

The Role of Talent Management on Organizational Performance Focusing on Ghana Revenue Authority, Sunyani

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Abstract

Although, talent management is progressively becoming a part of corporate strategy in most of the organizations which Ghana Revenue Authority cannot to be overestimated, there are only a few empirical studies to date analyzing the impact of talent management on organizational performance. The study therefore investigates into the role of talent management on organizational performance at Ghana Revenue Authority. The study was purely descriptive in nature. The sample size adopted for the study was fifty respondents through the help of Simple random sampling techniques. Descriptive analysis factors like frequency tables, mean scores and percentages were generated and their interpretations thoroughly explained and interpreted. The study found out that, the most prominent role of talent management was that; it provide employees with satisfaction, learning and growth (Mean Score =1.90). The second most prominent role of talent management was that; it provides an opportunity to help employees to achieve their personal best (Mean Score =1.72). The third most prominent role of talent management was that it reduces employee attrition. Based on the findings of the study, the study recommended that organizations should offer favorable working conditions to their employees as the best talented employees who contribute to good organizational performance. This will prevent poaching of their workers by other organizations.

Keywords: Organizational performance, Talent management, Management policies and Talent Selection Processes.

1.0 INTRODUCTION

Today's uncertain and turbulent business environment brought about by the current global economic crisis makes it even more imperative for employers to find ways of gaining full potential from their employees (Sheedy,2009). With the increase in competition, locally and globally, organizations need to be more adaptable, resilient, agile, and customer-focused to succeed. These new trends among other factors had made organizations seek ways to become more flexible, adaptive, and competitive, so that it can measured up to standard. Organizations require a number of resources, strategies and techniques in order to succeed. From capital, to a business site and to employees, all of these are essential for a business to work. While these components are significant values, talent management is also recognized as a vital business tool, especially in enabling organizational transformation, enhancement, performance and success.

Talent was defined by Michael et al (2011) as "the sum of a person's abilities; his or her intrinsic gift, skills, knowledge, experience, intelligent, judgment, attitude, character and drive". It also includes his or her ability to learn and grow. 'Talent is what people must have in order to perform well in their roles. They make a difference to organizational performance through their immediate efforts and they have the potential to make an important contribution in the future. Talent management aims to identify, obtain, keep and develop those talented people. It is the bedrock of organizational target achievement. Proper talent management which defined individual skills, training and development, carrier management facilitate the organization strategic management and performance. In short, the organization's ability to identify its talent from the talent pool, through the pipeline is what is termed as talent management.

Talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential (CIPD, 2007 cited in Armstrong, (2009). They exhibit the competencies that will enhance to differentiate the organization from its competitors. Talent is a rapidly increasing source of value creation and they referred brooking institution which found that the dependency of talent resulted in an increase in the firm's value from 38% to 83% in 20 years. This means that organization with highly talented workforce will go a long way of surviving in this trend of challenging and competitive.

To attract people with high potential is not enough; there must be a planned strategy for managing their talents. Human Capital Institute (2008) opined that achieving sustained organizational performance through the development of a capable workforce lies at the very heart of talent management. Talent management involves positioning the right people in the right jobs (Devine, 2008). This ensures that the employees maximize their talent for optimal success of the organization. The best organizations are now future focused and predict what skills, attitudes and behaviors they will need from their talented individuals. The efficient management of talent in the organization increases the commitment level of the employees, which in turn enhances their effectiveness and place them according to their suitability, aptitude and interest, so that the ill consequences of putting a square peg

in a round hole which leads to distortion in the organizational structure and low productivity could be avoided (Julia & Rog, 2008). Managing talent is a challenge to all organizations in the context of globalization irrespective of the country (Gardner, 2002). Most assets of an organization such as products, technologies and strategies may be replicated easily but human capital takes enormous deal of time to thrive and considered as a salient asset to manage and adapt to the organizational needs (Chuai et al, 2010). As a result of these difficulties, Kehinde (2012) noted that talent management system have failed in most organizations today due to lack of planning and implementation of management policies, processes and programs which have positive impact on the process of acquiring, developing and retaining talents to sustain organizational competitive advantage.

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

There are shortage of talented employees within organizations due to talent management. Generally in African, The African Association for Public Administration and Management (AAPAM) found that African continent has not been able to recruit and retain well-trained and skilled personnel due to several challenges which include, among others, poor compensation, and an uncompetitive working environment (AAPAM, 2008). These factors hence lead to low organizational productivity which has inhibit the role that talent management play on organizational performance. The foregoing raises the question as to what role does talent management play on organizational performance? This study therefore seeks to investigate into the role of talent management on organizational performance focusing on Ghana Revenue Authority.

2.0 LITERATURE REVIEW

2.1 Talent and Talent Management

Talent as a term is referenced to ancient Greeks and Biblical times, setting out as a measure of weight, moving on to a unit of money, and later as a person's value or natural abilities (Michaels et al., 2001). According to Silver and Dowell (in press) cited in Koranteng (2014), talent in organizations refers to three distinct features. Firstly, talent refers to an individual's skills, knowledge and general abilities which factors into account what the individual has done and is capable of doing. Secondly, talent refers to a specific person, knowledge and skills. This is often expressed in statements such as she is a talent. Lastly, talent refers to a group. In groups, talents refer to a cluster of employees who are distinctive in their knowledge, skills, and abilities in a specified or technical area. However, in some organizations the talent may refer to the entire employee population (Lewis & Heckman, 2006; Silzer & Dowell, in press).

Armstrong (2009) posited that talented people possess special gifts, abilities and aptitudes which enable them to perform effectively.

Talent management as juxtaposed with talent as such relates to the process of identifying, developing, recruiting, retaining and deploying those talented people (Armstrong, 2009). The CIPD (2009), saw talent management as 'the systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organization'.

2.2 Practices and Approaches to talent management (Individual versus systems level, strategic focus)

According to Dessler (2011), talent management requires coordinating several human resource activities, in particular, workforce acquisition, assessment, development, and retention. Human Capital Institute (2008), also examined related current 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. On the other hand, Armstrong (2006) further looks 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 Ringo et.al (2008), the application of talent management practices makes a difference in organizational 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, in addition to applying notable number of talent management practices overall. According to Smith and Lubitsh (2007), a research into the talent management practices of leading organizations was undertaken within four global businesses and one of the key findings from this research report is that leading organizations view TM as a strategic priority and an important long-term investment that needs reviewing, refining and reinvention as needs and

priorities change. Ringo et al, (2008) confirms that many organizations believe that effective talent management practices can be a critical source of differentiation in today's highly competitive, global integrated economy. Other studies done show that companies with established talent management capabilities achieve improved quality, speed and skills (Gabdossy Kao, 2004; Tansley et al., 2007), higher innovation ability (Kontoghiorghes & Frangou, 2009; Sullivan & John, 2009; Tansley et al., 2007), a higher job satisfaction among employees if they are given career and development perspectives (Mac-Beath, 2006; Steinweg, 2009) and above all, a higher retention rate of employees overall and of talent in particular (Di Romualdo et al., 2009; Sebald et al., 2005; Tansley et al., 2007; Yapp, 2009).

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

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

Collings and Mellahi (2009) defines strategic talent management as activities and processes that involve the systematic identification of key positions competitive advantage which differentially contribute to the organization's sustainable, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization. This definition essentially integrates the recent conceptual progression in talent management. Notable among them is the work of Huselid et al., (2005) and Boudreau and Ramstad (2005) who distinctively separates between jobs or roles within organizations, and in particular, an augmented focus on key positions alongside talented individuals, who have the potential to differentially impact the competitive advantage of a firm. Managing talent in organizations strategically does not focus on the human resources at the initial stage but rather on the set organizational goals and objectives (Cappelli, 2009).

The strategic approach to talent management lays emphasis on the macro analysis which centers on systems-level issues rather than on the micro approach which focuses on the analysis of the individual level talent. The underlining premise of this approach is that the performance of talent in organizations is largely because of factors such as the leadership, team membership, technology, internal network, training and also processes and systems in which they operate. Without these processes and systems it will be very difficult for those classified as talents or high. Lengnick-Hall and Andrade (2008) second, demonstrating that a staffing system is needed to offer the required talent supply and movement to achieve organizational objectives. But as also noted by Lengnick-Hall and Andrade (2008), with reference to Von Bertalanffy (1974): optimizing sub-systems (that is, doing each part well separately) does not maximize organizational system performance; what is needed is the integration of subsystems to accomplish desired organizational goals.

Indeed for Talent Management to be considered a strategic activity, its value to the bottom line must be demonstrated (McDonnell, 2011). Vance and Vaiman (2008) conclude that 'if talent management is to make a significantly new contribution ... it must hold a more clear link with strategic human resource management (Boudreau and Ramstad 2005; Wright and Haggerty 2005)'. While most researchers take business strategy as the starting point with talent and HR aligning with strategy (McDonnell 2011; Silzer and Dowell, 2010), some (Boudreau and Ramstad, 2005; Lewis and Heckman, 2006) go further, arguing that for TM to be strategic, it must utilize talent investments that open new opportunities. Also Silzer and Dowell (2010) observed a 'significant paradigm shift for HR to strategic talent management' in which the emphasis was significantly different from traditional talent management.

3.0 METHODS AND MATERIALS

The target population consisted of all management and staff members of Ghana Revenue Authority, Sunyani. The study had a population size of seventy people. However, a sample size of fifty was used for this study. Simple random sampling was used for this study. Simple random sampling was used to select the entire management and staff members of Ghana Revenue Authority, Sunyani because it ensures that each member of the target population had an equal and independent chance of being included in the sample. To achieve the aim of this research, both primary and secondary data was used during the research process. Primary data was gathered by administering questionnaires. Secondary source on the other hand comprised mainly published text books, examination malpractice publications as well as web sites. This data also helped in the study as it was readily available and was usually quite inexpensive.

Both quantitative and qualitative data were used for the study. The qualitative data from secondary sources was analyzed using content analysis and logical analysis techniques. Frequency distribution and percentages was used for the quantitative data analysis to determine the proportion of respondents choosing the various responses. Data obtained from field was coded into Statistical Package for Social Sciences (SPSS). Descriptive analysis factors like frequency tables, mean scores and percentages were generated and their interpretations thoroughly explained. The statistical tool appropriate for the analysis of data is the simple linear regression. This helps to identify the correlation between talent management and organizational performance.

4.0: Empirical Discussion and Analysis

4.1.1 Distribution of Sample respondents by Gender

Table 4.1: Gender

Gender	Frequency	Percentage
Female	18	64.00
Male	32	36.00
Total	50	100

(Source: Field survey: June, 2016)

Results from Table 4.1 showed that most of the employees who participated in the study were males as they constitute 32.0% of the total respondents. On the other hand, 18.0% of the respondents were females. It could therefore be deduced that, employees at Ghana Revenue Authority are predominantly males.

4.1.2 Educational level of Respondents

The educational background of respondents is presented by table 4.2 as follows.

Table 4.2 Educational level

Education	Frequency	Percentage
HND	18	36
Degree	28	56
Post graduate / Masters	4	8
Total	50	100

(Source: Field survey: June, 2016)

From Table 4.2 above, it could be shown that majority of the respondents are first degree and HND holders respectively. Thus, 56.0% of the employees representing 28 have first degree qualifications while 36.0% employees(18) are second degree holders. However, 8% of the respondents with the frequency of 4 have masters. It could be deduced that, Ghana Revenue Authority do recruit individuals with good educational qualifications to serve in different capacities. The authority therefore seems to have qualified personnel at post to achieve its organizational goals.

4.1.3: Years of working

Table 4.3: Years of working

Years	Frequency	Percentage (%)
1-5 years	20	40.0
6-10 years	26	52.0
11-15 years	4	8.0
16+	0	0
Total	50	100.0

(Source: Field survey: June, 2016)

From Table 4.3 above, it can be seen that respondents who have served for 6-10 years representing 52.0% form the majority whilst 40.0% of the respondents have served for between 1-5years. The remaining respondents who have served within the range of 11-15years make up 8.0%. However, none of the respondents fell at 16+ of service at Ghana Revenue Authority. The result implies that the authority has good Human Resource policies in place which has resulted in its ability to attract and retain competent staff.

4.1.4 Respondents view on Talent management policies at Ghana Revenue Authority

Table 4.4 Talent Management Policies

Talent management policies	Mean score
Periodic training and development of staff	1.76
Staff motivational system	1.57
Career guidance and counseling	1.43
Daily employee appraisal	1.37
Effective succession planning	1.51

(Source: Field survey: June, 2016)

From Table 4.4 above, it could be deduced that, the most prominent talent management policy at Ghana Revenue Authority, Sunyani branch is periodic training and development of staff since it had the highest mean score of 1.76. The second most prominent talent management policy involves staff motivational system which had a mean score of 1.57. With a mean score of 1.51, the third talent management policy initiated is effective succession planning. Further, career guidance and counseling was the fourth most prominent talent management policy with a mean score of 1.43. Daily employee appraisal was the least talent management policy at Ghana Revenue Authority, Sunyani branch with a mean score of 1.37. These talent management policies seems to be typical human resource functions, practices and activities as affirmed by Iles et al., (2010) who interpret talent management as typical human resource functions, practices and activities. Some of the policies highlighted in the study seems to be similar with that of Lewis and Heckman (2006), who tend to narrow human resource functions down to more specialized Human Resource activities such as recruitment, selection, development and career planning.

4.1.5 Methods and practices employed in managing talents of employees

Table 4.5 Ways of identifying talents

How talent are identify	Mean score
Talent management programs	2.08
Referrals	1.94
Recommendations	2.02
Job performance	1.92
Effective recruitment and selection process	2.20

(Source: Field survey: June, 2016)

The study wanted to have an in-depth knowledge on the methods and practices employed in managing the talents of employees. Respondents were also asked about how talents are identified. It is quite clear from Table 4.5 above that the most prominent way of identifying talents was through effective recruitment and selection process. This was indicated by the highest mean score of 2.20. The second most prominent way of identifying talents with a means score of 2.08 was the initiation of talent management programs. The third most prominent way of identifying talents is recommendations which had a mean score of 2.02. Employee referrals which had a mean score of 1.94 constitute the forth way. The least way of identifying talents by the study was job performance which had a mean score of 1.92.

4.1.6 How often employees talents are developed

The views of respondents on how often the talents of employees are developed are presented in Table 4.6.

Table 4.6 How often employees talents are developed

How often employee talents are developed	Mean score
Annually	3.30
Quarterly	1.78
Monthly	3.24

(Source: Field survey: June, 2016)

It can be observed from Table 4.6 above that majority of respondents with the highest mean score of 3.30 indicated that employees talents are developed annually, followed by monthly with the mean score of 3.24. The least was quarterly with the mean score of 1.78.

4.1.7 The level of agreement of respondents about the extent to which Ghana Revenue use talents.

In terms of the level of agreement about the extent to which Ghana Revenue use talents, it is evident from the Table 4.7 above that 76% declared their level of agreement as agreed while 24% chose strongly agreed. None depicted strongly disagreed or disagreed. This portrays how well Ghana Revenue Authority uses their talents.

Table 4.7 Level of agreement about the extent to which Ghana Revenue use talents

Levels	Frequency	Percentage
Strongly agree	12	24
Agree	38	76
Disagree	0	0
Strongly disagree	0	0
Total	50	100

(Source: Field survey: June, 2016)

4.1.8 Respondents view on how often employees' benefits from talent management

Table 4.8 How often employees benefit from talent management

How often employees benefit from talent management programs	Mean score
Monthly	2.44
Three months	1.92
Six months	1.84
Yearly	2.36

(Source: Field survey: June, 2016)

The study went further to find out how often employees benefit from talent management programs as presented in table 4.8 above. The most prominent was monthly with the highest mean score of 2.44. The second most pertinent response on how often respondents benefit from talent management programs was yearly which had a mean score of 2.36 followed by three month with a mean score of 1.92. The least was six months which had a mean score of 1.84.

4.1.9 Respondents opinion on Talent management practices at Ghana Revenue Authority

Table 4.9 Talent management practices at Ghana Revenue Authority

Practices	Mean score
Effective motivation of talented employees	1.44
Regular training and development of talented employees which actively create developmental opportunities for subordinates	1.52
Effective recruitment and selection process for talents	1.48
Succession planning and career guidance	1.72
Performance management	1.32

(Source: Field survey: June, 2016)

Concerning the major practices employed in managing the talents of employees at Ghana Revenue, Table 4.9 above gives vivid statistic. From Table 4.9, the practice with the highest mean score of 1.72 was succession planning and career guidance while regular training and development of talented employees which actively create developmental opportunities for subordinates was the second most prominent practice with a mean score of 1.52. The third practice was effective recruitment and selection process for talents which had a mean score of 1.48 followed by effective motivation of talented employees with a mean score of 1.44. The least practice was performance management with a mean score of 1.32. This study seems to be in agreement with Armstrong (2006), who looks at the practices of talent management as the resourcing strategy, attraction and retention policies and programs, talent audit, role development, talent relationship management, performance management, total reward, learning and development and career management. These practices can help Ghana Revenue Authority to be competitive as attested by Kagwiria (2013), who posited that talent-management practices can create the most permanent competitive advantages, new technologies and innovations can be easily be replicated by competitors and generate only temporary competitive advantages.

4.1.10 Respondents view on the role of talent management

Table 4.10 Role of talent management

Role of Talent Management	Mean score
Talent management gives understanding on how employees can be more effective in their roles or how organization can help them address their work-life balance challenges	1.44
Talent management inject capabilities that are very difficult for competitors to benchmark and replicate.	1.32
Talent management enhances in building winning teams with competent and experienced which solve problems or weaknesses	1.48
Talent management provide an opportunity to help employees achieve their personal best.	1.72
Talent management reduces employee attrition	1.52
Talent management provide employees with satisfaction, learning and growth.	1.90

(Source: Field survey: June, 2016)

From Table 4.10 above, it is evident that the most prominent role of talent management was that it provide employees with satisfaction, learning and growth (Mean Score =1.90). The second most prominent role of talent management was it provides an opportunity to help employees achieve their personal best (Mean Score =1.72). The third most prominent role of talent management was that it reduces employee attrition (Mean Score =1.52). The forth most pertinent role of talent management was that it enhances in building winning teams with competent and experienced which solve problems or weaknesses (Mean Score =1.48).The fifth most prominent role of talent management was that it gives understanding on how employees can be more effective in their roles or how organization can help them address their work-life balance challenges(Mean Score =1.44).The least most prominent role of talent management was that it inject capabilities that are very difficult for competitors to benchmark and replicate (Mean Score =1.32).

4.1.11 Measures that should be put in place to manage talents of employees

Table 4.11: Measures that should be put in place to manage talents of employees.

Measures	Mean score
Improvement in working conditions	1.80
Developing and effectively updating talent management policies and practices	2.10
Management must be well committed to talent management work	1.60
Effective motivation, recognition and retention strategies	1.92
Building a competency models to create a shared understanding of the skills and behaviours the organization needs and values in employees.	1.90

(Source: Field survey: June, 2016)

According to Table 4.11, the most prominent measure to be put in place to manage employee talent at Ghana Revenue Authority, Sunyani was by developing and effectively updating talent management policies and practices (Mean Score=2.10). The second most prominent measure to be put in place to manage employee talent was effective motivation, recognition and retention strategies (Mean Score=1.92). However, the third most prominent measure to be put in place to manage employee talent was involvement of employees in decisions about the development of their talents (Mean Score=1.90). Further, the fourth measure to be put in place to manage employee talent was improvement in working conditions (Mean Score=1.80). The least measure to be put in place to manage employee talent was that management must be well committed to talent management work (Mean Score=1.60).

4.2.12 The role of talent management on organizational performance.

Table 4.12: Summary of simple linear regression for the relationship between role of talent management and organizational performance

Variables	R-square	β-value	Model Fit	p-value
Role of Talent Management				
Age of Respondent		0.0043	0.530	0.530
Sex		0.0241	0.550	0.550
On Organizational Performance	0.629	1.256	0.000	0.000

(Source: Field survey: June, 2016)

The R-square value displayed in the table shows that 62.9% of the variation in the dependent variable (role of talent management) is explained by the independent variable (organizational performance). However, the model fit value of 0.000 was significant in the sense that it independent variable has a tendency of predicting the dependent variable. The co-efficient of the regression model which was 1.256 shows the direction of relationship existing between the role of talent management and organizational performance. The finding of the study showed a significant positive relationship between talent management and organizational performance (β -value=1.256, p-value=.000). This is an indication that, as talent management increases, organizational performance also tends to increase and vice versa.

This finding is to some extent in congruence with Kagwiria (2014), who conducted a research on the effect of talent management on organizational performance by targeting 534 managers in Nairobi Security Exchange. The results indicated that talent management had a positive and significant influence on organization performance. In addition, Ballesteros et al. (2010), revealed that 73% of Executives in USA agrees on the positive relationship between talent management and business strategy to obtain the success of the organizations. This portrays talent as typically the single biggest lever for driving improvements in business performance (Heimene et al, 2004).

5.0 Conclusion and Recommendations

This study has delved into the role of talent management on organizational performance. Based on the findings of the study it is clear that, talents management play a significant role on organizational performance. This declares how imperative and germane organizations should involve themselves in talent management to increase organizational performance. Therefore, talent management should be pursued any organization to enhance or improve its performance.

Based on the findings, the study recommends the following:

- Ghana Revenue Authority should always upgrade their policies and practices about their talent management system in order to come out with an effective ways to always retain and enhance the talents of the employee.
- Ghana Revenue Authority should continuously invest in their talents since talent management is a long term and ongoing initiative for both present and future gain.
- The study recommends that organizations should offer favorable working conditions to their employees as the best talented employees who contribute to good organizational performance. This will prevent poaching of their workers by other organizations.

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