

**ASSESSING TALENT MANAGEMENT AS A TOOL FOR EMPLOYEE
RETENTION- A CASE STUDY OF PROCREDIT SAVINGS AND LOANS
LIMITED KUMASI**

KNUST

By

Frederick Addy Koranteng, BSc (Human Resource Management)

A Thesis submitted to the Department of Managerial Science, Kwame Nkrumah
University of Science and Technology in partial fulfilment of the requirements for the
degree of

MASTER OF BUSINESS ADMINISTRATION (HRM OPTION)

School of Business, KNUST

College of Art and Social Sciences

July, 2014

DECLARATION

I hereby declare that this submission ‘Assessing Talent Management as a tool for Employee Retention- A case study of ProCredit Savings and Loans Limited Kumasi’ 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.

Frederick Addy Koranteng (PG7604212)
(Student Name & ID) Signature Date

Certified by:
Felicity Asiedu-Appiah
(Supervisor) Signature Date

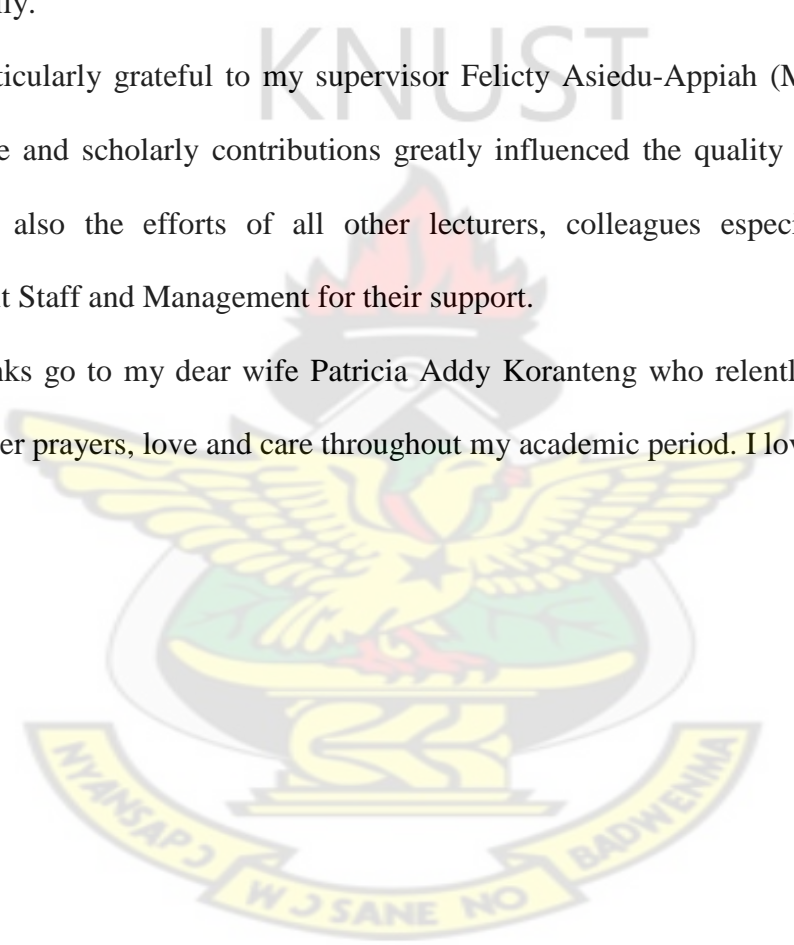
Certified by:
J.K.Turkson
(HEAD OF DEPARTMENT) Signature Date

ACKNOWLEDGEMENT

My greatest thanks go to God Almighty who through His abundant grace and love has been with me since my admission into the University through to a successful completion of this thesis. I want to specially thank my Head of Department (Managerial Sciences) J. K. Turkson (Mr) whose frequent seminars on thesis formatting enriched and deepened my knowledge to go about this research work successfully.

I am particularly grateful to my supervisor Felicity Asiedu-Appiah (Mrs) whose rich experience and scholarly contributions greatly influenced the quality of this thesis. I recognise also the efforts of all other lecturers, colleagues especially Jerry, the ProcCredit Staff and Management for their support.

Final thanks go to my dear wife Patricia Addy Koranteng who relentlessly supported me with her prayers, love and care throughout my academic period. I love you dear.



DEDICATION

I dedicate this thesis to my dearly loved wife, Patricia Addy and to my unborn child

Lily Nana Abrafi Addy.

KNUST



ABSTRACT

The goal of every business is to achieve its stated goals and objectives with a limited resource base with the human resource as a key factor. The human resource if not rightly discovered, retained and developed to cope with changes in the business environment is likely to fail in its operations. Chiefly among the human resource practices of developing employees is talent management. When employees' talents are identified and enhanced it does not only increase their productivity but brings about higher satisfaction on their jobs, increased motivation, and high staff retention rate. This study therefore sought to assess talent management as a tool for employee retention in the Non-Bank Financial Institutions in Ghana (ProCredit Savings and Loans Limited). Staff and Management of ProCredit Savings and Loans Limited, Kumasi served as the main population for this research. The study relied on both primary and secondary sources of data. The study revealed that the main talent management practices were mainly motivation and regular training and development of employees among others. A regression analysis on the key variables of the study showed that as employees were motivated, trained and developed, the more likely they were to leave the organisation for other relatively higher offers from competitive companies. Succession planning and career guidance and recruitment and selection as talent management practices however had a direct relationship with employee retention. Based on the findings of the study, it was recommended that the organisation should develop effective talent management practices which would seek to increase employee retention.

TABLE OF CONTENT

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
ABSTRACT	v
TABLE OF CONTENT	vi
LIST OF TABLES	x
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER ONE: INTRODUCTION	1
1.0 Background of the study	1
1.1 The Savings and loans sector in Ghana (Non-bank Financial Institutions)	2
1.2 Statement of the problem	3
1.3 Objectives of the study	4
1.3.1 General objective	4
1.3.2 Specific objectives	5
1.4 Research questions	5
1.5 Significance of the study	5
1.6 Research methodology	7
1.7 Scope of the study	7
1.8 Limitations of the study	7
1.9 Organization of the study	8
CHAPTER TWO: LITERATURE REVIEW	9
2.0 Introduction	9
2.1 Evolution of the HR function	10
2.2 Talent and talent management	12
2.3 Approaches to talent management: Individual versus systems level, strategic focus	14
2.4 Importance of Talent management	17
2.5 Attracting and sourcing talents	18
2.5.1 Brand image as a competitive advantage	19
2.5.2 Recruitment Strategies	20

2.6 The Talent management process -----	20
2.6.1 Analysis of future skills requirement (skills gap analysis) -----	21
2.6.2 Training and development -----	22
2.6.3 Competencies assessment -----	22
2.6.4 Employee Compensation and Benefits -----	22
2.6.5 Succession planning and Career development opportunities -----	23
2.7 Retaining Talented employees -----	24
2.7.1 Employee engagement and commitment -----	24
2.7.2 Measures to develop employee engagement -----	25
2.7.2.1 Clear career expectation -----	25
2.7.2.2 Ability to Connect -----	25
2.7.2.3 Establish trust -----	25
2.7.2.4 Consistent feedback -----	25
2.7.3 Organisational Culture -----	25
2.7.3.1 Clan oriented culture -----	26
2.7.3.2 Adhocracy oriented culture -----	26
2.7.3.3 Market oriented culture -----	27
2.7.3.4 Hierarchy oriented culture -----	27
2.7.4 Leadership Style -----	27
2.7.4.1 Authoritarian (Autocratic) -----	27
2.7.4.2 Participative Leadership (Democratic) -----	27
2.7.4.3 Delegative Leadership (Laissez-faire) -----	28
2.7.5 Motivation -----	28
2.7.5.1 Hertzberg's dual factor theory -----	29
2.8 Challenges associated with talent management -----	30
2.8.1 Human resource planning -----	30
2.8.2 Current economic crisis -----	31
2.8.3 Cultural diversities -----	31
2.8.4 Ethnicity and racial discrimination -----	31
2.8.5 Recruitment and selection -----	32
2.9 Benefits of talent management -----	32
2.9.1 Getting the right person in the right job -----	32
2.9.2 Retaining top talents -----	33
2.9.3 Better hiring -----	33

2.9.4 Competitive advantage -----	33
2.9.5 Understanding employees better -----	34
2.9.6 Better professional development decisions -----	34
2.10 Conclusion -----	34

CHAPTER THREE: RESEARCH METHODOLOGY AND

ORGANIZATIONAL PROFILE -----36

3.0 Introduction -----	36
3.1 Research Design -----	36
3.2 Sources of data -----	36
3.2.1 Primary data -----	37
3.2.2 Secondary data -----	37
3.3 Population -----	37
3.4 Sample size -----	38
3.5 Sampling technique -----	38
3.6 Data collection instrument -----	39
3.7 Data analysis technique -----	39
3.8 Reliability and validity of data -----	39
3.9 Organisational profile (ProCredit Savings and Loans Company Limited) -----	40
3.9.1 Company profile -----	40
3.9.2 Mission statement -----	41
3.9.3 Staffing situation -----	42
3.9.4 Young Bankers Programme -----	42

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION-44

4.0 Introduction -----	44
4.1 Analysis of responses solicited from the questionnaires (Both managers and employees) -----	44
4.1.1 The talent management policies at the ProCredit Savings and Loans -----	45
4.1.2 The methods and practices employed in managing the talents of employees at ProCredit Savings and Loans -----	51
4.1.4 The retention strategies adopted at ProCredit Savings and Loans. -----	66
4.1.4.1 Managers respondents -----	66
4.1.4.1.1 Recruitment and selection -----	66

4.1.4.1.2 Compensation and rewarding -----	69
4.1.4.1.3 Employee development -----	72
4.1.4.1.4 Talent management -----	74
4.1.4.2 Employee respondents -----	76
4.1.5 The effect of talent management practices on employee retention at ProCredit Savings and Loans -----	80
4.1.5.1 Regression analysis showing the effects of talent management practices identified at ProCredit Saving and Loans on employee retention-----	83

CHAPTER FIVE: SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION-----87

5.0 Introduction-----	87
5.1 Summary of Findings -----	87
5.1.1 The talent management policies at the ProCredit Savings and Loans. -----	87
5.1.2 The methods and practices employed in managing the talents of employees at ProCredit Savings and Loans-----	88
5.1.3 The level of effectiveness of talent management practices at ProCredit Savings and Loans.-----	88
5.1.4 The retention strategies adopted at ProCredit Savings and Loans.-----	89
5.1.5 The effect of talent management practices on employee retention at ProCredit Savings and Loans -----	89
5.1.5.1 Findings revealed by the regression analysis -----	90
5.2 Conclusion-----	92
5.3 Recommendations -----	94
5.3.1 Education of employees on the organisation's policy -----	92
5.3.2 Developing effective talent management practices -----	92
5.3.3 Improve working conditions-----	93
5.3.4 Effective retention strategies -----	93
5.4 Suggestion for further research-----	92

REFERENCES-----95

APPENDIX ----- 103

LIST OF TABLES

Table 2.1 Brand profile most desired by top talents below:-----	19
Table 3.1 Distribution of both managers and employees respondents -----	38
Table 4.2.1 The organization's policy on employee talent management -----	45
Table 4.3.2 Awareness of the company's policy on managing talents -----	46
Table 4.4.3 The Young bankers programme -----	47
Table 4.5.4 Daily employee appraisal system -----	48
Table 4.6.5 Periodic training and development of staff -----	48
Table 4.7.6 Effective staff motivation system -----	49
Table 4.8.7 Career guidance and counseling -----	50
Table 4.9.8 The extent to which the organisation uses talents effectively -----	51
Table 4.10.9 Development of employees' talents by the organization -----	52
Table 4.11.10 Regularity of talent management programmes in the organization -----	52
Table 4.12.11 Effective motivation of talented employees -----	53
Table 4.13.12 Regular training and development of talented employees -----	54
Table 4.14.13 Succession planning and career guidance -----	55
Table 4.15.14 Effective recruitment and selection process for talents -----	56
Table 4.16.15 Performance management -----	56
Table 4.17.16 Employees talents identified by the organization -----	57
Table 4.18.17 Talent management programmes -----	58
Table 4.19.18 Referrals -----	59
Table 4.20.19 Recommendations -----	59
Table 4.21.20 Job performance -----	60
Table 4.22.21 Effective recruitment and selection programme -----	61
Table 4.23.22 Motivation -----	62
Table 4.24.23 Training and Development -----	63
Table 4.25.24 Succession Planning and Career Guidance -----	64
Table 4.26.25 Recruitment and Selection -----	65
Table 4.27.26 Performance Management -----	65
Table 4.2.27 Priority of time to interview potential candidates -----	67
Table 4.3.28 Overall Knowledge of HR recruitment process and policies possessed by managers -----	68
Table 4.4.29 Consistency in appointing high calibre employees -----	69

Table 4.5.30 Nomination of employees for awards -----	70
Table 4.6.31 Reward given to employees for exemplary work-----	70
Table 4.7.32 Verbal or written recognition for individual contribution-----	71
Table 4.8.33 Genuine interest to foster the learning and development of people-----	72
Table 4.9.34 Creation of developmental opportunities for subordinates-----	73
Table 4.10.35 Giving honest feedback for developmental purposes -----	74
Table 4.11.36 Reminding team members of the importance of retaining high calibre employees -----	74
Table 4.12.37 Prioritizing issues which concern the development of employees -----	75
Table 4.13.38 Reminding team members of the importance of recognizing exceptional performance-----	76
Table 4.28.39 Employees' intention to leave the organisation within the next 2-5 years	77
Table 4.29.40 Factor that may constitute employee turnover in the organization -----	78
Table 4.30.41 Employee retention strategies-----	79
Table 4.31.42 Linkage between employee talent management and employee retention in the organization -----	80
Table 4.32.43 The effect of talent management on employees' commitment and retention in the organization-----	81
Table 4.33.44 Employees satisfaction with the retention strategies in the organization	82
Table 4.45 Model Summary-----	83
Table 4.46 Coefficients ^a -----	83

LIST OF FIGURES

Figure 2.1 Talent management process -----	21
Figure 2.2 Abraham Maslow's hierarchy of needs -----	29

KNUST



LIST OF ABBREVIATIONS

R Correlation or relationship between the dependent and the independent variables

R² How much of the dependent variable can be explained by the independent variables

B Coefficients of the independent variables

Sig. Statistical significance level of the model

Beta Contribution of each independent variable to the dependent variable

References

Appendix



CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The scope of Human Resource Management in recent times has distended. This is because it does not only involve the effective management of the human resources of an organisation but also discovering, growing and maintaining their talents and skills to build a strong intellectual capital for organisations to achieve their goals and objectives (Stahl et al., 2012). Every individual has been endowed with a natural ability which makes him or her perform differently from the other. This natural ability is referred to as a talent or gift. A talent is a natural ability that allows someone to do something well. It could be referred to as a special skill that allows someone to do something hard without any difficulty (Silver and Dowell, in press)

One thing most organisations especially in Ghana and in the other parts of Africa do not effectively do is to develop and maintain the unique talents of their workforce even when their talents are recognised. As a result employees hop from one organisation to the other trying to find a place to belong. Suddenly these organisations do very little in maintaining the unique talents of their employees. They keep on searching for human resources with high level of expertise and skills only to lose them in the end due to lack of effective talent management system in place (Cappelli, 2008).

Contemporary HRM is seeing the need for talent management. This is because when employees' talents are recognised and developed it does not only increase their productivity but brings about a higher satisfaction on the job, increased motivation, high staff retention rate, thereby simplifying the role of HRM especially in job description, training and performance appraisal. Increasingly talent management is

gaining firm roots in corporate HRM since the human resources are seen as talents to achieve organisational goals and objectives. The HR function is therefore tilted to acquiring, motivating, training, compensating, and retaining the unique talents employed (Scullion, et al., 2010)

The functions of HRM such as recruitment and selection, training and development, performance appraisal, succession planning, seek to compliment the role of talent management if not pioneering it. Talent management process therefore involves every practise of HRM which makes employees effective and efficient, and motivated to stay on the job. It contributes in no small way as a tool for employee retention (Collings and Scullion, 2007).

1.1 The Savings and loans sector in Ghana (Non-bank Financial Institutions)

The banking industry in Ghana over the years has grown tremendously. Bank of Ghana (2007) report revealed that there were twenty three (23) banks, one hundred and twenty six (126) Rural and Community Banks, forty one (41) Non-bank Financial Institutions, which included fourteen (14) Savings and Loans Companies. The savings and loans sector which is an informal non-bank institution emerged as a result of the implementation of the Financial Sector Adjustment Programme (FINSAP) under the Economic Recovery Programme (ERP) (Owusu, 1993). This programme was meant to strengthen the overall financial system of Ghana. The Bank of Ghana in 1990 licensed the savings and loans companies predominantly the 'susu' companies under the classified name Savings and Loans Companies. According to Owusu, the effort made to regulate the informal savings institutions was aimed to achieve a higher growth in savings mobilisations to support economic ventures. The PNDCL 328 known as the

Financial Institutions (Non-Banking) Law was passed to regulate the Non-Bank financial institutions.

The non-bank financial institutions form an essential part of the financial system in Ghana. The fact that they were registered under a different law does not lessen their importance in the industry (Atta-Bronyah, 1995). However Savings and Loans companies are limited to a variety of services and are most vigorous in microfinance through the usage of diverse microfinance techniques. Savings and Loans Companies are most operational in reaching quite a large number of customers especially because of their strategic location in both urban and rural zones.

Savings and Loans companies have made usage of the traditional susu principle which are mainly the daily or weekly deposit collection to raise their savings mobilization and to provide lower-income households with greater access to financial services (Steel and Andah, 2003). They have over the years enhanced transactions for urban commerce and households through adaptation of traditional susu and money lending practices.

1.2 Statement of the problem

The issue of staff turnover in Ghana has been prevalent among many industries. It cuts across industry; agriculture, banking, academia and in the other sectors of the economy. The need to retain the talents in most organisations is the key principle of Human resource management. Many at times organisations seek to acquire the most talented workforce but do not really do much in retaining them to ensure a continuous flow of work. They spend a lot of money in recruitment and selection which is just a part of an entire talent management system but do not effectively manage them; only to lose them in the end (Stahl et al., 2012)

Managing an organisations workforce is synonymous to managing individual and unique talents to yield desired results. Organisations experience staff turnover due to reasons such as poor compensation systems, ineffective training programmes, lack of promotion, no career path and succession planning, which is all included in the tenet of talent management. Talent management therefore serves as a strong HRM tool for assessing staff retention in organisations.

This study therefore seeks to assess talent management as a tool for employee retention in the Non-Bank Financial Institutions in Ghana (ProCredit Savings and Loans Limited). The talent management process spans across workforce planning, recruitment and selection, training and development to compensation management, career and succession planning. If when instituted and managed effectively could serve as an effective tool for maintaining and developing the talents in organisations to achieve expected results.

1.3 Objectives of the study

The research objectives are grouped under general and specific objectives. The general objective of the study deals with the broad perspective the research seeks to accomplish. The specific objectives on the other hand are the exact areas the researcher seeks to bring to light.

1.3.1 General objective

The general objective of this research is to assess the importance of talent management practice in ProCredit Savings and Loans Company Limited and how it can be used as a tool to retain employees.

1.3.2 Specific objectives

The specific objectives of the study are;

1. To identify the talent management policies at the ProCredit Savings and Loans.
2. To identify methods and practices employed in managing the talents of employees at ProCredit Savings and Loans.
3. To assess the level of effectiveness of talent management practices at ProCredit Savings and Loans.
4. To examine the retention strategies adopted at ProCredit Savings and Loans.
5. To examine the effect of talent management practices on employee retention at ProCredit Savings and Loans

1.4 Research questions

1. What are the talent management policies in Procredit Savings and Loans Limited?
2. What are the methods and practices of managing the talents of employees in ProCredit Savings and Loans Limited?
3. How effective are the talent management practices in ProCredit Savings and Loans Limited?
4. What are the retention strategies adopted by ProCredit Savings and Loans?
5. What is the relationship between talent management and employee retention in ProCredit Savings and Loans?

1.5 Significance of the study

The right talent is necessary for the survival of every enterprise or business. Talents are assets to organisations which are to be critically managed. How do businesses achieve

their goals without knowing which talent to employ and effectively managing and developing them to stay competitive? Talent management is an irresistible Human Resource Management practice without which organisations will only fall apart. It seeks to recognise employee talents, nurture them and to build the talent capacity so long as competition in industry and business operations is concerned.

The scope of talent management encompasses all human resource functions and strategies in acquiring the most talented workforce, training and developing them, effective compensation and reward systems, and a good retention policy. These are not only human resource management functions but also effective talent management principles to keep acquire and keep talents in an organisation; the results of which are high employee satisfaction, increased motivation, low employee turnover, increased productivity , just to mention a few.

The study lays bare the need for ProCredit Savings and Loans Limited to effectively management its talents through strategic human resource policies such as career guidance, succession planning, performance appraisal etc. This will ensure a high employee retention rate among other benefits to the organisation. It will also strengthen the practice of talent management in the organisation since the study will critically assess talent management: the scope, practice, methods and strategies and how it impacts employee retention.

The practice of talent management is not only necessary for organisations but for societies and the nation as a whole since they have vast individual talents to manage in relation to organisations. When societies begin to adopt the talent management practices elicited in this research they will know how to develop the talents in the society thereby contributing to the development of the human resource base of the

nation. This will help curb the leadership crisis in the nation and to prepare the youth for future leadership positions.

1.6 Research methodology

The population of this study comprised of Staff and Management of ProCredit Savings and Loans Limited. The study relied on both primary and secondary sources of data. Secondary sources of data included literature from journals, textbooks, manuals, reports, and publications and articles from the internet. The primary sources of data required was information from respondents through filling of questionnaires concerning the research under study. Data collected was subjected to critical analysis and examinations to enable the researcher come out with findings. Quantitative tool such as Statistical Programme for Social Scientist (SPSS) as well as qualitative analysis will be used to critically analyse the data.

1.7 Scope of the study

The research focuses on Talent management as an effective Human Resource practice in organisations. It covers the methods and importance of talent management practice and how it can be used as a tool to assess employee retention in ProCredit Savings and Loans Limited. Staff and management of ProCredit Savings and Loans Limited, Kumasi served as the main population for the research.

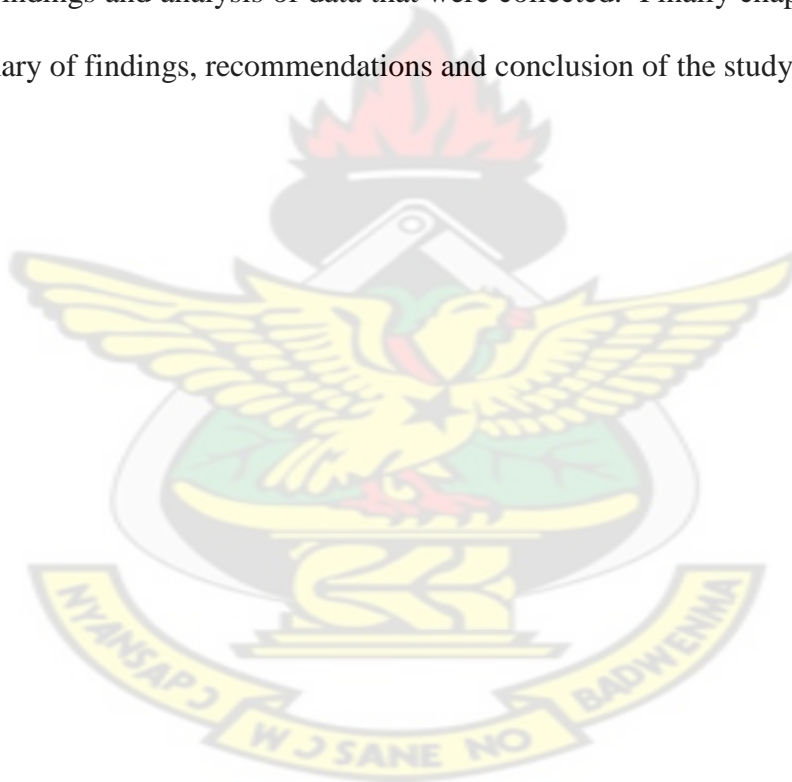
1.8 Limitations of the study

The researcher encountered challenges such as difficulty in retrieving questionnaires from the respondents, appropriate sample size to use, data collection technique and permission to use the organisation as a case study organisation.

1.9 Organization of the study

The study is divided into five chapters:

Chapter one which is on introduction captures the background of the study, problem statement, objectives of the study, research questions, justification of the study, scope of the study, limitations of the study and organization of the study. Chapter two reviews existing literature on talent management, thus, the practice, methods importance and how it improves employee retention. Chapter three discusses the methodology used to accomplish the study. Chapter four explores and discusses research findings and analysis of data that were collected. Finally chapter five looks at the summary of findings, recommendations and conclusion of the study.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Effective talent management practice is a basic necessity for achieving organisational success and excellence (Tanton 2007). Whichever way it is called, be it intellectual capital, human resources, people, labour, talent, or some other name, the potentials that reside in employees and how they are managed is seen as crucial to organisational success and competitive advantage (Boudreau and Ramstad, 2007:4). As explained by (Gubman, 1998:292), the increasing effect of globalisation, changing demographics, and the information economy is **concurring to create** a new business era, which is talent management. He further argued that the ability to attract and retain the most talented workforce will **determine** whether or not success is realised. It is **therefore** imperative for organisational leaders to understand what best attracts top talents and harness those factors to the advantage of their organisations since attracting and retaining top talents is a difficult challenge and **role of management**. (Aldrichs 2003: 196).

Johnson (2000:30) reasons that there is an increasing price rate for talents and the only success factors will be how much longer an organisation can retain top talents than competitors and how quickly the holes created by top talents who leave the organisation are plugged. One of the most important roles of talent management is to effectively manage and retain an organisations most superior workforce which is the goal of human resource management.

Over the past decade much talent management has gained solid roots in contemporary human resource management (HRM). Research over the years has revealed the

strategic role of talent management in organisations strongly asserting that talent management is a subset of strategic HRM (Swailes, 2013).

Though much has been covered about talent management in human resource practice there is a fissure to fill with regards to how it can retain an organisation's most superior workforce to create a competitive advantage for it. This research seeks to throw more light on how an effective talent management practice can positively affect employees' retention in organisations. Talent management has been portrayed as a major constituent of human capital management (Mellahi and Collings 2010) which entails the recognition, nurturing, appraisal, utilising and retaining employees who are either high performing or exhibit high potential (Collings et al., 2011). As identified by Wright et al, (2004) business challenges most commonly mentioned by HR Director as affecting their HR strategies were retention of staff, organisational growth and globalisation. This brings home the point that employee retention is the goal of every organisation with a superior workforce capacity since the 'war for talent' is identified as pioneering the adoption of talent management, with the need to attract and retain key employees vital to the achievement of organisational goals and objectives.

However employee retention can be achieved through an effective management of these human resources who are themselves the talents and intellectual capacity owned by organisations. A well-structured and effective talent management system does not only increase staff capacity to deliver quality services but contributes no small way to their sustenance and retention.

2.1 Evolution of the HR function

Lombardo et al., (2001) outlines the three main stages of the evolution of the HR function. These stages are the personnel department, strategic HR, and talent

management. The personnel department was the main business function responsible for the human resource issues in the 1970s and 1980s. Its major role was to hire people and reward them by virtue of their contribution towards the organisational success. The batch payroll systems greatly supported this function.

In the 1980s to the 1990s, strategic HR emerged. This is because organisations realised the importance of the HR function was broader than just hiring and paying people. They saw a more strategic role of the HR function as recruitment and selection, training and development, motivation, rewards and compensation management, settlement of labour disputes, and employee health and safety. The 'head of personnel' became the 'HR manager' and had more important role in business strategy and implementation. The HR department now became an affiliate in sustaining other lines of businesses. The systems built to support this new role included the recruiting and applicant tracking (ATS), portals, learning and management systems and the total compensation systems. Currently according to Lombardo, Strategic HR is faced with issues such as how can recruitment processes be made more efficient and effective by using "competency-based" recruiting instead of sorting through resumes, one at a time? How can managers and leaders be developed to fortify organisational culture, instil values, and create a sustainable leadership conduit? These new challenges require new systems and processes to effectively handle them. The management of human resources has evolved to include identifying talents and potentials, skills and expertise of these human resources, managing and retaining this intellectual capital to effectively achieve organisational goals and objectives.

2.2 Talent and talent management

Talent as a term is referenced to ancient Greeks and Biblical times, setting out as a measure of weight, moving on to a unit of money, and later as a person's value or natural abilities (Michaels et al., 2001). According to Silver and Dowell, (in press) talent in organisations refers to three distinct features. Firstly talent refers to an individual's skills, knowledge and general abilities which factors into account what the individual has done and is capable of doing. Again talent refers to a specific person, knowledge and skills. This is often expressed in statements such as she is a talent. Lastly talent refers to a group. In groups talents refer to a cluster of employees who are distinctive in their knowledge, skills, and abilities in a specified or technical area. However, in some organizations the talent may refer to the entire employee population (Lewis & Heckman, 2006; Silzer & Dowell, in press)

Talent has been defined across a range of context as the 'superior mastery of systematically developed abilities or skills', being confined to the top 10% in a field of activity (Gagne 2000: 67). Tansley (2011) makes explicit some 'terminological ambiguity' encircling the definition of talent. This is mainly because talent has taken diverse meanings in various professional and managerial cultures. The prevalent premise running through the concept of organisational talent is that in almost all circumstances the talented deliver a disproportionately greater contribution compared with other in organisations (Lubitsh et al., 2007). By definition, the talented in organisations are restricted to just a small percentage of a workforce.

Talent management as juxtaposed with talent as such relates to a set of processes concerning 'the strategic management of the flow of talent through an organization' (Iles et al. 2011: 127). The CIPD (2009: 2) saw talent management as 'the systematic attraction, identification, development, engagement, retention and deployment of those

individuals with high potential who are of particular value to an organization'. Collings & Mellahi (2009) allures concern to the need to recognise key (strategically important) positions, pooling high performers and creating a 'differentiated human resource architecture' that binds the talented to the organisation. It is therefore a selective and exclusive process, giving attention only to a few per cent of a workforce who are considered to have the 'X-Factor'.

Research in the area of talent management has been classified under three distinct streams. Iles et al., (2010) interpret talent management as typical HR functions, practices and activities. Some researchers tend to narrow it down to more specialised HR activities such as recruitment, selection, development and career planning (Lewis and Heckman, 2006). However the challenge with this perspective is that it tends to replace HRM with Talent management, that is, "an old wine in a new bottle" (Iles et al., 2010, and Heckman 2006)

The second stream of categorisation conceptualises talent management as practices designed to ensure a consistent and smooth flow of human resources into jobs within an organisation as well as instigating managers to effectively manage pools of talent for the purpose of succession planning (Lewis and Heckman 2006). While Lewis and Heckman's stream of talent management focuses on succession planning an HR planning through talent management systems, Iles et al focuses on a more developmental approach which seeks to strategically manage employees within a variety of roles.

The third stream of categorisation by these researches focuses on managing the talent pools which is an exclusive segmentation of an organisation's workforce typically described as talented. According to Iles et al., (2010) this segment of talented individuals is the subject of effective HRM tools, processes and activities. However

Lewis and Heckman (2006) suggest talents as performance pools to be effectively managed. They argue further that employees must be categorised based on their performance levels and rewarded accordingly; filling all higher positions with high performers who are classified as talented.

2.3 Approaches to talent management: Individual versus systems level, strategic focus

There are basically two main approaches to talent management despite the various definitions given to it. These approaches are the individual and the systems-level, strategic focus. The individualistic or star approach originates from the McKinsey research (Michaels et al., 2001) which sees organisational performance as the aggregate of individual efforts within an organisation. Also Iles et al., (2008:216) stresses that if you can attract and retain individuals who do well in an organisation, you are bound to win every competition in the market and industry. These findings are however contrasted by Pfeffer and Sutton (2006:90) who are of the view that the result of an organisation is not because it is able to effectively manage talents and note that natural talent is overemphasised especially in sustaining organisational performance. Beechler and Woodward (2009:277) argue that the overly rated individualistic approach as strategies adopted by companies in the talent war often fails. This concurs with the findings of the study of analysts from a start investment who experienced an on-going deterioration of business performance even after switching firms (Groysberg et al., 2004). The Individualistic approach views talent as human capital which ignores the contribution of the social and organisational context in achieving organisational performance.

Talent management has moved from an individualistic approach to a strategic approach through its development over the years though there is an ambiguity surrounding what the concept strategic means in talent management context. Authors such as Huckman (2006), Colling and Mellahi (2009), as well as Silver and Dowell (2010) use the terms ‘systems level, strategic perspective’, ‘systems level or strategic framework’, and strategic talent management respectively. They thus refer talent management to a strategic management function. Others such as Cappelli (2009), and Iles et al., (2010) simply draw attention on some part of talent management as having strategic connotations. Though Heckman uses the term ‘systems level, strategic perspective’, he touts on related literature to investigate what strategic means in the context of talent management.

Collings and Mellahi (2009:305) defines strategic talent management as 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 architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation. This definition essentially integrates the recent conceptual progression in talent management. Notable among them is the work of Huselid et al., (2005) and Boudreau and Ramstad (2005) who distinctively separates between jobs or roles within organisations, and in particular, an augmented focus on key positions alongside talented individuals, who have the potential to differentially impact the competitive advantage of a firm. Managing talent in organisations strategically does not focus on the human resources at the initial stage but rather on the set organisational goals and objectives (Cappelli 2009:7).

The strategic approach to talent management lays emphasis on the macro analysis which centres on systems-level issues rather than on the micro approach which focuses on the analysis of the individual level talent. The underlining premise of this approach is that the performance of talent in organisations is largely because of factors such as the leadership, team membership, technology, internal network, training and also processes and systems in which they operate. Without these processes and systems it will be very difficult for those classified as talents or high performing employees to achieve any output even with their so called skills and potentials. Collings and Mellahi (2009:307) argue that while the organisation's strategic capital is encompassed in the employees of the organisation, it is the organisational systems and processes [emphasis added] which create and manage this strategic human capital and ensure that its contribution is maximised.

Pfeffer (2001) who argues for a more diverse, inclusive talent management focus also puts it this way: "It is not just about individual talent but the processes and system within which individuals interact and work that will see individuals, teams and ultimately organisations perform better than others". Lengnick-Hall and Andrade (2008:38) second, demonstrating that a staffing system is needed to offer the required talent supply and movement to achieve organisational objectives. But as also noted by Lengnick-Hall and Andrade (2008, 40), with reference to Von Bertalanffy (1974): optimising sub-systems (that is, doing each part well separately) does not maximise organisational system performance; what is needed is the integration of subsystems to accomplish desired organisational goals.

Indeed for TM to be considered a strategic activity, its value to the bottom line must be demonstrated (McDonnell 2011). Vance and Vaiman (2008, 6) conclude that 'if talent management is to make a significantly new contribution ... it must hold a more clear

link with strategic human resource management (Boudreau and Ramstad 2005; Wright and Haggerty 2005)'. While most researchers take business strategy as the starting point with talent and HR aligning with strategy (McDonnell 2011; Silzer and Dowell 2010), some (e.g. Boudreau and Ramstad 2005; Lewis and Heckman 2006, 145, 147) go further, arguing that for TM to be strategic, it must utilise talent investments that open new opportunities. As Silzer and Dowell (2010:xxii) observe this emphasis reflects a 'significant paradigm shift for HR to strategic talent management' in which the emphasis is significantly different from traditional talent management.

2.4 Importance of Talent management

The use of the term talent management was widely used in management since the late 1990s especially when there were major changes in the labour market conditions. McKinsey and Co. 1998 threw more light on these significant changes which contributed in no small way to the increase in demand for talent-intensive skills which suggested that it was outstripping supply in most industries and markets (Chambers et al. 1998). Stahl et al., (2007) however argued in response to these changes that Talent management was synonymous to Human capital management. They suggested that talent management should rather shape and inform organisational strategy. According to Strack et al., (2010:4) a survey of 5500 executives across 109 countries revealed that most organisations, industries and even countries will experience a talent gap especially for highly skilled positions. Their study revealed talent management as highly ranked as important by the vast majority.

The need to effectively manage talent has been complemented with talent metrics which is strongly advocated by Boudreau and Ramstad (2005). This has promoted the demand for a consistent talent management practice which is not only the responsibility

of the HR practitioner but key managers at all levels of the organisation. That is, from the CEO to all functional managers (Busine and Watt, 2005). Iles et al., (2010) and Stainton (2005) suggest that all individuals in an organisation should go through the same talent identification process. Wilson (2010) is of the view that the future of talent management will be established upon developing a clear criteria, processes and procedures, vigorous and focused metrics coupled with effective communication. Collings and Mellahi also suggest that the systematic identification of key people within an organisation is the basic foundation for a strategic talent management system (2009:304). These researches prove beyond all reasonable doubts that it is after when a systematic identification of talents is made and deployed will organisations be efficient, thereby creating a competitive edge for themselves. In spite of the positive discourses pioneered by these great talent management activists it is somewhat imperative to recognise the concerns of others about the exclusive driven approaches to talent identification and management. Gladwell (2002:29) is critical about the hierarchical categorisation of employees into classes such as A, B, and C and remunerated accordingly. Many others are of the view that the use of the word 'talent' and an exclusion from the talent pool could be demotivating to employees who are not selected as part of the talent pool (CIPD, 2006). Blass and April (2008), and Patel (2002) also emphasise the fact that an exclusive focus on the talent pools can affect the morale of workers and even cause resentment among peers.

2.5 Attracting and sourcing talents

Atkins et al., (2004:8) makes explicit how organisations can attract or source for talented employees. They argue out that creating an employment brand or an enhanced

corporate image in the job market naturally attracts employees with the required skills and experience needed by the organisation.

2.5.1 Brand image as a competitive advantage

A company's brand differentiates its products or services from that of other organisations. Arthur (2006:11) explains that employers from well-known and established organisations need not describe to applicants their core activities. He continues that organisations that are not well recognised must work vigorously to establish a strong and attractive brand image. An organisation that begins to close down department, plants and lay employees off easily slips off the hot talent A-list (Johnson, 2000:77)

Table 2.1 Brand profile most desired by top talents below:

Organisational Values	Organisational Culture
Make honesty and integrity the cornerstone of our spirit. Emphasise excellence in all that we do, and demonstrate caring in all our relationships	There is no morale boost that beats working in a team where creativity and innovation are valued
Organisation Brand Strength	Organisation Leadership
Be known as a good place for talented people to work. Be known for superior quality and service as an industry leader.	Set a strong vision, manage effectively to realise that and keep me well informed. Tell it often and tell it straight.
Work Environment	Compensation/Benefits/Development
Giving me autonomy to solve problems when and where I want is great. But do not let go of the lifeline, keep me in the loop on changes taking place	Competitive compensation is a deal breaker. But fairness in linking pay to performance and support for work, family balance are the deal-makers

Source: Ahlrichs (2003:197)

The table above illustrates brand profile requirements that can attract and retain talented employees in an organisation.

2.5.2 Recruitment Strategies

Bechet (2008:264) is of the view that the talent management processes more often than not recruit talents from outside an organisation to fill the organisation's talent needs. He however stresses that critical talent needs of an organisation can be achieved by an effective deployment and utilisation of the human resources within the organisation. Selecting which recruitment method suit the process depends large on the type of vacancy to be filled. The recruitment sources include;

Traditional Sources: Dale (2006: 43, 44) elicits two broad areas of the traditional sources of recruitment which are newspapers and journals as well as the internet respectively. Job vacancy adverts are usually placed in the newspapers and journal. They serve as the most common places where people begin their search for jobs.

Innovative Sources: Innovative sources comprise airplane banners, and social events sponsored by companies (Arthur, 2006:47)

2.6 The Talent management process

There is increasing empirical evidence showing the relationship between excellent talent management practice and employee retention. Talent management recognises that different people have diverse but complimentary contributions which achieve success for an enterprise (Forman, 2005:6). However McGarrity (2007) is of the view that talent management must be consistent with the corporate strategy, and define leadership process that are in consonance with all functional areas in order to stay competitive and effective. Bersin and Associates (2007) illustrates the talent

management process which highpoints essential skills gap analysis, compensation and benefits, recruitment and selection and training and development. At the core of the talent management process are job roles or schedules, job descriptions and competency models which are illustrated by the diagram (Figure 2.2) below:



Figure 2.1 Talent management process

Source: Bersin and Associates (2007, page 2)

2.6.1 Analysis of future skills requirement (skills gap analysis)

Professional firms will need to identify the type of staff and the skills or talents needed to respond to changes in future business trends and competition in the industry if they want to stay competitive and achieve organisational success (Meyer, 2005:5). Identifying both current and future skills requirements is crucial for the smooth operation of most businesses. According to Bersin and Associates (op cit) this process helps to identify roles, individuals, and competencies leaving an organisation.

2.6.2 Training and development

McGarrity explains that one of the distinctions of a successful talent management programme is to create “talent pools” within an organisation (op cit). The “talent pools” serve as a reliable and consistent source of talent within organisations which makes it easier to train and develop skills and talents to cope with emerging business challenges and to improve performance across other functional areas and levels. However according to Appleby (1990), some form of training is needed for all employees. It does not only provide employees with the requisite knowledge and skills for job performance but also increases organisational efficiency. Development activities are to be targeted and agreed on; thus trainees should have a firm grip on the areas in which they have strengths and those that they need to develop (Atkins et al., 2004:20).

2.6.3 Competencies assessment

Assessing the competencies of employees is crucial to deploying the competencies and retaining them. It is important that these are identified and form the source of personal career development (op cit). Arthur (2006:128) makes explicit the four fundamental competency categories which are tangible competencies, behaviour based competencies, knowledge based competencies, job specific competencies.

2.6.4 Employee Compensation and Benefits

Effective compensation and benefits system achieve some form of advantage for organisations by retaining organisations most superior workforce. Organisations tie compensation package directly to performance management in order to align compensation, benefits and incentives to the achievement of organisational goals (op cit). The objective of remuneration and rewards is to prove substantially to employees

their comparative value within the organisation. It is also a way for employees to evaluate their relative worth in the labour market. In this regard, the remuneration system influences both organisational capacity and employee commitment and retention (Brewer, 1993:121). According to Armstrong and Murlis (1980:140) items such as pensions, sick pay, holidays and varying range of other benefits are an integral part of every company's condition of employment. When compensation salary scales are satisfactory they contribute in no small way to attracting and keeping the people the business needs.

2.6.5 Succession planning and Career development opportunities

Career development is one of the vital points in attracting and retaining. It is of great importance to both the organisation in terms of creating and retaining a superior workforce base for competitive advantage and also employees in terms of their individual development and progression. Human resource managers have to provide development opportunities for employees to enhance their career. This brings about trust, improved commitment, motivation and high retention rate. Otherwise the tendency that employees will seek such opportunities and personal development elsewhere is high (Zorlu, 2009).

Also training other employees to effectively manage the jobs of key talents especially in their absence is significant. This is popularly referred to as succession planning. It concerns bridging the succession gap within an organisation by training and equipping other talented employees to do the work of key talents within an organisation. This helps to maintain a superior workforce capacity to cope with the competitive pressures in an industry.

2.7 Retaining Talented employees

Talented employees know that they are highly sought for since their contribution to organisational growth and success is phenomenal. They know their worth and as such organisations need to do everything possible to attract and retain such talents (Cartwright, 2003:96). One of the effective ways of retaining such talents is to fully engage them in the core operations of the organisation and appreciate their efforts (Bechet 2008:267).

2.7.1 Employee engagement and commitment

Kock and McNamara (2009) defines employee engagement as a psychological state within which an employee connects and identifies at a personal level with their job and organisation, resulting in retention and improved performance. Committed employees are able to discharge their duties satisfactorily leading to a high rate of customer satisfaction. Employees with a high sense of commitment and involvement are key factors to achieving organisational success (Brewer 1993:24). Creating commitment among employees however requires a thorough management programme consisting of concrete management practices and personnel policies (Dessler, 1993:10). In achieving a competitive advantage organisations must find a way of creating and harnessing the energy and enthusiasm individuals display on their respective jobs. This is achieved through the creation maintenance of a strong organisational culture which is able to attract the kinds of people inclined to performing efficiently within the business environment (Macey et al., 2009:43)

Becker et al., (2001:27) explains that employee attitude developed through an influential organisational culture reduces staff turnover thereby bringing about a high rate of staff retention.

2.7.2 Measures to develop employee engagement

2.7.2.1 Clear career expectation

Mazzuca (2007:3) argues that unclear career expectations regarding an employee's job coupled with inadequate materials and equipment lead to negative emotions and frustrations at work.

2.7.2.2 Ability to Connect

Managing relationship between superiors and subordinates lead to a high employee engagement. The way employees feel about their relationship with their bosses is a direct reflection of the connection rate in the organisation (Ambler, 2007).

2.7.2.3 Establish trust

According to Brenner (2010), resistance is intensified without trust, but with trust all things are possible. Trust is the bedrock on which every relationship hangs and all Ideas take shape into existence. Establishing trust creates a high sense of employee involvement and commitment which helps to retain an effective and superior workforce.

2.7.2.4 Consistent feedback

Mazzuca explains further that effective and consistent feedback is a vital key which gives employees a high sense of satisfaction where they are going.

2.7.3 Organisational Culture

Understanding corporate culture and exploiting it as a retention strategy has become the subject of much research. A positive organisational culture helps to retain an

organisation's most superior workforce. The line of Phillips and Connell (2003:169) postulates organisational culture as influencing employees' connection to their companies and jobs. They argue further that cognitive social support, effective leadership and well balanced work-life are part of the culture solution. Managers are considered as the quintessence of the culture of organisations. It is therefore imperative that they send messages which align with the overall corporate culture (op cit). According to Robert and Kim (1999) there are four types of organizational culture which can help in retaining employees within an organisation.

2.7.3.1 Clan oriented culture

This is a family-like culture which focuses on mentoring, nurturing, and "doing things together." Employees receive the best of training in this kind of culture and are developed to take up greater responsibilities within the organisation. This culture attracts and retains the best labour force normally considered as talents in organisations.

2.7.3.2 Adhocracy oriented culture

This culture is dynamic and entrepreneurial which emphasises on risk-taking, innovation, and "doing things first." This culture creates room for innovation and creativity. Talented employees feel relaxed to fully utilise their talents, skills, and knowledge through an on-going innovative and creative process. This leads to a high rate of retention among employees.

2.7.3.3 Market oriented culture

This is a result oriented culture which focuses on competition, achievement, and “getting the job done.” This culture emphasises on high performance. Employees are given more challenging tasks to perform which stretches them beyond the norm

2.7.3.4 Hierarchy oriented culture

This culture is organised and controlled, with a focus on efficiency, stability and “doing things right.”

2.7.4 Leadership Style

The leadership style prevalent within an organisation also determines the staff retention rate. Swanepoel et al., (2003:344) exhibit Lewin’s three classical styles of leadership behaviour which influences employee retention.

2.7.4.1 Authoritarian (Autocratic)

Authoritarian or autocratic leaders provide clear objectives for jobs to be done, when to do them and how to do them. There is division of power between the leader and the followers. Autocratic leaders make decisions by themselves with little or no input from followers. Research reveals that decision making under this type of leadership is less creative because the leader independently makes decisions with little or no input from followers.

2.7.4.2 Participative Leadership (Democratic)

Lewin’s study reveals participative leadership as the most effective leadership style. It does not only offer guidance to group members but also allows input from the

members. Participative leaders influence members to contribute their best to achieve group goals and objectives.

2.7.4.3 Delegative Leadership (Laissez-faire)

The laissez-faire leader rejects responsibility and relinquishes authority to group members. Delegative leaders give little or no supervision to group members and delegates decision making to group members.

2.7.5 Motivation

One vital way of retaining talented employees is through an effective motivation system. Swanepoel et al. defined motivation as the willingness to do something and is conditioned by action's ability to satisfy some need of the individual. Several motivational theories assume that given the right opportunity and incentives people tend to work effectively and efficiently. According to Brewer (1993:9) the models of work motivation suggests that people basically work out of both psychological and social needs on condition that they are well compensated. Key among the proponents of the theory of motivation is Abraham Maslow who classifies human needs into five main groups popularly referred to as Abraham Maslow's Hierarchy of needs. It stipulates that within every individual there exists a hierarchy of motivational needs to be fulfilled. Highly motivated employees tend to be fully committed to an organisation. This commitment leads to high employee retention rate within an organisation.

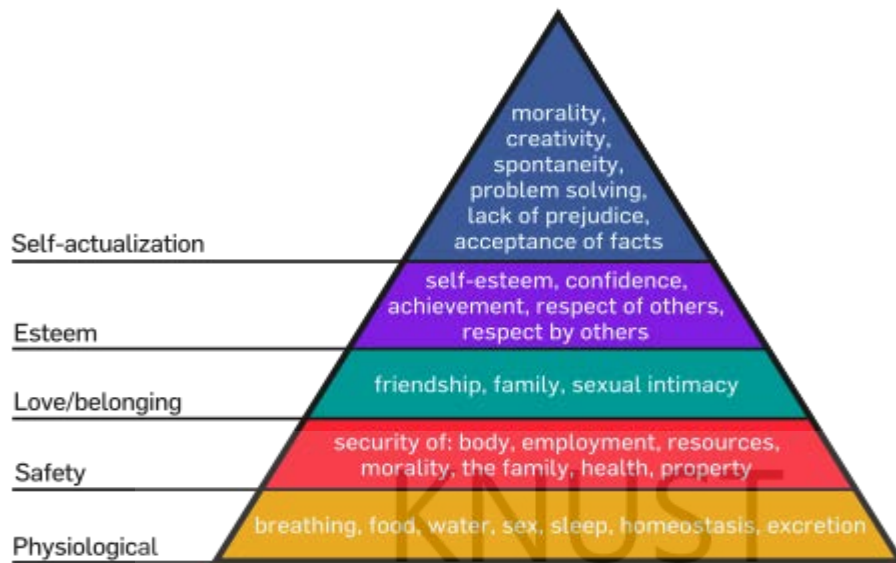


Figure 2.1 Illustrates Abraham Maslow's hierarchy of needs

Source: Heller, (1998:7)

Maslow's hierarchy of needs suggests that as a lower level of needs is met the next higher level of needs becomes a very powerful motivator. Swanepoel et al., (2003) explains that a person fighting for his survival will not be motivated by higher needs opportunities until that basic need of shelter and security are met. The hierarchy of needs therefore suggests that motivation is relative depending on the pressing needs of individuals in an organisation. Understanding the basic and personal needs of individuals which vary will help to better motivate them which eventually lead to their retention, commitment and high productivity.

2.7.5.1 Herzberg's dual factor theory

Brewer (1993) cited Herzberg's two categories of needs. The first category of needs is referred to as motivators. The motivators include Maslow's higher order of needs. The second category of needs as recognised by Herzberg's research relates to extrinsic

factors popularly referred to as hygiene factors which relates primarily to Maslow's lower order of needs. The hygiene factors include condition of work, pay, supervision and company policies. These factors perceived as lacking or insufficient lead to feelings of dissatisfaction among employees which may cause talented employees to leave an organisation. However when they are available employees do not only get motivated but retained.

2.8 Challenges associated with talent management

Almost everything in life has a significant effect on business, be it family issues, politics, and social issues. These affect the way organisations perform and also on the quality of employees work life and condition (Zorlu, 2009). He identifies some challenging factors affecting the management of talents in organisations. These factors are thus explained below;

2.8.1 Human resource planning

Human resource planning is a vital activity for all HR managers. According to Beardwell and Claydon (2010) explain Human resource planning as the process of identifying an organisations current and future human resource needs, developing and executing plans to meet these needs and evaluating their holistic effectiveness. However effectively planning for the talents in an organisation is becoming increasingly difficult. This is due to the challenges involved in analysing the internal and external labour markets as well as the forces that are likely to affect the supply of these talents.

2.8.2 Current economic crisis

The prevailing economic crisis has not only dampened many organisations but has placed massive pressures on organisations to reconsider their priorities by cutting down costs to let go talented employees. The effective management of talent employees has been compromised due to the harshness of the economic situation and the financial constraints witnessed by most organisations to push their talent management activities through. This has resulted in an unpredictable labour market with a huge turnover in organisations, demotivated and dissatisfied workforce, just to mention a few.

2.8.3 Cultural diversities

Talented employees come from diverse cultural orientations. The quality contribution of employees' cultural orientation to work cannot be overemphasised. However this situation has also brought challenges with it. Cultural diversity is making it more difficult to effectively manage these talents. Gender and race discrimination, ethnic minorities, and cultural differences are almost making it impossible to effectively manage talented employees though there are various government regulations and laws against such issues.

2.8.4 Ethnicity and racial discrimination

Employees from diverse cultural and ethnic minorities often tend to experience low levels of occupational accomplishment and improvement. Ethnic and cultural discrimination towards employees are on the increase though there are various government regulations and laws against them. Zorlu explains that discrimination at the work place is almost impossible to prevent completely. Ethnic and racial discrimination among employees is a great challenge to effectively managing and developing their

talents. It is incumbent on HRM to develop strategies to combat ethnic discrimination and racism (op cit).

2.8.5 Recruitment and selection

Organisational success is largely dependent on the employee commitment, welfare and development no matter how advanced organisations are in terms of technology, structure, and systems. Nonetheless attracting and retaining the right calibre of talents is not an easy task. The recruitment and selection process is subject to biases which greatly challenge the attraction and retention of talents organisations need. These biases could lead to the attraction of the wrong calibre of employees. Probably, nothing matters more than getting the right employees and placing them on the right jobs. Without an effective recruitment and selection exercise managing the talent will be cumbersome because the wrong talents would be employed.

2.9 Benefits of talent management

The strategic importance of talent management to organisations cannot be overemphasised. Organisations utilise talent managements for their competitive advantage and benefits. Some of these benefits as identified by Zorlu are mentioned and explained below;

2.9.1 Getting the right person in the right job

Talent management helps an organisation to take the stock of skills lying within the organisation. This inventory enables the organisation to know what skills or talents are available and those that are needed but not available. Through an effective inventory of people skills and talents, organisations are able to define their human resource skills

capacity and to get the right talents and skills through recruitment and selection having identified the talents lacking within the organisation. When these talents are brought into the organisation, they are deployed and positioned on the right jobs which increase productivity. This also increases job satisfaction since there is a better alignment between employee interests and job profile.

2.9.2 Retaining top talents

Attrition remains a major organisational concern in this globalised economic environment. Retaining top talents is very important in securing a competitive market stance for organisations. Organisations who fail to retain talented employees are at the verge of losing out to competitors. Through an effective talent management practice organisations are able to chart out employee retention strategies through recruitment and selection, training and development and effective compensation system.

2.9.3 Better hiring

An effective talent management system leads to a better hiring. As popularly asserted, “the best way to keep talent at the top is to have talent at the bottom. Talent management is now an integral part of human resource management. Assessing human resource needs through an effective human resource planning helps to identify the talent gap within an organisation. This gap is then bridged through a better hiring process.

2.9.4 Competitive advantage

The effective management of employee talents create a competitive advantage for an organisation. Zorlu explains that employees are an organisation’s most superior asset

that needs to be effectively management. Attracting and effectively managing the best talents and skills needed for the achievement of organisational goals and objectives is what talent management is about. A superior workforce capacity is an advantage for an organisation to stand fierce competition in a given industry.

2.9.5 Understanding employees better

An effective talent management system helps to understand employees better. It helps management to understand employee skills, knowledge and experience so as to place them on the right jobs for high performance. Employee assessments give a deeper insight to management. By understanding their development needs, career aspirations, abilities and weaknesses it becomes easier to determine what motivates them.

2.9.6 Better professional development decisions

It becomes quite easier for organisations to invest in the professional development of their employees when they get to identify their talents. Development involves investment decisions that are geared towards learning, training and development of individuals for growth, succession planning and performance management.

2.10 Conclusion

As the research reveals, there is no doubt that talent management is imperative for organisational success, excellence high employee retention. Authors cited in this study continue to emphasise the strategic importance of having a committed, engaged and satisfied employees. Talent management helps to build a highly motivated workforce capacity. However organisational culture and work environment has to be favourable for talents to be nurtured and developed.

The creation of talent alone is not enough for organisations but also creating opportunities for talented employees to be nurtured is key for a successful talent management system.

KNUST



CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

This chapter deals with how the research questions were answered, and research method adopted for the study. This research method covers the target population, sample size, sampling technique, instrumentation, data collection procedure and data analysis.

3.1 Research Design

This research is an investigation into the effects of talent management practices on employee retention at ProCredit Savings and Loans Company Limited, Kumasi. Data for the research was solicited through textbooks, journals, and the internet. The Staff at ProCredit Savings and Loans Company Limited served as the main population for the research. Questionnaires were the main research tool used to collect data from the population. The research is designed to expound the significance of talent management in organisations and how it contributes to staff retention. This is an explanatory or causal research which seeks to assess the effects of talent management practices as independent variables on employee retention as a dependent variable with all things being equal. (Field Work July, 2014).

3.2 Sources of data

There were broadly two main sources of data collected for this research. These were the primary source and the secondary source.

3.2.1 Primary data

Primary data refers to data originally observed or collected by a researcher by means of survey, interview or questionnaire. The primary source of data for this research was obtained through questionnaires administered to the respondents (both employees and managers of ProCredit Savings and Loans Company Limited, Kumasi).

3.2.2 Secondary data

Secondary data are also known as ‘second hand data’. They are data which already exist and might have been used before. They are usually collected through books, theses, reports, journals, magazines, and newspapers (Turkson, 2013). The secondary data for this research was obtained from textbooks, articles, publications from bank of Ghana, the internet, brochures and company’s annual reports (2010 to 2013) as well as their official site.

3.3 Population

The population for this study was all employees from the twenty-four (24) main branches of ProCredit Savings and Loans Company Limited in Ghana within five (5) regions in Ghana. However the target population was all employees within the Kumasi metropolis which has three (3) main branches. The population was made of employees (both junior and senior staff) and managers.

3.4 Sample size

A total of one hundred (100) employees in Kumasi served as the sample size for this research. The respondents were made of fifteen (15) managers and eighty-five (85) employees constituting both junior and senior staff. This consisted of about 23.8% of the entire population of ProCredit Savings and Loans Company Limited in Ghana. The selected sample size was due to the limitations of time and cost, as well as low response rate on the part of the target population.

Table 3.1 Distribution of both managers and employees respondents

Sample size	Operations	Customer Service	Credit	Relationship Marketing	Total
Managers	5	2	5	3	15
Employees (both senior and junior staff)	29	15	25	16	85
Total	34	17	30	19	100

Source: Field Work, (2014)

3.5 Sampling technique

The simple random sampling method was used for this research. This was due to the fact that the population was homogeneous, small in number and readily available (Field Work, 2014). Questionnaires were administered over a two week period to both senior and junior staffs of ProCredit Savings and Loans Company Limited. This helped the

researcher to understand the talent management practices employed by ProCredit Savings and Loans Company Limited to increase employee retention.

3.6 Data collection instrument

Questionnaires were used as the main instrument for the collection of data for this research. The questionnaires administered consisted of both open ended and close ended questions. The questionnaires were in two different categories; one for employees and the other for managers. The questionnaires served the purpose for the research by generating responses which were accurately used for the analysis. Questionnaires were analysed individually which enabled the researcher elicit responses that reflected the research objectives outlined. The questionnaires were intended to assess effective talent management practice as a tool for employee retention.

3.7 Data analysis technique

Data was analysed, managed and documented using the Statistical Package for Social Science (SPSS Version 16.0). This enabled the researcher to come out with the research findings. Data was edited for accuracy and completeness after which extraction was done. Data was coded, followed by data entry, and subsequently results were run and presented in tables and charts.

3.8 Reliability and validity of data

Research validity refers to how well a test or research measures what it is purported to measure whereas reliability deals with the degree to which the assessment tool produces stable and consistent results (Phelan and Wren, 2005). This research meets

these criteria in the sense that it measures accurately the degree to which employee retention is dependent on effective management of talents in an organisation. Data for the research was collected with as little measurement errors as possible. This was because measures of constructs that are as valid as possible were developed. Also methodological procedures that have been showed to reduce errors as much as possible were followed.

3.9 Organisational profile (ProCredit Savings and Loans Company Limited)

The organisational profile of ProCredit Savings and Loans Company Limited incorporates the company profile, mission statement, staffing situation, and the young bankers programme.

3.9.1 Company profile

ProCredit Savings and Loans Company Limited was established on July 2, 2002 through an association of international development-oriented investors, spearheaded by ProCredit Holding AG & Co. KGaA, a holding company based in Frankfurt, Germany. The company was initially known as Sikaman Savings and Loans Company Limited and later changed its name to ProCredit Savings and Loans Company Limited in 2005 (ProCredit holding annual report, 2010)

ProCredit Ghana is part of the ProCredit group which comprises of 22 financial institutions established in developing and transition countries. ProCredit Holding has a proven track record of successfully assisting banks in Africa, Eastern Europe and Latin America. The institution serves over 100,000 deposit clients with a total deposit volume of approximately 90million GHS and a loan portfolio of approximately 80million GHS. ProCredit Ghana has 24 branches and operates in five regions of

Ghana: Greater Accra, Central, Western, Ashanti, and Brong Ahafo Regions. The company also has 30 automated teller machines (ATMs) around the country. (ProCredit holding annual report, 2010)

3.9.2 Mission statement

ProCredit Savings and Loans Company Limited is a development-oriented full-service financial institution. It offers excellent customer service to private individuals and enterprises. The company follows a number of core principles which are transparency in communication with customers, promoting consumer lending and providing services which are based both on an understanding of each client's situation and on sound financial analysis. This responsible approach to banking enables the company to build long-term partnerships based on trust with its stakeholders. It concentrates on lending to very small, small and medium-sized enterprises as the company is persuaded that these businesses create jobs and make an enormous contribution to the economies in which they operate. By offering modest and available deposit facilities to private customers and by investing substantial resources in financial education, ProCredit aims at encouraging and improving a savings culture which can bring greater stability and security to ordinary households. The shareholders expect a sustainable return on investment over the long term, rather than focusing on short-term profit maximization. The company invests greatly in the training of staff in order to create an open and efficient working atmosphere, and provide a friendly and competent service for our customers (ProCredit holding annual report, 2011).

3.9.3 Staffing situation

ProCredit Savings and Loans Company Limited has about twenty four (24) branches in five (5) regions in Ghana. These are the Ashanti region, Brong Ahafo region, Western region, Central region and Greater Accra region. It has staff strength of close to five hundred (500) employees across the nation. There are seven (7) main board of directors and four (4) senior staff constituting the management board (Annual report, 2012).

3.9.4 Young Bankers Programme

In the year 2011 ProCredit Savings and Loans presented an exciting new Human Resources initiative, popularly referred to as the Young Bankers Programme, which is an exhaustive, highly competitive six month training scheme targeted at promoting the professional development of talented young university graduates. The programme is divided between the classroom and ProCredit branches and head office departments, where participants observe day-to-day operations and gain hands-on experience. The thorough training provides theoretical knowledge and practical experience, including exposure to subjects such as client relationship management, marketing, cash operations, credit analysis, communication skills, accounting and financial mathematics. Most importantly, the young people who take part in the programme are able to acquaint themselves with the culture and values of the ProCredit group. Because ProCredit wishes to attract the best talent in the country, programme candidates undergo a demanding five-stage selection process that is uniquely holistic: applicants are screened not only for their analytical skills, but also for their ability to work in a team and get along with their peers. Above all, young graduates wishing to participate in the programme must demonstrate values that are compatible with the goals and development mission of the ProCredit group. Along with the various skills assessment

tests, group discussions as well as one-on-one interviews further help the Human Resources team to identify the most suitable candidates, who should additionally be open-minded, eager to learn and highly motivated. The initiative is of immense benefit not only to ProCredit and the participants, but to the community at large. The programme allows the company to train new people on a continual basis and thus build up a large pool of potential employees who can fill any entry-level vacancies within the institution. The programme greatly enhances the personal development of young graduates and equips them with invaluable job skills, whether or not they are invited to stay on with ProCredit. A participant puts it this way “As a recent graduate with little work experience, I was looking for a job that would allow me to learn new skills, develop as a person and then pursue a higher career. The Young Bankers Programme was just right for me. I gained a lot of insight into the banking industry, and also learned a great deal from other participants.”

Lastly, the programme benefits the communities in which the company operates. This is because most of the highly trained Young Bankers ultimately enter the Ghanaian workforce. In this respect, the programme is making a positive impact in a country that continues to face high unemployment. By further qualifying recent graduates as they prepare to enter the job market, and thus contributing to overall economic development, ProCredit is putting its strong sense of corporate and social responsibility into practice. Since June, 2011 the programme has trained over one hundred (100) young graduates with majority of them have absorbed by the company as permanent staff (Annual report, 2012).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the information on data collected from the management and staff of ProCredit Savings and Loans Company on assessing talent management as a tool for employee retention. The data was presented in tables, graphs and charts. The survey was conducted on a total of one hundred (100) staff and management with 85 and 15 respectively. In sum 97 questionnaires were received representing 97% response rate.

4.1 Analysis of responses solicited from the questionnaires (Both managers and employees)

The following tables are used to analyze and discuss the responses solicited from questionnaires from both managers and employees of ProCredit Savings and Loans Company Limited. The analysis is grouped under the five (5) main research objectives which are; to identify the talent management policies at the ProCredit Savings and Loans, to identify methods and practices employed in managing the talents of employees at ProCredit Savings and Loans, to assess the level of effectiveness of talent management practices at ProCredit Savings and Loans, to examine the retention strategies adopted at ProCredit Savings and Loans and lastly to examine the effect of talent management practices on employee retention at ProCredit Savings and Loans.

4.1.1 The talent management policies at the ProCredit Savings and Loans

Table 4.2.1 The organization's policy on employee talent management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	82	100.0	100.0	100.0

Source: Field Work, (2014)

Table 4.2.1 analyses whether or not the organization has a policy on talent management. All the 82 respondents (100%) indicated that the organization has a talent management policy. A good knowledge about the organization's talent management policy is key to effectively identifying and managing individual talents in the organization. When employees do not know whether there is a talent management policy in the organization it indicates that talent management has not been effectively practiced or comprehended by the organisational members. This however is not the case with ProCredit Savings and Loans Company Limited. In achieving a competitive advantage organisations must find ways creating and developing the energy individuals exhibit on their jobs. According to Macey et al., (2009:43) this can be achieved through the creation of a strong organisational policy and culture which attracts the kinds of people inclined to performing efficiently within the business environment.

Table 4.3.2 Awareness of the company's policy on managing talents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	70	85.4	85.4	85.4
No	12	14.6	14.6	100.0
Total	82	100.0	100.0	

Source: Field Work July, (2014)

Table 4.3.2 seeks to clarify the table above (Table 4.2.1) by analysing the percentage of employees who are actually aware of the company's policy on talent management. Though in Table 4.2.1 all employees indicated (yes) there is a policy on talent management, not all of them knew about the policy. This Table lets us know the percentage by showing that 70 (85.4%) out of the 82 (100%) knew about the policy. Only 12 (14.6%) employees were not aware of the company's policy on talent management. Management should therefore seek to educate the rest of the employees who are not aware of the company's policy on talent management. Dessler (1993:10) reveals that a concrete management practice and personnel policy helps to build commitment in employees. Thus once employees are aware of the policy regarding their personnel development they are motivated to work to achieve organisational success.

Table 4.4.3 The Young bankers programme

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	19	23.2	23.2	23.2
Agree	6	7.3	7.3	30.5
Strongly Agree	57	69.5	69.5	100.0
Total	82	100.0	100.0	

Source: Field Work, (2014)

57 (69.5%) of the employees respondent strongly agree that there is a young bankers programme which seeks to nurture fresh university graduates to cope with the job requirements and dynamic changes and challenges of the banking industry. However 19 (23.2%) employees are neutral, that is, do not know whether there is or there is not any young bankers programme in the organization. 6 (7.3%) agree that there is such a talent management programme to ensure the development of talents in the organization. The researcher strongly agrees that the young bankers programme is an effective talent management practice since majority employees consented to that. Investing in employees talents through programmes such as the young bankers programme is required of every organisation. Boudreau and Ramstad 2005; Lewis and Heckman 2006, 145, 147) argues that for talent management to be strategic, it must utilise talent investments that open new opportunities for employees. Programmes like the young bankers programme open more development opportunities for employees to fully utilise their talents.

Table 4.5.4 Daily employee appraisal system

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	9	11.0	11.0	11.0
Agree	13	15.9	15.9	26.8
Strongly agree	60	73.2	73.2	100.0
Total	82	100.0	100.0	

Source: Field Work, (2014)

Table 4.5.4 analyses another effective talent management practice at ProCredit Savings and Loans which is the daily employee appraisal system. It is an appraisal system which assesses how best employees are using their talents or skills on their jobs. This practice was found to be very effective since 60 (73.2%) employees strongly agreed. Also, 13 (15.9%) agreed while only 9 (11%) were neutral. This could probably be new employees who are not aware of the appraisal system as a means of ensuring full utilization of employees' talents on a daily basis. There was no disagreement to this talent management practice.

Table 4.6.5 Periodic training and development of staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	9	11.0	11.0	11.0
Agree	53	64.6	64.6	75.6
Strongly agree	20	24.4	24.4	100.0
Total	82	100.0	100.0	

Source: Field Work, (2014)

From the table it could be observed that 53 (64%) employees agreed to periodic training and development of staff as an operative talent management practice while only 20 (24.4%) strongly agreed to it. However the same 9 (11%) were neutral. Like earlier on explained these 9 neutral employees possibly could be new employees who are not much acquainted with the organization's talent management practice. Atkins et al. (2004:20) explained that training and development activities are to be targeted and agreed on. This would help identify the training needs of employees and to identify areas of weakness to develop.

Table 4.7.6 Effective staff motivation system

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	9	11.0	11.0	11.0
Agree	44	53.7	53.7	64.6
Strongly agree	29	35.4	35.4	100.0
Total	82	100.0	100.0	

Source: Field Work, (2014)

Table 4.7.6 analyses effective staff motivation system as a talent management practice at ProCredit Savings and Loans Company Limited. Majority of the employee respondents representing 53.7% (44) agreed whereas 35.4% (29) strongly agreed. There were also 9 employees (11%) who were neutral. Effective staff motivation system undoubtedly is used to manage employee talents but does not stand on the same rating with the young banker's programme which is an effective talent management practices deployed by the company. As suggested by Brewer (1993:9) people essentially work

both out of psychological and social needs. It is therefore incumbent on the company to deploy motivation as an effective talent management policy or practice.

Table 4.8.7 Career guidance and counseling

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	3	3.7	3.7	3.7
Neutral	31	37.8	37.8	41.5
Agree	30	36.6	36.6	78.0
Strongly agree	18	22.0	22.0	100.0
Total	82	100.0	100.0	

Source: Field Work, (2014)

With career guidance and counselling as a talent management practice, the table indicates that 37.8% (31) representing the majority employees were neutral whereas 36.6% (30) employees consented to it as a talent management practice within the organization. It is not effectively practiced as that of training and development and effective motivation of staff which are all talent management practices deployed by the company. Also, 18 (22%) employees strongly agreed to it while only 3 (3.7) disagreed. Zorlu (2009) explains that Human resource managers have to provide development opportunities for employees to enhance their career. He explains that it brings about trust, improved commitment, motivation and high retention rate.

4.1.2 The methods and practices employed in managing the talents of employees at ProCredit Savings and Loans

Table 4.9.8 The extent to which the organisation uses talents effectively

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Extremely high extent	48	58.5	58.5	58.5
High extent	21	25.6	25.6	84.1
Moderate extent	13	15.9	15.9	100.0
Total	82	100.0	100.0	

Source: Field Work, (2014)

This table measures the extent to which the organization uses talents effectively. The data collated indicated that 58.5% (48) employees selected extremely high extent while 25.6% indicated high extent. With the moderate extent only 15.9% (13) employees selected that. This suggests that the organization is effectively deploying and developing talents. Lubitsh et al., (2007) suggests that almost in all circumstances the talented contributes a disproportionately greater contribution compared with others in organisations. Organisations therefore ensure a total deployment of talents to achieve organisational goals and objectives.

Table 4.10.9 Development of employees' talents by the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Semi annually	25	30.5	30.5	30.5
	Quarterly	57	69.5	69.5	100.0
	Total	82	100.0	100.0	

Source: Field Work, (2014)

The organization develops employee talents every quarterly as indicated by majority of the respondents 69.5% (57). From the table 25 respondents representing 30.5% suggested talents were developed semi-annually. This suggests that there is a continuous talent development system within the organization which happens almost every 3months. McGarrity (2007) buttresses that talent development must be consistent with corporate strategy which also must define the leadership process that is in consonance with all functional areas in order to stay competitive and effective.

Table 4.11.10 Regularity of talent management programmes in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A month ago	14	17.1	17.1	17.1
	Three months ago	38	46.3	46.3	63.4
	Six months ago	27	32.9	32.9	96.3
	A year ago	3	3.7	3.7	100.0
	Total	82	100.0	100.0	

Source: Field Work, (2014)

Table 4.11.10 it could be clearly observed that majority of the employees 46.3% (38) benefited from a talent management programme about 3 months ago. 32.9% (27) of the employees benefited from it about 6 months ago whereas only 3.7% (3) benefited about a year ago. This explains the table 4.23 further by reason of majority of the employees indicating that employee talents are developed quarterly. This helps to improve talent efficiency and therefore increases staff retention by creating development opportunities for employees. Collings and Mellahi (2009:305) defines the role of talent management as strategic which involves activities such as identifying key positions which contribute to an organisations sustainable competitive advantage and continually developing talented employees through consistent talent management programmes to take up such positions.

Table 4.12.11 Effective motivation of talented employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	3	3.7	3.7	3.7
Agree	9	11.0	11.0	14.6
Strongly agree	70	85.4	85.4	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

In assessing the talent management practices deployed by the organization, employees indicated effective motivation of talented employees as one of the methods. Table 4.12.11 indicates that 85.4% (70) employees strongly agreed that the organization effectively motivates talented employees by means of recognizing exceptional talents or skills displayed, developing the talents further and recommending such talents for

promotion. The table again suggests that 11% (9) of the employee respondents agreed that this practice is effectively being utilised to manage talents in the organization. However only 3.7% (3) were neutral. Brewer (1993) cited Herzberg's two categories of needs which mainly are motivators and hygiene factors. These factors which include conditions of work, compensation and awarding distinctive work done serve as motivating factors. Brewer explains that these factors when perceived as lacking or insufficient lead to feelings of dissatisfaction among employees which may cause talented employees to leave an organisation.

Table 4.13.12 Regular training and development of talented employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	3	3.7	3.7	3.7
Agree	10	12.2	12.2	15.9
Strongly agree	69	84.1	84.1	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Table 4.13.12 also lets us know the employees' response to regular training and development of talented employees as another major talent management practice. The table suggests that 84.1% (69) out of the total employee respondents (82) strongly agreed that regular training and development of employees enhances their performance. That is regular training and development was identified by the majority of employees as one of the talent management practices deployed by the organization. Also, 12.2%

(10) of the employees agreed whereas 3.7% (3) were neutral. However for training to be effective it should target at improving employees strengths as well as identifying and building their areas of weaknesses (Atkins et al., 2004:20)

Table 4.14.13 Succession planning and career guidance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	14	17.1	17.1	17.1
Agree	62	75.6	75.6	92.7
Strongly agree	6	7.3	7.3	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Out of the total (82) employee respondents 75.6% (62) agreed that succession planning and career guidance enhances their talents. About 7.3% (6) strongly agreed whereas 17.1% (14) were neutral. Majority of the employees did not strongly agree that succession planning and career guidance effectively enhance their talents. This implies that though it is a talent management practice deployed by the company it does not effectively enhance their performance like effective motivation and regular training and development. However Zorlu (2009) asserts that career development remains a vital point in attracting and retaining employees.

Table 4.15.14 Effective recruitment and selection process for talents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	26	31.7	31.7	31.7
Agree	22	26.8	26.8	58.5
Strongly agree	34	41.5	41.5	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Table 4.15.14 indicates that 41.5% (34) of the employee respondents strongly agreed that effective recruitment and selection process for talents enhances employees' talents in the organization. Effective recruitment and selection of talents helps to bridge the talent gap in the organization adding up to the pool of talents already developed by the organization (Meyer, 2005:5). The table suggests that 26.8% (22) employees agreed that this practice enhances their talents whiles 31.7% (26) were neutral.

Table 4.16.15 Performance management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	3.7	3.7	3.7
Neutral	3	3.7	3.7	7.3
Agree	21	25.6	25.6	32.9
Strongly agree	55	67.1	67.1	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

On the question of which talent management practices best enhance employee talents 67.1% (55) employees again strongly agreed that performance management enhances employee talents. Like earlier on stated in table 4.18, 72% of the total employee respondents indicated that there is a daily employee appraisal system which is an effective performance management policy to manage talents. Also 25.6% agreed whiles 3.7% (3) each were neutral and strongly disagreed respectively.

Table 4.17.16 Employees' talents identified by the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	70	85.4	85.4	85.4
No	12	14.6	14.6	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Table 4.17.16 indicates that 85.4% (70) responded yes to the question of whether their talents have been identified by the organization. Only 14.6% (12) responded NO to the question. This suggests that the organization through its talent management practices and policy has been able to identify majority of the employee talents. Once employee talents are identified they are strategically positioned for effective and efficient performance. Cartwright (2003) explains that organisations need to do everything possible to attract, identify and retain top talents.

Table 4.18.17 Talent management programmes

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	12	14.6	14.6	14.6
Agree	20	24.4	24.4	39.0
Strongly agree	50	61.0	61.0	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

On the question of how employee talents are identified in the organization 61% (50) out of the total employee respondents (82) strongly agreed to talent management programmes as the most effective strategy. 24.4% (20) also agreed that talent management programmes are effective in identifying employee talents. Only 14.6% (12) were neutral in their response. The talent management programmes include the young bankers programme and the daily employee appraisal system. Collings and Mellahi (2009) draw concern to the need to recognise key positions and high performers. It creates a 'differentiated human resource architecture' that binds the talented to the organisation. The company does this mainly through the young bankers programme.

Table 4.19.18 Referrals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	4	4.9	4.9	4.9
Neutral	39	47.6	47.6	52.4
Agree	30	36.6	36.6	89.0
Strongly agree	9	11.0	11.0	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Table 4.19.18 indicates clearly that only 11% (9) of the employee respondents strongly agreed to referrals as a means of identifying employee talents in the organization. However majority of the employees respondents 47.6 (39) were neutral whereas 36.6% (30) only agreed. The employee respondents who disagreed were only 4 representing 4.9%. This suggests that referral is not an effective talent identification method in relation to the talent management programme though sometimes used as a talent identification tool in the organization. Mathias and Jackson (2006) however are of the view that referrals are very beneficial in identifying talents within an organisation.

Table 4.20.19 Recommendations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	21	25.6	25.6	25.6
Agree	40	48.8	48.8	74.4
Strongly agree	21	25.6	25.6	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Table 4.20.19 suggests that recommendations are also used to identify employee talents. The table indicates that 25.6% (21) of the employees respondents strongly agreed to it while the majority employees 48.8% (40) agreed. Though not so many of the respondents strongly agreed to it nonetheless the percentage of employees who agreed is a reasonable indication that recommendations too are used to identify employee talents apart from the talent management programmes deployed by the organization. Another beneficial approach to finding talents is to recommend suitable candidates, help examine and endorse appropriate resumes and skills of applicants (Mathias and Jackson 2006).

Table 4.21.20 Job performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	2	2.4	2.4	2.4
Agree	42	51.2	51.2	53.7
Strongly agree	38	46.3	46.3	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Majority employees 51.2% (42) agreed whereas 46.3 % (38) strongly agreed that employees' performance on their respective jobs helps to identify their talents. Also 2.4% (2) of the employee respondents were neutral. Excellent performances employees display on their assigned jobs was discovered as effective in identifying their talents. Arthur (2006:128) explains that employee competences, knowledge and overall performance on their jobs are required tools in identifying their talents.

Table 4.22.21 Effective recruitment and selection programme

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	9.8	9.8	9.8
Disagree	6	7.3	7.3	17.1
Neutral	15	18.3	18.3	35.4
Agree	14	17.1	17.1	52.4
Strongly agree	39	47.6	47.6	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Table 4.22.21 indicates the various employee responses to effective recruitment and selection programme as a tool for identifying employee talents in the organization. Though it had several responses such as those who strongly disagreed 9.8% (8), those who disagreed 7.3% (6), neutral 18.3% (15) agreed 17.1% (14), majority of the respondents 47.6% (39) strongly agreed. Potential employees go through rigorous recruitment and selection process which contributes in no small to identifying their talents at a very early stage. However Bechet (2008) is of the view that talent needs of an organisation can be achieved by an effective deployment and utilisation of the human resources within the organisation.

Table 4.1.3 The level of effectiveness of talent management practices at ProCredit Savings and Loans.

Table 4.23.22 Motivation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very high	50	61.0	61.0	61.0
High	25	30.5	30.5	91.5
Moderate	7	8.5	8.5	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Employees were asked to rate how effective motivation was as a talent management practice in the organization. Table 4.23.22 indicates the various responses solicited from the employees. The table shows that 61% (50) employees representing the majority chose very high while 30.5% (25) responses were high, with a moderate response of 8.5% (7) of the employee respondents. This implies that motivation is being deployed by the organization as an effective talent management practice to retain top talents in the organization. Motivation packages such as meaningful salaries, annual bonuses, and various benefits, can be used to attract competitive candidates to the organisation (Kirkland 2009).

Table 4.24.23 Training and Development

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very high	59	72.0	72.0	72.0
High	18	22.0	22.0	93.9
Moderate	5	6.1	6.1	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

Table 4.24.23 suggests that training and development is an effective talent management practice. 59% (72) employees indicated very high, 22% (18) employees selected high and 6.1% (5) selected moderate. This suggests that the organization effectively uses training and development to enhance the skills and talents of employees among other practices. This explains Table 4.9 which clearly suggests that employees are trained quarterly. There is therefore an effective on-going training and development system which seeks to nurture employee performance for organisational exploits. However Appleby (1990) asserts that some form of training is needed for all employees since training generally increases organisational efficiency.

Table 4.25.24 Succession Planning and Career Guidance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very high	7	8.5	8.5	8.5
High	34	41.5	41.5	50.0
Moderate	38	46.3	46.3	96.3
Low	3	3.7	3.7	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

With succession planning and career guidance as a talent management practice, the Table indicates that only 8.5% (7) responses were very high. Majority of the employee respondents 46.3% (38) indicated moderate whereas 41.5% (34) responses were high. Only 3.7% (3) responses were low. This suggests that though succession planning and career guidance is used as a talent management practice it is however not effective in relation to training and development. Richman et al (2008) argues that there should be some flexibility at the workplace to enable employees find career progression opportunities that will build their personality.

Table 4.26.25 Recruitment and Selection

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very high	31	37.8	37.8	37.8
High	28	34.1	34.1	72.0
Moderate	21	25.6	25.6	97.6
Low	2	2.4	2.4	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

From this table it could be observed that majority of the employees 37.8% (31) indicated very high for recruitment and selection as a tool for managing employee talents. 34.1% (28) responses were high whereas 25.6% (21) responses were moderate. Only 2.4% (2) of the employee respondents indicated low as their response. Cumulatively, the very high and high responses were 72% out of the total responses which suggests that there is an effective recruitment and selection process which factors into it employee talents.

Table 4.27.26 Performance Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very high	58	70.7	70.7	70.7
High	24	29.3	29.3	100.0
Total	82	100.0	100.0	

Source: Field work, (2014)

As clearly seen from the table 4.27.26, the very high responses for performance management as a talent management tool were 70.7% out of the total employee respondents. The high responses were 29.3% (24) employees. There were no moderate, low and very low responses. This suggests that performance management is effectively being deployed to manage employee talents in the organization. This agrees with table 4.4 which suggests that the daily employee appraisal system is an effective policy the organization uses to manage individual talents. Research therefore has proven that companies who effectively manage employees' performance deliver better results for shareholders (Ntonga, 2007).

4.1.4 The retention strategies adopted at ProCredit Savings and Loans.

The retention strategies identified through the managers questionnaire at ProCredit savings and Loans were recruitment and selection, compensation and rewarding, employee development and talent management. The following tables represent individual items grouped under the strategies to measure the effectiveness of the strategies identified at ProCredit Saving and Loans Company Limited.

4.1.4.1 Managers' respondents

The following tables represent data collected from managers regarding employee retention strategies which are discussed and analysed below;

4.1.4.1.1 Recruitment and selection

The following tables seek to measure the effectiveness of recruitment and selection as a retention strategy at ProCredit Savings and Loans.

Table 4.2.27 Priority of time to interview potential candidates

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Never	2	13.3	13.3	13.3
Rarely	3	20.0	20.0	33.3
Sometimes	4	26.7	26.7	60.0
Often	2	13.3	13.3	73.3
Always	4	26.7	26.7	100.0
Total	15	100.0	100.0	

Source: Field work, (2014)

Table 4.2.27 illustrates the priority of time managers spent interviewing potential candidates when a vacancy arises. From the table there is a clear indication that sometimes managers in the company prioritize on interviewing potential candidates. They do not always or often prioritize on interviewing potential employees. The table shows that 27% of managers in the company sometimes prioritize on interviewing potential employees. This is due to the fact that before they appear for interviews, the candidates' ability to perform might have been already identified through the young bankers programme. In attracting the best talent, candidates undergo a demanding five-stage selection process. Applicants are screened not only for their analytical skills, but also for their ability to work (ProCredit holding annual report, 2011).

Table 4.3.28 Overall Knowledge of HR recruitment process and policies possessed by managers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Never	1	6.7	6.7	6.7
Rarely	7	46.7	46.7	53.3
Sometimes	2	13.3	13.3	66.7
Often	1	6.7	6.7	73.3
Always	4	26.7	26.7	100.0
Total	15	100.0	100.0	

Source: Field work, (2014)

On the question of possessing an overall knowledge of HR recruitment process and policies, 46.7% of the managers rarely have that. However 20% of the total managers possess that level of knowledge. This 20% includes the HR managers whose basic duties are to recruit. The 46% majority are those whose activities are not directly linked to the HR function. This includes the arrears managers, operations managers and the marketing communications managers. Gomez-Mejia et al., (2004) however is of the view that HR managers decide on how to go about filling a vacancy whether from within or outside the organisation.

Table 4.4.29 Consistency in appointing high calibre employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	26.7	26.7	26.7
	Rarely	2	13.3	13.3	40.0
	Sometimes	4	26.7	26.7	66.7
	Always	5	33.3	33.3	100.0
	Total	15	100.0	100.0	

Source: Field work, (2014)

From Table 4.4.29, it could be observed that 33.3% constituting majority of the managers always consistently appoint high calibre employees. The second largest percentage which is 26.7% presents that managers sometimes or never consistently appoint high calibre of employees. This is also due to the fact that managers who consistently appoint high calibre employees have their duties linked directly to the HR function whiles the others whose roles are not directly related to the HR function sometimes or never do that (Gomez-Mejia et al., 2004)

4.1.4.1.2 Compensation and rewarding

The following tables seek to measure the effectiveness of compensation and rewarding as a retention strategy at ProCredit Savings and Loans.

Table 4.5.30 Nomination of employees for awards

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	4	26.7	26.7	26.7
	Often	5	33.3	33.3	60.0
	Always	6	40.0	40.0	100.0
	Total	15	100.0	100.0	

Source: Field work, (2014)

On the question of nomination of employees for awards 40% of the manager respondents stated that they always nominate employees for awards. 33.3% of the manager respondents often nominate the employees for awards while 26.7% sometimes do same. This is a clear indication that there is an effective compensation system which helps to retain the employees in the company. Nomination of employees for various awards serves as part of the total compensation package they receive from the organization which boosts their morale to perform effectively.

Table 4.6.31 Reward given to employees for exemplary work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	2	13.3	13.3	13.3
	Sometimes	6	40.0	40.0	53.3
	Often	3	20.0	20.0	73.3
	Always	4	26.7	26.7	100.0
	Total	15	100.0	100.0	

Source: Field work, (2014)

The greater percentage of the managers respondents, that is, 40% sometimes reward employees for exemplary work performed in different ways. However the second largest percentage which is 26.7% always reward employees for performing distinctively. 20% of the manager respondents often do that while only 13.3% rarely reward employees. It therefore signifies that managers in the company normally inspire the employees to work harder by positively reinforcing employees' exemplary work done. Motivational packages such as bonuses and rewards help not only to attract talented employees but to also maintain them on their jobs (Kirkland 2009).

Table 4.7.32 Verbal or written recognition for individual contribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Rarely	1	6.7	6.7	6.7
Sometimes	2	13.3	13.3	20.0
Often	4	26.7	26.7	46.7
Always	8	53.3	53.3	100.0
Total	15	100.0	100.0	

Source: Field Work July, (2014)

Table 4.7.32 analyses the responses managers gave concerning whether or not they provide verbal or written recognition for individuals' contributions in the company. The Table reveals that 53.3% of the total managers within the company do always provide verbal or written recognition for the individuals were appropriate. 26.7% of the managers often give such recognition to employees where necessary. While 13.3% sometimes do give such recognition, just a few of them constituting about 6.7% rarely

recognizes individuals' contributions. This makes it quite clear that employees are intrinsically motivated to stay with the organization. Coetzee (2004:17) argues that a manager or supervisor cannot directly motivate employees in an organisation. He explains that managers can create an atmosphere in which employees will be motivated to be more productive.

4.1.4.1.3 Employee development

The following tables seek to measure the effectiveness of employee development as a retention strategy at ProCredit Savings and Loans.

Table 4.8.33 Genuine interest to foster the learning and development of people

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sometimes	1	6.7	6.7	6.7
Often	6	40.0	40.0	46.7
Always	8	53.3	53.3	100.0
Total	15	100.0	100.0	

Source: Field Work July, (2014)

Table 4.8.33 reveals genuine interest managers possess to foster learning and development of people within the organization. As the table elicits 53.3% of the managers always have genuine interest to foster learning and development of people within the organization. 40% of the managers often times foster the learning and development of employees in the organization. Only 6.7% of the manager respondents

would sometimes foster employees learning and development. This indicates that there is an effective learning and development process for employees within the organization which increases their effectiveness and efficiency. It helps to identify and effectively manage their talents to achieve organizational efficiency.

Table 4.9.34 Creation of developmental opportunities for subordinates

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sometimes	6	40.0	40.0	40.0
Often	3	20.0	20.0	60.0
Always	6	40.0	40.0	100.0
Total	15	100.0	100.0	

Source: Field Work July, (2014)

Table 4.9.34 gives the percentage of managers in the organization who create development opportunities for employees. It could be observed that 40% of the manager respondents always create development opportunities for employees. Another 40% of the manager respondents also sometimes do same. However just 20% of the managers often create development opportunities for employees. These percentages respectively reflect that there is an opportunity for growth of employee talents and skills in the organization.

Table 4.10.35 Giving honest feedback for developmental purposes

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Always	15	100.0	100.0	100.0

Source: Field Work July, (2014)

From this Table it is very clear that all the manager respondents (100%) give honest feedback for developmental purposes. Employees receive an honest feedback of their performances and talent development. This therefore helps employees to appreciate the rating of their individual performances for the purpose of effective compensation and development.

4.1.4.1.4 Talent management

The following tables seek to measure the effectiveness of talent management as a retention strategy at ProCredit Savings and Loans.

Table 4.11.36 Reminding team members of the importance of retaining high calibre employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sometimes	2	13.3	13.3	13.3
Often	3	20.0	20.0	33.3
Always	10	66.7	66.7	100.0
Total	15	100.0	100.0	

Source: Field Work July, (2014)

Table 4.11.36 reveals that 10 (66.7%) out of the total managers respondents always remind team members about the importance of retaining high calibre employees in the organization. 20% (3) of the managers respondents often remind team members of the importance of retaining high calibre employees while only 13.3% (2) sometimes do that. Gordon and Meredith (2001) emphasises that for a company to be successful, it needs to invest in activities and strategies which focus on retaining high performing employees. In the researcher's opinion managers place great priority on the importance of retaining top talents in the organization by reminding team members of their strategic importance to the company.

Table 4.12.37 Prioritizing issues which concern the development of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Often	4	26.7	26.7	26.7
Always	11	73.3	73.3	100.0
Total	15	100.0	100.0	

Source: Field Work July, (2014)

This table discusses how managers prioritize issues which concern the development of employees in the organization. The table indicates that 73.3% (11) of the managers' respondents always prioritize issues which affect the development of employees' skills and talents. Also 26.7% (4) often highlights employees' development issues. Since managers always or often emphasize employee development issues it encourages employees to be committed and to be retained in the organization.

Table 4.13.38 Reminding team members of the importance of recognizing exceptional performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Often	3	20.0	20.0	20.0
Always	12	80.0	80.0	100.0
Total	15	100.0	100.0	

Source: Field Work July, (2014)

Table 4.13.38 analyses managers reminding team members about the importance of recognizing exceptional performance. From this table it is clearly indicated that 80% (12) of the manager respondents always at all times remind team members about the significance of recognizing exceptional performance. Also 20% (3) out of the total respondents often do this. This reflects the priority managers place on the employees and how imperative it is to exceptionally recognize their talents and skills or excellent work performance and organizational success.

4.1.4.2 Employee respondents

The following tables represent data collected from employees regarding the retention strategies which are discussed and analysed below;

Table 4.28.39 Employees' intention to leave the organisation within the next 2-5 years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	17	20.7	20.7	20.7
No	65	79.3	79.3	100.0
Total	82	100.0	100.0	

Source: Field Work July, (2014)

Table 4.28.39 captures data collected on whether or not employees would want to leave the organization within the next 2-5 years. 79.3% (65) responded No whereas 20.7% (17) employee respondents indicated Yes. It suggests that majority of the employees are likely to stay with the organization for the next 5 years. This could probably be the results of an effective employee talent management system which impacts staff retention. Staff retention focuses on creating policies and practices that seek to maintain talents within an organisation (Hausknecht et al., 2009:269). However the 20.7% who are likely to leave within the next 5 years could probably be because of poor working conditions despite the opportunities to effectively develop their talents as suggested by Table 4.40.

Table 4.29.40 Factor that may constitute employee turnover in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Poor working condition	62	75.6	75.6	75.6
Stress	18	22.0	22.0	97.6
Low motivation	2	2.4	2.4	100.0
Total	82	100.0	100.0	

Source: Field Work July, (2014)

Table 4.29.40 suggests the factors likely to cause employee turnover in the organization. 75.6% (62) out of the total employee respondents indicated that they are likely to leave the organization because of poor working conditions. 22% (18) employees are likely to leave the organization because of stress whiles only 2.4% (2) will leave because of low motivation.

Table 4.30.41 Employee retention strategies

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid compensation and rewarding	8	9.8	9.8	9.8
Talent management system	43	52.4	52.4	62.2
Recruitment and selection	2	2.4	2.4	64.6
Development opportunities	29	35.4	35.4	100.0
Total	82	100.0	100.0	

Source: Field Work July, (2014)

It could be observed from the table 4.30.41 that employees are retained in the organization largely because of the talent management system present in the organization. The responses solicited for talent management system used to retain employees were 52.4% (43). From the table 35.4% (29) employees indicated that they are retained by development opportunities in the organization. 9.8% (8) selected compensation and rewarding while 2.4% (2) selected recruitment and selection. Munsamy and Venter (2009) however provide a model which helps to retain employees in organisations. The model outlines factors that ensure employee retention but unless all the factors are present at once, it is impossible to preach retention.

4.1.5 The effect of talent management practices on employee retention at ProCredit Savings and Loans

Table 4.31.42 Linkage between employee talent management and employee retention in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	80	97.6	97.6	97.6
No	2	2.4	2.4	100.0
Total	82	100.0	100.0	

Source: Field Work July, (2014)

Employee retention in the organization could directly be linked to talent management system. This table elicits responses from employees on the linkage between talent management and employee retention. 97.6% (80) out of the total employee respondents indicated Yes. Only 2.4% (2) responded No. This suggests that there is an effective talent management system in the organization which directly impacts employee retention. Gordon and Meredith (200:41) assert that effective talent management is key to organisational success. Therefore it is imperative for organisation to deploy talent management policies which seek to retain the best of talents in an organisation.

Table 4.32.43 The effect of talent management on employee commitment and retention in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	80	97.6	97.6	97.6
No	2	2.4	2.4	100.0
Total	82	100.0	100.0	

Source: Field Work July, (2014)

From Table 4.32.43 it could be observed that 97.6% (80) responded that 'Yes' the practice of talent management has increased their commitment and retention in the organization. 2.4% (2) respondent that 'No' it has not increased their commitment and retention. The data on this question suggests that talent management practice increases employees' commitment and retention greatly. Becker et al., (2001:27) explains that employee attitude developed through an effective talent management practice and organisational culture reduces staff turnover, which eventually brings about a high rate of staff retention.

Table 4.33.44 Employees satisfaction with the retention strategies in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	35	42.7	42.7	42.7
Satisfied	39	47.6	47.6	90.2
Neither satisfied nor dissatisfied	6	7.3	7.3	97.6
Dissatisfied	2	2.4	2.4	100.0
Total	82	100.0	100.0	

Source: Field Work July, (2014)

Table 4.33.44 elicits responses from employees on how satisfied they are with the retention strategies in the organization. 47.6% (39) representing the majorities out of the total employee respondents were satisfied with the retention strategies. 42.7% (35) were very satisfied with the retention strategies in the organization. 7.3% (6) were neither satisfied nor dissatisfied whereas 2.4% (2) were dissatisfied. Largely this suggests that employees are satisfied with the retention strategies deployed by the organization with reference to the cumulative per cent totalling 90.2% of respondents who were very satisfied and satisfied.

4.1.5.1 Regression analysis showing the effects of talent management practices identified at ProCredit Saving and Loans on employee retention

Table 4.45 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436 ^a	.190	.137	.379

Source: (Pallant, 2011)

a. Predictors: (Constant), Performance management, Succession planning and career guidance, Effective recruitment and selection process for talents, Effective motivation of talented employees, Regular training and development of talented employees.

Table 4.46 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.025	.544		1.883	.063
	Effective motivation of talented employees	-.121	.126	-.141	-.960	.340
	Regular training and development of talented employees	-.033	.132	-.040	-.253	.801
	Succession planning and career guidance	.308	.097	.367	3.161	.002
	Effective recruitment and selection process for talents	.135	.051	.283	2.623	.011
	Performance management	-.054	.056	-.116	-.963	.338

Table 4.45 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436 ^a	.190	.137	.379

Source: (Pallant, 2011)

a. Dependent Variable: .Employee retention within the next two years

R represents the correlation or relationship between the dependent and the independent variables

R² represents how much of the dependent variable can be explained by the independent variables.

B represents the coefficients of the independent variables.

Sig. represents the statistical significance level of the model (the acceptable level of significance for this research was 0.05).

Beta compares the contribution of each independent variable to the dependent variable (ignoring any negative signs)

The output in the regression table above represents the multiple regressions to establish the effect of talent management practices on employee retention at ProCredit Savings and Loans for the next 2-5 years. The regression equation was therefore $y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$. When the values from the table are computed, the equation becomes;

$$y = 1.025 + -0.121(X_1) + -0.033(X_2) + 0.308(X_3) + 0.135(X_4) + -0.054(X_5).$$

From the analysis above (Table 4.45) it was realized that talent management practices had a moderate relationship with employee retention. The correlation value was 0.436. When the correlation value falls between 0.30 and 0.70 it is considered a moderate relationship (Pallant, 2011). The value was also positive which indicates that when the

independent variable increases, dependent variable also increases and when the independent variable decreases, the dependent variable decreases.

The R^2 value indicates that 19% (0.190) of employee retention could be explained using talent management practices.

The analysis indicated that the coefficient value for Effective motivation of talented employees is -0.121 indicating an inverse relationship. This means that all things being equal, when the other independent variable are held constant employee retention would decrease by 12.1% if there is a 100% improvement in effective motivation of employees. This was statistically not significant ($0.340 > 0.05$).

The analysis indicated that the coefficient value for Regular training and development of talented employees is -0.033 indicating an inverse relationship. This means that all things being equal, when the other independent variable are held constant employee retention would decrease by 3.3% if there is a 100% regular training and development of employees. This was statistically not significant ($0.801 > 0.05$).

The analysis also indicated that the coefficient value for Succession planning and career guidance is 0.308 indicating a direct relationship. This means that all things being equal, when the other independent variable are held constant employee retention would increase by 30.8% if there is 100% efficiency in succession planning and career guidance. This was statistically significant ($0.002 < 0.05$).

The analysis showed the coefficient value for Effective recruitment and selection process for talents to be 0.135 indicating a direct relationship. This means that all things being equal, when the other independent variable are held constant employee retention would increase by 13.5% if there is a 100% Effective recruitment and selection process for talents. This was statistically significant ($0.011 < 0.05$).

Lastly the analysis indicated that the coefficient value for Performance management is - 0.054 indicating an inverse relationship. This means that all things being equal, when the other independent variable are held constant employee retention would decrease by 5.4% if there is a 100% improvement in performance management. This was statistically not significant ($0.338 > 0.05$).

However, in comparing the contribution of each independent variable (effective motivation of talented employees, regular training and development of talented employees, Succession planning and career guidance, effective recruitment and selection process for talents, and performance management) to employee retention, the beta values are used ignoring the negative sign. Effective motivation of talented employees, regular training and development of talented employees, succession planning and career guidance, and performance management have beta values of - 0.141, -0.040, 0.367, 0.283 and -0.116 respectively. In this case, the largest beta value is 0.367. This variable (Succession planning and career guidance) makes the strongest contribution to explaining the dependent variable (Employee retention).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

In this chapter, the study explored summary of findings, recommendations that are stated based on the study and conclusion of the study.

5.1 Summary of Findings

The summaries of findings are captured under the objectives which are enumerated below.

5.1.1 The talent management policies at the ProCredit Savings and Loans.

It could be observed from Table 4.2.1 that 59.8% (49) of the total (82) employees, thus majority employees have served in the organization between 2-5 years. This suggests there is a low staff turnover rate in the organisation specially having majority of the organisational members to have served up to five years. The research findings indicated that all employees 82 (100%) in the organization agree that (yes) there is a talent management policy. However the study further reveals that only 70 out of the total employees actually know or are aware of the policy.

The table 4.5.4 revealed that 60 (73.2%) employees strongly agreed that the daily employee appraisal system (policy) was effectively being deployed to manage employee talents.

Also, 57 (69.5%) of the employees respondent strongly agreed that there was a young bankers programme; a talent management policy, which seeks to nurture fresh

university graduates to cope with the job requirements and dynamic changes and challenges of the banking industry.

From table 4.6.5 it could be observed that 53 (64%) employees agreed to periodic training and development of staff as an operative talent management policy.

5.1.2 The methods and practices employed in managing the talents of employees at ProCredit Savings and Loans

The research findings revealed 58.5% (48) employees as indicating the extent to which the organization utilizes talents as extremely high.

The organization develops employee talents every quarterly as indicated by majority of the respondents 69.5% (57). 25 representing 30.5% suggested talents were developed semi-annually.

The study reveals the main talent management practices which are used to manage employee talents. These are mainly motivation and regular training and development of employees among other practices such as succession planning and career guidance, performance management and effective recruitment and selection process.

5.1.3 The level of effectiveness of talent management practices at ProCredit Savings and Loans.

Employees indicated regular training and development of talented employees as the most effective talent management practice. 72% (59) employees strongly agreed that the organization regularly trains and develops talented employees by means of recognizing exceptional talents or skills displayed, developing the talents further and recommending such talents for promotion.

The second most effective method was motivation of staff 61% (50) out of the total employee respondents (82) strongly agreed that motivation of employees enhances their performance.

5.1.4 The retention strategies adopted at ProCredit Savings and Loans.

The research findings reveals managers of the organization retain employees through an effective talent management by always reminding team members of the importance of retaining high calibre employees, prioritizing issues which concern the development of employees and reminding team members of the importance of recognizing exceptional performance.

Majority of the employees 79.3% (65) are likely to stay with the organization for the next 5years.

Also it could be observed that 75.6% (62) out of the total employee respondents indicated that they are likely to leave the organization because of poor working conditions. 22% (18) employees are likely to leave the organization because of stress while only 2.4% (2) will leave because of low motivation. The research findings indicate that employees are retained in the organization largely because of the talent management system present in the organization.

5.1.5 The effect of talent management practices on employee retention at ProCredit Savings and Loans.

Table 4.31.42 indicate that 97.6% (80) responded that 'Yes' the practice of talent management has increased their commitment and retention in the organization.

Also 47.6% (39) representing the majorities out of the total employee respondents were satisfied with the retention strategies.

5.1.5.1 Findings revealed by the regression analysis

The regression analysis indicated that employee retention would decrease by 12.1% if there is a 100% improvement in effective motivation of employees, all things being equal. It also suggested that employee retention would decrease by 3.3% if there is a 100% regular training and development of employees, all things being equal. The regression analysis showed an inverse relationship between the variables, that is motivation and retention, and also between training and development and retention respectively. This means that as employees are trained or motivated then the more likely they are to leave the organisation with the therefore decreasing their retention rate by the percentages given.

However it indicated that employee retention would increase by 30.8% if there is 100% efficiency in succession planning and career guidance. The regression showed a direct relationship between succession planning and career guidance and employee retention. This means that employees are more likely to stay when there is an effective succession planning and career guidance system.

Again the regression analysis indicated that employee retention would also increase by 13.5% if there is a 100% Effective recruitment and selection process for talents. That is, as talents are effectively recruited and selected, then they are more likely to stay with the organisation, showing a direct relationship between recruitment and selection process and employee retention.

Finally the regression analysis suggested an inverse relationship between performance management and employee retention. Indicating that, employee retention would decrease by 5.4% if there is a 100% improvement in performance management. This implies that the more employees' performances are managed, the better or excellent

they become. Excellent employees are likely to be poached by competitors or leave the organisation for better job opportunities elsewhere.

5.2 Conclusion

The study aimed at assessing talent management as a tool for employee retention at ProCredit Savings and Loans Company Limited, Kumasi. The study evaluated each objective and established the extent to which the talent management practices deployed by the organization contribute to employee retention.

The literature review explored the talent management process, methods and practices to identify unique talents within an organization. It also sought to identify retention strategies that are necessary to motivate talented employees to stay on their jobs. The talent management process outlined included analyzing skills gap within an organization, recruitment and selection of talented employees, training and development of talents, compensation and benefits, succession planning and career guidance.

The findings revealed the talent management practices deployed by ProCredit savings and loans as mainly training and development of staff and motivation among others such as succession planning and career guidance, performance management, and recruitment and selection. In order to boost the talented employees to become efficient and find fit in the organisation, motivation, developmental training and performance management were key factors that needed to follow recruitment.

The study however revealed employees were more likely to leave the organization to more attractive ones the more they were trained and developed. The effect of succession planning and career guidance on employee retention was such that employees who identified their career path the succession plan of the organization were

likely to stay with the organization. It is therefore incumbent on the organization to develop career path opportunities and effective succession plans since it was identified as key in retaining talents.

Talent management is increasingly becoming an important organisational strategy in achieving organisational goals and objectives. This is because contemporary HR is becoming more people focused rather than on systems and structures. Effectively managing and maintaining talents within an organisation to achieve organisational goals is the basic tenet of talent management. The study therefore concludes that effective talent management practice helps to retain top talents within an organisation.

5.3 Recommendations

Based on the findings of the study, the following recommendations are worth considering;

5.3.1 Education of employees on the organisation's policy

The research findings revealed that 30% of the employee respondents were not aware of the talent management policy in the organisation. Therefore the organization should seek to educate the entire staff about its policy on talent management. The education should first seek to create awareness of the talent management policy and secondly orient them about how the policy operates. This will help them to understand the policy.

5.3.2 Developing effective talent management practices

The regression analysis indicated an inverse relationship between all the talent management practices identified in the organisation except succession planning and

career guidance and recruitment and selection process. Employees are more likely to leave the organisation when there is effective performance management, motivation, and training and development. The organization should give more attention to the talent management practices which would rather increase employee retention or develop more effective talent management practices which will seek to build a strong employee commitment and retention in the organization.

5.3.3 Improve working conditions

The study revealed that majority which is (75.6%) of the employees were likely to leave the organization due to poor working conditions. The organization should therefore improve its working conditions to enhance its working relationship thereby increasing the rate of employee retention. Conditions of work such as wages and salaries, working time, health and safety needs, and the working environment should be improved.

5.3.4 Effective retention strategies

The study revealed that employees are retained mainly through talent management practice. However talent management practice should be one of the effective ways to retain employees. The organization should therefore seek to build more effective retention strategies which will to improve the employee's standard of life; creating a work-life balance. This will sustain the employees' commitment to the organisation even as they are developed to take up greater responsibilities.

5.4 Suggestion for further research

Talent management effectively helps to identify, nurture and develop employee talents to be more effective and efficient. This helps to retain them on their jobs. However talent management could also be an employee motivational tool for effective work performance which area a further research could be explored.



REFERENCES

- Ahlrichs, N.S. (2003) Manager of choice: five competencies for cultivating top
Beechler S., and Woodward I.C. (2009) The global war for talent. *Journal of International Management* 15(3), 273–285
- Aldrich, Paul (2008). *The role and influence of human resource management in the capital markets and investment banking sector*. London, Thompson Financial
- Ambler, G. 2007. The ten C's of employee engagement. *The practice of leadership*. Las Vegas: Available from <http://www.thepracticeofleadership.net> [Accessed 24th May, 2014]
- Appleby, D.C. (1990). Faculty and student perceptions of irritating behaviours in the college classroom. *Journal of staff, program and organisation development*: pp 8, 41-46.
- Armstrong, M. & Murlis, H. 1980. *A handbook of salary administration*. London: Kogan Page.
- Arthur, D. 2006. *Recruiting, interviewing, selecting & orienting new employees*. 4th edition. New York: Amacom pp. 11, 47, 128.
- Atkins, R., McCutcheon, M. & Penna, G. 2004. *The talent management imperative: A best practice approach*. [Online] Available: <http://www.compasess.biz>
- Bearwell, J. and Claydon, T. (2010). *Human Resource Management: A Contemporary Approach*. (6th ed.) Pearson Education Limited.
- Bechet, T.P. 2008. *Strategic staffing: a comprehensive system for effective workforce planning*. 2nd edition. New York: Amacom. pp 264, 267.
- Becker, B.A., Huselid, M.A. & Ulrich, D. 2001. *The HR scorecard: linking people, strategy and performance*. Boston: Harvard Business School press. Pp 27

- Beechler S and IC Woodward (2009) The global war for talent. *Journal of International Management* 15(3), 273–285
- Bersin & Associates, 2007. *Talent management changes HR* [Online] Available: <http://joshbersin.com/2007/06/01/talent-management-changes-hr/>
- Bertalanffy V.L. (1974) *Perspectives on general system theory*: Scientific-philosophical studies. New York: G Braziller
- Blass E., and April K. (2008) *Developing talent for tomorrow*. Develop 1, 48–58.
- Boudreau J.W and Ramstad P.M (2005a) Talentship and the new paradigm for human resource management: From professional practices to strategic talent decision science. *Human Resource Planning* 28(2), 17–26
- Boudreau J.W and Ramstad P.M (2005b) Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management* 44(2), 129–136
- Boudreau, J.W. and Ramstad P.M. (2007) *Beyond HR: the new science of human capital*. Boston: Harvard Business School Press
- Brenner, B.K., 2010. Using Employee Benefits can help recruit, attract, and retain the workforce of the future: *The mature employee. Journal of Financial service professionals*, 64(3), pp.24-28
- Brewer, A.M. 1993. *Managing for employee commitment*. Melbourne. Longman Professional. Pp 121
- Busine M., and Watt B. (2005) Succession management: Trends and current practice. *Asia Pacific Journal of Human Resources* 43(2), 225–237 Capital London. Financial Times Prentice Hall. capital. Boston: Harvard Business School press.

- Cappelli P. (2009) A supply chain model for talent management. *People and Strategy* 32, 4–7.
- Cartwright, R. 2003. *Managing talent*. United Kingdom. Capstone.pp 96
- Chambers E., Foulton M., Handfield-Jones H., Hankin S.M., and Michaels E.G., (1998) *The war for talent*. McKinsey Quarterly 3, 44–57.
- CIPD (2006a) *HR and technology: Beyond delivery*. Change agenda. Chartered Institute of Personnel and Development, London.
- CIPD (2006b) *Reflections on talent management*. Change agenda. Chartered Institute of Personnel and Development, London.
- CIPD. (2009) *Talent Management Factsheet*. London: Chartered Institute of Personnel and Development.
- Coetsee L.D, 2004. Peak Performance and Productivity: *A practical guide for creation of a motivating climate*. 2nd edition
- Colin Phelan and Julie Wren (2005-06) Graduate Assistants, *UNI Office of Academic Assessment*.
- Collings D.G and Mellahi K. (2009) Strategic talent management: A review and research agenda. *Human Resource Management Review* 19(4), 304–313.
- Collings D.G, Scullion H., and Vaiman V. (2011) European perspectives on talent management. *European Journal of International Management* 5(5), 453–462.
- Dale, M. 2006. The essential guide to recruitment: *how to conduct great interviews and select the best employees*. London. Kogan Page 43, 44.

- Dessler, G. 1993. Winning commitment: *how to build and keep a competitive workforce*. USA: McGraw-Hill. Pp 10.
- Forman, D.C. (2005). *Principles of human capital management*. White River, V.T.: Human Capital Institute.
- Gagne, F. (2000) 'Understanding the complex choreography of talent development through DMGT-based analysis'. In Heller, K.A., Mönks, F.J., Subotnik, R. and Sternberg, R. (Eds.), *International Handbook of Giftedness and Talent*, 2nd edition: Oxford: Elsevier p. 67–79.
- Gladwell M. (2002) The talent myth: *Are smart people overrated?* New Yorker July 22, 28–33.
- Gomez-Mejia Luis R., Balkin David B. & Robert L. Cardy, 2004. *Managing Human Resources*, 4th edition, Prentice Hall, USA.
- Gordon J Paul and Meredith H Paul, 2001. *Creating and using a model to monitor managerial talent*. Business horizons journal. Pp 52-61.
- Groysberg B, Nanda A., and Nohria N. (2004) The risky business of hiring stars. *Harvard Business Review* 82(5), 92–101.
- Gubman, E.L. (1998) The talent solution: *Aligning strategy and people to achieve extraordinary results* New York. McGraw-Hill.
- Hausknecht J.P. Howard M.J, Rodda J. Targeted employee retention: Performance and Job related differences in reported reasons for staying. *Human resources Management*, (48) 2:269-288.
- Heller, R.1998. *Motivating people*. London. Dorling Kindersley
- Huckman R., and Pisano G. (2006) The firm specificity of individual performance: Evidence from cardiac surgery. *Management Science* 52(4), 473–488

- Huselid M.A., Becker B.E., and Beatty R.W. (2005) The workforce scorecard: *Managing human capital to execute strategy*. Harvard Business Press, Boston, MA.
- Iles P. (2008) Talent balancing: Staffing your company for long-term success. *Human Resource Development International* 11(2), 215–218.
- Iles, P., Preece, D. and Chuai, X. (2011) ‘Talent management as a management fashion in HRD: towards a research agenda’. *Human Resource Development International*, 13:2, 125–145.
- Johnson, M. (2000) Winning the people wars: *Talent and the battle for human*. Financial times management 1st edition.
- Julie Pallant, 2011 Spss survival manual: *A step by step guide to data analysis using spss*, 4th edition Australia, Allen & Unwin .
- Kirkland S.D, 2009. Compensation Plans that Pay. Business and economic review. *Journal for management* , pp 5, 22-23.
- Kock, R & McNamara, K. 2009. Are your employees engaged: *findings from a pilot survey of South African organisations*. [Online] Available: <http://www.hrpractice.co.za>
- Lengnick-Hall M.L., and Andrade L.S. (2008) Talent staffing systems for effective knowledge management. In Vaiman V., and C Vance C. (eds) Smart talent management: *Building knowledge assets for competitive advantage*, 33–65. Edward Elgar, Cheltenham.
- Lewis R.E and Heckman R.J. (2006) Talent management: A critical review. *Human Resource Management Review* 16(2), 139–154
- Lombardo, Michael M. and Eichinger, Robert W (2001) *The Leadership Machine*. Minneapolis, MN, Lominger Limited, Inc.

- Lubitsh, G., Devine, M., Orbea, A. and Glanfield, P. (2007) *Talent Management – A Strategic Imperative*. Berkhamsted: Ashridge Consulting
- Macey, W.H., Schneider, B., Barbera, K.M. & Young, S.A. 2009. *Employee engagement: tools for analysis, practice and competitive advantage*. United Kingdom. Wiley-Blackwell
- Mathias Robert L & Jackson John H, 2006. *Human Resources Management*: 11th edition Thomson South- Western.
- Mazzuca, P. 2007. *Five steps to employee engagement*. Article. Retrieved 24th May, 2014 from <http://www.hamiltondavenport.com/resources>
- McDonnell A. (2011) Still fighting the ‘war for talent’? Bridging the science versus practice gap. *Journal of Business and Psychology* 26(2), 169–173.
- McGarrity, G. 2007. Strategic talent management: *The key to the future of mid-size businesses*. Kensington International.
- Mellahi K. and Collings D. (2010) The barriers to effective global talent management: The example of corporate élites in MNEs. *Journal of World Business* 45(2), 143–149
- Meyer, T. 2005. Talent management: *Perspectives on leanership*. London: Thomas Learning. Pp 335
- Michaels E., Handfield-Jones H., and Axelrod B., (2001) *The war for talent*. Harvard Business Press, Boston, MA.
- Ntonga Sibusiso, 2007. *The Impact of talent Management practices on business performance*. Masters of Business Administration, University of Pretoria. (Unpublished research).
- Patel D. (2002) Managing talent. *HR Magazine* 47(3), 112.

- Pfeffer J. (2001) Fighting the war for talent is hazardous to your organization's health. *Organizational Dynamics* 29(4), 248–259.
- Pfeffer J. and Sutton R.I. (2006) Hard facts, dangerous half-truths, and total nonsense: *Profiting from evidence-based management*. Harvard Business Press, Boston, MA.
- Phillips, J. & Connell, A.O. 2003. *Managing employee retention: a strategic accountability approach*. Burlington. Butterworth-Heinemann. Pp 169
- Procredit Savings and Loans Company Limited: *Annual report* (2010-2013),
- Richman Amy L., Janet T. Civiana, Laurie L. Shannona, E. Jeffrey Hillb, and Robert Brennan T, 2008. The relationship of perceived flexibility, Supportive work-life policies and use of formal flexibility arrangements and occasional flexibility to employee engagement and expected retention. *Journal of community, work & family*, volume 22 No. 2: 183-187.
- Silzer R. and Dowell B.E. (eds) (2010) Strategy- driven talent management: *A leadership imperative*. John Wiley and Sons, Inc, Hoboken, NJ.
- Silzer, R. F., and Dowell, B. E. (Eds.). (in press). Strategy- driven talent management: *A leadership imperative*. San Francisco: Jossey-Bass.
- Stahl GK, IBjorkman, EFarndale, SSMorris, JPaauwe, PStiles, JTrevor and PMWright (2007) Global talent management: *How leading multinationals build and sustain their talent pipeline*. INSEAD Working Papers Collection No. 2007/34/OB. Fontainebleau, France.
- Stainton A. (2005) Talent management: Latest buzzword or refocusing existing processes? *Competency and Emotional Intelligence* 12(4), 39–43
- Strack R., Caye J., Lassen S., Bhalla V., Puckett J., Espinosa E., Francoeur F., and Haen P., (2010) Creating people advantage: *How companies can adapt their*

HR practices for volatile times. Boston Consulting Group, Boston, MA.
<http://www.bcg.de/images/file61338.pdf>

Swales S. (2013) ***The ethics of talent management***, Department of Leadership Management, University of Huddersfield Business School, Huddersfield, UK , page 32 Talent California: Davies-Black

Swanepoel, B.J., Erasmus, B.J., Van Wyk, M. & Schenk, H. 2003. South African ***Human Resources Management***. 3rd edition. Cape Town: Juta. Pp 344

Tansley, C. (2011) ‘What do we mean by the term “talent” in talent management?’ ***Industrial and Commercial Training***, 43:5, 266–274

Tanton, S.N. (2007) ***Talent management in the role of employee retention***, [Online] Available: <http://uir.unisa.ac.za/dspace/handle/10500/142>[Accessed 17 March 2010]

Vance C.M and Vaiman V. (2008) Smart talent management: On the powerful amalgamation of talent management and knowledge management. In Vaiman V. and Vance C. (eds) Smart talent management: ***Building knowledge assets for competitive advantage***, 1–15. Edward Elgar, Cheltenham.

Wilson P. (2010) People@Work: The future of work and the changing workplace: ***Challenges and issues for Australian HR practitioners***. Australian Human Resources Institute, Sydney

Wright P.M and Haggerty J.J. (2005) Missing variables in theories of strategic human resource management: ***Time, cause, and individuals. Management Revue*** 16(2), 164-173.

Zorlu S (2009) “***Managing the human resource in the 21st century***”, zorlu senyucel and ventus publishing. The challenge for HR in the 21st century Organisation: Reengineering management.

APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS

MASTER OF BUSINESS ADMINISTRATION (HRM OPTION)

TOPIC: ASSESSING TALENT MANAGEMENT AS A TOOL FOR

EMPLOYEE RETENTION- A CASE STUDY OF PROCREDIT SAVINGS AND

LOANS LIMITED KUMASI

QUESTIONNAIRE FOR EMPLOYEES

PREAMBLE

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis whose title is 'Assessing talent management as a tool for employee retention-a case study of Procredit Savings and Loans Company Limited'. Your organisation has granted me permission to use it as my case study organisation. Consequently sampled employees, of which you are a member, are required to fill in the questionnaire you have. I would be most grateful if you could please share some few minutes of your precious time to answer all the questions before you. You are assured that all the data/information you provide would be treated with utmost confidentiality. I thank you in advance for your co-operation.

Questionnaire on employee talent management with reference to staff retention:

SECTION A

RESPONDENT'S PROFILE

The following demographic information is requested so that meaningful analysis and comparisons of group results can be made. Please check the bracket "[]" corresponding to your answer.

Employee Position.....

Department.....

Senior/Junior staff.....

1. How many years have you served in this company?

1-2 years [] 2-5 years [] 5-10 years [] 10 years and above []

SECTION B

TALENT MANAGEMENT POLICIES AT PROCREDIT SAVINGS AND LOANS COMPANY LIMITED

This section deals with the talent management policies at ProCredit Savings and Loans Company Limited. Please answer the questions below by checking the bracket "[]" corresponding to your answer.

2. Does the organisation have a policy on employee talent management?

Yes []

No []

Don't know if any []

3. Are you aware of the company's policy on managing talents?

Yes []

No []

What talent management policies (programmes) are present at ProCredit Savings and Loans? (Please tick as many as apply)

From a scale 1-5, indicate your level of agreement or disagreement with the talent management policies present at ProCredit Savings and Loans Company Limited?

**1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE
5=STRONGLY AGREE**

	Talent Management Policies	1	2	3	4	5
4	The Young bankers programme					
5	Daily employee appraisal system					
6	Periodic training and development of staff					
7	Effective staff motivation system					
8	Career guidance and counselling					

SECTION C

TALENT MANAGEMENT METHODS AND PRACTICES AT PROCREDIT SAVINGS AND LOANS COMPANY LIMITED

This section deals with the talent management methods and practices present at ProCredit Savings and loans Company Limited. Please tick the bracket “[]” relating to your answer.

9. To what extent is the organisation using talents effectively?

Extremely high extent []

High extent []

Moderate extent []

Small extent []

Extremely small extent []

10. How often are employee talents developed by the organisation?

Annually ☐

Semi-annually ☐

Quarterly ☐

Monthly ☐

11. When last did you benefit from any talent management programme in the organisation?

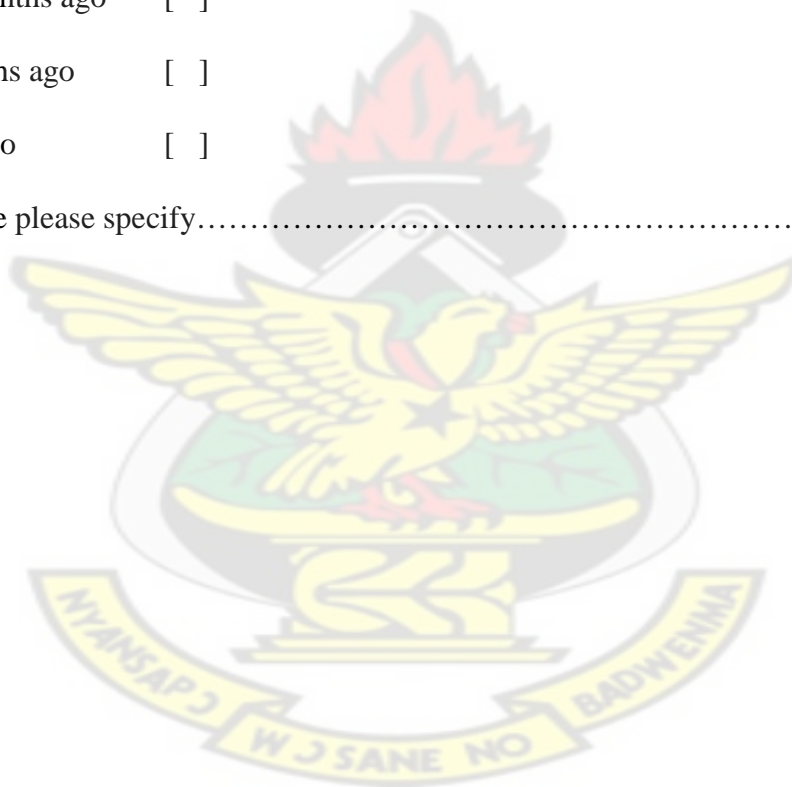
A month ago ☐

Three months ago ☐

Six months ago ☐

A year ago ☐

Otherwise please specify.....



From a scale 1-5, indicate your level of agreement or disagreement with the talent management practices that best enhance your talents or skills at ProCredit Savings and Loans Company Limited?

**1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE
5=STRONGLY AGREE**

Which of these talent management practices best enhance your talents/skills for excellent work performance?

	Talent Management Practices that enhance your talents	1	2	3	4	5
12	Effective motivation of talented employees					
13	Regular training and development of talented employees					
14	Succession planning and career guidance					
15	Effective recruitment and selection process for talents					
16	Performance management					

If otherwise, please specify.....
.....

17. Has your talent/skills been identified by the organisation?

Yes []

No []

From a scale 1-5, indicate your level of agreement or disagreement with how talents are identified at ProCredit Savings and Loans Company Limited?

1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE
5=STRONGLY AGREE

How are your talents identified by the organisation?

	How talents are identified by the organisation	1	2	3	4	5
18	Talent management programmes					
19	Referrals					
20	Recommendations					
21	Job performance					
22	Effective recruitment and selection programme					

SECTION D

EFFECTIVENESS OF TALENT MANAGEMENT PRACTICES AT PROCREDIT SAVINGS AND LOANS

From a scale of 1-5, please indicate your response in the boxes provided.

VERY HIGH=1 HIGH=2 MODERAT=3 LOW=4 VERY LOW=5

How effective are these practices in managing your talents in the organisation?

	TALENT MANAGEMENT PRACTICE	1	2	3	4	5
23	MOTIVATION					
24	TRAINING AND DEVELOPMENT					
25	SUCCESSION PLANNING AND CAREER GUIDANCE					
26	RECRUITMENT AND SELECTION					
27	PERFORMANCE MANAGEMENT					

SECTION E

EMPLOYEE TURNOVER INTENTIONS AND RETENTION STRATEGIES AT PROCREDIT SAVINGS AND LOANS.

Please answer this section by ticking in the bracket “[]” provided the right response.

28. Are you likely to leave the organisation within the next 2-5 years?

Yes []

No []

29. What factor may constitute employee turnover in the organisation? (please tick one)

Poor working condition []

Stress []

Low motivation []

Job dissatisfaction []

30. How are employees retained in the organisation? (please tick one)

Compensation and rewarding []

Talent management system []

Recruitment and selection []

Development opportunities []

SECTION F

THE RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEE RETENTION AT PROCREDIT SAVINGS AND LOANS

Please answer the following questions which deal with the relationship between talent management and employee retention at ProCredit Savings and Loans Limited by ticking your preferred response in the bracket “[]” provided.

31. Is there any link between employee talent management and employee retention in the organisation?

Yes []

No []

32. Has the practice of talent management increased your commitment and retention in the organisation as an employee?

Yes []

No []

33. How satisfied are you with the employee retention strategies in the organisation?

Very satisfied []

Satisfied []

Neither satisfied nor dissatisfied []

Dissatisfied []

Very dissatisfied []

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS
MASTER OF BUSINESS ADMINISTRATION (HRM OPTION)
TOPIC: ASSESSING TALENT MANAGEMENT AS A TOOL FOR
EMPLOYEE RETENTION- A CASE STUDY OF PROCREDIT SAVINGS AND
LOANS LIMITED KUMASI
QUESTIONNAIRE FOR MANAGERS

PREAMBLE

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis whose title is ‘Assessing talent management as a tool for employee retention-a case study of Procredit Savings and Loans Company Limited’. Your organisation has granted me permission to use it as my case study organisation. Consequently sampled employees, of which you are a member, are required to fill in the questionnaire you have. I would be most grateful if you could please share some few minutes of your precious time to answer all the questions before you. You are assured that all the data/information you provide would be treated with utmost confidentiality. I thank you in advance for your co-operation.

Questionnaire on employee talent management with reference to staff retention:

SECTION A

RESPONDENT'S PROFILE

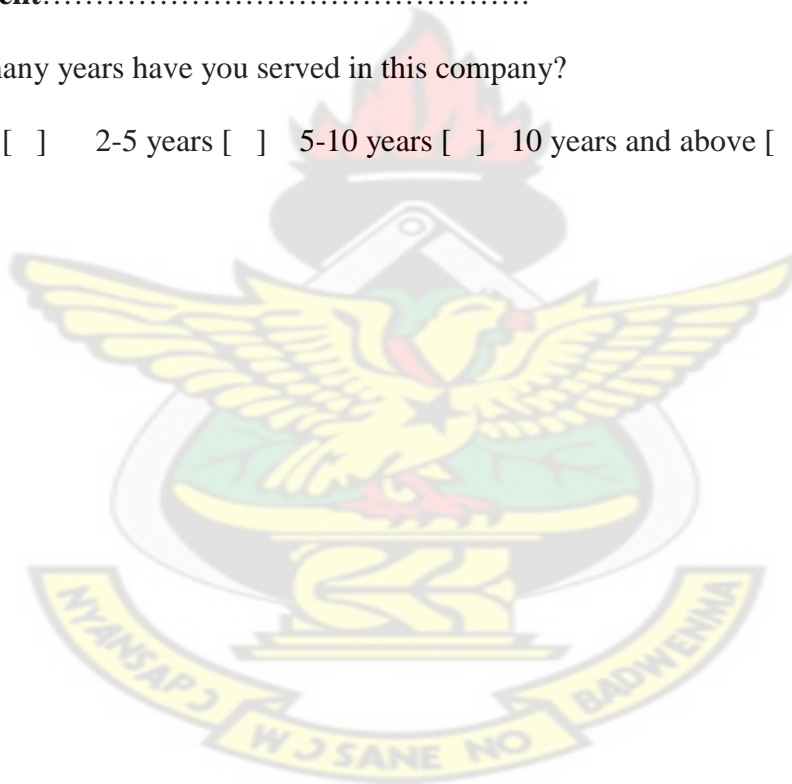
The following demographic information is requested so that meaningful analysis and comparisons of group results can be made. Please check the bracket "[]" corresponding to your answer.

Managerial Position.....

Department.....

1. How many years have you served in this company?

1-2 years [] 2-5 years [] 5-10 years [] 10 years and above []



SECTION B

EMPLOYEE RETENTION STRATEGIES AT PROCREDIT SAVINGS AND LOANS COMPANY LIMITED

This section deals with the staff retention strategies within ProCredit Savings and Loans Company Limited. Please indicate your response to each question by checking off with a cross (x) one of the alternatives provided. Please answer all the questions.

NEVER=1 RARELY=2 SOMETIMES=3 OFTEN=4 ALWAYS=5

	EMPLOYEE RETENTION STRATEGIES	1	2	3	4	5
	RECRUITMENT AND SELECTION					
2	I prioritize time to interview potential candidate when a vacancy arise					
3	I possess a good overall knowledge of HR recruitment process and policies					
4	I consistently appoint high calibre employees					
	COMPENSATION AND REWARDING					
5	I nominate employees for various company awards (such as on- the-spot and circle-of-excellence awards)					
6	I reward employees for exemplary work in a variety of ways					
7	I provide verbal or written recognition for individual contribution where appropriate.					
	DEVELOPMENT OF EMPLOYEES					
8	I possess a genuine interest to foster the learning and development of people					
9	I actively create developmental opportunities for subordinates					
10	I give honest feedback for developmental purposes					

	TALENT MANAGEMENT					
11	I remind team members of the importance of retaining high calibre employees					
12	I prioritize issues which concern the development of employees					
13	I remind team members of the importance of recognizing exceptional performance					

THANK YOU FOR YOUR COOPERATION.

