

Organization Culture and Talent Management in State Corporations in Kenya: A case of Kenya Broadcasting Corporation. Bula Hannah Orwa(PhD)¹ & Kireru Jane Njeri²

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Abstract

In today's dynamic, more uncertain and highly competitive global markets, firms are faced with major decisions and challenges in the talent management area. This study is designed to explore core factors affecting implementation of talent management in the public sector with specific reference to Kenya broadcasting corporation. The study is specifically aimed at investigating how organization culture affects talent management implementation. In terms of methodology, descriptive survey research design was adopted. Stratified random sampling technique was used to select a sample of 61 respondents from a population of 159 management employees working at Kenya broadcasting corporation. Semi-structured questionnaire was used to collect data on the key organizational culture and talent management constructs. The completed questionnaires were reviewed for completeness and validity. Apart from career management issues, the main finding from this study was that organizational culture is one of the factors affecting talent management in Kenya broadcasting corporation.

KEY WORDS: Talent Management, Reward Management, State, Corporation, Kenya Broadcasting Corporation, Organization Culture

1 Introduction

In today's rapidly dynamic, uncertain and highly competitive global markets, firms worldwide are facing major decisions and challenges in global talent management (Schuler, Jackson & Tarique, 2011; Scullion, 2010; Tarique and Schuler, 2010). Organizations in the global arena, talent management of knowledge workers and high potentials is of increasing strategic importance.

A report by the Boston Consulting Group (BCG) highlighted talent management as one of five key challenges that was facing the human resource management (HR) profession in the European organizations and, interestingly, that talent management was also one of the areas which the function was least competent in (BCG, 2007). Globally, talent management has variously been cited as one of the key challenges facing organizations in all the major economies and more so in the emerging markets. For example, Gupta (2006) indicated that in the era, where global business was the daily encounter, every employer has to be prepared to meet the future business demands by efficiently handling talent management issues. As a significant predictor of employee and business performance talent management is referred to as integrating new workers, retaining existing and developing workers as well as attracting experienced and qualified persons to work for an organization. According to Joerres and Turcq (2007), opportunities for qualified and talented employees continue to expand and thus the need to promote professional development by organizations charged with the responsibility to build the much needed human resource capacities.

According to Sears (2003), innovations have swept through the world of management during the past two decades; talent management and knowledge management have probably aroused the greatest interest and made the biggest impact. The concept of talent management as a process has ensured that the organization has the talented people it requires only emerged in the late 1990s and now it has been recognized as a major resourcing activity (Armstrong, 2009). The development and implementation of a talent management strategy requires high quality management and leadership from the top and from senior managers and the HR function as suggested (Younger, 2007).

The approaches required involve emphasizing growth from within, regarding talent, development as a key element of the business strategy, being clear about the competences and qualities that matter, maintaining well defined career paths, coaching, taking management development and mentoring very seriously and demanding high performance. According to Pfeffer (2001), fighting the war of talent itself can cause problems. Companies that adopt a talent war mindset often wind up venerating outsiders and downplaying the talent already in the company. According to Armstrong (2009) attraction and retention policies were important elements of talent management for any organization that want to remain competitive. These policies and programmes describe the approach to ensuring that the organization both gets and keeps the talent it needs. Attraction policies leads to

programmes for external resourcing, retention policies are designed to ensure that people remain as committed members of the organization. The outcome of retention policies is a talent flow that creates and maintains the talent pool (Younger, 2007).

1.1 Statement of the Problem

According to a report by Kenya information communication technology (ICT) action network, 2010, Kenya Broadcasting Corporation (KBC) lost 410 highly skilled and talented employees to the local and international competitors between the year 2005 and 2008. This was mainly attributed to low salaries among other reasons. According to Mwaura (2012), KBC suffered a major blow when Royal Media services poached the entire staff of NOSIM FM, a Maasai radio station on February 2012. According to a report by GOK (2010) on strategic planning and economic survey, the public sector was experiencing difficulties in recruitment and retaining employees particularly where they compete with private firms for skilled and talented workers. A survey by BCG (2007) indicated that 87% of all authorities encountered difficulties in recruiting people with professional skills. Specifically,

72% of councils reported skills gap. Globally, OECD Survey (2007) on migration and the brain drain reported that only 20% of authorities had no form of talent management in UK. Organization culture plays a pivotal role in talent management. It can enhance or impede talent management. Talent management being a new concept in most organizations implies that organizational cultures of organizations have not included talent management in their strategic planning and core business agenda. Most organizations have no policies to develop talents in an organization and as such there exists gaps in talent management.

Veiman & Holder (2011) in their research on talent management in the public sector noted that although there was no doubt that talent management plays a greater role within public services, there was however little research and few guidelines on how government in practice can implement effective talent management.. Every organization has top performers employees, the workers who are head of others and shoulders above their coworkers in terms of the value they bring. Finding and keeping those workers by helping them grow in their careers, is a major challenge. Every organization has to align their workers' productivity so it directly supports corporate initiatives. This has therefore created a wide knowledge gap on talent management implementation and hence created a need to conduct a study on factors affecting implementation of talent management in the state corporations in Kenya.

1.2 Objective of the Study

To establish how organization culture affect talent management in the public sector with specific reference to Kenya broadcasting corporation

1.3 Scope of the study

The research study was delimited to organizational culture and talent management in Kenya broadcasting in Nairobi, Kenya. The categories of employees that were targeted for the study included top management, middle management and lower level management staff who are involved in coming up with the cultures of organizations and developing policies for employees development..

2.1 Theoretical framework

2.1.1 McGregor's X-Y Theories

Theory X and Theory Y pertain to employee motivation and have been used in human resource management, organizational development and organizational behavior analysis .An Integrated Human Capital and Talent Management tool is based on such theories and helps organizations to transform their human resource practices Cole(2007).Theory X and Theory Y, created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s, relate to employee motivation and have been used in human resource management, organizational development and organizational behavior analysis. They describe two very different attitudes towards employee's motivation. McGregor suggest that companies should follow either one of these approaches (Otokiti, 2000).

Theory X

In this theory management assumes employees are inherently lazy and will avoid work if they can. Because of this, workers need to be closely supervised and comprehensive systems of control set up. A hierarchical structure is needed, this narrow span of control at every level for effective management. According to this theory employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can (Alloy, 2000).

The managers influenced by Theory X believe that everything must end in accusing someone. They ponder most employees are only out for themselves and their sole interest in the job is to get paid. The employer tends to blame employees in most situations, without questioning the systems, lack of training or poor policies which could be the real cause of failures (Capel, 2005).

Managers that subscribe to Theory X tend to take a rather pessimistic view of their workers. Theory X manager states that it is the manager's job to structure the work and energize the worker. The line of thought is that Theory X managers naturally adopt a more authoritarian style based on the threat of penalty. Critics believe that a Theory X manager could be an impediment to employee morale & productivity (Cole, 2007).

2.1.3 Theory Y

Management influenced by this theory assumes that employees are self-motivated, ambitious and anxious to accept greater responsibility and exercise self-control, empowerment, self-direction, autonomy. Management believes that employees enjoy their Job. They believe that, granted a chance, employees have the desire to be creative at their work place and become ambitious. There is chance for greater productivity by giving employees the freedom to perform to the best of their abilities without being bogged down by rules of the organizations (Aloy, 2000),

Theory Y manager believes granted the right conditions, most people will want to do well at work and that there is a pool of unused creativity in the labor force. The scholars believe that the satisfaction of doing a good job is a strong motivation in itself. Theory Y manager remove the barriers that prevent workers from fully actualizing themselves .Many people interpret Theory Y as a positive set of assumptions about workforces (Madumere, 2000).

Theories X and Y seem to represent unrealistic extremes. Most employees (including managers) fall somewhere in between these poles. Recent research have questioned the rigidity of the model, yet McGregor's X-Y Theories remain guiding principles to the management to evolve processes which aid in organizational development. A mix of practices which ensure a good of systems and the freedom to perform at the work place is likely to motivate the employees more. The practices call for induction of technology into HR (NyiAkeke, 2005).

2.2 Empirical Review

A research carried out by AlicjaMiś (2007) to diagnose the status of the talent management practice in Polish companies, received replies from 36 companies, including predominantly private firms (29), 14 of them had a share of foreign capital. 7 of the firms surveyed are small, employing up to 50 people; 10 are medium-sized companies employing from 50-250 people and 19 are larger companies with a number of employees of over 250. The result of the research indicated that, in over 50% of the companies diagnosed, problems of talent and talent management were included in the company's strategy. Research on talent management in a changing business environment based on interviews with 540 managers carried out by Kniveton (2004) indicated that younger managers were more oriented towards their own skills and what they could contribute, whereas older managers were more inclined to be aware of the limitations of their role in the organization. It was stressed that this difference needed to be taken account of by those involved in career planning within organization.

2.2.1 Organization Culture

The CEO is the catalyst in strategic management and is most closely identified with and

ultimately accountable for a strategy's success. In most firms, CEOs spend 80% of their time in developing and guiding strategy (Armstrong, 2007). The nature of the CEO's role is both symbolic and substantive in strategy implementation. First, the CEO is a symbol of the new strategy. The CEO's actions and perceived level of commitment to a chosen strategy, particularly if the strategy represents a major change, exerts significant influence on the intensity of subordinate managers' commitment to the implementation process (Michael, 1998).

The firm's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its CEO's. The CEO represents an important source for clarification, guidance and adjustment during implementation. Paul (2005) asserts that, successful strategy implementation is directly linked to the unique characteristics, orientation and actions of the CEO. According to Bartlett (1998), a key concern of top management in implementing strategy, particularly if it involves a major change, is that the right managers are in the right positions for the new strategy. Confidence in the individuals occupying pivotal managerial positions is directly and positively collated with the top management's expectation that the strategy can be successfully executed. Some of the characteristics to look out for include ability and education, previous track record and experience, personality and temperament. These, combined with gut feeling and top managers' confidence in the individual, provide basis for this key decision. One practical consideration in making key managerial assignments when implementing strategy is whether to emphasize current (or promotable) executives, or bring in new personnel. This is obviously difficult, sensitive and a strategic issue.

According Johnson and Scholes, (2010) & Kireru and Bula (2014), within any organizational culture, what makes organizations work are the formal and informal organizational processes. These processes can be thought of as controls on the organizational operations and can therefore help or hinder the translation of strategy into action. Processes range from formal controls (systems, rules and procedures) through social controls (culture and routines) to self-control (personal motivation of individuals). According to Ford and Fisher (1998), the culture is not the only means of getting things organized to implement a strategy. Reward systems, planning procedures, information and budgetary systems are other examples that should be employed. Culture is learnt over a period of time. Kirkpatrick (1998) suggest that there are two ways in which this learning takes place. First, the trauma models, in which members of the organization learn how to cope with some threat by erection of defense mechanisms. Second the positive reinforcement model where things seem to work to become embedded and entrenched. Learning takes place as people adapt to and cope with external pressures, and as they develop successful approaches and mechanisms to handle the internal challenges, processes and technologies in their organization.

Mindak and Anderson (2001) stated that complex attitudes could be understood better by recognizing that every attitude has three distinct components, which are cognitive, affective

and behavioral tendencies. Each of this type of attitude towards change may induce a person to support or not to support changes occurring in an organizational setting. Nonetheless, for any change to be effective, it is crucial to challenge and clarify people's beliefs, assumptions, and attitudes because the most potent leverage for significant and sustainable change resides within the human system at the core of every business system Kireru and Bula .(2014) & (Nixon, 2004). Few studies have investigated the relationship between attitudes towards organizational change and organizational outcome such as organizational commitment, job satisfaction and work ethic.

These studies showed the importance of those factors with attitudes toward change. It was also known that organizational culture played an important role in the change process (Rae, 2002). Therefore, the fundamental issue guiding this research paper is whether organizational culture has an impact on organizational change. This study is particularly important as it provides better understanding of the relationship between organizational culture and attitudes toward organizational change, as the dynamics of the business environment is changing rapidly. Tyson and York (1996) have noted the diversity of traditions in which corporate culture has been featured, including high trust work relations, empowerment and employee involvement, innovative team working organizational learning and transformational leadership.

Conspicuously are highly critical conceptions of culture and change management and some references to case studies conducted within a labour process research tradition (Reed and Buckley, 2008). These empirical accounts have demonstrated how, especially when combined with participatory and skill-enhancing schemes, the project of changing the culture of an organization can discourage employees or encourage their resistance by strengthening managerial control and increasing effort intensification in the name of progressive organizational development and the more effective management of human resources. This is not to assert that cultural interventions are never appreciated. Kireru and Bula .(2014) & Birgen (2008) also describe organizations in which employees are willing participants in the cultural process. A variety of lessons can be drawn from such empirical work on culture: as Garvin (1993) notes that, these analysts sought to analyze human subjects at the workplace as knowledgeable agents who draw on symbolic resources in their relations of contestation and cooperation .Other discourse have shown interest in the discursive and potentially totalitarian features of the mobilization of corporate culture and claim that the fundamental rules underlying the approaches of excellence, empowerment, total quality and human resource management are effective by means of cultural ideologies and discursive practices.

2.2.2 Conceptual Framework

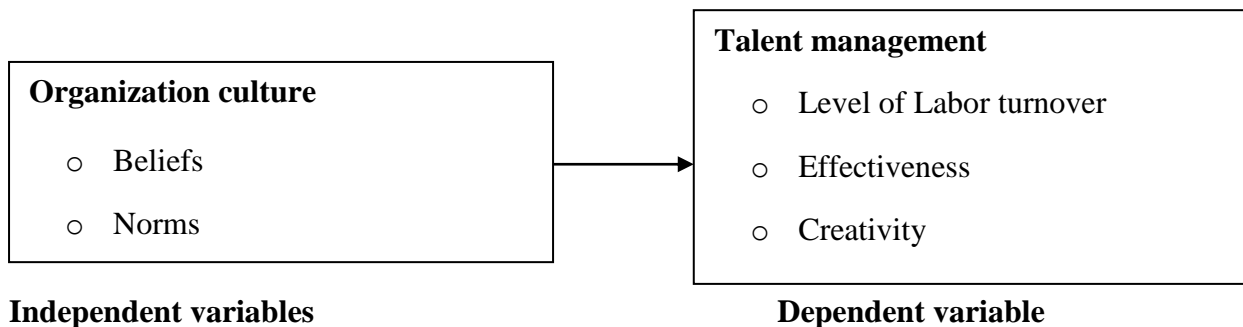


Figure 2.1conceptual framework

Source: Researcher, 2015

Figure 2.1 represents the relationship between the independent variables (organizational beliefs and norms) and the dependent variables (labour turnover and effectiveness) of the study. The two dependent variables were collapsed into a composite index to arrive at one indicator of talent management hence the justification for a multiple linear regression analysis. This study therefore sought to establish how the independent variables influence the dependent variable (talent management).

3 Methodology

The study adopted descriptive research design because it enables the researcher to summarize and organize data in an effective and meaningful way. It provides tools for describing collections of statistical observations and reducing information to an understandable form. Kothari (2004), defines research design as a conceptual structure within which research is conducted. Further, according to Singh et al, (2006), descriptive research design is suitable where the study sought to describe and portray characteristics of an event, situation, and a group of people, community or population which is the case adopted in this study.

3.1 Study Population and Sampling

The target population of the study was 159 employees working for Kenya Broadcasting headquarters; and comprised of Top Management, Middle Management and Lower Level Management.

Stratified random sampling technique was used in this study. Stratified random sampling population is divided into two or more groups using a given criterion and then a given number of cases are randomly selected from each population subgroup, Mugenda and Mugenda (2003). For the purpose of this study the population is divided into three major categories. These were top management, middle level management and lower level management.

A sample must represent well the characteristics of the population. It has to be accurate as studying the entire population, (Kothari, 2004). According to Mugenda & Mugenda (2003) the sample size is a function the total population and is acquired as follows:

Table 3.1: Table of sample size

Categories of number of employees	Sample size	Percentage	
Management			
Top Management	15	5	8%
Middle Management	40	16	26%
Lower Management	104	40	66%
Totals	159	61	100%

Source: Researcher, 2015

3.2 Data Collection Procedure

Primary data was used in this study. Data collection was done through a drop and pick method. The questionnaires were formatted in a way that was easier to analyze the collected data. The questionnaire contained both open ended and closed ended questions to allow flexibility.

3.3 Instruments Validity and Reliability

Validity can be defined as the degree to which results obtained from an analysis of data actually represents the phenomena under study Mugenda & Mugenda, (1999). Validity of a data collection tool ensures that the items in the instrument are representative of the subject area while the content validity ensures that the tool actually measures what it is supposed to measure (Fraenkel & Wallen, 2000). Validity was tested by having objective questions included in the questionnaire. The Questionnaire was pre-tested by asking colleagues whether the questions are clearly worded and easily understood, the validity of the research instruments was established by seeking opinions of experts in the field of study.

A reliable instrument consistently yields the same results when used repeatedly to collect data from the same sample drawn from a population (Orodho, 2005). Reliability is therefore the degree to which research instruments yields consistent results when administered a number of times (Shaw&Wright, 1969). An instrument is reliable when it measures a variable accurately and consistently is used repeatedly under similar conditions. Reliability of a questionnaire is concerned with the consistency of responses to the researcher's questions (Mitchell ,1996). Reliability was obtained by pre-testing the questionnaire with a selected sample that was not be included in the main study. A cut off point of 0.7 reliability coefficient was accepted for Cronbach Alpha. Descriptive statistics and inferential statistics

were employed. The study used multiple regression analysis to establish relationship between the independent variable and dependent variables. The following regression was used to analyze data (see the analysis area way below on regression).

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where: Y = Talent management X1= Organization culture

β_0 = the constant ϵ = error term

4 Study Findings

4.1 Descriptive statistics

In this study majority (40%) of the respondents were between 41 and 50 years, . 28% were between 31 and 40 years of age, 15% between 51 and 60 years of age and the rest 7% were between 21 and

30 years of age. These findings imply that the respondents were old enough to provide valuable responses that pertain to talent management requirements.

A study by Jenster& Hussey (2001) on strategic capabilities of organizations in the context of age and employee efficiency, found that there is a positive correlation between age and employee performance. From the findings, it was concluded that the older an employee, the higher the performance albeit up to a certain age where performance would start declining.

The study, further examined the distribution of employees by terms of employment as this has critical implications on talent management implementation strategies. The study found that employment in the Kenya broadcasting corporation, majority (55%) were employed on permanent basis with the rest (45%) being on contract employment.

Regarding gender, majority (57.89%) of the respondents were male while the rest (41.13%) were female. This study agrees with Acker (2006) who observed that gender equality was an important trait as it can be used to improve talent management of all the staff involved. The study further asserts that gender fosters teamwork and also creates a sense of unity and an aspect of working together for a common goal with every individual effort. A gender sensitive firm provides a conducive working environment where a top level management is supposed to interact with other colleagues of the opposite gender in pursuit of excellence and achievement of set targets. It can therefore be deduced that with male being dominant in the various staff cadre in Kenya broadcasting corporation, they are therefore the major players in talent management function. However given that the difference was insignificant, it can be inferred that Kenya broadcasting corporation is a gender sensitive institution providing equal

opportunity to both male and female employees.

4.2 Organizational culture and talent management

Firstly, the study examined how employees at Kenya Broadcasting Corporation (KBC) rate the obtaining talent management practices. The findings indicate that According to the findings, 38% of the respondents viewed the existing talent management practices as being moderate, followed by good (26%), excellent (21%) and bad at, 15%. The findings coincide with the findings of a study by

Ogbadu (2009) & Kireru and Bula. (2014) posits that talents through effective management of media is a talent management practice. Secondly, the study sought to investigate the extent to which the perceive effect of organizational culture on talent management at KBC when compared with other organizational factors. Findings indicated that employees do not have a very high perception of culture.

Further, the study sought to investigate the extent to which the respondents agreed about the organization culture is a factor affecting various aspects of talent management in Kenya broadcasting corporation. Majority of the respondents strongly agreed that organizations culture promotes employees talents as shown by a mean score of 4.8, compared to “relevance towards enhancing talent management “at a mean rating of 4.0, “impacted positively on talent” at a mean rating of 4.4 and “contributing to employee growth orientation” at a mean score of 4.8 (Figure 4.1). This implies that majority of the respondents agreed with the statement that the organizations culture promote employees talents, organizations culture is relevant towards enhancing talent management, organizations culture has impacted positively on talent and organizations culture is employee growth oriented.

Table 4.1: Extent that the Respondent Agree with the Statement Organization Culture influencing talent management in their organizations

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
Promotes Talent	10	10	20	10	50	4.8
Relevance to Talent Management	10	10	20	40	20	4.0
Impact Positively	5	20	5	20	50	4.4
Is Employee Growth Oriented	10	10	30	20	40	4.8

Source: Researcher, 2015

4.3 Regression Analysis

The study presents a regression analysis so as to test relationship among variables (independent) on the talent management

Table 4.2: Coefficient of Determination

Model	Unstandardized Coefficients		Standardized Coefficient	T	Sig.
	B	Std Error	Beta		
(Constant)	.563	.453		2.1	.002
Organization culture	.217	.160	.198	1.4	.004

Source: Researcher, 2015

The study conducted a regression analysis so as to assess the challenges affecting talent management in the public sector with reference to Kenya broadcasting corporation. The variables as per the SPSS generated table above, the equation (talent management = $\beta_0 + \beta_1$ Organization culture + ϵ) becomes:

$$Y = 0.563 + 0.217 X_1 + \epsilon$$

Where Y is the dependent variable (Talent management in the public sector), X₁ is the Organization culture variable. Therefore it is concluded that Organization culture factors is significant. From Table 4.7, the study findings indicates that β coefficient = provided direction of relationships (+ve or -ve). The coefficient was statistically significant ($p < 0.05$).

5 Conclusions

From the findings, the study found that 50% of the respondents strongly agreed that organizations culture promotes employees talents, the study also reveals that organizations culture is relevant towards enhancing talent management. In addition, the respondents strongly agreed that organizations culture has impacted positively on talent. Finally most of respondents strongly agreed that organizations culture is employee growth oriented. This implied that most of the respondents agreed with the statements about the organizations culture promote employees talents, organizations culture is relevant towards enhancing talent management, organizations culture has impacted positively on talent and organizations culture is employee growth oriented.

Based on the findings, it can be concluded that in Kenya broadcasting corporation organizational culture is one of the factors affecting talent management. Tyson and York (1996) & Kireru and Bula .(2014) have noted the diversity of traditions in which corporate culture has been featured, including high trust work relations, empowerment and employee involvement, innovative team working organizational learning and transformational leadership. In relation to organizational culture the study recommends that organizations

culture of Kenya broadcasting corporation should promote employees talents, since it's relevant towards enhancing talent management, and also culture impacts positively on talent management. According to Johnson and Scholes, (2010), within any organizational culture, is what makes organizations.

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