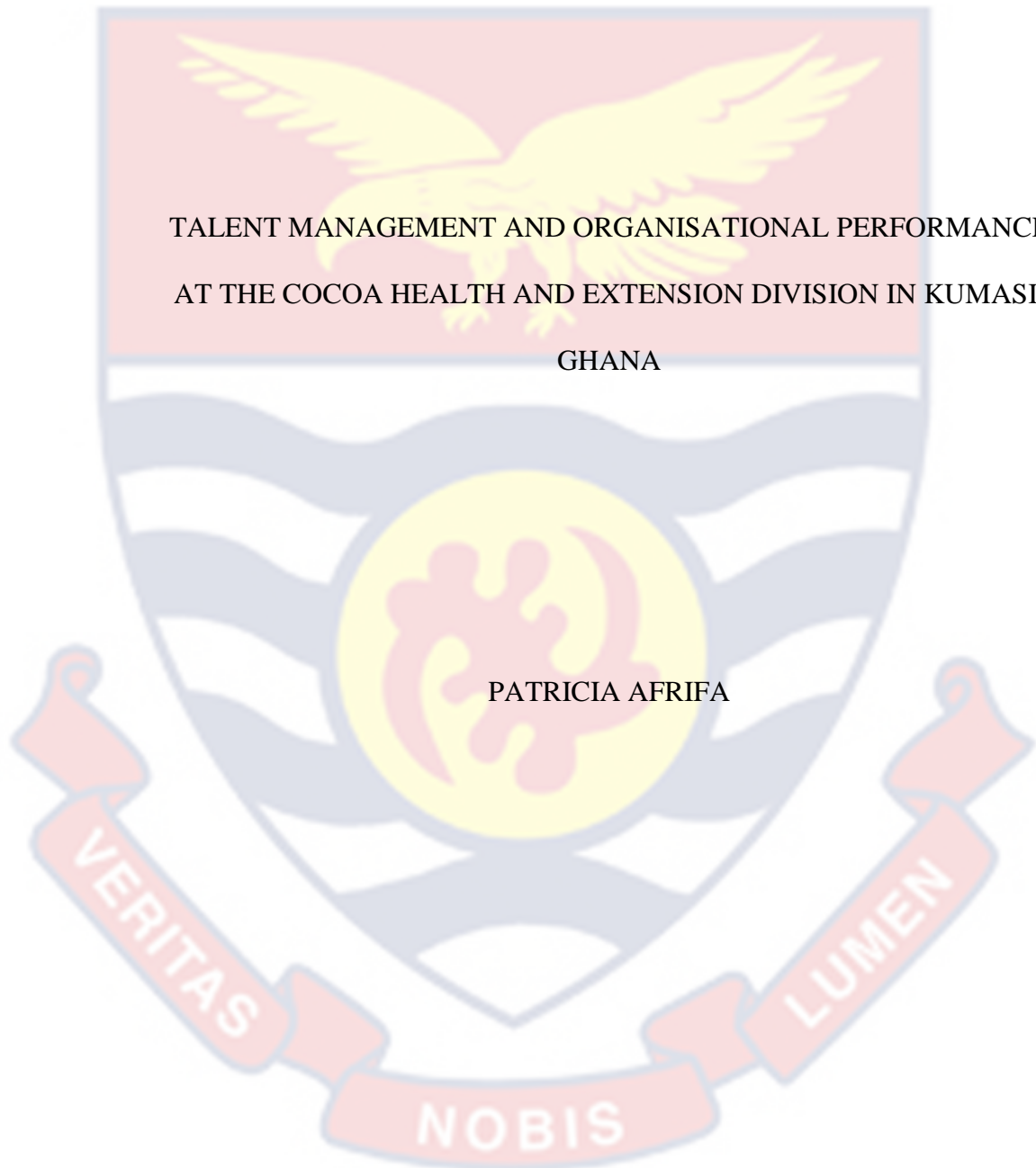


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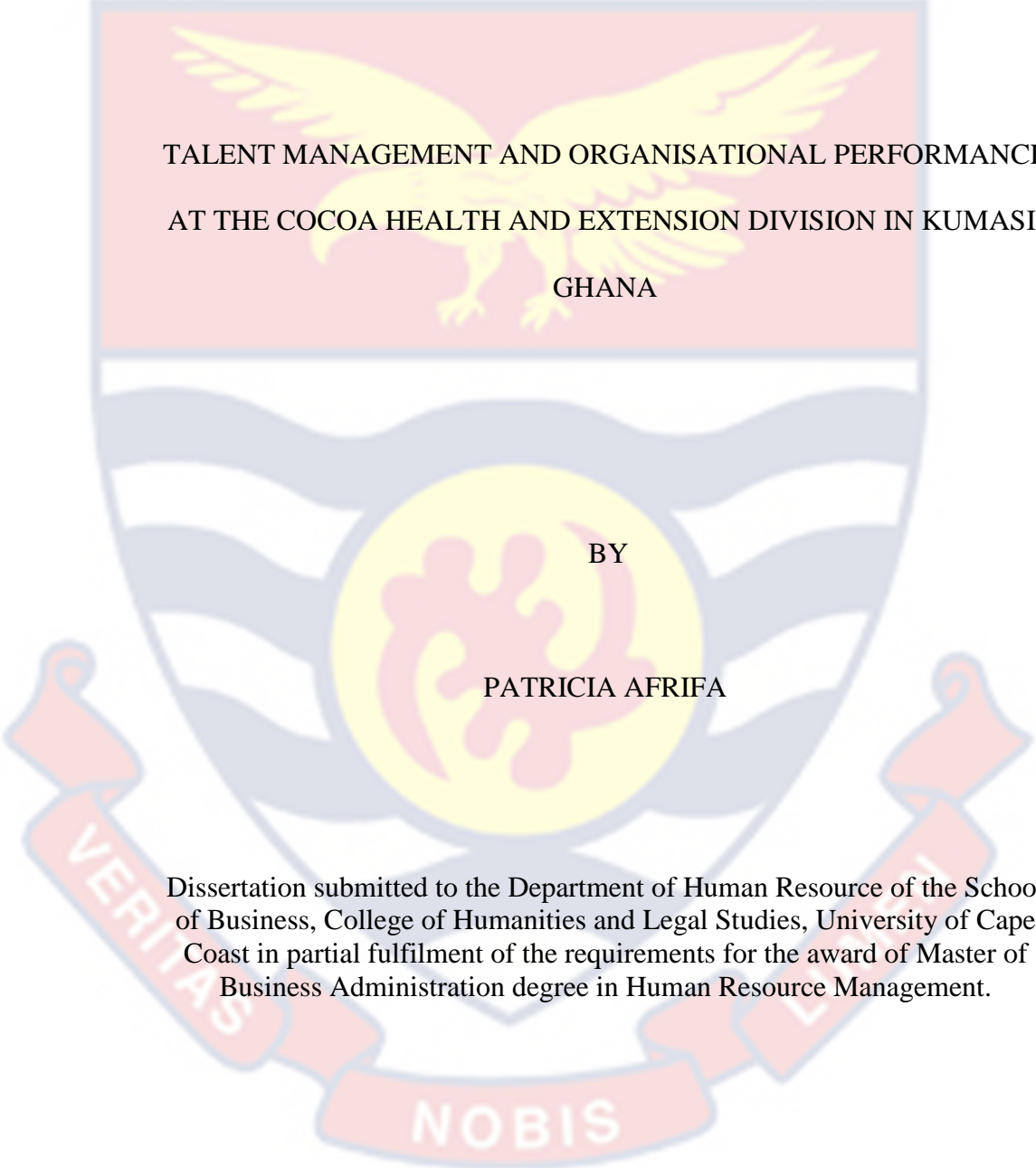


TALENT MANAGEMENT AND ORGANISATIONAL PERFORMANCE
AT THE COCOA HEALTH AND EXTENSION DIVISION IN KUMASI,
GHANA

PATRICIA AFRIFA

2023

UNIVERSITY OF CAPE COAST



TALENT MANAGEMENT AND ORGANISATIONAL PERFORMANCE
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GHANA

BY

PATRICIA AFRIFA

Dissertation submitted to the Department of Human Resource of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration degree in Human Resource Management.

SEPTEMBER 2023

DECLARATION

Candidate's Declaration

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

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

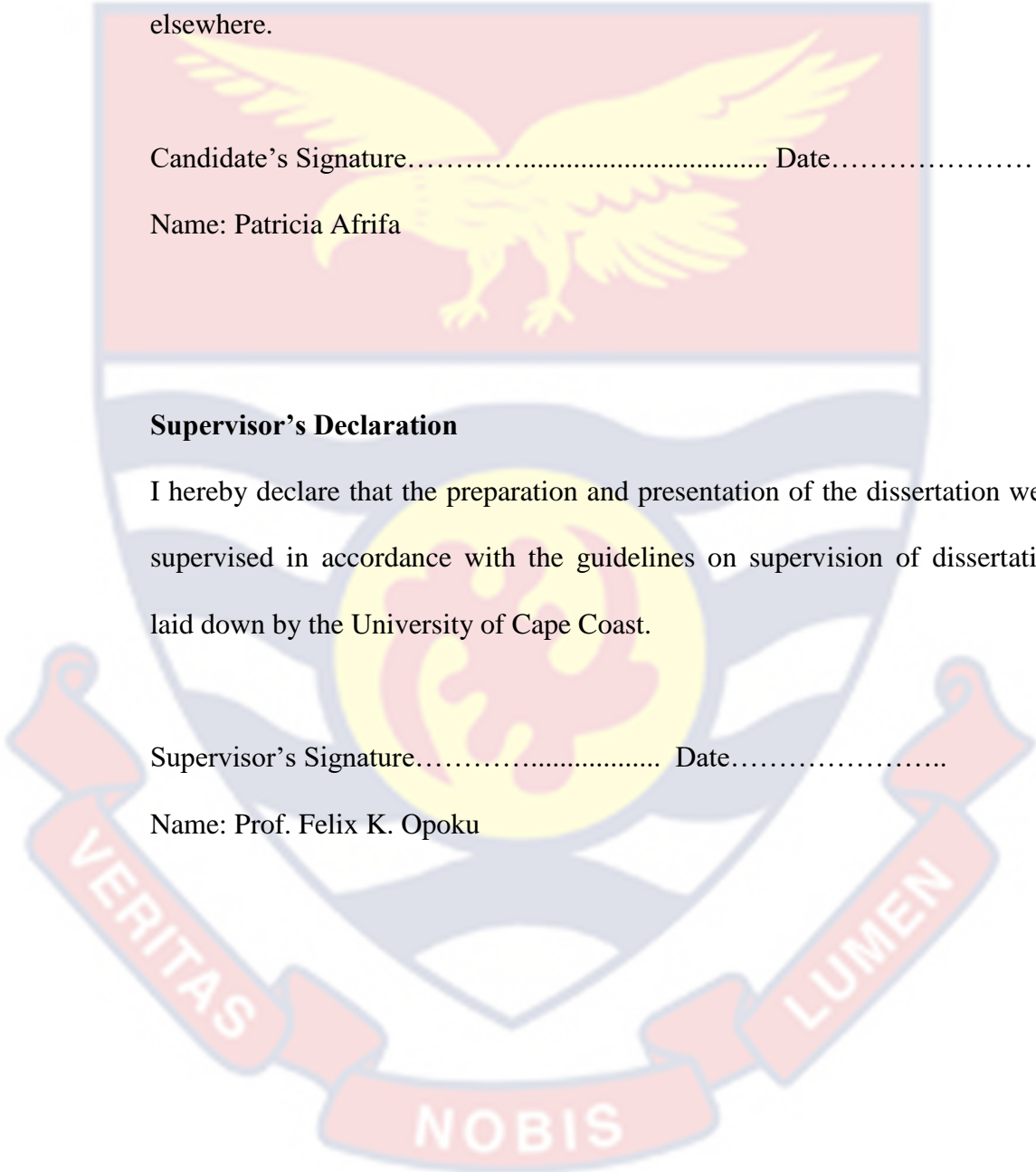
Name: Patricia Afrifa

Supervisor's Declaration

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

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

Name: Prof. Felix K. Opoku



ABSTRACT

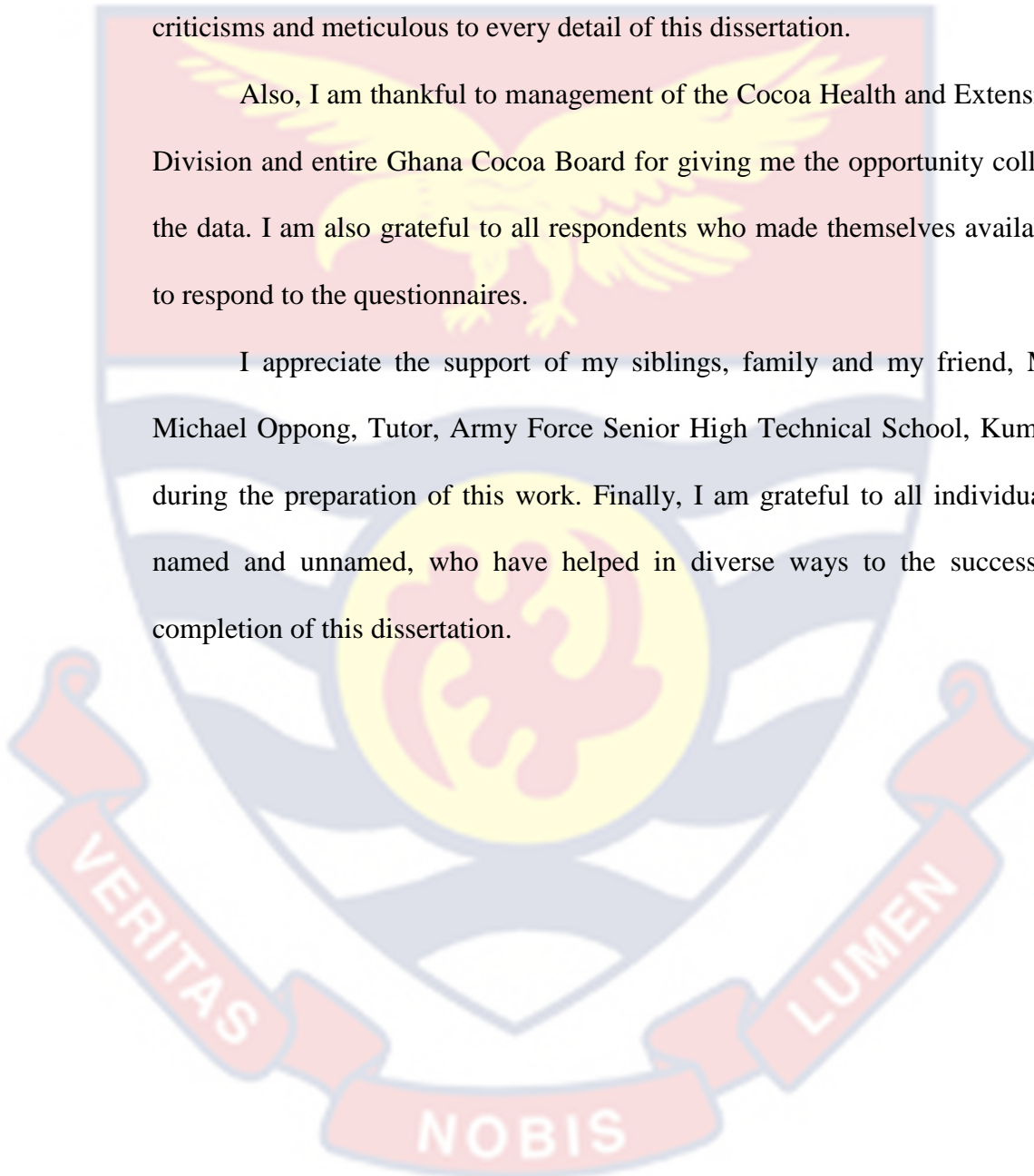
The study examined the influence of talent management on the performance of Cocoa Health and Extension Division of Ghana Cocoa Board, Kumasi. Specifically, three (3) research objectives were investigated, to: assess the level of talent management practices from the perspective of employees; assess the employee perspective on the level of organisational performance; and analyse the effect of talent management on organisational performance. The study adopted the positivism philosophy thus relying on the quantitative approach and descriptive correlational design. A structured questionnaire was used to gather data from 217 sampled employees of the organisation. The data was then processed using the IBM SPSS Statistics (version 26) software. Both descriptive (means and standard deviations) and inferential statistics (multiple regression) were used to address objectives in the study. The study found talent attraction and recruitment, talent motivation, talent development and talent retention as the dimensions of talent management used in the organisation. The study also found high levels of organisational performance at the Cocoa Health and Extension Division of Ghana Cocoa Board. The study finally found that talent management through the dimensions had significant positive effect on performance of Cocoa Health and Extension Division of Ghana Cocoa Board. The study therefore recommends that management should engage in career progression, and development and creating an atmosphere of mutual trust among employees in order to strengthen talent management.

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I appreciate the support of my siblings, family and my friend, Mr. Michael Oppong, Tutor, Army Force Senior High Technical School, Kumasi during the preparation of this work. Finally, I am grateful to all individuals, named and unnamed, who have helped in diverse ways to the successful completion of this dissertation.



DEDICATION

To my caring and supportive husband, Mr. Godfred Afrifa and my children.



TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	5
Purpose of Study	6
Research Objectives	6
Research Questions	7
Significance of the Study	7
Delimitation of the Study	7
Limitations	8
Organisation of the study	9
CHAPTER TWO: LITERATURE REVIEW	
Theoretical Review	10
Conceptual Review	12
Empirical Review	30
Conceptual Framework	34
Chapter Summary	35

CHAPTER THREE: RESEARCH METHODS

Introduction	36
Research Philosophy	36
Research Approach	37
Research Design	38
Study Area	40
Population	40
Sample and Sampling Procedure	41
Data Collection Instrument	41
Data Collection Procedures	43
Data Processing and Analysis	43
Validity and Reliability	45
Ethical Issues	46
Chapter Summary	47

CHAPTER FOUR: RESULTS AND DISCUSSION

Introduction	48
Assessing Talent Management Practices	50
Assessing the Levels of organisational performance	53
Effect of Talent Management on Organisational Performance	54
Chapter Summary	58

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND
RECOMMENDATIONS

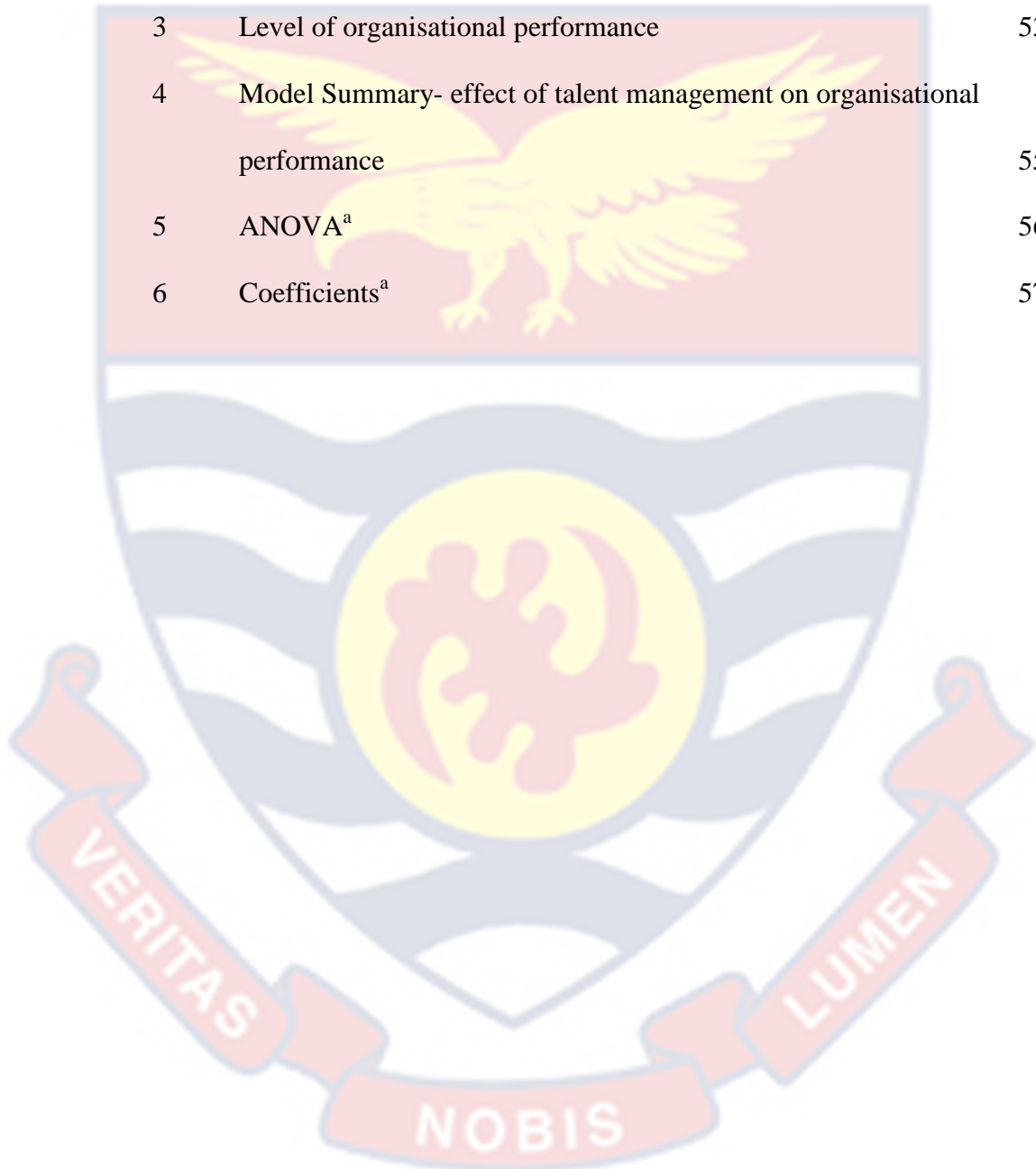
Introduction	59
Summary	60
Conclusions	60

Recommendations	61
Suggestions for Further Research	62
REFERENCES	63
APPENDIX: Questionnaire	69



LIST OF TABLES

Table		Page
1	Demographic characteristics of respondents	49
2	Talent management practices	51
3	Level of organisational performance	53
4	Model Summary- effect of talent management on organisational performance	55
5	ANOVA ^a	56
6	Coefficients ^a	57



LIST OF FIGURES

Figure		Page
1	Conceptual framework	34



CHAPTER ONE

INTRODUCTION

Employees are one of the most important assets of an organisation, and with more advanced industries and specific services, high-quality skills are required more, especially at a time when the human resource market has become more competitive as a result of globalisation. This study sought to investigate the antecedents of organisational performance from employee talent management perspective. The chapter comprised the background to the study, a statement of the problem, the significance of the study, delimitation, limitations, and the organisation of the study.

Background to the Study

In business today, human resource management is becoming more important due to its contribution to the attainment of organisational goals and objectives (Daley, 2012). This is important since the attainment of organisational goals can lead to wealth creation for shareholders (Humaid, 2018). Bayyoud and Sayyad (2015) argue that one of the key organisational practices that can drive an organisation towards attaining its planned goals and objectives is talent management. AlMannai et al. (2017) noted that institutions and organisations now pay attention to talent management when developing their administrative goals through attracting talent, owning talent, retention and rehabilitation. These organisations or institutions apply the strategies and mechanisms designed to provide the best suitable talent environment and to create a unique competitive advantage. Khurshid and Darzi (2016) and Mohammad and Altaib (2011) state that although talent management began to emerge at the beginning of the nineties, where there was intense competition

between companies and institutions, the concept has become most notable in human resources management recently. Also, AlMannai et al. (2017) claim that talent management has become an indivisible part of any organisation or institution seeking continuity and success in their field.

Talent management is that aspect of a company's operations that pertains to the people factor, that is, the leaders and workforce members that run the operations (Bayyoud & Sayyad, 2015). In the opinion of Ogbari et al. (2018), talent management involves a company planning to attain quality human talents and skills and to get a process to make that human resource efficient and rewarded for the company's ultimate good. According to Boštjančič and Slana (2018), managing talents need skills and setting a process to make human resource both highly efficient and rewarded in meeting the company's needs and goals. The process involves locating, selecting, training, and developing, retaining, managing, promoting, compensating, and rewarding employees (Swales, 2013). Almaaitah et al. (2020) have also argued that talent management works within a strategic method to achieve the company's future goals by assigning jobs that are important for growth and development and selecting the best candidates for these jobs. The authors further argue that if companies want to develop leaders from within their current talent pool and have the free time and resources required to establish a beneficial and effective talent management programme, it would become an essential component of a long-term strategy for human capital development.

Studying the effects of talent management practices on organisation performance is taking a considerable part of research these days (Tansley &

Tietze, 2013). Previous studies assume that talent management enhances the achievement of organisational goals by attracting and retaining talented people (Armstrong & Taylor, 2014). To create a positive and supporting environment to employees, an effort has been exerted to achieve employee's satisfaction, which can be turned to a higher level toward achieving planned objectives (Dahshan et al., 2018). According to Dahshan et al. (2018), attainment of organisational goals is much reflected in how well the organisation can perform relative to its competitors in the industry.

Hence, talent management is a potential driver of organisational performance. Performance is a multi-dimensional construct, of which the measurement varies, depending on a variety of factors that comprise it (Crossan & Apaydin, 2010). Koohang et al. (2017) explained that performance is the outcome or contribution of employees to make them attain goals. Performance, therefore, establishes a shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved (Nguyen et al., 2018). Several studies have established the link between talent management and organisational performance constructs. For instance, Dahshan et al. (2018) investigated three dimensions of talent management – talent attraction, talent development and talent retention and performance in the context of the health sector and argue that, when public sector institutions adopt talent management practices, they will remain competitive. This conclusion was reached as a result of strong association talent management had with performance of hospitals investigated. In a study of Adil et al. (2019), talent management practices had strong relationship with organisational performance through the retention of talented employees.

Almaaitah et al. (2020) mediated the organisational commitment in the nexus between talent management and organisational performance, and found that talent management was positively related to organisational performance of firms in Jordan.

The study relies on the resource-based theory to explain the variables. The resource-based theory submits that organisations that utilise the skills, competences and capabilities of their employees can excel in the competitive environment (Hitt, Xu & Carnes, 2016). According to the tenets of the theory as proposed by Wernerfelt and Rumelt (1984), organisations that emphasized their internal resources stand to outcompete their rivals in achieving their set objectives because such resources are not easy to copy, scarce and hard to imitate. Based on these, scholars such as Almaaitah et al. (2020), AlMannai et al. (2017) and Lyria et al. (2017) have opined that continuous improvement and development and assigning the right job for the right person, taking into consideration the talent of employees facilitates a positive environment among employees to work towards the organisation's goals.

Although, there is limited evidence of the phenomenon in the Ghanaian context, Koranteng (2014) claimed that effective talent management practices could lead to employee retention which may have significant implications on the performance of organisations in Ghana. The study is situated within the Cocoa Board (COCOBOD) of Ghana considering the nature of its work. The Ghana Cocoa Board (COCOBOD) was established to perform five major functions, including production, research, extension, internal and external marketing and quality control. The functions are classified into two main sectors; Pre-harvest and Post-harvest which are

performed by specialised divisions of the Board. All these operations, handled by various subsidiaries and divisions of COCOBOD, are gracefully coordinated and blended together to yield good results for the cocoa industry and the national economy. This study is situated at the Cocoa Health and Extension Division of the Kumasi branch, Ghana.

Statement of the Problem

From a global perspective, managing talent is a challenge to all organisations in the context of globalisation irrespective of the country (Bayyoud & Sayyad, 2016; Gardner, 2002). Moreover, the concern about the scarcity of talent is almost universal (Zeragia, 2019). This is because organisations around the world are competing for the same pool of talents from a global labour market (Thiriku & Were, 2016). Trends in global integration shows that organisations' standardisations in talent recruitment, development and management, to ensure their competitive position and consistency towards the achievement of the overall organisational objective is inadequate (Boštjančič & Slana, 2018). Mary et al. (2015) also noted that talent management system has failed in most organisations today due to lack of planning and implementation of management policies, processes and programmes which have a positive impact on the process of acquiring, developing and retaining talents to sustain organisational competitive advantage. Therefore, organisations have to adopt global best practices of talent management and at the same time adapt the local requirements in the local labour market (Stahl et al., 2007).

Although studies have established that talent management is related to organisational performance, the extent to which organisations should leverage

on the concept to spur organisational growth has been scantily studied (King & Vaiman, 2019). Again, studies of Ibrahim and Zayed (2018), Rofaida (2016), Irtaimah et al. (2016) and Iqbal et al. (2013) indicate that talent management has strong associations with the performance of an organisation and it is an important and operative resource in the accomplishment of the organisational goals whiles other studies such as Keykha (2018), Ali Akbar, Freyedon and Javad (2012) and Siam (2013) claim that there is a negative relationship between talent management and organisational efficiency. Furthermore, researchers have focused on manufacturing (Kurgat, 2018) and few on service firms to the neglect of the cocoa sector, a major driver of the Ghana's economy (Humaid, 2018). Hence, this study seeks to assess the role of talent management in the achievement of organisational goals at the Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana.

Purpose of Study

The purpose of this study is to assess the role of talent management in the achievement of organisational goals at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana.

Research Objectives

The specific objectives of the study are to:

- i. assess the level of talent management practices from the perspective of employees at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana.
- ii. determine employee perspective on the level of organisational performance at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana.

- iii. examine the effect of talent management on organisational performance at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana.

Research Questions

Based on the objectives of the study, these research questions are formulated to achieve the overall goal of this research.

- i. what is the level of talent management practices from perspective of employees at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana.?
- ii. what is the employee's perspective on the level of organisational performance at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana?
- iii. what is the effect of talent management on organisational performance at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana?

Significance of the Study

The study holds paramount significance for various stakeholders, including the Government of Ghana, COCOBOD, the country as a whole, and the existing body of literature. For the Government of Ghana, the findings of this study can serve as a crucial guide for policy formulation and strategic planning in the realm of talent management within key economic sectors. Given the pivotal role of COCOBOD in Ghana's economy, understanding the influence of talent management on organisational performance becomes imperative for informed decision-making. The study's insights can directly inform COCOBOD's human resource strategies, enabling the organisation to

optimize its workforce, enhance productivity, and contribute more effectively to the sustainable development goals of the country.

Furthermore, at the national level, the study's outcomes can potentially have broader implications for similar organisations and industries, providing a benchmark for best practices in talent management. This research also contributes to the existing literature on talent management and organisational performance, offering a context-specific perspective from the Ghanaian cocoa industry. The academic community and scholars can benefit from this study by incorporating its findings into theoretical frameworks, thus enriching the global discourse on the intersection of talent management and organisational success. Ultimately, this study bridges the gap between academic research and practical implications, offering actionable insights that can positively impact both the operational efficiency of COCOBOD and the overall economic landscape of Ghana.

Delimitation of the Study

The study was conducted at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana. The respondents were the Staff members of Kumasi division. The variables investigated are the dimensions of talent management (talent attraction; talent motivation; talent development; and talent retention) and how they affect organisational performance. Although, the study area was only one branch, the findings nonetheless are important for generalisation.

Limitations

In course of carrying out the study, the researcher encountered some challenges which are worth sharing to guide other researchers on how to go

about similar studies. First, the study was conducted at the time the world was hit by the COVID-19 pandemic requiring adherence to certain restrictions. The pandemic made it complex and time-consuming for the researcher to collect questionnaires from respondents due to the protocols of hand sanitising and social distancing effects. Despite these obstructions, the researcher followed rigorous procedures to procure the authenticity of the findings stipulated in the study.

Organisation of the study

This study was organised in five chapters. The first chapter discussed the statement of the problem, the objective of the research, the research questions and the significance of the study. The second chapter dealt with a review of related literature which gave details of the theories, concepts of talent management and organisational performance and summary of the chapter. Chapter three covered mainly the methodology and the company profile. It also provided details of the population, sampling size, data collection procedure, research instruments and data analysis technique employed in this work. The fourth chapter covered the details of data captured from the field, presentation figures of the research and the analysis and interpretations of the results in accordance with the research objective. The statistical tool employed in analysing the data. The chapter five dealt with the summary, conclusion and recommendations of what will come out of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This aspect of the study focused on the review of related literature on the phenomenon and draw areas of consensus and disagreements by prior researchers. More specifically, the review was structured following a review of related theories, the concepts of the study, empirical reviews and end with a conceptual framework.

Theoretical Review

The study is underpinned by the resource-based theory. Thus, this study draws inferences and ideas from this theory to help build sound arguments towards the achievement of the purpose of the study.

Resource-Based Theory

The resource-based theory of the firm propounded by Wernerfelt, (1984) is regarded as one of the theories of strategic management that is widely referenced particularly because of its practical relevance to contemporary management practices. This study employed the resource-based theory (RBT) to explain how organisations can leverage their resources to achieve their target objectives in the market place. The resource-based theory is one of the leading theories used in the extant literature to elucidate the role of capabilities of an organisation in exploiting assets to gain a competitive advantage in the business arena (Peteraf & Barney, 2003; Akio, 2005). The theory considers an organisation as an establishment in possession of a bundle of resources and capabilities, which explain how competitive a firm is (Das & Teng, 2000; Peteraf & Barney, 2003). The RBT contends that "resources" are

the fundamental assets that organisations possessed and, therefore, organisations' success depends on it (Powell, 2001). RBT further explained that the fundamental factor in the determination of competitive advantage and organisational performance is premised on the nature of the firm's resources. A central premise of the theory is that a firm's competitive position and performance is influenced by the kind of resources and capabilities it possesses (Peteraf & Barney, 2003). This indicates that it is not all resources and capabilities in a firm's possession that can offer it a competitive advantage, but rather how "valuable", "rare", "inimitable" and "non-substitutable" the resource is that makes the difference (Lonial & Carter, 2015).

Although the RBT theory is relevant in contemporary management practices, it has been criticized by some scholars (Foss, Klein, Kor, & Mahoney, 2008; Makadok, 2001b; Foss & Knudsen, 2003; Spender, 2006; Priem & Butler, 2001a, 2001b). The critiques fall into eight categories: the RBT has no managerial implications; the RBT implies infinite regress; the RBT's applicability is too limited; sustained competitive advantage is not achievable; the RBT is not a theory of the firm; valuable, rare, inimitable and non-substitutable resource is neither necessary nor sufficient for sustained competitive advantage; the value of a resource is too indeterminate to provide for useful theory; and the definition of resource is unworkable.

The application of the theory to this study is that organisations that will manage their internal resources such as employees well will attain their performance and which will eventually lead to organisational performance. Based on the foregoing, this theory was explored in the study. Employees

should be treated as significant resources of the firm that must be well handled to attract competitive advantage of the firm. Thus, when management of organisations attracts, trains, and make efforts to develop the talents of their employees, these talents will result to improvement in the performance of the organisation.

In the case of COCOBOD, talent management practices represent a critical organisational resource. By strategically acquiring, developing, and retaining skilled individuals, COCOBOD can build a distinctive human capital advantage. This, in turn, enhances organisational performance, aligning with the fundamental tenets of the resource-based theory, where superior human resources contribute significantly to the competitive success and sustainability of the organisation.

Conceptual Review

This section reviews the key concepts of the study. These include, talent management and performance and how these concepts are related.

Concept of Talent

The concept of talent is multifaceted, encompassing innate abilities, acquired skills, and the potential for exceptional performance in a particular domain (Gallardo-Gallardo, 2018). While talent often refers to natural aptitude or giftedness, it also involves the development and application of skills through learning and experience (Nijs et al., 2014). Talent is not confined to traditional artistic or athletic domains; it extends across various fields, including business, science, and technology. In the workforce context, Kaliannan et al. (2023) refers talent to the unique abilities and skills individuals bring to an organisation, contributing to its success and

competitive advantage. Identifying and nurturing talent involves recognizing both the explicit skills demonstrated in one's work and the latent potential for growth and innovation.

Talent can manifest in diverse ways, from creative problem-solving and leadership skills to technical expertise. Organisations are increasingly recognizing the strategic importance of talent management, which involves attracting, developing, and retaining individuals with exceptional abilities (Baker et al., 2020). Effective talent management goes beyond recruitment; it includes ongoing training, mentorship, and creating a conducive environment for individuals to flourish. In a rapidly changing global landscape, adaptability and continuous learning are integral aspects of talent. Individuals who can quickly acquire new skills and navigate complexity are considered highly talented in today's evolving job markets (Hongal & Kinange, 2020).

Moreover, recognizing and valuing a range of skills, backgrounds, and perspectives contribute to a more inclusive and innovative organisational culture. Organisations that actively seek and cultivate diverse talent pools are better positioned to address complex challenges and capitalize on emerging opportunities (Harsch & Festing, 2020).

Talent Management

Talent management as a concept has been raised in the late 1990s after the study of McKinsey "War of talent", which took attention to the importance of acquiring talented people to achieve business success (Stahl et al., 2012). Human capital is one of the most important sources of competitive advantage and sustaining organisational performance, and to ensure recruiting, retaining and developing its employees, organisations need to develop and implement

talent management practices, which according to (Çırpan & Şen, 2009) plays a vital role in closing the gap between the needed talents and the present talents to achieve their goals.

Kim (2019) explained talent as the inherent ability of an individual to do a particular task in a particular way. In view of the author, talent is the sum of an individual's abilities, which includes his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. Talent refers to the unique characteristics, qualities, traits, or abilities of people who utilize this to reach the objectives of organisations (El Nakhla, 2013). In the same vein, Wikstrom and Martin (2012) noted that talent represents greater mastery of developed abilities and knowledge systematically in the field of human endeavour.

Talent is a measure of weight, moving on to a unit of money, and later as a person's value or natural abilities (Sahay, 2018). Silver and Dowell (2010) identified three distinct features of talent in organisations. First, 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. Second, talent refers to a specific person, knowledge and skills. This is often expressed in statements such as she is a talent. Third, 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 organisation's talent may refer to the entire employee population (Budhwar & Bhatnagar, 2007; Silzer & Dowell, 2010). Armstrong (2009) posited that talented people possess special gifts, abilities and aptitudes which enable them to perform effectively.

Thunnisen et al. (2013) defined talent management as a process, which includes a complete and interrelated set of organisational activities such as identifying, selecting, developing and retaining the best employees as well as building their potential for the most strategic positions, and assisting them in formulating the best use of strengths to gain their engagement and contribution, which ultimately contribute to organisational benefits. According to Devi (2017) talent management is a systematic approach to attract, screen, select, engage, develop, deploy, lead and retain high potential and performer employees to ensure a continuous talent feeding inside the organisation aimed at increasing workforce productivity. According to Armstrong (2009), talent management is the process of identifying, developing, recruiting, retaining and deploying those talented people. Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organisation (Boštjančič & Slana, 2018).

According to Behera (2016) and Thunnissen and Buttiens 2017), the primary goal of talent management is to create a high-performance, sustainable organisation that meets its strategic and operational goals and objectives. Attracting, selecting, engaging, developing and retaining employees are the five main focuses of talent management (Campbell & Smith, 2014). For companies to gain a competitive advantage, the demand for human capital will continue to drive talent management (Oladapo, 2014).

Van Zyl et al. (2017) state that talent management requires coordinating several human resource activities, in particular, workforce acquisition, assessment, development, and retention. Pandita and Ray (2018)

also examined talent management practices in five specific areas: talent strategy, workforce planning and talent acquisition, capability development and performance, leadership and high potential development, and talent analytics. Armstrong (2006) has also looked at the elements of talent management as the resourcing strategy, attraction and retention policies and programmes, talent audit, role development, talent relationship management, performance management, total reward, learning and development and career management. However, Ringo et al. (2008) studied six dimensions of talent management as develop strategy, attract and retain, motivate and develop, deploy and manage, connect and enable, transform and sustain.

According to Gallardo-Gallardo et al. (2015), the application of talent management practices makes a difference in organisational performance. They observed that knowledge-intensive industries tend to focus on developing and connecting their employees, financial services companies tend to concentrate on attracting and retaining employees, with little attention given to development or collaboration while retailers focus heavily on talent strategy.

According to Smith and Lubitsh (2007), research into talent management practices of leading organisations was undertaken within four global businesses. The key results from this research report are that leading organisations view talent management as a strategic priority and an important long-term investment that needs reviewing, refining and reinvention as needs and priorities change (Smith and Lubitsh, 2007). Gallardo-Gallardo et al. (2015) confirms that many organisations believe that effective talent

management practices can be a critical source of differentiation in today's highly competitive, global integrated economy.

Talent Management Dimensions

While there are several dimensions of talent management, including the three proposed by Stahl et al. (2007) (i.e. recruiting and staffing, training and development, and retention management), this study adopted the dimensions of Armstrong and Taylor (2014). According to the authors talent management includes, attracting, motivating, developing and retaining the talented people.

Talent Attraction

Having and promoting the most appropriate employees will give organisations the ability to decrease costs while achieving an improved result (Humaid, 2018). Tyson (2014) defines attraction as the procedures which produce candidates, helps to create the employer image, and through recruitment strategies has a major effect on the organisational culture. Talent attraction can be considered as a process of inviting individuals to apply for vacancy. It is composed of recruitment and selection, employer choice, employer branding and employee value proposition (Kim et al., 2014). The authors claimed further that, the cost of wrong hiring procedures can reach 20% to 200% of the annual salary, besides the cost of firing the wrong candidate and hiring and training the new employee (Tyson, 2014; Kim et al, 2014). Merlevede (2014) concur that the core of recruitment is to find appropriate candidates to match organisational needs, in a cost effective a manner.

Attraction strategy is not limited to attracting talent to organisations, but is also used for promotion and marketing through the provision of services

and benefits to the customer. This kind of strategy gives the employer a good reputation. A wide range of organisations adopts attraction strategy to encourage discerning and qualified individuals to apply. To attract talent, organisations must identify the sources of talent and choose the best applicants, especially those for important positions in organisations. They must investigate the accuracy and quality of their staff selection processes. Organisations need talents as they have the capability to change the current and future performance (Hecklau, Galeitzke, Flachs & Kohl, 2016). According to Pandita and Ray (2018), organisations should take initiatives to attract the talents as the number of talents in the labor market is limited. Thus, attracting the talents has become a challenge as well. Employer branding can be a good way of attracting talents toward the organisation. Attraction is a systematic way of presenting organisation with the intention of making it distinctive from others for the potential and current employees (Thompson, Payne & Taylor, 2015).

Employer branding is the sum of all efforts from the company to communicate to existing and prospective staff that it is a desirable place to work (Lloyd, 2002). Chhabra and Sharma (2014) find positive relationships between the employer brand and the likelihood of applying. The image of the organisation is created by the effects of good corporate citizenship, progressive labor practices, an emphasis on diversity, sponsorship of cultural activities, and pro-environmental practices (Smith, Bauer, & Cable, 2001). Lemmink, Schuijf and Streukens (2003) find that corporate image and company employment image have a significant effect on the intentions of applications. Sheahan (2005) comments that questionable business practices

damage organisations image in the markets and create negative, consequences thus it is unlikely that talented people will show their interest. An organisation's website contains information about the vision, mission, current activities and future plan that may allure the talents. The culture and style of an organisation can enhance the organisation's attractiveness which in turn affects the recruitment (Belinda, Westerman, & Bergman, 2018). Boxall and Purcell (2003) argue that firms need to attract and nurture people who have the competencies and ability that will contribute to enhance organisation performance.

Undoubtedly, attraction aid organisations to start identifying and assessing its workforce in light of highly competition (Hejase, Hejase, Mikdashi & Bazeih, 2016). The environmental changes affect the working styles of organisations and new strategies are produced to accommodate the new competencies and skills required for achieving the competitive advantage (Prime, & Čater, 2016). According to Forret (2018) attraction strategy should be mainly concentrated on auditing organisation to list the vacant positions, review or build new job description for these positions, skills and competencies required, and job performance goals for newly hired. Then, the second concentration should be directed to the recruitment process that includes the selection process which is the backbone of the recruitment process. Hiring talented individual is critical to an organisation's success but in order to hire the most talented one, it must recruit them (Craig, 2015). Atkins et al., (2004) 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 (Atkins et al., 2004).

According to Tyson (2014), an effective and systematic recruitment process consists of the following procedures:

Determining the vacancies: job vacancies in organisations occur when starting a new unit, expansion, reorganisation or when employees quit the job and there is a need to substitute. *Sourcing strategy:* there are two strategies of sourcing internal and external, and it is important to consider the possibility of internally filling vacancies due to its positive impacts on organisations. *Recruitment policy:* there are three main policies to consider which are, to decisions about sourcing, the degree of flexibility in responding to recruitment requirements, and the relations between recruitment and other policies such as reward policy. *Preparing and publishing information:* its purpose is to publish information with certain conditions such as containing the job description, attracting the highest number of appropriate candidates, communicate a good brand about organisation and meeting employment laws and regulations. *Processing and assessing applications:* this activity involves studying, comparing and taking decision to agree or disagree hiring the candidate based on application results. *Notifying applicants:* the final task in recruitment process and it includes notifying successful candidate as well as rejected one about their applications results.

Talent Motivation

Motivation may be defined as an internal force that makes human beings to behave in a wide range of ways and is, therefore, a very essential part of understanding employees (Tyson, 2014). Understanding motivation is

essential due to the effect of employee engagement on both performance and retention (Mathis & Jackson, 2011). Employees can be motivated to stay in the organisation through money in terms of salaries, wages and bonuses (Antoni et al., 2017). Another way of motivating staff is through non-monetary means like recognition for work done, giving those opportunities to advance and giving them tasks that would use their skills and knowledge leading to job satisfaction.

In a study by Ongori (2007) mentions that employee empowerment and motivation could be of great help to enhance the continuity of employees in working for one organisation for a long period of time. Empowered and motivated employees are a case where managers supervise more people than in a traditional hierarchy and delegate more decisions to their subordinates (Huertas-Valdivia et al., 2019). This would help the employees feel more valued and appreciated. According to Ogbari et al. (2018) employees with inadequate drive to succeed can destructively influence the morale of others in the organisation, hampering business performance.

Talent Development

Development is important for both organisations and individuals as employees with suitable skills and capacities can improve the organisation's competitive advantage and increase its ability to adapt to a changing environment (Humaid, 2018). Armstrong and Taylor (2014) define development as "the process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required". Thus, enhanced employee development is likely to affect performance significantly.

Development is considered one of most necessary strategies to give organisations power, efficiency, and confidence. Firms may adopt several talent development strategies to improve their employees' skills, competencies, attitude and knowledge with the intention of creating positive performance (Son et al., 2020). Today, organisations should focus on creating a learning culture that enables their objectives to be achieved (Naqshbandi & Tabche, 2018). However, the learning policy will be affected by the learning culture. Organisations may produce a learning organisation through the effective practices of their employees pertaining to learning and development (Armstrong, 2012). Areiqat (2010) also argues that development relies mainly on the continuous follow-up and analysis of what the organisation provides and look at supply and demand of human resources for comparison.

The management of talent should understand that talented employees do not like routine work. Therefore, talent management must deal with talents in a manner different from others such as giving an assignment never performed before or transferring talent from one job to another if related to his/her specialty and field. This means various department in the organisation should incorporate talent management in the organisation to assign entire projects to talented people in order to be able to activate the talent fully. Full project management makes talent employees feel independent. Moreover, it represents an incentive for them to develop their talents, abilities and skills. Departments should accept differences in opinion. Talent management should activate its education role with other departments since differences will pave the way for the development of talent. Therefore, it is beneficial to

organisations to possess talent resources and have plans and budgets for investment in talent in terms of motivation, training and development.

Rabbi et al. (2015) claimed that investment in talent is productive for organisations as it is considered a competitive advantage. Researchers believe that the presence of talent in organisations should not be concentrated in only one department but should be deployed in all areas of the organisations in order for it to be balanced and coordinated (Vaiman et al., 2015; Krishnan & Scullion, 2017; Van Zyl et al., 2017). Frey and Osborne (2017) posited that employee development is an ongoing process of assisting employees on how to perform the work. Employee development is one of the significant functions of Human Resource Management as employees are critical to an organisation's success (Ferris, et al., 1999). Employee development is an integrated set of planned programmes designed to ensure that all individuals perform to their fullest potential in support of the goals and objectives of the organisation (Langenwalter, 2020). A successful employee development results from the balance between individual's career orientation and needs, and the organisation's mission and vision (Shelton, 2001). Employee development activities include off-the-job and on-the-job training programmes, educational programmes and seminars, job rotations, self-study materials and mentoring programmes (Jacobs & Washington, 2003). These programmes facilitate improvement of employee capabilities needed for carrying out daily functions of organisations.

Talent Retaining

One of the primary concerns of many organisations today is employee retention. Retention is viewed as a strategic opportunity for many

organisations to maintain a competitive workforce (Lee et al., 2018). Retaining talented employees is the priority of many organisations and it is the key differentiator of human capital management. Major companies today are facing the challenge of retaining their talent competes in the global markets (Dahshan, Keshk & Dorgham, 2018). Retention talents may be inclusive of policies, practices and strategies that are adopted by organisations to satisfy their talents and prevent them from leaving the organisation (Bangwal & Tiwari, 2015). Talent turnover has a positive influence on organisational performance, as it incurs direct and indirect cost to the organisation (Burbach, 2010).

Numerous scholars such as Masri and Jaaron (2017) argued that retention can be improved when talents are motivated by monetary or non-monetary rewards, which may support their loyalty for the firm. The monetary rewards are viewed by talents as a key tool to retain them. For example, the salary should not be recognized as a sum of many, but as a package of remunerations needed to satisfy talent retention (Kehinde, 2012). Therefore, all business organisations are invited to adopt effective motivation mechanism to maintain their talented employees. There is a de facto recognition that motivated employees are loyal, committed, contented, dedicated, and enthusiastic (San et al, 2012).

Mathis and Jackson (2011) argue that retention is important because turnover can lead to low performance in otherwise productive units. Effective retention management can affect the integrated human resources attraction, recruiting, and selection practices. According to Mathis and Jackson (2011), employee stays or quit work due to many reasons such as job relations, sector

and organisational aspects, geographical global issues, and other reasons. Retention rules are established to ensure that people stay as committed members of the organisation. The result of these rules is a talent flow that creates and retains the talent pool (Armstrong & Taylor, 2014).

Aguenza and Som (2012) stated that employee retention and engagement is critical for organisation because employees are the driving force to achieve the development and accomplishment of organisational goals and objectives. The study mentions several items that motivate employees to make the decision to be retained within one organisation (Aguenza & Som, 2012). The first one is financial rewards as a key component in retaining employees. Financial reward is one of the basic types of extrinsic monetary rewards which cover the basic needs of income for employees to survive (to pay bills), a feeling of stability and consistency (the job is secure), and recognition (my workplace values my skills). The second consideration is recognition (Nohria et al., 2008). This is where every employee has a need to be commended and recognized, and the more often they get it, the better. Being recognized for doing a good job makes individuals feel better about themselves and the organisation they work for ensuring more loyalty (Rao, 2017). Employers are in the best position to recognize and retain today's employees. The third and last consideration for retaining an employee as advanced by Renwick et al. (2013) is development and career opportunity. Where development is regarded as gaining new skills and taking advantage of many different methods of learning that benefit both employees and the organisation. Employees benefit by experiencing greater satisfaction about their ability to achieve results on the job and by taking responsibility for their

career; the organisation benefits by having employees with more skills who are more productive. The availability of employees in terms of skill development opportunities and career movement is the 'key attractors' to organisations and thus they will be able to retain them.

Talent Retention can be controlled through performance-based pay, training, challenging work, intrinsic motivations, career development and giving benefits before demand (Dahshan et al., 2018). Talent turnover is harmful to a company's productivity because costs of attraction are high. According to Rodríguez-Sánchez et al., (2020) in the current competitive business environment, retention of highly talented employees is very important as they contribute positively in improving the organisational productivity. Turnover reduction of these positions is important for organisational success (Mohammed, 2015).

According to Mathis and Jackson (2011), employee stay or quit work due to many reasons such as job relations, sector and organisational aspects, geographical global issues, and other reasons. Moreover, there are many factors work as retention drivers which are:

Organisational and Management Factors: Organisations that possess clearly planned objectives and have management and employees accountable for achieving results are seen as better environment to work, especially by employees aiming to improve both financially and career path. *Work Relationships:* there are many practices that can enhance retention such as positive relationships, equal opportunities, work flexibility and work-life balance, providing feedback, and supporting career path progress and development. *Job and Work-Life:* reorganisation decisions like downsizings,

layoffs, mergers and acquisitions, and organisational restructurings leads to a low level of employee's retention and increase anxiety degree among employees. *Rewards: Compensation, Benefits, and Performance:* having better salary or pay presents a main reason why employee quit the job and switch to another work, so it is important for employers to provide a competitive and fair benefits that matches employee's skills. *Career Training and Development:* Opportunities for personal growth ranked the first place among reasons why employees accepted their present jobs and why they remain there. *Employer Policies and Practices:* Such issues as the causes of human resources practices, the equality of disciplinary activities, and the methods utilized to decide work responsibilities and opportunities all impact employee retention.

Organisational Performance

Organisational performance has taken a considerable part of researcher's interest due to its important role to organisational survival and success (Martín-Rojas et al., 2017). An organisation is defined as a group of employees with specific tasks and levels who form an organisation aiming to achieve a common target by continuing adjusting to deal with the rapid changing internal and external environment (Tseng & Lee, 2014). Performance is described as an assessable result of the degree of achievement of the organisations targets (Daft & Marcic, 2016). Humaid (2018) defines organisational performance as a combination of organisational effectiveness and efficiency. Another definition of organisational performance was espoused by Daft (2012) as it is the organisation's ability towards achieving its goals by utilising assets effectively.

Organisations play an important role in the wealth of many countries and, so, successful managers are always exploring new ways to develop, improve, and sustain their organisations, especially in bad economic situations (Tidd & Bessant, 2020). According to Randhawa and Ahuja (2017) successful managers know how to help their organisations to survive and overcome any obstacle, as well as how to look forward to achieve improvement, prosperity, and long-term sustainability. For that purpose, it can be found that there is always an increasing concern to research the organisational performance concept, considering it as essential dependent variable. The undertaken studies aimed to figure out the effect of such approaches on organisational performance and their relation to it, whether in negative or positive ways. According to Al Aina and Atan (2020) performance has been defined as "to accomplish something with a specific intention", "the results of an action", "the ability to accomplish or the potential for creating a result", or "a surprising result compared to expectations", as well as "performance can be understood differently depending on the person involved in the assessment of the organisational performance". Performance has been alluded to as action-oriented, the results that yield from this action, and the successes accomplished in comparison to competitors. Organisational performance can be measured using both financial and non-financial indicators (Bwire, 2018).

As classified by Maltz et al. (2003) there are five key factors utilized for the assessment of performance, which are financial performance, market/customer, people development, process, and the future. Nevertheless, Dyer and Reeves (1995) classified three different results for organisational performance, which are (1) financial results (profit and market share); (2)

organisational results (efficiency, quality, and productivity); and (3) human resources results (satisfaction, attitudes and behaviors, and commitment). A sustainable organisational performance is said to be the capability of the foundation to attain the requirements of its stakeholders while, at the same time, constantly increasing investment in talented employees in the organisation.

Importance of Talent Management to Organisations

In today's competitive world of business, all organisations and businesses have recognized their business to contest constructively (Berman & Dalzell-Payne, 2018). Cabrera and Mauricio (2017) asserted that performance of staff determines their success rate. Therefore, Organisations ought to invest in talent management practices to gain superior work environment and excellent business performance (Snell, 2007). Usually, organisations recruit talented employees and these human resources are the biggest source of productivity and thus profitability (Ozkeser, 2019). The integrated abilities of the talented employees by the business depends on organisation core competencies and these human capital offers long-lasting competitive edge to business (Chakraborty & Biswas, 2020). Researches revealed and confirmed by McKinsey that talent management and organisational performance is significantly and positively related with each other (Guthridge and Komm, 2008) and are cross-sectional (Huselid and Becker, 1998; Ringo et al., 2008). Moreover; it totally depends on how a business recruit, hires, retains, persuades, advances and compensates its talent (Heinen et al., 2004).

Recent trends in Human Resource Management are continuously triggering the performance of the workforce as well as the production of the

organisations (Chams & García-Blandón, 2019). Bryson (2018) define Organisational performance as the firm's ability to attain its goals by using resources in an efficient and effective manner. Talent management needs to be seen as essential for achieving the organisation's goals and objectives if it manage properly in a comprehensive way (Maurya & Agarwal, 2018). Optimis (2011) posited that talent management and organisation performance model identifies various talent management dimensions (attraction, motivation, development, and retaining) and links them to workforce performance which eventually leads to organisation performance. Organisations can hardly compete without highly skilled workers and without the continual investment in the human capital. To have the right people in the right places and in the right time is critical for any organisation to achieve the competitive advantage.

Furthermore, the success of any organisation depends strongly on having talented individuals. Talent management promotes workforce efficiency and productivity in work organisation (Dahshan, Keshk & Dorgham, 2018; Son, Park, Bae & Ok, 2020; Harsch & Festing, 2020).

Empirical Review

Previous studies have shown that motivation brings about employee satisfaction (Ampofo, 2012; Kabir & Parvin, 2011; Khalid, Salim & Loke, 2011; Ahmed et al., 2010). Ahmed et al. (2010) emphasized that the factors of motivation play a major role in increasing employee satisfaction. In a study by Khalid, Salim & Loke (2011) that assesses the influence rewards and motivation has on job satisfaction, they found that motivation influence employee job satisfaction positively.

Katou and Budhwar (2007), studying the effect of HRM policies on organisation performance in Greek manufacturing firms, found that the relationship between recruitment and performance is positive. Furthermore, Aposporia et al. (2008) in their study on HRM and organisational performance in northern and southern Europe also found that the recruitment is positively related with organisation performance. Ngo, Turban, Lau and Lui (1998); Chand and Katou (2007) have found training and development is positively related with organisation performance.

Hughes and Rog (2008) in their work on hospitality organisation noted that improved retention rates are associated with operational and financial performance of organisations. Kontoghiorghes and Frangou (2009) have found that talent retention is positively correlated with organisation performance. This study measured performance using quality, productivity, response to environment, innovation, customer value, adaptation. Operational performance measures of our model have similarity with the performance measures used by the study. Based on the empirical evidence it is concluded that employee retention is related with organisation performance.

Uddin and Arif (2016) explored the relationship between talent management and organisation performance in Sylhet city, Bangladesh. Data was collected using structured close ended questionnaire form the employees of retail stores located in Sylhet city adapting convenience sampling technique. Correlation was applied to investigate the relationship. The results show the components of talent management such as employee attraction, selection, engagement and retention have positive relationship with the performance of retail sectors in Sylhet city, Bangladesh.

Dahshan et al. (2018) investigate the effect of talent management on organisation performance at Shebin El-Kom hospitals. A descriptive correlational research design was conducted in two selected hospitals, Menoufia University and Shebin El-Kom Teaching hospitals. Two standardized questionnaires were used, which are, talent management and organisation performance questionnaires. Random sample was employed with 273 nurses used as sample size. The findings revealed that nurses in Menoufia University hospital had a higher satisfaction level than nurses in Shebin El-Kom teaching hospital with respect to total score of talent attraction, retention and organisation. The authors concluded that there was a highly significant positive correlation between organisation performance and each of the three components of talent management. It can be deduced that health care organisations should introduce talent management strategy in their strategic planning to remain competitive in today's healthcare market.

Again, Rawashdeh (2018) investigated the impact of talent management strategies on bank performance in Jordanian commercial banks. The study adopted the quantitative design approach. Primary data was gathered using the survey questionnaire. The respondents in this study were line managers and HR managers in head administrations. The population of the study was 120 respondents. Random sampling was used in the study with 101 completed questionnaires being analyzed as a final sample. Three hypotheses were developed through literature review and tested using descriptive analysis and independent t-sample test performed by SPSS. The results indicate a positive association of attracting, developing and retaining talents with bank performance. Bank management is advised to keep developing the attracting

mechanism they have applied in order to cope with the changes in the business environment and stay competitive

Humaid (2018) explore the degree of talent management practices and its various dimensions (attracting, motivating, developing and retaining) in Bank of Palestine (BOP) in the Gaza Strip, and to examine the degree of organisational performance and its various dimensions (financial, internal process, customers and learning and growth), as well as to test the mediating role of employee engagement on the relationship between talent management practices and organisational performance. The researcher used descriptive and analytical approach with a population of 380 employees from different management levels in Bank of Palestine working in the Gaza Strip. The research was implemented on a random sample of 191 employees. A questionnaire was utilized as a main tool to collect data and apply appropriate statistics tests.

The results revealed that the degree of talent management practices in Bank of Palestine was moderate, and the degree of organisational performance was high, while the degree of sense of employee engagement was moderate. In addition, results showed that employee engagement partially mediates the relationship between talent management practices and organisational performance. Based on the results, the research recommended the need to place more focus and effort on the realization and application of effective talent management practices due to their role in the attraction, motivation, development and retention of top skilled and talented employees. And the importance of aligning talent management strategy with the organisational strategic goals.

Al Aina and Atan (2020) carried out a study to determine the effect of talent management practices on the sustainable organisational performance in real estate companies located in the United Arab Emirates. A structured questionnaire was used to collect data from a study sample of 306 managers working in real estate companies. The proposed hypotheses were verified by structural equation modeling (SEM). The results of the study show that talent attraction and talent retention had no impact on the sustainable organisational performance, whereas learning and development and career management were found to have significantly positive impacts.

Conceptual Framework

One of the important components of the research is how well to represent one's ideas diagrammatically for easy comprehension of readers. Based on the purpose and the quidding objectives of the study, the conceptual framework for this present study is presented in Figure 1.

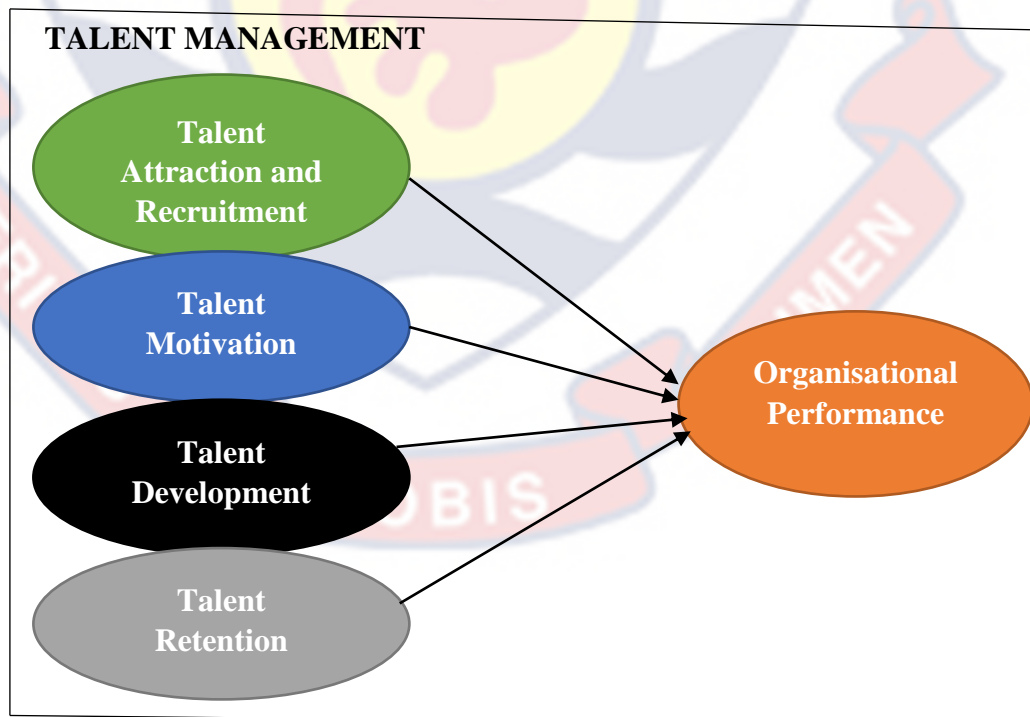


Figure 1: Conceptual framework
Source: Author's construct (2021)

Adom et al. (2016) argued that the conceptual framework forms the “blueprint” of every research and gives clarity and direction to the ideas being expressed in such research. Grant and Osanloo (2014) emphasised the importance of a conceptual framework by stating that, it is the foundation upon which research is constructed. Figure 1 depicts the relationship between talent management through its dimensions (i.e. attraction and recruitment, motivation, development and retention) with organisational performance. The study anticipates that talent management can be a significant predictor of organisational performance of the Cocoa Health and Extension Division of COCOBOD.

Chapter Summary

This chapter undertook a thorough revision of extant on the concepts and academic prepositions that have been espoused in the area of talent management and organisational performance, alongside theories underpinning the study, an empirical review and a conceptual framework depicting the relationship between the two variables under study.

CHAPTER THREE

RESEARCH METHODS

Introduction

The study sought to examine the influence of talent management on organisational performance in the study organisation, Cocobod. This chapter presents the research methods used to carry out this study. It therefore identifies how the research was undertaken and the rationale behind each of the methods that was used. The elaborated elements under this section include; research philosophy, research design, research approach, research area, population, sample and sampling techniques, instrument, pre-testing and pilot testing, data collection procedure, reliability, validity, data analysis and ethical issues.

Research Philosophy

This study was grounded in the positivist approach, which relates to the philosophical system that embraces issues that can be scientifically verified and hence provide a basis for generalisation. This means that positivists focus on procedures that lead to the generation of "facts uninfluenced by human interpretation" (Saunders et al., 2016). The positivists are of the belief that it is through scientific research approach that researchers can unravel the objective truth existing in the world. In addition, Sekaran and Bougie (2016) advanced that positivists usually believe in the thoroughness and replicability of research work, the reliability of observations and the generalisability of research observations. In respect of the preceding, the positivists usually rely on large samples and quantitative techniques for data analysis.

The proponents of positivism rely on the deductive reasoning to state theories that they can examine through "fixed, predetermined research design and objective measures" (Sekaran & Bougie, 2016). Saunders et al. (2016) advanced that positivist paradigm supports studies which are quantitative in nature. The assumption behind the positivist paradigm is that "there is an objective truth existing in the world that can be measured and explained scientifically." The paradigm is appropriate in the study because of the hypothesis that will be tested through theory of social exchange.

Research Approach

According to Saunders et al. (2016), there are three broad approaches of research, namely; quantitative, qualitative and mixed methods. While quantitative approach enables the researcher to examine associations between variables, qualitative approach deals with small aspects of social reality (Sekaran & Bougie, 2016). Saunders et al. (2016) advanced that the difference between quantitative method of research and qualitative method of research may be influenced by the nature of data used for the study. Whereas numeric data is used in quantitative research, non-numeric data is utilised in a qualitative research.

Neuman (2014) posited that the two approaches can also be differentiated in terms of the procedure used in data collection and analyses. For example, whereas in quantitative research method, questionnaire is predominantly used by researchers for data collection and also analysing data quantitatively, in qualitative research method, interview is used by researchers for data collection and the analysis is done qualitatively. Sekaran and Bougie (2016), and Saunders et al. (2016) indicated that the third approach which is

mixed method is merely a combination of the earlier two approaches. The authors further asserted that whilst the quantitative research method permits the generalisation of the sample results to the entire population, qualitative research method is not for the generalisation of the sample results to the entire population.

The study employed the quantitative research approach. This was due to the nature and purpose of the study under consideration. The study demanded that researcher collect numerical data that would be analysed quantitatively. The current study also demanded that the study's result is generalised on the entire population. Tashakkori and Teddlie (2010) averred that quantitative methods are often considered as deductive in nature because inferences from tests of statistical hypotheses result to general inferences about characteristics of a population. Lincoln, Lynham and Guba (2011) are also of the view that quantitative approach to research is directed towards the development of testable hypothesis and theories which are generalizable across settings. Finally, Saunders et al. (2016) and Sekaran and Bougie (2016) assert that the positivism philosophy should go with quantitative approach. The factors raised earlier are the reasons behind the choice of quantitative research approach against the qualitative research approach.

Research Design

Sekaran and Bougie (2016) and Saunders et al. (2016) categorized research design into three broad categories based on the purpose of the study; namely, exploratory, explanatory or casual and descriptive designs. Exploratory research is typically used when a researcher examines a new interest or phenomenon. When the subject of study itself is relatively new, the

researcher tries to explore the phenomenon. The major emphasis of exploratory research is on the discovery of new ideas and insights, which can be used as a foundation for further research (Saunders et al., 2016).

For explanatory research, the focus is to connect ideas to understand the cause and effect, that simply means, researchers want to explain the relationship between two variables. This type of research looks at how things interact. There should be enough understanding to predict what the outcome will be with some accuracy (Saunders et al., 2016). It is concerned with determining cause and-effect relationships. Explanatory research aims to develop precise theory that can be used to definitively explain the phenomena, which leads to the generalization from the research. The third type of design is the descriptive design. Here, the research is conducted to describe situations or an aspect of an existing phenomenon or event (Smith, 2007). The researcher observes and then explains what was observed (Babbie, 2004). A descriptive study is one in which information is collected without changing the environment (i.e., nothing is manipulated). Sometimes these are referred to as correlational or observational studies. According to Cooper and Schindler (2003), a descriptive study involves finding out the what, where, and how of a phenomenon.

This research adopted descriptive-correlational research design. The correlational study design which falls under the explanatory design was employed, as it helps to explore the relationships or links between the variables under study. Thus, it would help measure the extent to which the study variables are related or determine which variables are interacting and what type of interaction occurs. Sekaran and Bougie (2016) argue that for

causal design to be used, a researcher must be certain that change in the dependent variable is not caused by any other variable except the variable of interest. The authors further asserted that if the study failed to establish the above condition, it could be considered correlational. Also, the descriptive aspect of the design was necessary to assess the state of affairs of talent management and organisational performance in the study area.

Study Area

The Ghana Cocoa Board was established by ordinance in 1947 with the sum of ₵ 27 million (being Ghana's share of the net profit of the West African Produce Control Board) as its initial working capital. The Board traces its beginning further back to the cocoa hold-up of 1937. The Board first rented and occupied the old premises of the Export Produce Control Board on 28th February Road, Accra, and when Swan Mill, which was built by the United Africa Company Limited was completed, it rented part of it at an annual cost of approximately ₵ 4,500.00 after which it acquired its own building. In 1957, the late Dr. Kwame Nkrumah the then President of the Republic of Ghana, laid the foundation stone to mark the construction of Cocoa House at 41 Kwame Nkrumah Avenue, Accra to provide offices for the Board.

Population

According to Leedy and Ormrod (2010), population can be defined as the target group about which the researcher is interested in gaining information and concluding. The population of a study is also defined as the elements or people to be studied and from whom data is obtained (Fox & Bayat, 2008). It is the universal set of all the existing people, units, items, or events that contain characteristics of interest as well as all the set of possible

data values for a subject under study (Castilo, 2009). Kothari (2004) also defines population as an entire group of individuals, events or objects having common observable characteristics. Population is the entire aggregation of causes that meet a designed set of criteria (Graneheim & Lundman, 2004). The study population includes all staff of Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana totaling five hundred (500) (COCOBOD Human Resource Department, 2021).

Sample and Sampling Procedure

Sampling has also been referred to the act, process, or technique of selecting a suitable sample, or a representative part of a population to determine parameters or characteristics of the whole population (Leedy & Ormrod, 2010). The sample size for the study will comprise two hundred and seventeen (217), obtained from the criteria laid in the Krejcie and Morgan sample size determination table. Again, a simple random sampling will be utilised to draw the 217 respondents in the division. The sample random sampling allows or equal chance of participants being selected for study without bias (Saunders et al., 2016).

Data Collection Instrument

Collecting data for a study involves using certain research instruments and procedures for collecting the data. In this study, a questionnaire was used in the collection of information from respondents on their respective knowledge on the on the study's constructs. A questionnaire is a written document in survey research that has a set of questions given to respondents or used by an interviewer to ask questions and record the answers (Neuman &

Kreuger, 2003). A questionnaire could be answered by the person from whom information is sought or through an interpreter.

According to Neelankavil (2007), questionnaires guarantee greater uniformity, consistency and objectivity in data collected. They also provide privacy and convenience for respondents during completion while guaranteeing greater anonymity (Neelankavil, 2007). Groves et al. (2011) posit that there are distinct advantages in using questionnaires rather than interview methodology. One of such advantages is that questionnaires are less expensive and easier to administer than personal interview. A questionnaire is a formalised set of questions for obtaining information from respondents (Singer & Couper, 2017).

The items of the questionnaire were adopted from validated instruments by previous researchers. The aspects of talent management were adapted from El Nakhla (2013) which has been recently used by Humaid (2018) while that of organisational performance adapted measures following studies of Milky (2013) and Dahshan, Keshk and Dorgham (2018).

The questionnaire designed for this study has three sections. Section one focused on personal data, while section two focuses on talent management (talent attraction, talent motivation, talent development, and talent retention). Section three focused on organisational performance. These aspects of the questionnaire were adapted from various sources; dimensions of talent management were adapted from El Nakhla (2013), and organisational performance scale was adapted from Milky (2013) and Dahshan et al. (2018) as said earlier. The items of the questionnaire were rated from 1 to 7 where 1 = least agreement and 7 = strongly agreement.

Data Collection Procedures

Permission for the data collection exercise at the division was sought from the authority of the division with a letter from the Department of Human Resource, School of Business, University of Cape Coast. The purpose of the study was explained to all participants, and the consent of the respondents sought to enable data collection. Questionnaires were distributed, and later, the researcher within 3 hours, contacted the respondents for the responded questionnaire. Although, 217 responses were required for the study, the researcher printed 250 questionnaires so as to get the full responses of the needed 217.

Data Processing and Analysis

Mugenda and Mugenda (2003) assert that data obtained from the field in raw form is difficult to interpret unless it is cleaned, coded and analysed. The collected data were analysed using quantitative data analysis methods. Data from the questionnaire was coded and logged in the computer using Statistical Package for Social Science (SPSS version 25.0). Descriptive statistics such as mean and standard deviation was employed to address objectives one and two, while correlation and regression will be used for objective three. The results were presented in tables for clarity and readability.

Specifically, the first and second research objectives of the study sought to assess the level of talent management practices and the employee perspective on the level of organisational performance at Cocoa Health and Extension Division of COCOBOD respectively. These results were analysed using the mean and standard deviation scores of the various dimensions comprising talent attraction and recruitment, talent motivation, talent

development and talent retention respectively. The mean score was reported using a mean scale of 1 to 7 with mean scores of 1 to 3.9 indicating 'low', while 4 to 7 indicate 'high' talent management dimensions and organisational performance as applied by Dess, Lumpkin and McFarlin (2005).

By virtue of the nature of objectives 3, multiple regression techniques was used for the analysis. The multiple regression technique allowed the researcher to examined the influences of the four dimensions on organisational performance. Assessments were based on based on beta (β) values or correlation values (r), co-efficient of determination (R^2), and corresponding significance levels (p -values). Analysis of objective three involved a two-step approach. The first in each case, relied on beta values (β), corresponding significance levels (p -values) and regression co-efficients (R) obtained from the multiple regression technique to assess the relationship between talent management dimensions and organisational performance. The R describes the direction and the strength of the association between the independent and dependent variable in a study. Cohen (1992) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ moderate, $r=.50$ to 1.0 or $r=-.50$ to -1.0 strong.

In the second step, regression co-efficients (R^2) and variations in them obtained from the multiple regression technique to determine variances in organisational performance explained by talent management. Moreover, the coefficient of determination (R -squared) represents the variation in the dependent variable that is accounted for by the independent variable(s). In view of Ringle, Sarstedt and Zimmermann (2011), R^2 values of 0.75, 0.50, or

0.25 for dependent variables can, as a rough rule of thumb, be respectively described as substantial, moderate, or weak. A statistical significance of variables or constructs are achieved when a 95% confidence interval probability is less or equal to 0.05 or 5%; t-statistic of 1.96 or more (Pallant, 2016). In light of the above the results of the variables objectives were assessed and reported in tables under each objective in the next chapter.

Validity and Reliability

The validity of a research instrument can be determined if it gauges precisely what it is intended to quantify (Creswell & Miller, 2000). According to Yilmaz (2013), "measurement validity refers to the degree to which the data collection methods can accomplish what it intends to accomplish" (Yilmaz, 2013). In planning the survey, the researcher was guided to draw accurate reactions from the respondents (Roberts et al., 2014). To determine the accuracy of responses from candidates, the researcher employed a content validity method where the questionnaire items were reviewed by the supervisor and colleagues for screening and endorsement to guarantee content legitimacy.

According to Bonett and Wright (2015), Cronbach's alpha is a common tool used to assess the research instrument's internal reliability. The researcher applied the Cronbach Alpha method to test the consistency of the responses from the five hundred staffs selected for the study. If the findings are reliable, the researcher will test the findings again and possibly obtain the same results. However, to test for reliability of the research instrument, this result must test above 0.7, which shows 70% reliability.

Ethical Issues

No study can be deemed credible if it is tainted with an unethical dilemma. Ethics is the norms or standards of behavior that guide moral choices about our behavior and our relationships with others (Saunders et al., 2016). According to Awases (2006), ethics is mainly associated with morality and deals with issues of right and wrong among groups, society, or communities. Therefore, it is important that everyone who is engaged in research be aware of the ethics concern (Rubin & Babbie, 2016). According to Edginton et al. (2012), the main ethical principles amongst others include "minimizing harm, respecting autonomy, protecting privacy, offering reciprocity and treating people equitably."

For this study, the researcher decided that commercial confidentiality and informed consent would constitute the key ethical principles considered. Concerning issues on confidentiality, the use of the collected data was limited only to the purpose of the present study only. The respondents were also informed of the purpose of the study and how the data will be handled. Although this need may never arise, the participants were informed that, in a case where the provided information would be required for other research purposes; their approval will be sought. The researcher also took measures to ensure that the participants' identities were protected. Also, a letter of introduction elucidating the intent and authenticity of the study was sought from the department of business studies. This letter was introduced to the respondents who want to establish the authenticity of the study.

Chapter Summary

This chapter discussed in detail and in a systematic manner the methodology used for the study. This includes the research setting, research design, study population, sampling and sampling procedures adopted for the study, the instruments used, and procedures followed in collecting and analyzing data.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter discusses the findings of the study in relation to the objectives. The chapter opens with a discussion on the demographic characteristics and knowledge background of respondents. It proceeds with the levels of talent management practices and performance of the institution respectively. Analysis of the above was done using descriptive statistics including means and standard deviations. The chapter continued with a discussion of the relationships between talent management and organisational performance. Analyses for this were done using multiple regression technique.

Demographic Characteristics of Respondents

The demographic characteristics of the employees in the at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana were discussed in this section. The section specifically focused on respondents', gender, age, work experience and academic qualification. Table 1 was used to summarise the background characteristics of the respondents. Concerning gender of the respondents, majority, 127(58.5%), of the respondents were males, while 90(41.5%) were females. This result implies that there are more males working in the organisation than females.

In terms of age group of the respondents, Table 1 revealed that majority 75(35%) of them are between the ages of 41 to 50 years, while 61(28%) of them were between the ages of 31 to 40 years, 45(21%) were between the ages of 21 to 30 years, 25(16%) were between the age bracket of 51 – 60 years and 11(0.05%) were above 60 years. This means that, majority

of the respondents are within the ages of 41 to 50 years and as such fall within their active working periods. This implies that, majority of the employees are highly energetic and actively working. Thus, availability of more training programmes would help them to easily build their work experience levels and invariably become key assets of the organisation.

Table 1: Demographic characteristics of respondents

Category	Frequency	Percent %
Gender		
Male	127	58.5
Female	90	41.5
Total	217	100.0
Age Group		
21 -30	45	21
31-40	61	28
41 – 50	75	35
51 – 60	25	16
Over 60	11	0.05
Total	217	100.0
Educational Qualification		
SHS	21	10
Diploma/HND	65	30
Degree	85	39
Postgraduate	46	21
Total	217	100.0
Work experience		
Below 3 years	41	19
3 – 6	65	30
7 – 10	60	28
11 - 14 years	10	0.5
More than 14 years	41	19
Total	217	100.0

Source: Field Data (2021)

On the issue of academic qualifications, majority 85(39%) of the respondents had first degree qualifications. Also, 65(30%) of the respondents had HND, 46(21%) had postgraduate studies, while 21(10%) had

SSCE/WASSCE qualification. This means that, all the respondents have undergone formal education with majority of them having tertiary education. The respondents were asked to indicate the number of years they had been working with the institution. From the Table 1, majority 65(30%) of the respondents have worked for the organisation for 3 to 6 years. This was followed by 60(28%) of the respondents who indicated that they have worked for 7 to 10 years. Furthermore, 41(19%) of them indicated that they have been working in the organisation for less than 3 years and more than 14 years respectively, while 10(0.5%) of respondents said that they have been working for the organisation between 11 to 14 years now.

Assessing Talent Management Practices

This section addressed the first objective of the study which sought to

- i. assess the level of talent management practices from the perspective of employees at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana. Using the Armstrong and Taylor's (2014) dimensions including talent attraction and recruitment, talent motivation, talent development and talent retention, the study assessed how the institution applies them in its operations. The items of each indicator or dimension were computed to obtain composite means and standard deviations for the four practices. Table 2 reports the summary of results of the objective.

Table 2: Talent management practices

	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Talent attraction and recruitment	4.6532	1.33758	-1.216	.216	1.072	.368
Talent motivation	5.0667	.70634	-1.016	.216	0.643	.368
Talent development	6.1006	2.00000	-2.102	.216	1.300	.368
Talent retention	5.0335	1.00020	-1.088	.216	.702	.368
Valid N (listwise)						

Source: Field Data (2021)

Table 2 presented the performance of the talent management practices used in the organisation. This was done to identify whether these practices are applied as well as knowing which of the practices are currently highly implemented and vice versa. The result revealed that all the practices or dimensions of talent management, thus, attraction, motivation, development and retention were currently being applied at the Cocoa Health and Extension Division of COCOBOD. This conclusion is reached as a result of the high level of mean scores for the various practices (Dess et al., 2005). Specifically, there exists a high level of Talent development ($M=6.1006$; $SD=2.00000$); followed by Talent retention ($M=5.0335$; $SD=1.00020$). On the other hand, the respondents agreed that there are high levels of Talent motivation ($M=5.0667$; $SD=.70634$) and Talent attraction and recruitment ($M=4.6532$; $SD=1.33758$) in organisation. Based on the performance of the dimensions it could, therefore, be deduced that the level of talent management practices in the

organisation was high and it was dominated by the ability to development the talents of the employees working in the establishment.

This means that management of COCOBOD under the division of health and extension has developed very high level of procedures which produce candidates for the organisation. Thus, the organisation has policies on how to identify the sources of talents and to choose the best applicants for the organisations. Again, the results in relation to talent motivation suggest that employees in the organisation are motivated to stay in the organisation through money in terms of salaries, wages and bonuses (Antoni et al., 2017). It can also be concluded that the employees are motivated through non-monetary means like recognition for work done, giving those opportunities to advance and giving them tasks that would use their skills and knowledge.

Furthermore, the organisation ensures that some processes that enable people to progress from a present state of understanding and capability to a future state to improve skills, knowledge and competencies are in place. This is in line with Naqshbandi and Tabche (2018) that organisations that focus on creating a learning culture that enables their objectives to be achieved are engaging in talent development. Moreover, the organisation has made moves to have e inclusive policies, practices and strategies that are adopted to retain talents and prevent them from leaving the organisation. This falls in line with the view of Masri and Jaaron (2017) that retention can improve on talents' support and prevents the organisation from are incurring cost of acquiring new personnel should they quit.

Assessing the Levels of organisational performance

This section analysed the second objective of the study which sought to assess the employee perspective on the level of organisational performance at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana. The assessment was done based on the items used to measure the organisational performance construct as well as the overall performance mean score. Results were presented on Table 3.

Table 3: Level of organisational performance

Items	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Std. Error	Std. Error	
My organisation practice effective two-way communications.	5.225	2.002	-1.065	.135	-.171	.268
My organisation has a clear sense of direction and focus.	5.192	1.807	-.879	.135	-.448	.268
My organisation rapidly adapts to needed operational changes.	5.167	1.784	-.904	.135	-.250	.268
My organisation Practice effective planning at all levels.	5.341	1.630	-.949	.135	-.027	.268
My organisation places a high priority on workforce training and development.	5.426	1.672	-1.118	.135	.375	.268
My organisation has policies that encourage career growth and developmental opportunities.	5.469	1.555	-1.092	.135	.490	.268
My organisation builds a deep reservoir of successors at every level.	5.073	1.608	-.927	.135	.125	.268
Organisational Performance (overall mean)	5.270	1.514	-1.058	.135	.322	.268
Valid N (listwise)						

Source: Field Data (2021)

The results in Table 3 as per the guidelines of Dess et al. (2005) suggests that there was high level of organisational performance in the organisation studied. This is because, on overall, the mean value of the organisational performance demonstrated high level ($M=5.270$, $SD=1.514$). The overall mean showed good level based on the specific performance of the seven indicators measuring it. In respect of the statement that “My organisation practice effective two-way communications”, the respondents agree that, the organisation adopts a two-way approach at conveying instructions and suggestions among employees ($M=5.225$, $SD=2.002$). Again, the respondents agree that the organisation has clear sense of direction and focus ($M=5.192$, $SD=1.807$).

Furthermore, the results showed that the organisation values adapting to rapid changes operations. This is because the mean score for the item shown a higher level above the set criteria ($M=5.167$, $SD=1.784$). Also, the rest of the items as depicted in the Table 3 indicated that the respondents were in agreement that the organisation is doing well in most of its operational activities.

Effect of Talent Management on Organisational Performance

The third objective was addressed in this section. It sought to analyse the effect of talent management on organisational performance at Cocoa Health and Extension Division of COCOBOD, the Kumasi branch, Ghana. The analysis was based on the examination of the four dimensions of talent management and conclusion drawn based on the result of the R-squared of the combined elements. This is because the objective was basically to analyse the effect of talent management on organisational performance. The results were

reported in the Tables 4, 5 and 6. First, Table 4 was used to analyse the relationship and the extent of variation of the combined dimensions on organisational performance.

Table 4: Model Summary- effect of talent management on organisational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.478	.70691

a. Predictors: (Constant), Talent retention, Talent motivation, Talent attraction and recruitment, Talent development

Source: Field Data (2021)

Table 4 informed the researcher about the relationship and the extent to which variation in the dependent variable was accounted for by the independent variables. In view of Tabachnick and Fidell (2012), the column marked R, which is also the correlation coefficient, tells the direction and strength of the relationship between the dependent and independent variables whiles, adjusted R-squared, also, the coefficient of determination explains the extent to which changes in one variable affect the other. Per the results, there is a strong positive relationship between talent management practices put together and organisational performance ($R=0.698$). Furthermore, the results suggest that by synergy, the talent management dimensions account for approximately 49% of variation in performance of the organisation. The remaining approximate 51% can be attributed to other variables not considered in the study. However, to ascertain the statistical implication of the results in Table 4, Table 5 was generated to explain such.

Table 5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	100.747	4	25.187	50.401	.000 ^b
Residual	105.942	212	.500		
Total	206.689	216			

a. Dependent Variable: organisational performance

b. Predictors: (Constant), Talent attraction and recruitment, Talent motivation, Talent development, Talent retention

Source: Field Data (2021)

From Table 5, the regression model was statistically significant because the significant value was seen far below the threshold for statistical significance of a 95% confidence interval, 2-tailed assumption ($F(4, 212) = 50.401, P < 0.001$). Prior researchers claimed that, a probability level of less than or equal to 0.05 meet the condition for significance of a regression model (Pallant, 2016; Tabachnick & Fidell, 2012). Therefore, it can be concluded that, the regression model was adequate for explaining the relationship (R) and effect (R^2) of the dimensions of the talent management on organisational performance. Again, Table 6 was used to ascertain the contributions of each indicator in explaining the talent management and performance model holding other things constant.

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.635	.275		5.953	.000
Talent attraction and recruitment	.166	.048	.224	3.475	.001
Talent motivation	.137	.049	.116	2.739	.002
Talent development	.163	.075	.178	2.837	.003
Talent retention	.407	.057	.463	7.188	.000

a. Dependent Variable: organisational performance

Source: Field Data (2021)

The results in the Table 6 exhibited that all the dimensions of the talent management had significant positive influence on the performance of the Cocoa Health and Extension Division of COCOBOD, Kumasi. Thus, the study averred that talent attraction and recruitment (B=.224, t=3.475, P=0.000), talent motivation (B=.116, t=2.739, P=0.002), talent development (B=.178, t=2.837, P=0.003), and talent retention (B=.463, t=7.188, P=0.000), had significant influence on organisational performance. The significance of the dimensions along with the R-squared suggest that talent management can predict changes in the performance of the institution.

Per the findings of the result, it can be argued that when management of the Cocoa Health and Extension Division of COCOBOD wants to improve upon the performance of the division, then, it should place emphasis on development of effective talent management practices. This sends signals to the management particularly, the human resource division to enhance competitive advantage and sustaining organisational performance by ensuring appropriate talent recruitment, motivation, development and retention strategies are in place.

The finding corroborates with Uddin and Arif (2016), who investigated relationship between talent management and organisation performance in

Sylhet city, Bangladesh, found significant positive relationships with organisational performance. The finding further support that of Ahmed et al. (2018) who established that the dimensions of talent management; employee attraction, selection, engagement and retention have positive relationship with the performance. The authors concluded that there was a highly significant positive correlation between organisation performance and each of the three components of talent management. In study of Rawashdeh (2018), who, investigated the impact of talent management strategies on bank performance in Jordanian commercial banks, concluded that organisations that have laid down talent management practices enjoy competitive advantage.

In line with the resource-based theory, the study found support in that talent management is a soft skill strategy that is rare and cannot easily be copied by other establishments should it be developed well. Therefore, it can be concluded that organisations that emphasise on adhering to the talent management practices are able to acquire skilled and knowledgeable employees who will promote the overall organisational performance.

Chapter Summary

The study examined the influence of talent management and organisational performance at the Cocoa Health and Extension Division of COCOBOD in Kumasi. In this chapter, results and discussions were presented to address the objectives of the study. The findings of the results showed that there was high level of talent management and organisational performance. Also, the study established that talent management had significant positive influence on organisational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presented the key findings of the research objectives of the study, conclusions drawn from the findings and recommendations for policy considerations. The chapter also provided suggestions for further research. The study was thrived with conceptual opinions in relation to the significant contributions of talent management in improving the performance of the organisation. The purpose of the study was to examine the effect of talent management on organisational performance at Cocoa Health and Extension Division of COCOBOD, Kumasi. Specifically, the study examined the following research objectives in order to: assess the talent management practices at the Cocoa Health and Extension Division of COCOBOD, Kumasi; assess the levels of organisational performance at the Cocoa Health and Extension Division of COCOBOD, Kumasi; and analyse the effect of talent management on organisational performance at the Cocoa Health and Extension Division of COCOBOD, Kumasi.

The study adopted the positivism philosophy thus relying on the quantitative approach and descriptive correlational design. A structured questionnaire was developed from extensive reviews of previous studies to gather data from 217 respondents in the Cocoa Health and Extension Division of COCOBOD, Kumasi. The data was then processed using the IBM SPSS Statistics (version 26) software. Both descriptive (means and standard deviations) and inferential statistics (multiple regression) were used to address

the objectives of the study. The next sections presented the major findings of the study.

Summary of Key Findings

In relation to research objective one, the study found that all the dimensions studied were indicators of talent management applied at the Cocoa Health and Extension Division of COCOBOD, Kumasi. Specifically, talent attraction and recruitment, talent motivation, talent development and talent retention were the dimensions of talent management at the Cocoa Health and Extension Division of COCOBOD, Kumasi.

The study also assessed the level of organisational performance at the Cocoa Health and Extension Division of COCOBOD, Kumasi. The finding indicated that there was high level of organisational performance. Thus, organisational performance indicators or items proved high above the minimum mean threshold.

The third as well as final research objective focused on examining the effect of talent management on organisational performance at the Cocoa Health and Extension Division of COCOBOD, Kumasi. The study found that talent management has a significant positive influence on organisational performance. This implies that all the dimension of talent management jointly predicts the performance of Cocoa Health and Extension Division of COCOBOD, Kumasi.

Conclusions

The study aimed at examining the effect of talent management on the organisational performance at the Cocoa Health and Extension Division of

COCOBOD, Kumasi. The following conclusions were, therefore, drawn based on the study's key findings.

In reference to the first research objective, the study's result revealed high performance of the dimensions of talent management. The result has largely been supported by previous empirical studies which suggest that firms should develop strong talent management practices and policies in order to adapt to possible changes in competition for talent and solve the scarcity for global talents. With reference to the second research objective, the study concluded that the organisational performance in the Cocoa Health and Extension Division of COCOBOD was high. The implications are that the organisation exhibit means of getting the employees to be involved in the activities of an organisation.

In relation to the final objective, the study concludes that Cocoa Health and Extension Division of COCOBOD or other institutions should prioritise on building human capability, implementing internal systems that support talent management to enhance the performance of the organisation.

Recommendations

On the strength of the research findings and conclusions made, the following recommendations are hereby made:

The study recommended that management of the organisation should emphasise on continuously strengthening the talent management practices. This could be achieved through organising training programmes to help management of firms to be abreast with how to develop talent management policies to guide the various stages of attracting, motivating, developing and retaining talents.

The study again recommends that management should engage in career progression, and development of workers through administrative empowerment, competencies preservation, provision of functional privileges or creating an atmosphere of mutual trust among employees in order to strengthen talent management.

The study further recommended that the culture of talent management must be cultivated in the organisation by management through thorough engagement of all members of the organisation including subordinates. This will help aligned talent management strategies should with the overall organisation policies in order to identify the needed capabilities and practices that will help in achieving business strategic goals and improve performance.

Suggestions for Further Research

The study focused on how talent management affects the organisational performance at the Cocoa Health and Extension Division of COCOBOD, Kumasi. Clearly, the study focused on only one branch or division of the COCOBOD in the country as a result, generalising the study's findings to cover the entire organisation and other firms could be misleading. The study, therefore, suggested that further research can extend the study area to capture all sections and divisions within the institution to aid generalisation of findings.

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SECTION TWO: TALENT MANAGEMENT

Please describe your feelings towards talent management by indicating to what level you agree or disagree with the statements. Please tick [] on one answer appropriately. 1 = least agreement, 7 = strongly agree

No.	Statements	1	2	3	4	5	6	7
<i>Talent Attraction and Recruitment</i>								
1	The firm has a system to attract and recruit talented workers/ candidates							
2	The recruitment process at the firm succeeds in selecting the best talent.							
3	Managers at the firm have the competencies to attract and recruit talented workers /candidates.							
4	Promotion of employees is based on qualifications and experience.							
5	There are opportunities for learning and development at the firm.							
6	The talent prefers to work at the firm where opportunities for career progression are available.							
7	Selection for promotion is based on personal relationships							
8	Reasonable degree of security contributes to make the hospital an employer of choice.							
<i>Talent Motivation</i>								
9	Created and sustained rewards for developing employees							
10	Established a means by which to narrow gaps through the use of individual development plans (IDPs).							
11	Determine what performance is needed in the future by establishing future competency models for all job categories.							
<i>Talent Development</i>								
12	The firm develops a talent pool consisting of a skilled, engaged and committed workforce							

13	The firm encourages talented employees to develop their careers.								
14	The firm identifies employees with high potential and formulates personal plans to develop them.								
15	The firm allocate a special budget for training and development of talented employees.								
16	Management monitors the performance of employees and advise them to improve performance.								
17	The firm provides an opportunity to change the employee's job to develop him/herself.								
18	The firm seeks to transfer expertise from highly skilled staff for the less experienced.								
19	The firm Provides honest feedback about the performance of employees.								
20	The firm identify training needs objectively.								
<i>Talent Retaining</i>									
21	The salaries and benefits at the firm are competitive.								
22	The employment conditions at the firm satisfy work-life balance.								
23	The salaries and benefits at the firm guarantees employee loyalty.								
24	The firm actively creates opportunities for employee to participate in challenging assignments.								
25	The work at the firm matches the employees' abilities and skills.								

SECTION THREE: ORGANISATIONAL PERFORMANCE

Instruction: Please describe your feelings towards your commitment to organisational performance by indicating to what level you agree or disagree with the statements. Please tick [$\sqrt{\quad}$] on one answer appropriately. 1 = least agreement, 7 = strongly agree.

No.	Statements	1	2	3	4	5	6	7
1	My organisation practice effective two-way communications.							
2	My organisation have a clear sense of direction and focus.							
3	My organisation rapidly adapt to needed operational changes.							
4	My organisation Practice effective planning at all levels.							
5	My organisation places a high priority on workforce training and development.							
6	My organisation has policies that encourage career growth and developmental opportunities.							
7	My organisation builds a deep reservoir of successors at every level.							

Thank you for participating in the study.