
Talent Management Practices at the Cape Coast Technical University in Ghana

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Abstract: *Descriptive design was used to examine talent management strategies at Cape Coast Technical University (CCTU) in Ghana. A census was conducted for all the employees (90) in the HR department of CCTU. Questionnaire was administered to respondents and data was analysed descriptively using frequency and percentages with the aid of SPSS version 25. Although staff of the HR offices were not sure whether PTMP is restricted to recruiting the right staff at the right time or not, the CCTU appears to have considered the appropriate processes in its talent management practices. Also, the CCTU has proper system of rewarding and promoting its talented individuals or staff to ensure team working spirit and higher performance through the use of base pay, provision of benefits to supplement cash compensation, provision of personal and professional growth opportunities to employees and the creation of positive work environment to retain key talent. Even though the CCTU does not accept the three key components of talent management strategies, CCTU has good and perhaps effective strategies in place to ensure a competitive positioning through recruitment, mentoring and performance management and retention strategies such as changing hiring practices, employer branding, employee engagement, and exit interview. Difficulty in training and development of talented staff, ineffective leadership and employee turnover were challenges confronted by CCTU in its talent management. This notwithstanding, job cut in talent recruitment was not a problem confronting the CCTU. It is recommended that management of CCTU should reconsider the view that the process of talent management is restricted to recruiting the right staff at the right time. Moreover, management of CCTU should factor in the three key components of talent management strategies in addition to the strategies already adopted.*

Keywords: *Talent Management Practices, Cape Coast Technical University, Human Resource Management, Staff.*

1. INTRODUCTION

Organizations worldwide are grappling with heightened competition driven by globalization, technological advancements, and evolving market dynamics (Tarique & Schuler, 2010). In this landscape, attracting and retaining skilled employees is paramount for sustained success (Farndale et al., 2009). Talent Management (TM) emerges as a critical process encompassing recruitment, assessment, development, and retention of employees, crucial for achieving strategic objectives and enhancing organizational performance (Cheese et al., 2009). Despite its recognized importance, many organizations historically compartmentalized HR functions, lacking cohesive TM strategies aligned with overarching business goals (Cappelli, 2008).

Effective TM is increasingly acknowledged as a competitive advantage, necessitating strategic alignment with organizational objectives (Iqbal et al., 2013). TM strategies such as talent identification, development, and retention are pivotal for addressing talent shortages and navigating demographic shifts (Deloitte, 2010). This holds true across various sectors, including higher education, where TM practices are evolving amidst changing educational policies and managerial approaches (Gosling et al., 2009). The integration of TM principles within educational institutions presents an opportunity to enhance innovation and competitiveness while addressing the challenges posed by shifting demographics and increasing demands for accountability (Tarique & Schuler, 2010).

The evolving landscape of higher education underscores the need for a strategic approach to TM, moving away from traditional structures towards more agile and efficient systems (Jones et al., 2012). This shift requires universities to reevaluate their HR systems from a TM perspective and align organizational structures with strategic objectives (Drew, 2006). By investigating TM practices at the technical university level, organizations can better understand and address the talent management challenges unique to the educational sector, ultimately enhancing their ability to adapt and thrive in a competitive environment.

Strategic human resource management, including talent management, is crucial for organizational success, as it aligns staff with strategic objectives. In universities, talent management encompasses academic, administrative, and managerial roles and requires attention at both university and departmental levels (Goodall, 2009; Lewis & Heckman, 2006). While research is a key aspect of universities, its direct impact on undergraduate education is uncertain, but it heavily influences university rankings and funding (Winter, 2009; Yelder & Codling, 2004). The Cape Coast Technical University (CCTU) in Ghana, is one of ten technical universities in the country, aims to provide quality vocational education for national development. However, talent management practices in Ghanaian technical universities remain underexplored compared to developed countries (Jones et al., 2012). Therefore, this study focuses on CCTU to understand its talent management practices, particularly in alignment with strategy, metrics, and management. By addressing these issues, the study aims to shed light on talent management's role in the Cape Coast Metropolis, examining practices, rewards, strategies, and challenges at CCTU.

2. RELATED WORKS

Bayyoud and Sayyad (2015) assessed talent management TM in Palestine. They found a key missing factor for talent management in Palestinian companies. Better product quality, system efficiency resolutions to problems, and innovation for growth can only be best achieved when the human factor in companies are best managed. Moreover, they found that talent management facilitated talent flexibility and enables the rapid growth of the business, ensuring rapid alignment with the requirements established by business leaders as the company evolved.

Bethke-Langenegger, Mahler and Staffelbach (2011) investigated the effects of different types of TM strategies on organisational performance. They used a detailed dataset of 138 Swiss companies and found that talent management focusing on retaining and developing talents has a statistically significant positive impact on human resource outcomes such as job satisfaction, motivation, commitment and trust in leaders. Moreover, TMP with a strong focus on corporate strategy have a statistically higher significant impact on organisational outcomes such as company attractiveness, the achievement of business goals, customer satisfaction and, above all, corporate profit.

The study by Orwa and Njeri (2014) aimed at examining how organizational culture affect TM, determined how career management influenced talent management, assessed how the reward system affect talent management and evaluated how the working environment affects talent management. The study adopted descriptive survey research design. A stratified random sampling technique was used to select 61 out of 159 management employees. Semi structured questionnaire was the major research tool used in study. Quantitative and qualitative data were analyzed using multiple regression and content analysis respectively. The study found that organizational culture was a key challenge facing talent management. Other challenges affecting talent management were career management, reward system and working environment.

Mtshali, Proches and Green (2018) examined the challenges that inhibit the implementation of the talent management process at a public electricity utility company in Southern Africa. A qualitative research approach and purposive sampling was used. In-depth, semi-structured interviews were conducted with 14 respondents. The findings reveal the importance of implementation and leadership commitment to talent management.

3. METHODOLOGY

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose. It constitutes the blueprint for the collection, measurement and analysis of data (Dutton, 2014). Descriptive-survey research was used to evaluate talent management strategies at Cape Coast Technical University (CCTU) in Ghana. All CCTU staff were studied, with an emphasis on the HR department's 90 employees. Since HR staff number was manageable, a census approach was used to ensure

data coverage and questionnaire was administered to them. The questionnaire covered socio-demographics, strategically significant positions, talent reward and advancement, talent management integration into daily operations, and talent management issues. Pretesting of the questionnaire was carried out on other respondents at the University Cape Coast in the Central Region because of their homogeneity with the Cape Coast Technical University to ensure clarity and coherence before actual data collection exercise. Editing, coding, and cleaning data were done in SPSS Version 25. CCTU talent management was described using frequency tables, and crosstabs. Consent and confidentiality pledges from responders were crucial to ethics and all the respondents signed the consent form before taken part in the study.

The study organisation is the Cape Coast Technical University was established in 1984 as a second cycle institution. In 1986, it operated under the administration of Ghana Education Service to offer intermediate courses leading to the award of non-tertiary certificates. In 1992, the University was upgraded to tertiary level by PNDCL 321 to run programmes for the award of the Higher National Diplomas. The new Polytechnic Act of 2007, Act 745 has given the University the mandate to run degree programs. Cape Coast Technical University is situated about 5km from the Pedu Traffic Lights off the main road linking Cape Coast and Twifu Praso. The vision of Cape Coast Technical University is to be a leading Technical University in Ghana that offers high quality career-oriented vocational and technical education for national development. As enshrined in their motto “Nyimdzee na Nkyerekwere ma Nyansa” literally explained as “Knowledge and Education culminate in Wisdom,” CCTU has as its mission to provide increasing access to tertiary education for all people who have a yearning to acquire a hands-on training for academic and professional excellence. This provides the reason for choosing this metropolis as the study area for this research.

4. RESULTS AND DISCUSSIONS

Processes of Talent Management Practices

Issues regarding the processes of talent management practices at CCTU are discussed in this section. Overall, 54 percent constitute responses from the senior staff while the remaining 46 percent were from senior members throughout the subsequent tables. Table 2 shows that, on the whole, a little more than half (51%) of the respondents were undecided (neutral) on the statement that talent management process (TMP) is not restricted to recruiting the right candidate at the right time at CCTU. However, 28 percent among them strongly disagreed while 11 percent agreed. Among those who neither agreed nor disagreed (neutral), 53 percent were senior staff. This implies that most of the HR are not sure whether TMP is restricted to recruiting the right candidate at the right time or not. This may be due to the fact that more than half of the respondents had worked for less than 3 years and therefore, not well aware of the process of talent management in CCTU.

Majority (62%) of the respondents strongly agreed that at CCTU, TMP implies the ability of managing, competency and power of working employees while only 9 percent disagreed to that. Senior staff agreed to this statement more than senior members (67% and 56%)

respectively. This suggests that HR staff in CCTU are of the view that TMP implies the ability of managing, competency and power of working employee.

Table 2 show that about half (48%) of the respondents agreed that CCTU does not ignore training of employees in its TMP but one-third among them (senior staff and senior members) strongly disagreed whereas 12 percent neither agreed nor disagreed to the statement. It was observed that senior members at the HR in CCTU were more in agreement or support as compared to senior staff (51% and 45%) respectively. However, there were more senior staff than senior members among those who strongly disagreed (37% and 29%) respectively. This implies that CCTU trains and develop its employees for the best performance.

The finding corroborated with that of Koranteng (2014) who conducted a study on talent management's impact on employee retention at ProCredit Savings and Loans Limited in Kumasi and revealed that key talent management practices included employee motivation and regular training and development. Similarly, Azara and Syed (2013) investigated the relationship between employee training and organizational performance among government school teachers in Kotli district and found a significant and positive association between training and organizational performance. Likewise, Poorhosseinzader et al. (2012) conducted a cross-sectional study on Malaysian Multinational companies and found positive and significant relationship between talent development and company success.

Table 2: Processes of Talent Management Practices at CCTU

Scale	Restrictions in TMP			Ability to manage			Employee training		
	Senior Members	Senior Staff	Total	Senior Members	Senior Staff	Total	Senior Members	Senior Staff	Total
Strongly Disagree	22.0%	32.7%	27.8 %	00.0	00.0	00.0	29.3%	36.7%	33.3 %
Disagree	7.3%	2.0%	4.4%	12.2%	6.1%	8.9%	0.0%	2.0%	1.1%
Neutral	48.8%	53.1%	51.1 %	2.4%	0.0%	1.1%	19.5%	6.1%	12.2 %
Agree	17.1%	6.1%	11.1 %	29.3%	26.5%	27.8 %	51.2%	44.9%	47.8 %
Strongly Agree	4.9%	6.1%	5.6%	56.1%	67.3%	62.2 %	0.0%	10.2%	5.6%
Overall	45.6%	54.4%	100.0 %						

Reward and Promotion of Talented Individuals

This part of the chapter presents results and discussions on reward and promotion of skilled or talented individuals at the CCTU. The results in Table 3 show that the majority (78%) of the respondents strongly agreed that CCTU uses payment by time as a reward approach whereas 22 percent remained undecided. These respondents were probably among the respondents who have been in the work for less than 3 years and therefore, not well informed or abreast with such information on reward and promotion issues in CCTU.

Comparatively, there was no difference in the level of responses among both senior staff and senior member who strongly agreed (78%) respectively. This could mean that in its quest to reward and promote staff, CCTU uses base pay (i.e. pay individual employee for a specified amount of time of work on annual basis). This finding which claimed that CCTU uses base pay as a way (reward) to motivate staff to give out their best support the theory of efficiency wage which posit that firms will pay more than market rate because they believe that high levels of pay will contribute to increases in productivity by motivating superior performance, attracting better candidates, reducing labour turnover and persuading workers that they are being treated fairly (Akerlof & Yellen, 1986).

Furthermore, Table 3 show that on the general view, most of the respondents strongly agreed that CCTU uses benefits to supplement the cash compensation they provide to employees as reward while 24 percent strongly disagreed. Most of the senior members were in agreement than those respondents who were senior staff (63% and 51%) respectively. This could also mean that senior members are the top decision makers and therefore know more than the senior staff about rewards and promotion of talented staff.

Baral (2014) underscores the ongoing challenge organizations face in aligning monetary compensation with talent management objectives. Despite this struggle, Baral suggests that organizations, including CCTU, utilize benefits alongside cash compensation to reward talented staff, thereby providing them with both encouragement and security. Similarly, Bibi (2018) investigated the impact of talent management practices on employee performance. The findings revealed a significant positive influence of talent management practices, such as recruitment and selection, coaching and mentoring, and compensation, on employee performance.

Table 3: Reward and Promotion of Talented Individuals at CCTU

Scale	Snr. members	Snr. Staff	Total
Payment by time			
Strongly Disagree	00.0	00.0	00.0
Disagree	00.0	00.0	00.0
Neutral	22.0%	22.4%	22.2%
Agree	00.0	00.0	00.0
Strongly Agree	78.0%	77.6%	77.8%
Overall	45.6%	54.4%	100.0%
Supplement of cash compensation			
Strongly Disagree	22.0%	26.5%	24.4%
Disagree	4.9%	10.2%	7.8%
Neutral	2.4%	2.0%	2.2%
Agree	7.3%	10.2%	8.9%
Strongly Agree	63.4%	51.0%	56.7%
Growth opportunities			
Strongly Disagree	22.0%	10.2%	15.6%
Disagree	14.6%	18.4%	16.7%

Neutral	7.3%	8.2%	7.8%
Agree	7.3%	14.3%	11.1%
Strongly Agree	48.8%	49.0%	48.9%
Positive work environment			
Strongly Disagree	0.0%	2.0%	1.1%
Disagree	9.8%	10.2%	10.0%
Neutral	7.3%	4.1%	5.6%
Agree	4.9%	6.1%	5.6%
Strongly Agree	78.0%	77.6%	77.8%

About 49 percent of the staff at HR strongly agreed that providing personal and professional growth opportunities to employees is an essential part of any reward strategy in CCTU contrary to close to 20 percent (17% and 16%) who disagreed and strongly disagreed respectively. This implies that both senior staff and senior members are strongly of the view that providing personal and professional growth opportunities to employees is an essential part of reward strategy in CCTU. This is consistent in a study by Rao (2010) who also reported that these growth opportunities can be skills acquired on the job as well as formal training programmes valued by the employees that also serve the organisations strategic needs.

Finally, on reward and promotion of talented staff, the results in Table 3 indicate that majority of the respondents strongly agreed that positive work environment is provided in CCTU to retain key talent. This was opposed by 10 percent among the respondents who disagreed. Moreover, 6 percent neither agree nor disagreed. It could therefore, be said that positive work environment is a key factor in retaining key talent in CCTU. This could also imply that team working spirit among staff at CCTU is ensured. This finding is contrary to that of Kwarteng (2014) who identified employee talent for development and retention among radio stations in Kumasi. He found that there was absence of needed support to get job done, thus, unfriendly environment to promote effective and efficient production. This difference was due to the fact that majority of the radio stations in Kumasi do not have HR manager who facilitates in creating the favourable environment to promote effective and efficient production. Also, there are different type of staff in the radio stations that permit serious competition as compared to staff at CCTU.

Strategies in Talent Management Practices

With regards to this, issues regarding the Strategies in Talent Management Practices at the CCTU are analysed and discussed with references to empirical literature. From Table 4, 51 percent of the staff at HR offices of the CCTU strongly agreed that at CCTU, mentoring and performance management are important whereas 17 percent strongly disagreed. It can also be observed that 12 percent of them neither agreed nor disagreed to the same statement. In addition, whereas most of the senior staff were in agreement more than senior staff (52% and 49%) respectively, the same proportions of both senior staff and members strongly disagreed (17%) respectively.

This pre suggests that CCTU considers mentoring and performance management as very important in strategies of talent management practices in order to achieve competitive position and increase in productivity. On the whole, most (57%) of the respondents strongly agreed that recruitment forms part of the talent management strategies in CCTU while 11 percent disagreed. Recruitment, along with talent attraction and retention, was ranked as the top concern for organisations by Deloitte (2005) in their Global talent pulse survey, which included 1,396 HR professionals.

Additionally, compared to their senior members, more senior staff members strongly agree with the statement. This shows that CCTU's talent management policies prioritise recruitment. Within an organisational setting that prioritises talent management, Rani and Joshi (2012) discuss the proper management of recruitment and selection, a traditional function of HRM, need to be managed in an organisational context that has the focus on talent management.

Table 4: Strategies in Talent Management Practices at CCTU

Scale			
Mentoring and performance management	Snr. members	Snr. Staff	Total
Strongly Disagree	17.1%	16.7%	16.9%
Disagree	14.6%	16.7%	15.7%
Neutral	17.1%	8.3%	12.4%
Agree	2.4%	6.3%	4.5%
Strongly Agree	48.8%	52.1%	50.6%
Overall	45.6%	54.4%	100.0%
Recruitment	Snr. members	Snr. Staff	Total
Strongly Disagree	12.2%	8.3%	10.1%
Disagree	9.8%	12.5%	11.2%
Neutral	19.5%	14.6%	16.9%
Agree	2.4%	6.3%	4.5%
Strongly Agree	56.1%	58.3%	57.3%
Hiring practices, branding and engagement	Snr. members	Snr. Staff	Total
Strongly Disagree	00.0%	00.0%	00.0%
Disagree	31.7%	16.7%	23.6%
Neutral	4.9%	8.3%	6.7%
Agree	9.8%	6.3%	7.9%
Strongly Agree	53.7%	68.8%	61.8%
Key components of TMS	Snr. members	Snr. Staff	Total
Strongly Disagree	58.5%	72.9%	66.3%
Disagree	14.6%	10.4%	12.4%

Neutral	9.8%	14.6%	12.4%
Agree	12.2%	0.0%	5.6%
Strongly Agree	4.9%	2.1%	3.4%

Table 4 show that majority (62%) of the selected staff strongly agreed that changing hiring practices, employer branding, employee engagement, and exit interview are some of the strategies in talent management at CCTU but 24 percent among them disagreed. As observed earlier, senior staff were proportionally more than senior members to strongly agree to the statement (69% and 54%) respectively. Changes to hiring processes, employer branding, employee engagement, and departure interviews are all part of CCTU's personnel management methods, which means they factor in retention efforts. Similarly, Lalitha (2012) proposed a number of retention tactics, such as rethinking hiring procedures, establishing an employer brand, implementing talent management, encouraging employee engagement, and conducting exit interviews.

Curiously, when delving deeper into the data, it becomes clear that 66% of the participants in the survey strongly disagreed with the statement that internal and external talent development, talent engagement, motivation, and retention make up the three essential components of CCTU's TMS, while just 6% concurred. In keeping with the preceding trend, a higher percentage of senior staff members (72%) strongly disapproved than senior members (59%). It appears that CCTU does not place a high value on the three components mentioned in its personnel management policies and practices. Talent identification, internal and external talent development, talent engagement, motivation, and retention are the three main components of talent management strategies (Rani & Joshi, 2012). These strategies are designed to support the current and future growth directions and objectives of the organisation.

Challenges in Talent Management Practices

Talent management practices encountered distinct challenges on a global and local scale in their efforts to enhance employee performance (Ariss, 2014). Challenges in talent management practices at the CCTU are analysed and discussed. Generally, 76.4 percent of the respondents strongly disagreed that job cut in talent recruitment is a problem confronting the CCTU while only 5 percent strongly agreed. Table 5 further show that 15 percent of the respondents could not indicate their agreement or disagreement on the statement. There was a slight difference in the responses given by senior staff and members on the level of their disagreements (79% and 73%) respectively.

From the results, it appears job cut in talent recruitment is not regarded as a problem confronting the CCTU in its talent management practices. This is also because institution like CCTU normally request for financial clearance to hire staff as at when the need arise and the skills of such individual is seriously needed. On the contrary, Chaudhary (2008) found job cut as a constraint to talent management practices and suggested that, worldwide, layoffs became more common as a result of the economic slump. As a result, companies kept key employees and fired others.

From Table 5, more than half (54%) of the respondents strongly agreed that training and development of staff or talented individuals was a challenge whereas about one-tenth (9%) strongly disagreed. Senior members were more likely than senior staff to strongly agree. It can be mention here that one of the challenges faced by the CCTU in the talent management practice is difficulty in training and development of talented individuals or staff. This was also confirmed in a study by Collings (2016) who revealed that training and development of the new and old workers is always challenging task. This is due to the fact that training of each employee is a cost to the organization. Collings (2016) argued that talent management approach will struggle to boost the stake of contractual or project workers because training and development are always continuing.

Table 5 showS that most (56%) of the study's selected respondents strongly agreed that ineffective leadership is a problem to talent management at CCTU but 17 percent disagreed to that. This result suggests that ineffective leadership is recognised as a challenge at CCTU. Kwarteng (2014) conducted a study to identify employee talent for development and retention among radio stations in Kumasi. He found that there was absence of human resource managers in most of the various radio stations in Kumasi. Kwarteng (2014) found that employers do not need HRM because they did not execute any specific functions above and beyond functional managers. This led to weak radio station leadership. If the organisation has poor leadership, employees will not be guided in talent development.

Majority (62%) of the respondents strongly agreed that employee turnover is a constraint in talent management at CCTU while only 10 percent strongly disagreed. Therefore, employee turnover in CCTU is due to voluntary action.

The results in Table 5 reveal that most of the senior staff strongly agreed as compared to senior members. This again, suggests that employee turnover is a key challenge in talent management at the CCTU. It could be inferred from the literature that high employee turnover can adversely affect the CCTU productively. A related finding by Scullion et al. (2010) is that when people depart, the company must begin the talent management process all over again. Loss of managerial or executive-level staff makes it much more difficult. Subsequently, the company must promptly locate suitable substitutes. Additionally, they state that a company may face significant staff turnover rates if talent management is not effectively implemented.

Table 5: Challenges in Talent Management Practices at CCTU

Scale	Snr. members	Snr. Staff	Total
Job cut in talent recruitment			
Strongly Disagree	73.2%	79.2%	76.4%
Disagree	4.9%	2.1%	3.4%
Neutral	19.5%	10.4%	14.6%
Agree	0.0%	2.1%	1.1%
Strongly Agree	2.4%	6.3%	4.5%
Overall	45.6%	54.4%	100.0%

Difficulty in training and development			
Strongly Disagree	12.2%	6.3%	9.0%
Disagree	2.4%	6.3%	4.5%
Neutral	4.9%	2.1%	3.4%
Agree	19.5%	37.5%	29.2%
Strongly Agree	61.0%	47.9%	53.9%
Ineffective leadership			
Strongly Disagree	19.5%	8.3%	13.5%
Disagree	9.8%	22.9%	16.9%
Neutral	2.4%	4.2%	3.4%
Agree	12.2%	8.3%	10.1%
Strongly Agree	56.1%	56.3%	56.2%
Employee turnover			
Strongly Disagree	17.1%	4.2%	10.1%
Disagree	4.9%	8.3%	6.7%
Neutral	2.4%	6.3%	4.5%
Agree	24.4%	10.4%	16.9%
Strongly Agree	51.2%	70.8%	61.8%

5. CONCLUSIONS

Although, staff of the HR offices were not sure whether PTMP is restricted to recruiting the right staff at the right time or not, the CCTU appears to have considered the appropriate processes in its talent management practices. Moreover, the CCTU has proper system of rewarding and promoting its talented individuals or staff to ensure team working spirit and higher performance through the use of base pay, provision of benefits to supplement cash compensation, provision of personal and professional growth opportunities to employees and the creation of positive work environment to retain key talent. Even though the CCTU does not accept the three key components of talent management strategies (internal and external talent development, talent engagement and motivation and retention), CCTU has good and perhaps effective strategies in place to ensure a competitive positioning through recruitment, mentoring and performance management and retention strategies such as changing hiring practices, employer branding, employee engagement, and exit interview.

The CCTU considers a number of challenges (difficulty in training and development of talented individuals or staff, ineffective leadership and employee turnover) confronting it in its talent management. This notwithstanding, job cut in talent recruitment was not a problem confronting the CCTU.

The following recommendations are made:

Management of CCTU should reconsider the view that the process of talent management is restricted to recruiting the right staff at the right time. This will contribute positively to planning of talent management practices in CCTU. Also, management of CCTU should keep

up its good reward and promoting system and improve upon it to encourage talented individual employees. Moreover, management of CCTU should factor in the three key components of talent management strategies (internal and external talent development, talent engagement and motivation and retention) in addition to the strategies already adopted. This will enhance the implementation of talent management practices at the CCTU. Furthermore, management of CCTU should educate itself on how to confront and resolve its challenges such as difficulty in training and development of talented individuals or staff, ineffective leadership and employee turnover as far as talent management is concerned.

The study suggests that further studies should focus on a qualitative approach to talent management practices by the CCTU.

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