more than one function. A news caster may double up as a programmer.

From Figure 4.1.1, pg. 45, 6 (13%) of employees in the FM stations which the study covered are social commentators. As the study has revealed, most employees in the FM stations perform double functions. A news caster may double up as a commentator on other programmes. This underscores the minimal number of employees as social commentators revealed by Figure 4.1.1. on page 45. Commentators must ensure objectivity as the norm in their activities to avoid biases.
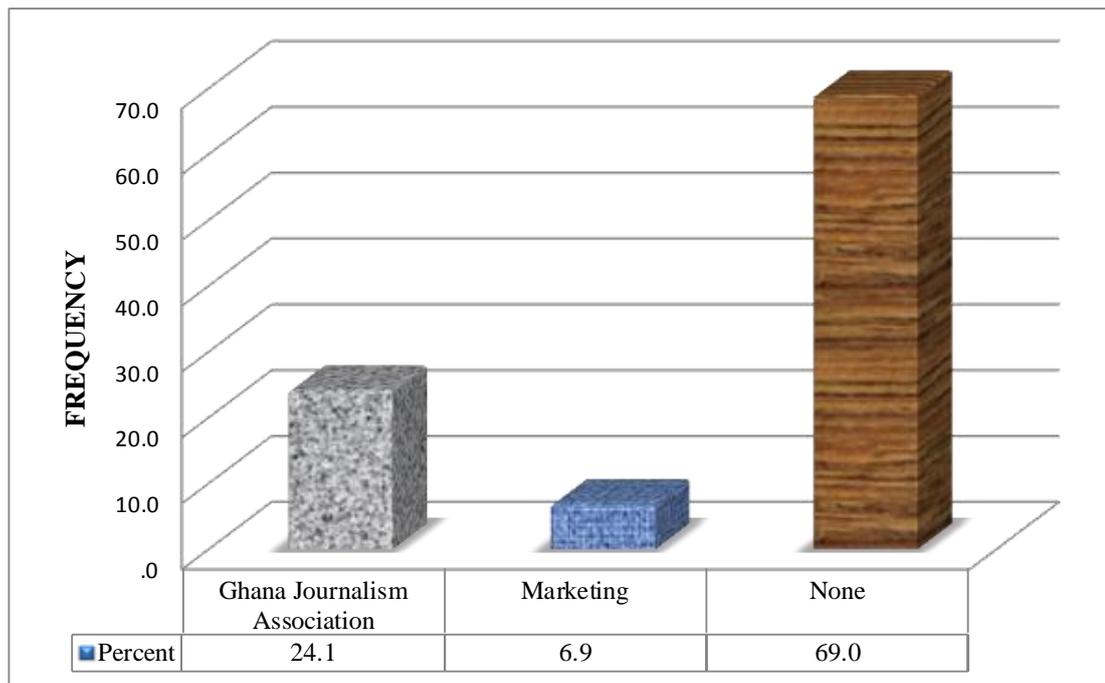
Figure 4.2.1 Professional Body of Respondents
Source: Field survey, 2014

Indeed, Fig.4.2.1, which sought to establish respondents' membership of established professional associations, lends support to this interpretation. That is, 38 (65.2%) of the respondents indicated that they are not members of any established professional association, 15 (26.1%) were members of Ghana Journalist Association (GJA) and 5 (8.7%) were also members of Chartered Institute of Marketing (CIM).

Professional association is an organization set up not to make profit but to seek to further a particular profession and the interests of those individuals engaged in that profession. It can also be referred to as a group that draws the powers of its members together to fight for a common goal. The collection of power makes associations powerful than just one person. There are associations for nearly all professions or area of interest, and so it is with the media profession. According to the Labour Act 2003 (Act 651) every employee is free to join any association of choice or decide not

to belong to any association. Employees in the media profession also have options as to which professional body to associate with. From figure 4.2.1 on the previous page, 5 (8.7%) of respondents belong to CIM, and 15 (26.1%) of respondents indicated they are members of Ghana Journalism Association (GJA), an association established with the aim of promoting press freedom.   Employees who join the various associations (GJA and Marketing as indicated in the figure) consider the advantages they draw from the association among which is enhancement of network, and to broaden their knowledge.   Members of the association are sponsored in numerous events and they have opportunities to learn about breaking news in their career.   The association also offers its members free courses and a lot more. Furthermore, members feel secured being in professional bodies.

However, 38 (65.2%) of respondents belonged to no professional body according to the figure above. Their reasons are that, it is expensive to associate with professional bodies. Also most employees contend they cannot spend the meagre salaries they receive on application fees, monthly dues, donations to members who are bereaved, weddings, and the like. Being a member of an association means one has to attend meetings monthly and annually which is time consuming. Others are of the view that associations in Ghana are mostly politicised and in order to not to be caught by events choose to stay out of professional bodies.
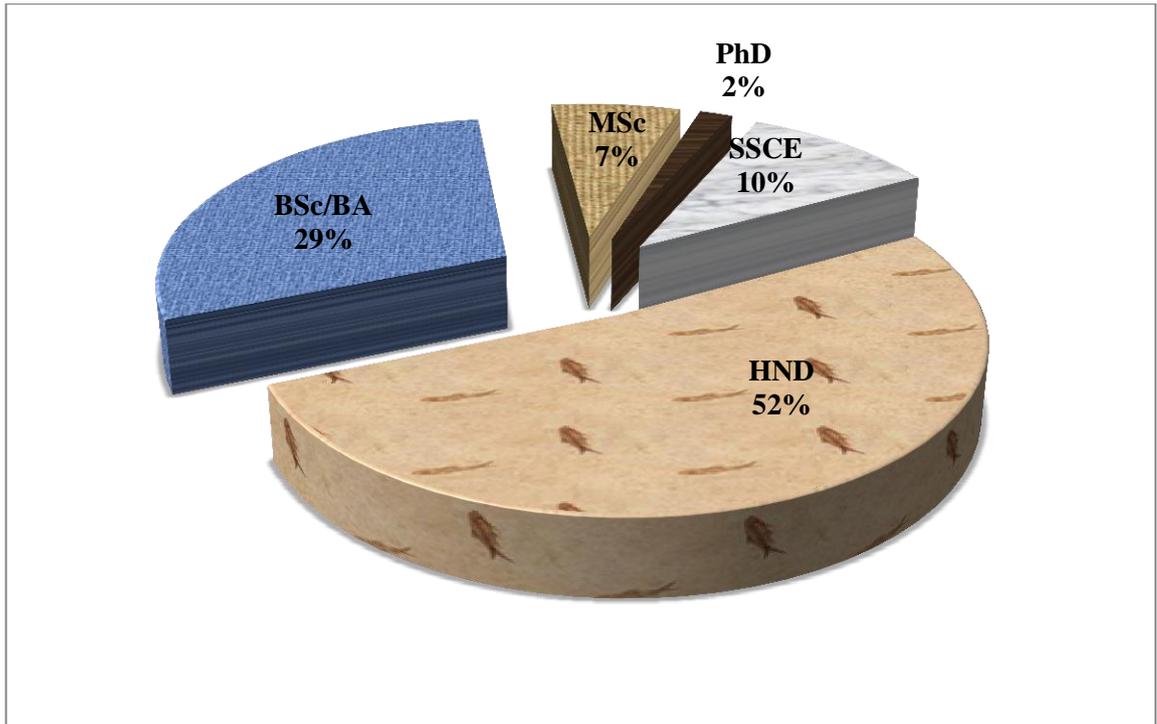
Figure 4.3.1 Respondents Educational Level
Source: Field survey, 2014

This question was asked in order to identify the educational level of the respondents. The data obtained revealed that out of the 58 respondents, 30 (52%) are Higher National Diploma (HND) holders, 17 (29%) also attested to the fact that they have Bachelor of Science (BSc) or Bachelor of Arts (BA) honours, while 6 (10%) of the respondents also said they had Senior Secondary Certificate Examination (SSCE) certificates, 4 (7%) had Master of Science (MSc) and finally 1 (2%) of the respondents confirmed that he is Doctor of Philosophy (PhD) holder. The results are illustrated in Figure 4.3.1.

Education is the key to success as advocated by philosophers. It is so in most industries but not that of the Ghanaian media; radio to be precise. The level of one's education does not really matter; rather interest, ability, and talent are the requisite; with experience being an advantage. The study revealed that educational

qualifications have little to do in these aspects in our part of the world. This underpins the assertions that while a Bachelor's degree is required in the western worlds for radio broadcasting (U.S. Bureau of Labour Statistics), employers in Ghana typically prefer employing applicants with diplomas (Higher National Diploma (HND)) and certificates in journalism, communications (courses in speech and news reporting). Figure 4.3.1 attests to this assertion. 30 (52%) of respondents are HND holders who have the talent (strong speaking, ability to interview and moderate guests), and interest in the field (likes to research, reading and writing skills). This finding collaborates with the general perception that employees who have acquired high levels of education – Bachelors, Masters and Doctorate degrees attract huge sums of salaries but generate less in terms of output than the HND and SSCE holders. However, employers engage the services of 1st and 2nd (BSc/BA and MSc/MA) degree holders to enhance corporate image. They account for 26 (33%) of respondents. Furthermore, employers require employees who are able and willing to work in the evenings, weekends, and on holidays. The study revealed that the HND holders readily accept the offer to work at odd times more than degree holders. Employees with BA/BSC and PhD prefer to work around the clock (weekends, nights, and holidays) internationally and not locally; a respondent hinted. Consequently, there is nothing like that says one must have acquired high degree to work in broadcasting even in civilized worlds. Stations compete fiercely to find news casters and analysts who have enough charisma to attract listeners, and command over the language in use.
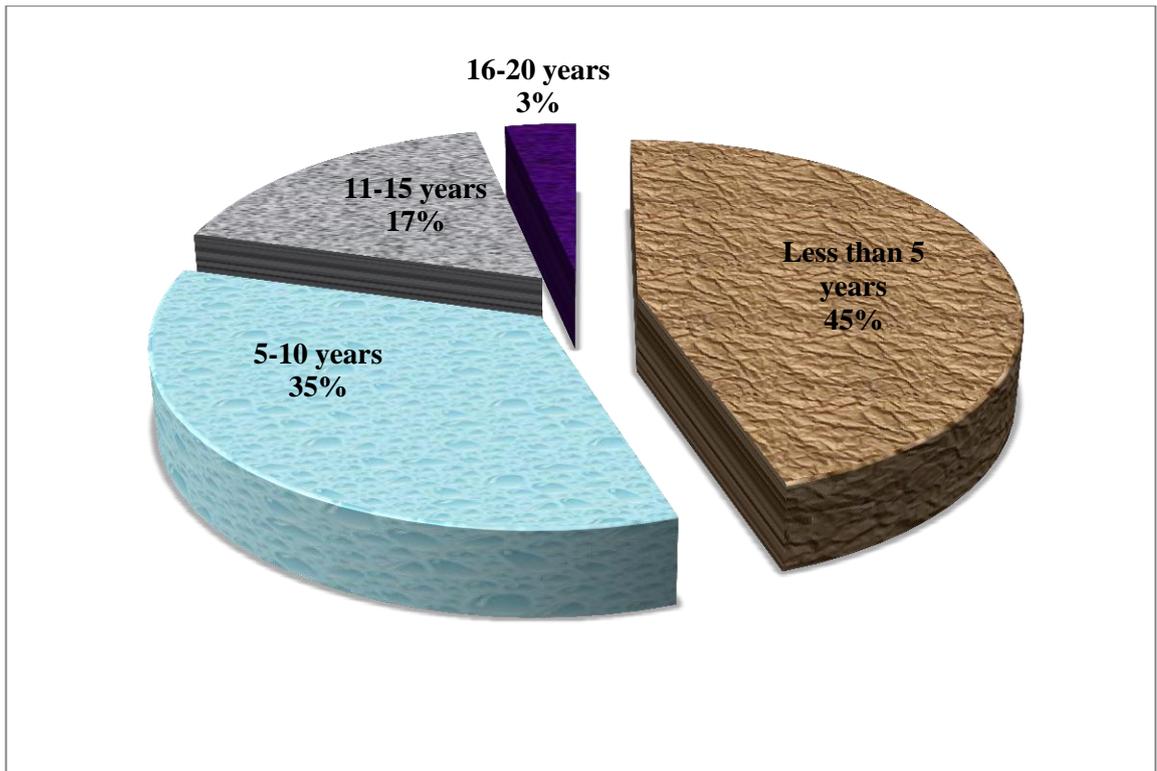
Figure 4.4.1 Number of years of working experience of respondents
Source: Field survey, 2014

This question was asked in order to identify and categorize the respondents according to their work experience which was measured in terms of the number of years practiced. The data obtained revealed that out of the 58 respondents, 26 (45%) have less than five years work experience, about 20 (35%) also attested to the fact that they have between 5 to 10 years work experience, 10 (17%) of the respondents also said they have between 11 to 15 years work experience and finally 2 (3%) of the respondents confirmed that they have s16n to 20 years work experience.

The experience of the respondents in the context of this research is determined by the number of years of practice and active involvement in journalism and radio broadcasting. The idea here is that a person's years of experience is likely to have a direct influence on his knowledge on how the media houses identify employee talent

for development and retention effectively and therefore based on Figure 4.4.1 those who responded to the survey are sufficiently experienced in talent identification and development to provide credible data as illustrated in the figure above.

	1-2	3-4	5-6
▣ Percent	60.3	31.0	8.6
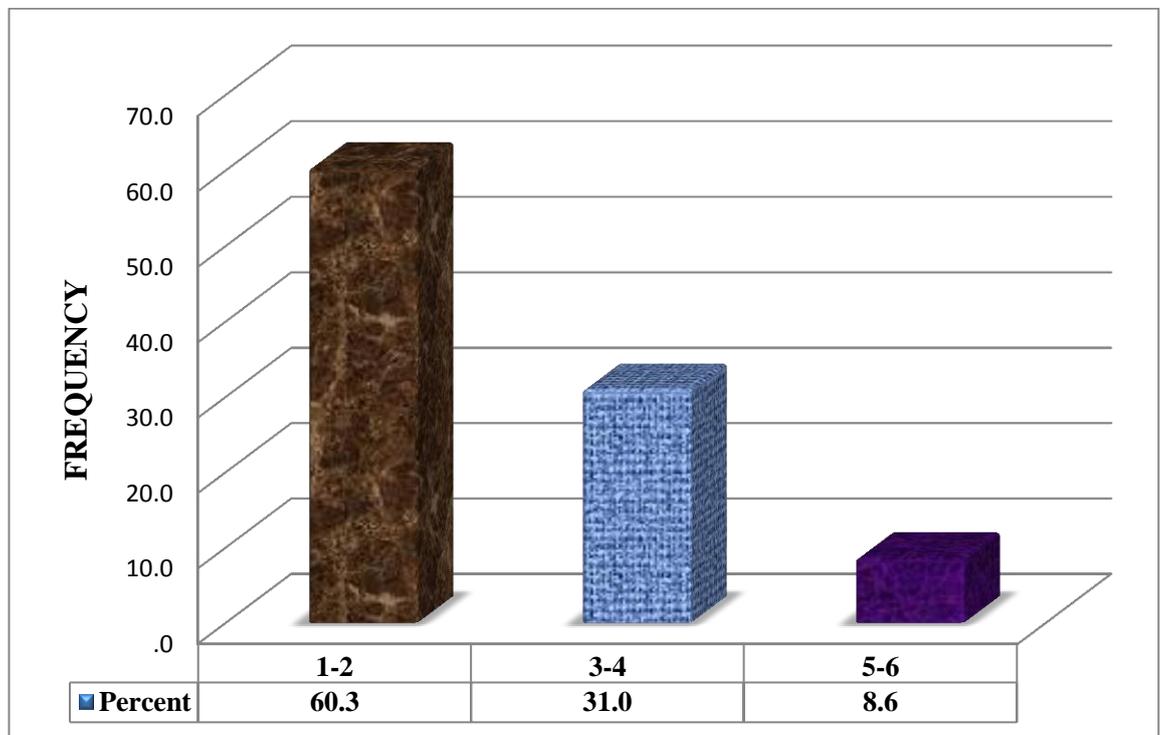
Figure 4.5.1 Number of stations the respondents have worked with
Source: Field survey, 2014

The question of how many stations one has worked with was asked in order to ascertain how frequent employees change job. The data obtained revealed that out of the 58 respondents, 35 (60.3%) has worked with 1 to 2 stations, about 18 (31%) also attested to the fact that they have worked with 3 to 4, and finally 5 (8.6%) of the respondents confirmed that they have also worked with 5 to 6 stations (figure 4.5.1).

Talents in the media have become trading commodities due to the rate FM stations are springing up. As it has been the norm with Ghanaian employers, they always advertise for applicants with at least 3 years' working experience. This informs the

newly established FM stations' alluring the talented from existing media houses. Those who have worked with 2 and/or more stations were either lured by newly established FM stations, or they left their previous stations due to lack of motivational measures in the work places – an interviewee hinted. Interestingly, some employees have the habit of changing jobs. They love to be seen and heard from different stations; seeing that as prestigious, and also to gain popularity.

4.6 Talent Identification and Development

Table 4.6.2 Talent identification and development

N_O	Talent Identification and Development	Degree of relative importance quoted by the respondents (W)					Total number of respondents	(ΣW)	RII= $\Sigma W/(5*N)$	Rank
		least	lower	high	higher	highest				
1	Creating environments where employees can contribute	6	9	20	13	10	58	186	0.64	1
2	Recruiting former employees	8	22	16	6	6	58	154	0.53	5
3	Use of crowdsourcing	6	25	16	10	1	58	149	0.51	6
4	Recruiting at trade shows	19	19	10	8	2	58	129	0.44	7
5	Performance appraisals	10	8	17	12	11	58	180	0.62	2
6	Investment in training and development	11	12	13	13	9	58	171	0.59	3
7	Nurturing employee career	10	12	19	8	9	58	168	0.58	4

Source: Field survey, 2014

From Tables 4.6.2, it can clearly be seen that the 7 most important ways (in order of importance) and most frequently used item for which talent can be identified and developed from these professionals point of view are as follows:

1. Creating environments where employees can contribute

2. Performance appraisals

3. Nurturing employee career

4. Investment in training and development

5. Recruiting former employees

6. Use of crowdsourcing

7. Recruiting at trade shows

The study sought to find out from respondents the organisation's frequency of using the items above to identify talent and develop it. Table 4.6.2 showed the various items used to identify talent and develop it. From the analysis of the results, it can be seen that the item where majority of respondents ranked first is creating environments where employees can contribute. This may be as a result of the fact that when an environment is created for employees to contribute and bring out their ideas, it helps them to realise their talents. Recruiting at trade shows was ranked at the bottom with the reason being that; when people are recruited at these fairs, they bring out their ideas on board which suggests that they already have identified their talent and developed it into something wonderful to be seen by the public. Such employees think they have all it takes to perform and therefore, do not readily submit to authority.

4.6.2.1 Creating environments where employees can contribute

Employees of any organisation are major contributors to the success of the company. This finding is in line with Kelly's (2013) assertion that the cornerstone to an organisation's growth from within is the identification of high potential talent. Table 4.6.2 (pg. 54) shows that employee talent is identified where he or she is allowed to contribute; they earn their living from work places and do expect the workplace to

have a friendly, supportive and caring environment. 43 (74%) of the respondents stated clearly that creating enabling environments for them to contribute helps them bring out the best in them. From the total of 43, 20 ranked the item high, 13 ranked it higher, and 10 ranked it highest. This is a clear vindication of Iles' (2010) assumption that all employees have the potential to demonstrate talent. The respondents allege that they make their work visible and discoverable in environments that are supportive and encouraging; interactive and engaging, and where all are given equal treatment and opportunities. In this wise, employees' potential are identified for development. 15 (25%) of respondents indicated that item 1 (creating environments where employees can contribute) has no bearing on talent identification.

4.6.2.2 Performance appraisals

Performance appraisal, the driving force behind any activity to assess the performance of employees is defined by Business dictionary as a process by which a manager examines and evaluates an employee's work behaviour by comparing it with set standards. Before one can be examined, the manager must tell him what to do, and how to do what. This is in line with Cash's assertion that whoever knows what is expected of him, and how he is to accomplish whatever task is before him, works around the clock to bring out the best in him. The study found out that 17 (12%) out of the 58 respondents ranked performance appraisal as high degree, 12 as higher and 11 as the highest degrees for identifying employee talent. This implies that 40 (68%) of respondents see performance appraisal as important tool in talent identification. If an employee is appraised periodically and continuously, his

potential (talent) is identified, and can be developed. This is due to the fact that if an employee (appraisee) is unable to accomplish a set task, the manager (appraiser) investigates to find out why a standard was not met, and then takes corrective measures to rectify shortfalls. With time, the employee performs wonderfully. However, performance appraisal is not common with FM stations as revealed by the study. One out of the four FM stations under study has Human Resource Manager who seldom conducts performance appraisal.

4.6.2.3   Investment in training and development

This is also another way of identifying employee talent when the employee is given frequent training that is needed. The Labour Act 2003 (Act 651, Part 5, Section 53) requires that managers give employees the necessary training to enhance their career. According to Table 4.6.2, 23 (39%) respondents do not see the necessity of training as a tool for development. The employers also claim training is expensive, and entertain the fear that after training, the developed employees leave for greener pastures elsewhere within the same industry as employers in the media have no rules and regulations that restrict employees from changing jobs. However, few employees that have shown commitment to work are made to go through forms of training; formally and informally. It must be noted that the 35 (60%) respondents who affirmed the necessity of training as a tool for talent development have gone through some forms of training.

4.6.2.4   Nurturing employee career

Nurturing employee career is ranked 4th from table 4.6.2. Employees who show signs of having potentials that are beneficial to an institution need to be nurtured for

improvement. Nurturing is like watering a plant to grow. 22 (38%) out of the 58 respondents ranked nurturing employee career as least means of identifying talent in the media. This is because it is not a common practice with the media. 36 (62%) affirmed the importance of nurturing employee career though.

Human beings are born with the tendency to achieve, succeed, and thrive in all endeavours, but need support through education (formal and informal), and provision of tools to work with. Interestingly, it came to light that immediate supervisors, instead of mentoring, coaching, and directing the activities of newly recruited with high potentials, adopt the "laisez faire" attitude for fear of their roles being taken over from them.

4.6.2.5 Recruiting former employees

Employees quit their jobs for many reasons; they follow spouses across the country, stay home with children, or go back to school (Heathfield, 2000). From the study, 22 (38%) of respondents regard this 2nd item on the table as a less and 8 (14%) as least degree in talent identification (Table 4.6.2). The study has revealed that employers do not readily employ those they have already worked with. This is in line with the perception that, if they had found better placement where they went, they would not have returned, whiles overlooking the reasons for which employees leave jobs. Recruiting former employees is not common with the media industry due to such perception. Reasons for which employees leave their place of work are tough to address by an employer because they involve life events in the employee's world outside of work (ibid). 28 (48%) accept this item as high degree most of whom are the talented that have been changing jobs. An employee who leaves because of any

of the reasons above can be re-engaged if the employer realizes the potential the employee has, and the employee's eagerness to take up the job he left behind. This epitomizes Stepper's (2013) assertions that "working with those you have already worked well and who have proven their mettle is one sure way of coming out with the talented".

Interestingly, the study found out that those who stay behind in the workplace and work to sustain the organization become stumbling blocks to those who left and wish to come back; an act in line with the prodigal son whose brother became jealous when the father received the prodigal back to the fold (Luke 19: 1-20). They claim if they had all left, the business would not have existed for them to come and enjoy. On the contrary, there are former employees who return to their old place of work and excel because of odds they encountered when they left their jobs. It would be in the interest of employers to scrutinize former employees and re-engage them.

4.6.2.6 Use of crowdsourcing

This method refers to using the wisdom of the crowd to identify high potentials. The diverse experience and knowledge of a large audience aids in arriving at employing the potential applicant (Willis, 2013). 27 (46%) allege that based on the recommendations of other workers in the field of work, management may come into contact with the talented and employ them. However, this is the least method in identifying talent according to the respondents as asserted by 31 (53%). From Table 4.6.2 it could be realised that crowdsourcing is not common in Ghana as proven by the study.

4.6.2.7 Recruiting at trade shows

Trade show is a gathering of the best professionals in an industry. These professionals are sent to conferences to represent their companies (Sullivan, 2006). People who are sent to represent their companies are deemed to be top performers. Employers take opportunity of the conference to interact with potentials and if possible lure them to their companies. It is an opportunity to pass up if you're looking to recruit the best (ibid). The study revealed that employers knowing how they came by the talented in their companies do not sponsor them to such conferences for fear of being snatched by other FM stations which is likely to occur. This accounts for the 38 (65%) of respondents claiming that recruiting at trade shows is a least means of identifying talent.

Table 4.7.3 Challenges on talent identification and development

No	CHALLENGES	Degree of relative importance quoted by the respondents (W)					Total number of respondents	(ΣW)	RII= $\Sigma W/(5*N)$	Rank
		least	lower	high	higher	highest				
1	Human capital insufficiency	14	14	11	16	3	58	154	0.53	2
2	Lack of accountability and capacity for talent development	18	13	13	9	5	58	144	0.50	5
3	Inconsistent execution and integration of talent programme	16	12	15	14	1	58	146	0.50	4
4	Unavailability of talent development tools	11	17	12	14	4	58	157	0.54	1
5	Absence of talented ethical culture	15	16	14	11	2	58	143	0.49	6
6	Nonexistence of motivational measures	19	16	10	11	2	58	135	0.47	7
7	Uncontrolled recruitment and selection	14	18	12	6	8	58	150	0.52	3

Source: Field survey, 2014

Table 4.7.3 (previous page) clearly shows that the 7 challenges (in order of severity) in talent identification and development from the professional point of view are as follows:

1. Unavailability of talent development tools

2. Human capital insufficiency

3. Uncontrolled recruitment and selection

4. Lack of accountability and capacity for talent development

5. Inconsistent execution and integration of talent programme

6. Absence of talented ethical culture

7. Nonexistence of motivational measures

Professionals were asked to evaluate how these challenges severely affect talent identification and development. From the analysis of table 4.7.3, it can be observed that respondents chose unavailability of talent development tools as 1st and human capital insufficiency as the 2nd most challenging in talent identification and development. The others follow as: uncontrolled recruitment and selection 3rd, lack of accountability and capacity for talent development 4th, inconsistent execution and integration of talent programme 5th, absence of talented ethical culture 6th, and nonexistence of motivational measures also ranked 7th.

4.7.3.1 *Unavailability of talent development tools*

Talent whether endowed or acquired needs to be nurtured or developed to grow. There are so many ways to achieve these; by learning and constant practicing. As there are teaching and learning materials to equip teachers and students, managers need tools to develop the high potentials in their work places.

From table 4.7.3 it could be deduced that most of the respondents do not know what talent development tools are. 28 (49%) stated that the absence of talent development tools does not affect identification and development. This is very alarming because no one can work without tools. 30 (51%) were of the opinion that the tool is very important. Managers for talent development must build plans that inform employees of what measures are really in place to fill skills gaps through formal training, informal development activities, and mentors. These are lacking in most media settings including FM stations. However, some respondents who were interviewed attested to the fact that when the industry organizes seminars their managers assist them by providing funds for them to attend such seminars after which they write reports. They also have free range to explore; listen to other media houses if the need be and then copy their successful measures.

4.7.3.2 Human capital insufficiency

Human capital which comprises of competencies, knowledge, habits, social and personality attributes, such as creativity, cognitive abilities, that are expressed in the ability to perform to produce economic worth is ranked the 2nd challenge in talent development (Table 4.7.3). These factors are major contributions to the success and survival of businesses, but are lacking in most business settings in our part of the world. It could be observed that 28 (49%) or respondents undervalue human capital as a major challenge. This is so because Ghanaians in general are not creative owing to the way and manner they are brought up. Children are not allowed to reason rendering their reasoning level so low. This contributes to the inability to innovate and create. The 30 (51%) who ranked it high realised the need but stated

that their immediate supervisors do not give them the chance to exhibit their competencies including creativity, for the fear of taking over their roles; they tend to control instead of allowing them to exhibit their cognitive abilities. This is not a menace with workers in the private sector alone but in public sectors as well.

4.7.3.3 Uncontrolled recruitment and selection

The study found out that owners and FM station managers mostly recruit by enticing those who are already in the industry working with other FM stations. Others are recruited based on the recommendations of the talented ones who have been lured with monies. Few employees are fresh from school. It could be observed from table 4.7.3 that 26 (44%), less than half of the respondents understand the effect of recruitment and selection in job placement. The study also found out that the non-existence of Human Resource Managers in the FM stations is also a contributing factor to uncontrolled recruitment and selection. OTEC confirmed that the Director (Owner) opened his doors to whoever showed interest to work with him, resulting in overstaffing. The stations have no contingency plans, and so employers hurriedly fill vacancies created by exited employees without going through the necessary recruitment and selection process. This is also as a result of high turnovers due to the absence of rules and regulations governing the media industry in Ghana as the study has revealed.

4.7.3.4 Lack of accountability and capacity for talent development

The research revealed that the absence of HRM in the FM stations contributes to lack of accountability and capacity for talent development. Programme Managers who have little or no knowledge in managing human resources tend to perform the duties

of HRM. In this wise the other functional managers – General Manager, Programmes Manager etc. may not be in the position of building capacity for the talented and accounting for their performance.

4.7.3.5 Inconsistent execution and integration of talent management programmes

The study found out that the FM stations that have strategic programmes do not integrate them during executions. This attests to the fact that HRM functions cannot be performed efficiently and effectively by other functional managers in the organisation. It takes HRM to manage human capitals. To be consistent in the execution and integration of talent management strategies that actually delivers business results, managers must first determine business needs and realities, the challenges to be addressed, and the external forces that pose threat to the organisation's talent force (Stelsin and Sorensin, 2012). However, the determination alone does not guarantee success but healthy integration as well.

In another development, the managers (owners) of FM stations assert that once they have been able to set up the business, they can manage employees without necessarily employing HRM; they end up messing talent management programmes.

4.7.3.6 Absence of talented ethical culture

According to Allegiance's research, organizations with strong ethical cultures report fewer cases of scam, suffer fewer lawsuits, and keep happier and more engaged employees. Ethical cultures spell out what is expected of all employees and the price an employee pays for abusing any of the rules. From the study, 31 (53%) respondents ranked this challenge less while 27 (46%) see it high. This informs the

research that employees and employers alike do not readily see the importance of ethical culture in the media industry. Consequently, the talented employees feel they are hot cakes (have all it takes to perform) and so do not require any culture to restrict their movements. The absence of ethical culture really impacts employee performance especially in the Ghanaian culture where people pretend to work and employers pretend to remunerate.

4.8   Measures for retaining talented employees

Table 4.8.4   Measures for retaining talented employees

N_O	MEASURES	Degree of relative importance quoted by the respondents (W)					Total number of respondents	(ΣW)	RII= ΣW/(5*N)	Rank
		least	lower	high	higher	highest				
1	Creating the flexible work environment	5	9	12	21	11	58	198	0.68	1
2	Proper Talent Management	8	17	16	8	9	58	167	0.58	5
3	Opportunities for improvement	6	12	18	15	7	58	179	0.62	3
4	Management involvement in training and developing talent	11	17	10	12	8	58	163	0.56	7
5	Recognising superior talent as a business advantage	9	18	13	10	8	58	164	0.57	6
6	Setting goals with rewards attached	12	16	16	10	4	58	152	0.52	9
7	Cohesive work groups	7	15	18	14	4	58	167	0.58	4
8	Allows employee to develop skills	4	13	20	7	14	58	188	0.65	2
9	Work life balance	12	12	16	15	3	58	159	0.55	8

Source: *Field survey, 2014*

Professionals were asked to evaluate how these measures affect the level of talent retention of employees. From Tables 4.8.4, it can clearly be seen that the nine (9) measures (in order of importance) for talent retention of employees from these professionals point of view are as follows:

1. Create the flexible work environment

2. Allow employee to develop skills

3. Provide opportunities for improvement

4. Cohesive work groups

5. Recognise superior talent as a business advantage

6. Proper Talent Management

7. Work life balance

8. Management involvement in training and developing talent

9. Set goals with rewards attached

4.8.4.1 Creating the flexible working environment

Employees spend long hours in their work places. They expect the working environment to look attractive, open, and safe to accommodate them. No wonder 43 (74%) of respondents ranked it first for employee retention. From the study it could be observed that the 15 (26%) who ranked flexible working environment as least retention measure are service providers who do not spend much time in the work places (persons interviewed attested to this fact).

4.8.4.2 Allowing employee to develop skills

Every responsible employee hopes to tread on higher grounds. Contrary to the notion that only money motivates employees, there are others who prefer to work

with institutions that allow them to develop their skills rather than to be given money, and restricted from climbing high on the educational ladder. 14 (24%) respondents attest to the above fact. In all 41 (70%) agree to Willis (2013) assertion that any talent management strategy that allows employees to grow and develop is sure of retaining them. If employees are allowed to develop skills they become expensive and admirable. This is the dream of every responsible employee. However, 17 (29%) of respondents see it as a least retention measure; affirming the principle that on every scale, there are two ends; least and highest. In spite of this, there exist employees who after developing their skills, deem it unfavourable to remain in the work place especially with small organisations. This defeats the aim of developing them for retention.

4.3.4.3 Provide opportunities for improvement

In outlining the challenges in talent retention, Nordmeyer (2012) wrote that employees seek opportunities to improve upon their skills. Respondents have collaborated with his claim because from the study, 40 (68%) ranked opportunities for improvement as a very high means for retaining talented employees.

4.8.4.4 Cohesive work groups

From Table 4.8.4, 36 (62%) of respondents are of the opinion that working in cohesive work group is a sure way of retaining employee. This is in line with Argote's (1991) declaration that being in a cohesive work group where members like each other reduces turnover. As stated earlier the work place is more or less the home of the employee. No one enjoys working in a fragmented environment where

chaos is witnessed always. In unity, ideas can be freely shared. But 22 (37%) rated the item low indicating it is not a measure of retaining talent.

4.8.4.5 Recognise superior talent as a business advantage

According to Nordmeyer (2012), employee recognition programme can have a significant impact on the ability of businesses to retain top performers. 31 (53%), more than half of respondents second this claim (Table 4.8.4). It was revealed in a discussion with a presenter that talented employees give businesses competitive edge. When a talented employee is recognized as such by the employer, and is given the necessary support, that employee works assiduously to enhance the image of the company where he earns his meat. People who feel unappreciated seek acknowledgement elsewhere.

4.8.4.6 Proper talent management

Managing employee talent is the key to organizational efficiency the findings epitomizes the work of Collins and Mellahi (2009) that talent management has emerged as the solution to current challenges in human resource and as the key to organizational efficiency. From Table 4.8.4, it could be observed that 25 (43.1%) respondents ranked proper talent management as of less importance in retaining talent. Some talented employees who have avid listeners are arrogant. The researcher could deduce that respondents feel once they are able to perform as expected, there is no need to be managed. These same people when managed properly can be cherished assets to the organization. It takes a benevolent leader to shape them in order not to corrupt other employees to bring down the hard won reputation of the organization. Nevertheless, 35 (60.03%) underscore proper talent

management as a measure to retain talent. These are disciplined employees who envisage management as a tool for improvement.

4.8.4.7 Setting goals with rewards attached

Rewards motivate employees especially when they know that employers keep to their promises. 30 (52%) respondents ranked this item high. They are goal oriented employees who expect their employers to appreciate the value they add to productivity. The study found out that the 28 (48%) respondents who ranked the item less/least belong to the group of employees who feel that their salaries are intact whether they excel or not. This is due to the fact that some organisations do not attach rewards to excellent performance.

4.8.4.9 Work life balance

The study found out that a sizeable number of employees in the media are in their youthful years, and have not worked with big companies where workers stay in office or work place for 8 hours. Their first workplace is the FM stations where they work in shifts. They have not experienced 8 hours in 5 days duty call. They have enough time to balance work and life. This accounts for 24 (41%) ranking work life balance as least important. Interviews carried out showed that the 34 (58%) respondents who ranked the item high have worked with recognized companies, and experienced the stress in working all day with few hours break. The researcher saw that employees in the media really feel free and move about in office at their will.

4.9 Challenges in talent retention

Table 4.9.5 Challenges in talent retention

N$_O$	Challenges	Degree of relative importance quoted by the respondents (W)					Total number of respondents	(ΣW)	RII= ΣW/(5*N)	Rank
		least	lower	high	higher	highest				
1	Absence of cordiality among employees	20	7	15	13	3	58	146	0.50	6
2	Unrealistic Expectations	10	20	15	9	4	58	151	0.52	5
3	Absence of needed support to get job done	11	10	11	21	5	58	173	0.60	1
4	Inadequate opportunities for advancement	16	12	10	15	5	58	155	0.53	4
5	Inadequate employee compensation	12	17	12	8	9	58	159	0.55	3
6	Inability to meet employees demand	13	15	11	12	7	58	159	0.55	2

Source: Field survey, 2014

From Table 4.9, it can clearly be seen that the six (6) challenges (in order of magnitude) on talent retention of employees from these professionals point of view are as follows:

1. Absence of needed support to get job done

2. Inability to meet employees demand

3. Inadequate employee compensation

4. Lack of opportunity for advancement

5. Employee does not feel good around

6. Unrealistic expectations

In ranking the level of challenges on talent retention of employees faced by employers, it came to light that absence of needed support to get job done was ranked 1st. This indicates that employers have a very significant influence when developing and retaining employee talent, followed by the inability of the employers to meet employees demand; inadequate employee compensation 3rd; lack of opportunity for advancement 4th; employee not feeling good around 5th; and Unrealistic expectation also ranked 6th (Refer to table 4.9.5).

4.9.5.1 Absence of needed support to get job done

There is an adage in Akan that reads "woforo dua pa a na yepia wo" (he who climbs the prosperous ladder deserves a push). This means that employees who work assiduously to promote organisation's image must be well equipped. 21 (36%) respondents indicated the needed support is less important. The study found out that the need depends on the job the employee performs and the type of tools needed. For example receptionist and service providers do not require expensive tools to get job done. On the other hand, those who perform technical and managerial jobs like accountants, radio programmers, and reporters must be resourced adequately before they can perform their duties well. Employees in this group recognize the essence of needed support to get job done. They represent the 37 (63%) respondents who ranked this challenge high.

4.9.5.2 Employers inability to meet employees demand

The study found out that employers find it difficult to meet the demands of the talented employees who they lured to their institutions at their initial recruitments. Employees in the media are employed on contract basis. At the end of the contract,

employers are unable to raise the renewal contract fee coupled with agitations for salary increase by other staff members.   One could recognize from Table (4.9.5) that the gap between those who ranked this challenge as least/lower 28 (48%) and those who ranked it high/highest 30 (52) is less. This is in line with the notion that not all employees are motivated by the same measures. Whereas one is interested in high salaries the other may be interested in a retirement benefits, health benefit, rent and car allowances, etc.

4.9.5.3   Inadequate employee compensation

The study found out that employers in the media compensate employees, but are woefully inadequate, especially with the small organizations. The study has asserted that money is not the only means of compensation. From 4.9 on page 70, 29 (50%) or respondents ranked inadequate employee compensation as least retention challenge, and 29 (50%) also ranked it high. This affirms the long lived perception that there are some people who only want to be recognized as employed no matter the salaries they receive. Once he or she wakes up in the morning and leaves for work, satisfaction is assured. The 50% respondents who ranked it high are discerned enough to demand whatever is due them as far as the Labour Act (Act 651, 2003) requires; sick leave, health and safety measures, etc.   Others recognize leave of absence which is time allowed away from work to cover unusual circumstances occurring in the employee's life as a form of compensation.

4.9.5.4 Inadequate opportunities for advancement

Every individual seeks to aspire higher. Thus people in this field of endeavour are not left out. Better opportunities must be created by employers for their employees

to add value to themselves whether formal or informal; formal in the form of opportunity to pursue higher levels of education; attend conferences and seminars, and organisation in-house training; informal in the form of access to information both soft and hard.

4.9.5.5 Proper talent management

The study revealed that 33 (56%) realise talent management as a key component in talent retention. However, 25 (43.1%) do not appreciate its importance. This underpins the idea that employers in the media do not recognize high educational background as pre-requisite for employment. It takes the advance learner especially Human Resource Personnel who has in-depth knowledge in managing human resources of which talent is one to grasp the essence of proper talent management. The findings epitomizes the work of Collins and Mellahi (2009) that talent management has emerged as the solution to current challenges in human resource and as the key to organisational efficiency. Some managers affirmed the long lived perception that some talented employees who have avid listeners are arrogant; it takes a benevolent leader to shape them in order not to corrupt other employees to bring down the hard won reputation of the organisation. These same people when properly managed can be cherished assets of the organisation.

4.9.5.6 Absence of cordiality among employees

Table 4.9.5 shows that 27 (46%) of respondents find absence of cordiality among employees as having least impact on talent retention, and 31 (54%) marked it high. This is so because some workers spend few hours in the work place (service providers and reporters). Reporters are often dispatched to investigate into matters

and report from spots of incidents. It could be observed that the 27 (46%) fall under such group. The 31 (54%) who believe cordiality among employees affects productivity perceive all sections in the organisation function to coordinate its affairs. There is, therefore, the need for employees in all sections to execute their functions cordially. Employers must ensure that all sections are treated fairly so one section does not feel left out.

4.9.5.7 Unrealistic expectations

The study found out that this is not a common practice with employers in the radio industry. 30 (51%) of respondents attest to this fact. Those who ranked unrealistic expectations as a challenge are 28 (48.3%) out of which only 4 (7%) ranked it highest, 9 (15%) as higher, and 19 (28%) as high. Employers confirmed that they are able to balance work and life. This is as a result of working in shifts. However, during elections, they work beyond the normal working hours; their work takes them far away from home, and deep into the night.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0   Introduction

This chapter presents what the study found out from the questionnaires administered and interviews conducted. The chapter addresses conclusions drawn from the study, and recommendations made to address the main findings obtained from the analysis in the light of the objectives of the study. The objective of this research was to investigate into how employers identify employee talent for development and retention: the case of some selected FM stations in Kumasi. In this chapter, the research questions and the objectives are revisited to find out the degree to which the aim of the study has been achieved throughout the various stages of the study.

 A total of fifty-eight research questions were used for the study whiles seventy-seven questionnaires were administered through purposive sampling of which Fifty-eight responded. From the results and discussions in the preceding chapter, the following conclusions and recommendations were made.

5.1   Summary of Findings

The study found the items below as what is actually going on in the FM stations in identifying, developing and retaining talent.

5.1.1   *Absence of organised rules governing the media industry*

The study has revealed that the Ghanaian Media Industry has no laid-down regulations governing employees working in the media. Due to this, any employee decides to leave the workplace unannounced without following any procedure for

quitting job. There is a situation in which an office where a worker who is being expected to report would be heard broadcasting on other FM stations. This employee cannot be sanctioned because he has not breached any regulation.

5.1.2   Absence of Human Resource Managers

There are no Human Resource Managers employed to manage employees in the FM stations. From the Four FM stations on which the study was conducted, only one had Human Resource Manager. Employers do not see the need to employ Human Resource Managers (HRM) with the idea that HRM do not perform any special functions than what other functional managers do. The effect is that they are unable to perform the core HR functions like performance appraisal, compensation and reward systems, and conflict management, which are essential in employee management. The study found out that employees leave their place of work partly due to conflicts that are not solved fairly and amicably. Instead of using performance appraisal to promote, compensate and reward employees, managers use their own discretion which is subjective and full of bias to perform such functions.

5.1.3   Recruiting by poaching

The study revealed that apart from OTEC FM that has a school for training young ones who want to be in the media (radio) industry, the others rob existing FM stations by enticing its employees with huge sums of money. In identifying talent, employers poach. They also monitor programmes of well-established FM stations that have won reputation, then identify presenters who have large audience share (listeners) and entice them with huge sums of money. Secondly, there may be a talented employee working in FM stations that are not well known due to the size

and location. Managers reach them with monies; direct them to follow the procedures regarding job change to avoid legal implications, and then draw them to their organisations. Consequently, consecutive callers who have control over the Ghanaian (Akan) Language are also employed. The downside of poaching is that at the end of their contracts, employers are unable to review contracts because the employee may demand more than the initial enticement fee so they leave for better conditions elsewhere. As the study has already stated that listeners follow the talented presenters wherever they are, when a presenter takes the door, more listeners follow on.

5.1.4 Immorality on the part of presenters

The study revealed that some presenters engage in questionable financial practices. The study found out that some monies and gifts meant to be shared by all are pocketed by those who receive the monies from donors. For instance, a business entity may donate money to be shared among presenters who champion adverts. The recipient instead of declaring the whole sum of money keeps part of it and shares the rest with the other workers – an act even God detests (Act 5: 1-11). When this comes to light, conflict ensues. If the conflict is not solved objectively, the one who is beefed finds his way out and thus joins another station. Secondly, most employees in the media flirt and so clash on women. This can lead to intimidation on the part of superiors. Subordinates who are peeved leave for elsewhere. Others refuse to be counseled and so find the exit.

5.1.5   Talent identification in FM stations

In identifying employee talent, the study revealed that besides creating environments where employees can contribute, performance appraisal, use of crowdsourcing, etc., employers allow free role play where talents are identified. This takes the form of reshuffling employees. For instance, a radio programmer is allowed to analyse sports or broadcast news and vice versa. It is realised that the employee exhibits a potential which needs a little push to heighten. OTEC FM, one of the stations under study which opened its doors to whoever showed up raised many talented presenters through this means. The study revealed that in almost all the FM stations operating within the Kumasi Metropolis, one can find a talented presenter or two who have ever worked with OTEC FM.

5.1.6   Training and development in FM stations

The study has revealed that presenters do not easily lose their voices. This is because they go through voice training – especially on-air staff. They are advised and if possible restricted from taking foods and drinks that are identified as harmful to voice pipes. Employers also engage counselors to counsel presenters on their utterances when on air to guard against libel, and all sorts of immoral act such as hooliganism and womanizing.

To exhibit competence, employees are trained to be time conscious. The researcher could attest to this fact that presenters are really punctual.

5.2   Conclusion

Given that the workforce of an organisation is the most expensive yet poorly managed asset in most organisations, the objectives of the study was to identify employee talent for development and retention and some of the challenges faced by some selected FM stations in Kumasi concerning talent identification and development.

At the end of the study, the results of the survey gave an indication that, indeed, talents can be identified and developed as measures can also be taken to retain these talented employees. Therefore, eliminating these challenges or even reducing their magnitude can help in the identification and development of talents and also curb the idea of talents leaving the organization.

As a result of this, it can be concluded from the study that the most significant/important factors that help in the identification of talent and development and also serve as a measure for retaining employees are:

   a. Creating environments where employees can contribute

   b. Performance appraisals

   c. Nurturing employee career

   d. Investment in training and development

   e. Creating the flexible work environment

   f. Allowing employee to develop skills

   g. Creating opportunities for improvement

   h. Cohesive work groups

   i. Recognising superior talent as a business advantage

   j. Proper Talent Management

k. Work life balance

l. Management involvement in training and developing talent

The study also revealed that, the main challenges to any talent identification, development and retention are when there is,

a. Unavailability of talent development tools

b. Human capital insufficiency

c. Uncontrolled recruitment and selection

d. Lack of accountability and capacity for talent development

e. Inconsistent execution and integration of talent programme

f. Absence of talented ethical culture

g. Nonexistence of motivational measures

h. Absence of needed support to get job done

i. Inability to meet employees demand

j. Inadequate employee compensation

k. Lack of opportunity for advancement

l. Biases in conflict resolution

m. Rejection of employee involved in a libel issue

The identification and development of talent is very essential since it is the solution to current challenges in human resource and as the key to organizational efficiency. Therefore, the effective development and retention of talented employees is fundamental to the success of any organization. With this, the onus falls on organizations to effectively manage, develop and retain their talent to ensure increase in productivity.

5.3 Recommendations

The findings of this research are expected to contribute more to the effective way of identifying, developing and retaining talented employees. To achieve this objective, this study proposes a set of recommendations to these firms.

5.3.1 Establishment of code of conduct

The study found out that the media industry has no laid-down rules governing the conduct of workers in the industry. This accounts for the unannounced quitting of job which does not augur well for organisations within the industry. The researcher recommends that all employers in the industry come together and on a common ground come out with well documented rules to govern their employees and describe appropriate behavior and acts of its members to curb employee turnover to promote employee retention.

5.3.2 Focus on talent development

Leadership should focus more on talent development programmes rather than poaching (recruiting talents from other organizations) which the study has revealed is common with the media. The study found that only one of the FM stations under study has a school of journalism where young graduates from Senior High Schools, Polytechnics and other institutions who are interested in working with the media can enroll.   It is recommended that identifying people from within the organization and investing in them promotes retention of the talented.

5.3.3 *Employment of Human Resource Managers*

The study revealed that the absence of Human Resource Managers in the FM stations is critical issue that needs to be addressed.   Talent is a human capital that contributes to the survival of businesses.   The study found that uncontrolled recruitment and selection, conflict management, rewards and compensation, training and development, are all critical issues in the media industry.   These can be addressed by Human Resource Managers who have acquired profound knowledge in managing human resource such as talent.   Directors (owners) must, therefore, endeavour to employ HRM.

5.3.4 *Adoption of different motivational measures*

Employers in Ghana see money as the only motivational means.   The truth of the matter is that not all workers are motivated by the same means.   As asserted by Powell (2014), that money is not the only means of compensation; employers must create different motivational measures. From Table 4.9.4, 29 (50%) of respondents ranked inadequate employee compensation as least retention challenge, and 29 (50%) also ranked it high thus being at par.   But workers of all ages and across all income brackets seek job satisfaction (Nordmeyer 2012).   To retain employees, organisations need to revise their policies on work schedules, and installations of equipment to ease work loads of employees.

5.4   Recommendations for Future Research

This research exposes a number of areas, which needs research attention. The following recommendations are stated for future research:

i. Further recommendation for this study is Talent Acquisition, Development, and Retention in Emerging Markets.

ii. In addition, further research on different talent management strategies can also be conducted.

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