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# Talent and Its Management as Critical Success Factors in the Future of Radio

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Abstract

Speculation concerning the relevance of radios future presents itself whenever another audio medium is invented as a possible competitor. This has generated a growing discussion to what extent the coverage of a radio channel i.e. the ability to attract listenership could benefit from better talent management. Talent management is instrumental for the success of most organisations. Despite this, there has been minimal research on the implications that talent management has on the radio industry. The study investigated how talent was defined in the radio business as well as the implications of talent management activities on the future of radio by researching Ghanaian and Finnish radio business ecosystems.

The primary data for the research was collected qualitatively through interviews designed to allow for a free flowing and open discussion between the author and the interviewee. The participants of the research varied from DJ's, program directors to radio presenters with over ten years of work experience. Ten interviewees were selected. Five from both commercial and public radio in Ghana and five from Yle radio in Finland. Data from Ghana was the focus while data from Yle radio were control interviews, used to get potentially new views on how people from different contexts perceived the issues under investigation. Secondary data was examined to understand context on radio business, like listenership levels in both countries, as well as recent developments on talent management.

The key findings indicated that, talent in radio was mostly considered as presenters and DJ's. Also, activities like formal recruiting, talent planning, scouting for talents, internships and recommendations impacted radio by acquiring unique talents that increased listenership. Likewise, trainings, seminars and workshops and feedback also positively impacted talents by helping them improve their skills and productivity. Recommendations for the future study were made. Based on the findings, this may provide insight on how the industry can remain a relevant and competitive media in the future.

| Keywords/tags (subjects)<br>Talent management, talent recruitment, talent learning and development, talent learning and retention, future of radio |
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# 1  Introduction

## 1.1  Background and motivation for research

The role of talent in the success of enterprises, especially business enterprises, cannot be underrated. According to van Zyl, Mathafena and Ras (2015), the talent owned by a business determines whether the business will be competitive in the market or not. To have an edge over the competition, knowledge on talent management and especially on how to identify talent, how to train and improve talent, as well as how to engage and retain talent provides the organisation with high level competitiveness.

Cordeiro (2012) noted that there were more than 10,000 radio stations in the world. This increases competition for listeners in the radio industry. Besides the influx of radio stations across the globe, Korn Ferry Institute (2017) noted that there is increased competition for listeners' attention from other interesting content providers, such as television, YouTube, podcasts, newspapers and magazines. In addition, there has been the growth of social networking sites that connect people together hence replacing the need for radio entertainment. Management Today (2013) stated that there are more sources of entertainment that compete for the attention of radio listeners. In addition to radio, there is also increased availability of other audio content, such as podcasts, and online music content that can be accessed by interested listeners on demand.

This has significantly reduced the need for radio. Consumers of today are bombarded with radio choices that have increased competition in the radio industry to attracting listener's attention (Schuler, Jackson and Tarique, 2011). In addition, the listeners have distinct needs and personalised tastes for radio content that make it difficult to attract significant listenership that enthusiastically follows the radio content and programs. Unlike in the past where the listeners did not have options, the modern-day listeners have a variety of entertainment ones and the radio stations have no choice than to offer the best content possible to retain listeners or attract new radio listeners (Williams, 2018).

Due to the increased competition, talent has remained the only important factor that can be used to make listeners tune into the radio. Cordeiro (2012) noted that listeners who habitually tune in to radio did so because of a radio host, performer or entertainer who came on radio at a particular time. In Korn Ferry Institute's view (2017), the radio hosts with unique content and talent attracted more listeners than radio hosts who only provided the usual content. According to Denevan (2014, 6), radio hosts had the opportune time to create a local emotional connection to the community that listen. Therefore, the main challenge that radio managers had was in the recruitment of talent as identifying talent can be difficult. In addition, to the identification of talent, retaining the talent in the radio was equivalently difficult as the talent was prone to being recruited by other radio and other content providers that were searching for talent that could make listeners attentive to radio (Owens and Carpentier, 2016).

This has made recruitment for radio very challenging as the radio managers are not sure whether to recruit professionals in radio journalism or to recruit talents from performing arts such as entertainers, comedians, actors and artists (Halbrooks, 2017). Also, due to increased competition for the radio talent, salaries in radio has significantly increased as Williams (2018) noted that the compensation made to the radio hosts were not commensurate with the revenues they generated for the radio companies.

**Motivation for the research**

Speculation regarding the relevance of radio's future presents itself whenever another audio medium is invented as a possible competitor. (Denevan 2014, 2) Terrestrial radio has been predicted by many to "die" at the hands of these competitors (Sanchez, 2017). The latter especially motivated the author to research the possible factors that may help terrestrial radio to remain a competitive and relevant media.

The radio industry and businesses are facing intense competition all over the globe. There is an influx of radio stations due to the low cost of entry into the industry, especially online radio business. This has intensified the competition in the radio industry. Others consider radio as a technology of the past that is being replaced by other technologies such as podcasts and audio books, which have an increasing number of

listeners as a result of increased access to the Internet. This has significantly reduced demand for radio. Halbrooks (2017) noted that new talents and new ways of attracting talent are needed to help the coverage of radio overcome competition and new technologies that are rendering radio as irrelevant. This study is also motivated by the need to establish whether talent management can help the radio industry to succeed. This study is further motivated by the knowledge shared by Owens and Carpentier (2016) that there is limited amount of studies that have explored how the radio industry as a whole managed talents.

In addition to the practitioner-based motivation, – i.e. the need for radio business actors to develop their operation – there obviously is a knowledge gap when it comes to models and frameworks for talent management in this context. This type of conceptual motivation calls for describing processes and developing models that can be used in future studies and development processes of the radio business. Bhatia (2017) noted that there were a limited amount of studies that explored the impact of talent on management on radio business. This motivated the author to explore and contribute to the body of knowledge by providing additional information on the role that talent plays in the success of the radio businesses.

There were even fewer studies that explored the various dimensions of talent management and how each of these dimensions affected the success of radio. For instance, van Zyl, Mathafena and Ras (2015) argued that it was the recruitment of talent that mattered; others such as Korn Ferry Institute (2011) considered that it was the training and development of talent that made a significant difference in the success of talent. For example, Bhatia (2017) noted that talent could be seen in a work environment that was interesting and engaging. It was, therefore, necessary to have a study that examined how each of the talent management dimensions influenced the success of the radio businesses (Stevenson, 2014).

## 1.2   Research questions and approach

Based on the above background for this research, its main aim is to investigate whether talent management is a critical success factor in the present and future of radio broadcasting using the case of the Ghanaian and Finnish radio industry.

The main objective of the research was investigating how each of the various dimensions of talent management such as talent planning, talent recruitment and selection, talent learning and development, talent engagement and retention affect the future of radio.

Thus, the research aimed to understand the views and processes that concern talent management in the organizations in the radio business with the following research questions:

**RQ1.** How is talent defined in the radio business?

**RQ2.** How is talent management in the radio business practiced?

**RQ3.** Based on answers to **RQ1** and **RQ2**, how are talent planning, recruitment and selection, talent learning and development and talent engagement and retention practices influencing the present and future of the radio business?

This study utilised the inductive research approach which is concerned with the generation of new ideas and new conceptualizations. This was done by investigating a specific phenomenon in a limited context and then applying the findings of the study to a wider context. The inductive approach suited this study because its aim was to explore the concept of talent management in radio channel coverage in Ghana and Finland and then seek to identify whether the findings on talent management can be applied to all radio stations interested in the future of radio.

When using the inductive context, the most appropriate research methods are qualitative research methods. This is because they allow the researcher to explore and obtain explanations about the phenomena as well as obtain non-numerical data such as emotions, feelings and attitudes towards a phenomenon that would be difficult to obtain using other research methods. Semi-structured interviews methods were therefore used in this research. This is because it empowered the researcher to control the investigation and ensure that only data that was relevant to the research questions and objectives were obtained from the participants.

## 1.3   Structure of research and research process

The second chapter provides an overview of the study on the radio business ecosystems in Ghana and Finland. The literature review is explained in the third chapter and an examination of previous studies that have discussed how talent management affects the future of radio and businesses is done. The fourth chapter discusses the research methodology used in the study. The results of the study are introduced based on the research questions in the fifth chapter and discussed in the sixth chapter, which also examines the limitations of the study, areas that future research should investigate and the credibility of the research verified.

| Formulation of research topic and objectives | Knowledge based development (literature review) | Talent management research creation | Primary and secondary data collection | Results | Dicussion and conclusion |
|---|---|---|---|---|---|
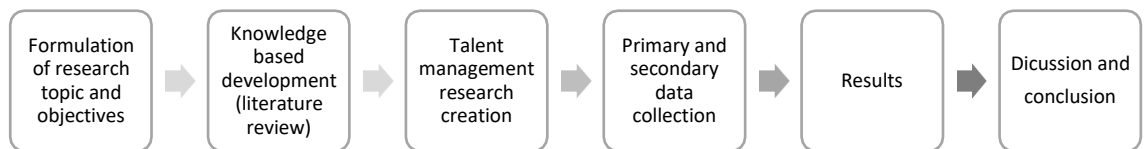
Figure 1. The research process

The key steps in the research process are shown in Figure 1. The investigation commenced because of the author's personal interest in the growing discussion on the future of the radio industry. As a result, the research topic was formulated with the guidance of the thesis tutor and the research objectives, created by the author. The literature review search and knowledge based development were accumulated. This was followed by talent management analysis and research tool creation, which was followed by primary data collection from Ghanaian and Finnish radio professionals, and finally by results and discussion.

# 2 Literature review

## 2.1 Brief history of the radio industry

The radio industry is estimated to have commenced in the year 1894 after radio was invented by GuglieImo Marconi (Williams, 2018). The radio was mostly used by the military and navy in its early days as the invention was not yet fully used by governments and the public. The public use of radio started later in the 1920's and radio became even more influential during the Second World War. Since the 1940's, the radio industry has been growing steadily all over the world. According to UNESCO (2013), by the year 2010, it was estimated that over 75% of all households in the globe have radio including households in the developing countries. In fact, it was estimated that radio ownership grew by over 1300% between 2000 and year 2005 in the developing countries. Radio is considered by users to be the most reliable news channel (Stevenson, 2014). Technology has also enhanced the accessibility and ownership of radio with a significant number of people accessing radio through mobile phones. Despite the tremendous performance of the radio industry by having a large number of listeners across the globe, Williams (2018) noted that the availability of alternative information sources such as television, and social media has significantly reduced interest in radio. Nevertheless, radio remains influential since listeners find it easier to multitask with radio. Unlike other passive media, which cannot be utilised while doing another activity, most of the radio listeners indicated that they could listen to radio while doing another activity. This has helped to retain listenership even with competition from other types of media (Cordeiro, 2012).

**Public radio**

 The public radio is the oldest form of radio since it was only governments that could afford the expensive transmission equipment's. The first public radio broadcast was made in 1910. The main purpose of public radio is to inform, entertain and educate and not to serve commercial interests. Public radio mostly relies on government funding (Williams, 2018).

**Commercial radio**

Commercial radio refers to radio stations which are dependent on advertising and advertisers revenues in order to operate. They are profit oriented radio stations. The first commercial station was opened in 1920 by KDKA (Stevenson, 2018). It was later followed by the National Broadcasting Corporation in 1926. The stations were dependent on advertisements and advertising earned by broadcasting paid adverts to the audience. The large radio audiences translated into increased revenues and profits for the commercial radio. The model led to increased competition for audiences and provision of targeted radio content in order to reach out to specific target markets.

## 2.2   Talent

Talent is considered a natural skill that someone can utilise with the least effort. Schuler, Jackson and Tarique (2011), noted that talent is considered to be a natural gift, which the owner has not attained or worked hard for but as an endowment of nature. Talent is therefore an inherent ability that could be utilised by the individuals who have it to gain employment or produce results that others find value in.

However, Emerald Insight (2010) noted that talent mostly referred to human resource or people who possessed the requisite skills needed by the organisation. Consequently, talent referred to the people who were considered to have value that could be transferred from one organisation to another. Talent in the radio industry referred to the workers and employees who had valuable skills to attract listeners; from program planners, radio DJ's to radio presents. However, this study is focused on the talents that engage directly with the audience. Talents who go live with the audience can create an emotional connection with the audience they target (Denevan ,2014). Vaiman (2010) considered talents as people who had exceptional skills that were highly valued by fellow talents, customers and owners of the talent. This validated the notion that talent was the human resource that worked in an organisation.

According to Korn Ferry Institute (2017), the role of talent in business management was to increase the value of the business through increased performance. The talent

was expected to enhance the value of the business through high performance that helped the companies to retain existing customers and acquire more customers. In addition, talent helped the company to increase revenues and profits (Management Today, 2013).

**Talent management**

The concept of talent management is simply explained by Sullivian (2011) as an organization's capacity to recruit, develop and retain the best talent in the industry in which an organization operates. According to Karuri and Nahashon (2014), finding talent is not difficult but retaining the talent as well as developing it to full potential is very difficult and costly.

Emerald Insight (2010) noted that the main difference between human resource management and talent management was that human resource was mostly focused on hiring talents but not in retaining and developing their potential.

Glynn and Navis (2010) noted that talent management was future oriented, hence its focus on recruiting talent not only based on their skills bit also on their potentials to grow and become better. Owens and Carpentier (2016) noted that, talent management was managing employees to ensure that they fit in the strategic objectives of the company.

**Talent planning**

One of the core components of talent management is talent planning. Talent planning is extremely essential because it focuses on the current as well as the future needs of the organization. Planning for talent means aligning talent requirement with the organizational goal. For instance, if the goal of the organization is to increase revenues and talent, the talent manager and management may make plans on how to have and develop talent that can increase revenues for the business (Owens and Carpentier, 2016).

Talent planning is an ongoing talent management activity that must be undertaken comprehensively as it determines the effectiveness of talent management in the organization. There are several activities that go into talent planning, for example,

identification of the most pressing talent issues in the organization in order to identify how to respond to such issues. It also includes aligning the talent with the organizational fit. This means that, the organization must ensure that it hires, trains, develops and retains employees that are internally fit for the organization.

Internal fitness implies that the employees have the resources and capacity to achieve and contribute to the organizational goals. In addition, organizational fitness ensures that the employees are suitable for the roles and responsibilities that are expected of them by the organization (Freyens, 2012). It also involves developing short-term and long-term plans concerning talent required in the organization.

Talent planning is an essential component of talent management because talent cannot be effectively managed and utilized without a talent management plan in place. Talent planning should ensure that the talent hired and operating in the organization is culturally fit, which implies that the employees and new hires should be aligned to fit within the corporate culture of the company. Talent planning includes planning and organizing the future talent of the company so that it can strategically fit. The strategic fitness of the company implies that the talent must be aligned and suitable to the attainment of the strategic objectives of the company. Therefore, talent planning is a fundamental talent activity that should be undertaken by organizations that want to have the best talent in the industry in which they are operating.

**Talent recruitment and selection**

Talent recruitment and selection is the process of searching and selecting the best human resources that can work for the organization. Sadat and Alhassan (2013) explained that talent recruitment and selection endowed the organization with competitive advantage in the industry by helping the organizations acquire the best talent possible. Internal and external recruitment sources, illustrated in Figure 2 are one of the methods by which talents could be recruited.
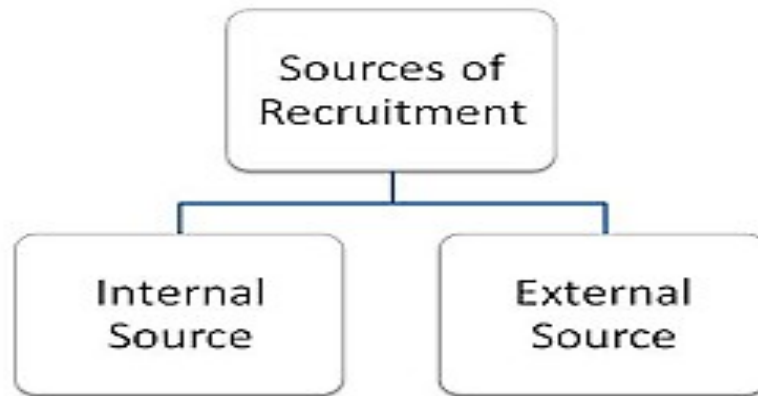
Figure 2. Types of employee recruitment (Sadat and Alhassan, 2013)

Internal recruitment sources focused on recruiting talent from within with the organisation. This entailed filling job roles and job positions with the employees who already work for the company. This has been considered as one of the favourable recruitment strategies because it was less expensive as there were no external adverts that were carried out by the company.

However, Carroll et al (2015) argued that the companies that recruited internally usually got a raw deal because the internal employees did not add anything new to the organisations. For a company to be competitive, it had to include ideas and talents from within and outside the organisation as this would create diversity and synergy within the company.

Kleiman (2016) noted that the cost to ensure the new employee adapts to the work environment, training and development workshops; to make them culturally and strategically fit was very high, hence, contradicting the benefits of external recruitment. Irrespective of this argument, the managers should hire talent based on the objectives which they want to attain (Planetary Group, 2017).
If the objective of the management is to recruit a talent at the lowest cost possible, then internal recruitment was the best option, while if the objective of the company was to hire a talent that was innovative, and then external recruitment was advised. Recruitment is successful based on the number of applicants or the number of people who expressed interest in having the job (Kleiman, 2016).

According to Jacobs (2017), the selection was how the company determined the most qualified applicant for the job role. Jacobs (2017) considered selection as a process or procedure that was followed by the organisation in order to evaluate the applicants and settle on the applicant who fits into the job. The procedure mainly involves various tests and evaluations. Some of the most commonly used selection methods include interviews, psychometric tests, application letters, aptitude testing and group testing. Various companies applied different selection strategies in order to choose the best qualified employees.

Freyens (2012) noted that interviewees were most used selection strategy. However, use of interviews only was limited because it was possible to leave out the best qualified candidate. Jacobs (2016) noted that interviews were mostly avenues of self-marketing and employees who self-marketed effectively got job. This was disadvantageous because the employees may not be a performer. Therefore, it was necessary to apply other additional selection criteria such as job experience, skills that the organisations considered as most important before determining the most qualified employee.

**Talent learning and development**

The other main feature of talent management is talent learning and development. Talent learning and development refer to strategies and activities undertaken by an organisation to improve the quality and performance of their staff. Carrol et al (2015) noted that the training and development mostly included on-the-job and off-the-job training and development methods. On-the-job training methods are training methods or activities which are carried out in the organisation while the employees do their everyday work. The different techniques are shown in Figure 3.
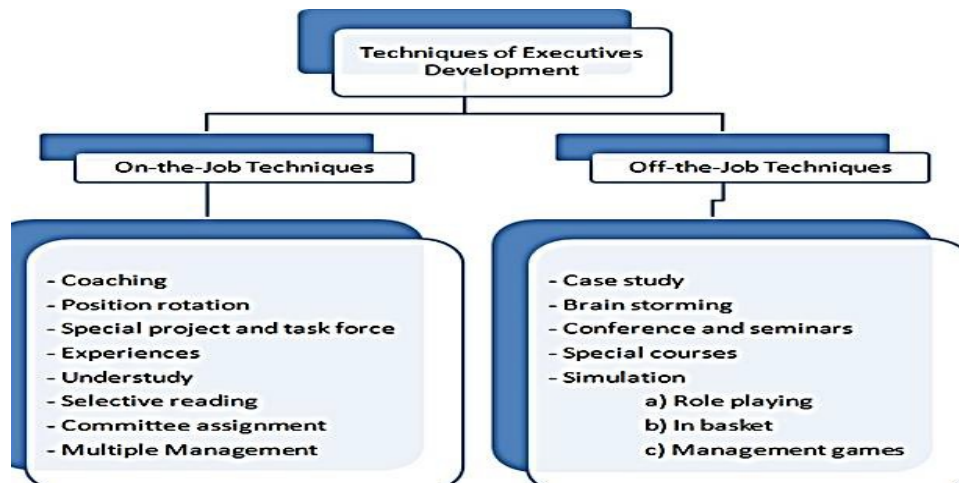
Figure 3. Job training methods (Caroll et al, 2015)

On-the-job training signified that employees learnt as they worked in the company (Leung, 2018). For example, through coaching and mentorship programs for employees, apprenticeship programs, job rotation and job assignments. These training methods are highly preferred by employees and companies because they equipped employees with other skills at a lower cost since; the employees are trained by other employees especially the senior and experienced employees. Ajayi (2010) noted that apprenticeship programs were effective means of skill transfer; as they empowered the employees to easily learn about the company culture, objectives and expectation within a short time and at a minimal or no cost to the organisation. Most employees preferred this method because it is flexible and could be adjusted to suit the employees' specific needs and availability (Inside Radio, 2018).

Off-the-job training is another useful organizational learning strategy; which entails using learning methods that may interfere with an employee's day to day work schedule. Examples of such activities are seminars, conferences, lectures, simulation, incident methods and playing business games. The advantage of off-the-job training method is that the employees can gain knowledge and skills which were not within the organisation they work. This potentially, could help in increasing their organisational skills and capabilities.

 Leung (2018) noted that due to the intensity of the trainings that is undertaken during off-the-job training, employees were likely to learn more compared with the on-

the-job training method. Nevertheless, Ajayi (2018) noted that organisations required more resources to provide the employees with the off-the-job trainings. This is because the companies were forced to hire additional employees during the trainings as such trainings could slow down the company.

**Talent engagement and retention**

Employee engagement was the extent to which the employees were committed towards the attainment of the organisational or company's goals. Employee engagement described the high involvement of the employee in the pursuit of the organisational objectives in such way that other the organisational goals and the personal goals of the employee were in tandem. Therefore, engagement employee considered the pursuit of the organisational goals as equivalent to the pursuit of personal goals.

Jaworski et al (2018) noted that employees who were engaged were more positive and had a higher sense of ownership, commitment and job satisfaction compared to employees who were not engaged. Employee retention, on the other hand was the employee willingness to work for the company or organisation for a long period of time. Employees who are satisfied with the company or consider the company as having opportunities of career advancement and growth are likely to remain working for the company for long compared to employees who do not have the same point of view.

Anitha (2014) argued the employee retention was mostly based on the work climate as well as the kind of benefits that were offered by the company. Organisations that offered favourable benefits to the employees especially wages that were above the industry average were likely to experience higher rates of employee engagement and employee retention. On the contrary, organisations that offered below industry wages were likely to experience a high level of disengagement and employee turnover. The employee engagement and retention was likely to be influenced by other non-material benefits such as opportunities for growth and work-life balance. Companies that were providing their employees with opportunities for promotion and career growth experienced higher level of employee engagement compared to companies that did not provide employees with opportunities for growth.

Bedarkar and Pandita (2014) noted that it was necessary for companies to know the employees' goals as this highly influenced the strategies that could be employed by the company to keep the employee engaged and committed to the company. This is because different types of employees had different kinds of career growth goals and plan hence knowledge of these plans helped the companies to plan and make the employee satisfied and engaged. For instance, Schiavone (2012) noted that there were employees who were excited about career growth while others wanted work-life balance. Young employees wanted career growth while older employees became engaged as a result of work-life balance.

Therefore, knowledge of the personal goals and motivational factors of the employees helped managers to keep the employee engaged and helped in creating employees for a long period because the organisation was fulfilling the career goals of the employees. Porter (2002) noted that the competitiveness that characterised the entertainment industry especially radio made employees look for opportunities of growth and high compensation. Therefore, providing employees with high compensation as well as opportunities for growing their career and developing their talent further not only attracted more talent to the company but helped in retaining the existing talent within the company. With increases in poaching of the employees, it is very necessary for companies to develop the time and resources to ensure that the employees are fully engaged in their jobs (Anderson, 2013).

## 2.3   The research context - radio industry in Ghana and Finland

**Ghanaian radio business ecosystems**

The Radio broadcast in Ghana has changed over the years due to increase competition among media houses. This has resulted in both commercial and public radio stations rebranding to attract listenership (Ocran 2015, 1) Frequency modulation (FM) is currently the only form of sound broadcast in Ghana (National communications authority 2017, 2). There are over 400 authorised FM radio broadcast in Ghana as at the third quarter in 2017 (National communications authority 2017, 3) out of this, 51 are na-

tional stations while the rest are regional radio stations (Ghana Web, 2017). The number of FM stations in Ghana is growing rapidly hence, the classification for efficient regulation:

- **Public** – all stations owned and operated by the Ghana Broadcasting Corporation (GBC) and/or any other station established by the Government of Ghana by a statutory enactment.

- **Public Foreign** – stations established by Foreign Governments through diplomatic arrangements to rebroadcast/relay content from foreign countries e.g. BBC, RFI, VoA.

- **Commercial** – those that are privately owned and operated for profit and controlled privately by independent commercial groups or individuals

- **Community** - a non-profit broadcasting service provided for a specific marginalized community by a radio or television station whose ownership and management are representative of the community for which the service is provided
- **Campus** – a station operated within the ambit of educational institutions.
  (National communications authority 2017, 2)

The influx of radio stations in Ghana is mostly attributed to the limited reach of the internet and other technology mediums to the remotest parts of the country. Other factors include: entertainment and music, the appealing advertisement style, information and education on everyday issues, the relationship between radio personalities and their listeners, and the corporate social responsibility some radio stations perform for the communities (Agyei, 2013). This has made radio the dominant and powerful media outlet in the country thus, has a wider reach. One of the prominent radio stations in Ghana is Peace FM. It is one of the major radio stations in the country with over 1 million listeners (Ghana Web, 2017). They provide update and local information on the country keeping listeners abreast on political, entertainment and educational issues.
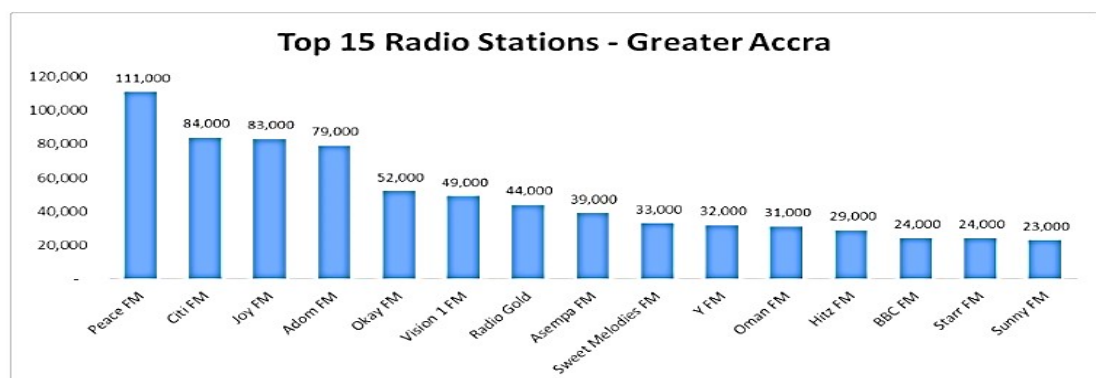


Figure 4. Top radios in Ghana (Wangari, 2018)

**Finnish radio business ecosystems**

Finland has an approximate of 55 radio stations. Five of these stations are owned by the National Broadcasting Corporation and they operate as Yle radio stations. Other than three there are additional 20 stations which are known as commercials stations. These are radio stations that are owned by the private owners. Other than the twenty stations, there were other additional stations which were owned by the commercials media owners and community. They usually broadcast local content and mostly focus on local issues and local language.

A survey was undertaken by Statista (2017) on the extent in which people in Finland listened to the radio indicated that 54% of Finnish nationals indicated that they listened to the radio daily. 19% indicated that they listened to the radio on a weekly basis while another 20% indicated that they rarely listened to the radio. These findings helped to overcome the perception there were no radio listeners or that the audiences have been fully absorbed by other types of media. Sreema (2018) noted that the number of radio remains high because it was possible to listen to radio while doing other things. Statista (2018) concurred that unlike other types of media such as television of social media which took all attention and one could not multitask while paying attention to it, radio allowed and enabled listeners to multitask.

Therefore, listeners could listen to the radio while going about their businesses. Others such as Infopankki (2018) argued that listening to the radio and music while working improves their concentration and capacity to perform. These viewpoints indicate that the best days of radio are not yet over. Nevertheless, EJC Network (2017) noted that radio faces intense competition from other kinds of media especially social media and podcasts. Potential listeners and listeners are spending most of their time on social media instead of listening to the radio. Others, especially drivers and people in traffic who form bulk of radio listeners were noted to prefer to listen to podcasts and audiobooks instead of the radio. Despite these fears and changes, Infopankki (2018) noted that the number of people listening to the radio was still significant as shown below:

| Channel | Daily Reach | | Weekly Reach | | Time Spent (min/day) | |
|---|---|---|---|---|---|---|
| | '000 | % | '000 | % | per head | per listener |
| Total Radio | 3,581 | 73 % | 4,546 | 92 % | 169 | 232 |
| Total YLE | 1,771 | 36 % | 2,644 | 54 % | 81 | 227 |
| Total Commercial | 2,409 | 49 % | 3,715 | 75 % | 88 | 179 |
| YLE Radio 1 | 416 | 8 % | 767 | 16 % | 15 | 175 |
| YleX | 187 | 4 % | 537 | 11 % | 6 | 149 |
| YLE Radio Suomi | 1,070 | 22 % | 1,633 | 33 % | 50 | 231 |
| YLE Puhe | 216 | 4 % | 573 | 12 % | 5 | 117 |
| YLE X3M | 35 | 1 % | 104 | 2 % | 1 | 105 |
| YLE Radio Vega | 115 | 2 % | 224 | 5 % | 5 | 208 |
| Bassoradio | - | - | - | - | - | - |
| Classic | - | - | - | - | - | - |
| Helmiradio | 87 | 2 % | 277 | 6 % | 2 | 105 |
| HitMix | 94 | 2 % | 265 | 5 % | 2 | 107 |
| Iskelmä | 228 | 5 % | 590 | 12 % | 6 | 138 |
| Kiss | 103 | 2 % | 344 | 7 % | 2 | 78 |
| LOOP | 128 | 3 % | 398 | 8 % | 2 | 66 |
| NRJ | 114 | 2 % | 372 | 8 % | 2 | 85 |
| Radio Aalto | 156 | 3 % | 459 | 9 % | 3 | 110 |
| Radio City Total | 110 | 2 % | 348 | 7 % | 2 | 105 |
| Radio Nostalgia | 148 | 3 % | 395 | 8 % | 4 | 145 |
| Radio Nova | 510 | 10 % | 1,192 | 24 % | 16 | 149 |

Figure 5. Listenership based on National radio survey in Finland (Finnpannel, 2018)

Yle radio station is the radio of interest in this study. The radio station is owned by the government through the National Broadcasting Corporation. The radio has been on operation for over 91 years and it is headed by Lauri Kivinen. The radio provides in-depth new on the issues that happening in the country especially the current political affairs and cultural news. It also presents musical concerts especially jazz music, rock and classic music. It also provides religious programs.

## 2.4 The effect of talent management on the future of radio

**The effect of talent planning**

The previous study by BBC Trust (2008) identified that talent planning was one of the most effective activities undertaken by managers in commercial radio stations. Talent planning helped the organisations to recruit talent that was most suitable and favourable to the organisation. Talent panning also assisted the radio organisations to optimise their resources as resources were not only allocated on a need basis but also on the talents acquisition and retention strategies that had the most impact on the success of the organisation.

The other implication of talent planning is that it helped the company to acquire great talents at a relatively lower cost and develop and make use of talent at its optimal. van Zyl, Mathafena and Ras (2015) found that radio stations were in the habit of poaching radio talents. This was very costly to the radio station because it increased the cost of talents. To poach a talent the company had to offer wages that were far from the industry which significantly increased labour costs. Bhatia (2017) held that hiring employees at obnoxious higher costs than the industry wages created a crisis in radio industry. This is because the company not only hired an additional employee at a higher cost but it also had to increase the costs of the current employees to make them continue working in the company. This increased the labour costs significantly. Talent planning was, therefore, crucial because it helped the radio to recruit its own talent and under its own terms which were relatively cheaper and at a lower costs.

Talent planning was also essential in the radio industry because it helped in anticipating the talent needs. For instance, with talent planning, it was possible to anticipate and budget for a wage increase in the industry based on the industry data hence provide employees with competitive perks and benefits that would make the organisation very competitive and attractive to the talents (Anderson, 2013). However, lack of talent planning made it difficult to anticipate changes in the talent industry and hence companies without talent plans did not have resources and capabilities to make talent satisfied.

**The effect of talent recruitment and selection**

The main effect that the talent management recruitment and selection had on the company was that it enabled the company to select the most qualified talent. Anh and Kleiner (2005) noted that companies that had rigorous employees' recruitment and selection tended to have the best employees compared to the companies which did not have rigorous employees' recruitment and selection. Vaiman (2010) concurred that employee recruitment was essential to the success of the organisation as it set the organisation on a right path by bringing in the right team members.

Schuler, Jackson and Tarique (2011) noted that the best recruitment strategy was recruitment strategy that built a team in the radio industry. They further indicated that recruitment assisted the radio stations to have the best radio hosts, presenters, engineers and directors who were crucial in the success of the radio. Selection and recruitment helped companies to employ employees who were internal, culturally and strategically fit. Jacobs (2016) noted that effective recruitment and selection also helped the organisation acquire talents that were highly skilled which helped the company save on additional costs that would have been spent on employee training and development.

The other implication that came with successful recruitment and selection of employees is that the organisation managed to minimise chances of employee turnover and low morale. This is because effective recruitment ensures that a company hires employees who have the skills, capabilities and passion for the job (Arbore, Guenzi and Ordanini, 2009). Working in a suitable job that fits the employees' skills and capabilities have been identified as one of the reasons that help in keeping the employee motivated and committed to their job.

On the contrary, employees who are not suited to their jobs or have jobs which they are not qualified for, felt overwhelmed and were likely to quit their jobs. Therefore effective recruitment and selection strategies ensure that the company has employees who are motivated to learn and make their jobs better. Carroll et al (2018) concurred that merit-based employee recruitment made companies hire employees who were satisfied with their jobs. This increased the employee motivation and commitment. This meant that radio stations that had effective recruitment and selection strategies hired employees that not only had the potential to do a better job but had the commitment and engagement to work for the company for a long time. This made such employees strategic talents of the organisation. Karuri and Nahashon (2014) concurred that effective recruitment and hiring processes made companies to recruit valuable talents that benefitted the company for a long time.

**The impact of talent learning and development**

One of the significant implications of talent learning and development is that it increases employee engagement. Vaiman (2010) noted that organisations that had a high level of employee learning and development had highly engaged employees. This is because employee felt valued and considered their jobs meaningful. According to Schiavone (2012) employees regarded employers who offered avenues of talent development and learning as very considerate. Talent development empowered them and helped them to progress with their careers even when outside the organisation. Schiavone (2012) concurred that employees who had been recently trained were more loyal and committed to their jobs than those who had not undergone training recently.

The other impact that talent learning and development had on the organisation is increasing organisational performance as well as the individual employee's performance. Leung (2018) that employees who had undergone training were more productive than those who had not undergone training. Anderson (2013) concurred that productivity of the employees was significantly affected by the employee learning and development. The more the employees were learned the more they were productive and performed better.

Inside Radio (2018) noted that organisations that frequently trained their employees recorded better financial performance than those that did not train or have learning and development program in their company. The employees with training were more effective and efficient which helped the company to cut on waste and other costs that came as a result of employees being ineffective For instance BBC Trust (2018) noted that in employees who not well trained did not appeal to listeners. However, employees who had undergone training were more effective and more committed to the organisation compared to employees who were not trained. Schrager (2014) nevertheless argued that employee training did not help real talents since talent in radio was more about creativity rather than training.

Talent and development were also very essential in radio because it helped the organisation identify the strengths and weaknesses of each talent and assign them responsibilities appropriately. Schiavone (2012) noted that even though employees

could effectively work in roles which they were hired for, some employee indicated passion and capabilities in fields and job roles which they were not hired for. Talent development helped in optimising employee's capabilities by putting them in job roles and responsibilities which they were passionate about and capable of delivering the best results possible. As per Porter (2002) organisation that engaged in such employee development had effective radio talents.

**The effect of employee engagement and retention**

The main advantage that came with having highly engaged employee in radio was the creativity of the employee in providing content to the listeners. The highly engaged the employee was the more interesting they were to the listeners which increased the listenership of the radio.

Anh and Kleiner (2005) noted that the other than increasing listenership, the employees who were engaged were more productive than the employees who were not engaged. They attracted more advertisement to their programs compared to the employees who were not engaged. This was advantageous to the success of radio because it increased revenues made by the radio station. Other than increasing revenues the employees who were engaged were noted to be more knowledgeable and skilled in radio content creation. They were more likely to engage listeners' thus increasing the loyalty of the listeners. They were also likely to be more knowledgeable in using technologies such as social media in attracting listeners to listen to their shows.

The other major implication that employee engagement and retention had on the companies and radio was in the reduction of costs. Anitha (2014) noted that the employee engagement led to a reduction of costs incurred by the companies in recruitment because the engaged employees were likely to leave the company hence there were little or no vacancies in the company. In addition, the engaged employee created a positive word of the mouth about the radio to potential employees hence companies did not have to spend a lot advertise for new talents. This could be attributed to the realisation that engaged employee internally marketed the station to potential employees.

Potential employees considered companies with engaged employees were some of the best companies to work for. This attracted potentials employees to the company thus minimising costs for the company. The other thing is that the engaged employees reduced costs in regard to the quality of content and mistakes made by the employees. Sadat and Alhassan (2014) noted that employees who were disengaged made more errors compared to employees who were fully engaged. For instance, employees who were disengaged in radio made mistakes such as not following the editorials guidelines and easily made companies liable for defamation because they were more likely to veer off from the required script and engaged in other tasks and discussion. They were also not likely to be liable for defamation suits and libel suits compared to employees who were engaged. They were likely to make announcement and advertising errors which made advertisers penalise the station. It was therefore very essential to have engaged employees working in radio (Anh and Kleiner, 2005). Engaged employees in radio especially the presenters were very instrumental in creating relevant and audience capturing content. They were also more likely to attract and invite more guests in their shows compared to guests who were not engaged.

## 2.5   Summary  of knowledge base for the research

This review has examined previous studies that have discussed talent management and the implications that talent management has on the future of radio business. The study has noted that the talent planning has a positive implication on radio. It assisted the radio management in allocating resources necessary for the talent management.

Planning minimised errors and mistakes in talent hiring and recruitment. Talent planning helped the organisation attain its long term objectives. Talent recruitment and selection helped the company to recruit the best talent possible in the market. It helped the companies attract the relevant and skilled talent that had the right competencies and skills to fill the desired job roles. Talent development helped the radio organisation to expand, improve and retain talent in the organisation. Employees felt satisfied and happy when they were in organisations that provided avenues of training and career development.

The study noted that trained employees were more productive compared to an organisation that did not engage in employee training and development. Talent development helped the companies not only increases the productivity of the talent but in growing and optimising the talent's capabilities. Talent engagement and retention helped the companies to retain the best talent and to minimise costs that were attributed to disengagement of staff such as high recruitment costs and errors made by the staff due to being disengaged.

# 3 Methodology

This section appraises the methodology used in the research and explored the reason why specific research methods and strategies were chosen by the researcher. The section highlights the research philosophy, research approach as well as the research instrument used in the study. It also highlights the research sampling strategy as well as the ethics applied by the researcher in the investigation.

**Research philosophy**

This subsection discusses the research philosophy adopted by the researcher. This philosophy assists in determining the tools, strategies and methods that will be applied by the researcher during the study. There are two main research philosophies that guide the research methods: positivists and the interpretivism's philosophies (Cohen, Manion and Morrison, 2010). The former holds that the research should be scientific and should, therefore, adopt research methods that allow for the collection of data that is measurable and verifiable.

This philosophy is preferred in instances where the phenomenon being investigated is quantifiable (Creswell, 2013). It helps the researcher obtain objective findings because researcher biases and influences cannot interfere with the investigation in a way that can change the findings of the research. Interpretivism holds that there is no one reality and therefore the phenomena being investigated can be viewed from different perspectives depending on the researcher and the participants involved in the study.

Therefore, to investigate a phenomenon, interpretivism considers that it is also necessary to investigate the underlying reasons behind the visible reactions and behaviour of the phenomena being investigated (Crowther and Lancaster, 2012). This method is however criticised by Cohen, Manion and Morrision (2010) for being prone to the biases of the researcher and the research participants. Despite this, interpretivism is the most preferred research method for this investigation because the aim of this research was to identify the different perspectives that radio professionals in Ghana and Finland have towards the role of talent management in the future of radio. Also, the concept of talent management and its application in the radio industry

is a new phenomenon that needs to be investigated by looking into the various perspectives of the participants. Creswell (2013) also noted that there were not enough theories on the application of talent management in radio hence the need to gather as much information as possible.

**Research approach**

There are two research philosophies that can be applied in an empirical investigation. These approaches are deductive approach and inductive approach. The deductive approach holds that research should move from the general context to the smaller one. This implies that the research should start by investigating the known facts and then contextualising those facts to fit a specific context. Cohen, Manion and Morrison (2010) noted that the main application of the deductive approach was in testing the existing theories and determining whether those theories were applicable in a specific context.

The inductive approach, on the other hand, first investigates a specific context and then seeks to generalise these findings. According to Collis and Hussey (2009), it was most appropriate in a study where there were limited theories regarding the phenomena being investigated. It was a research approach that was concerned with the generation of new ideas and new theories. An inductive approach was carried out by investigating a specific phenomenon in a context and then applying the findings of the study in a wider context.

 Inductive approach suited this study because the aim of the study was to explore the concept of talent management in radio coverage in Ghana and Finland and then seek to identify whether the findings on talent management can be applied to on all radio stations interested in future of radio.

## 3.1   Research method

There are two research methods that can be applied in a primary research investigation, which are qualitative research method and quantitative research method (Punch, 2013). The quantitative research method is a research method that focuses on the collection of quantifiable, measurable data that can be verified. It is appropri-

ate in scientific investigations that require accuracy and verifiability of the data collected (Crowther and Lancaster, 2012). On the other hand, qualitative research method is concerned with the collection of non-quantifiable data such as emotions, perceptions and attitudes and explanations concerning a phenomenon being investigated (Pickard, 2007). The aim of this is to explore and obtain the reason for a behaviour or outcome. When using the inductive context, the most appropriate research method is qualitative research method. This is because qualitative research methods allow the researcher to explore and obtain explanations about the phenomena. Qualitative research method allows the researcher to obtain non-numerical data such as emotions, feelings and attitudes towards a phenomenon that would be difficult to obtain using other research methods.

When using the qualitative method, the researcher can choose to use the semi-structured interview, structured interview or non-structured interview. The semi-structured interview is a guided interview where the interviewees answer relevant questions selected by the researcher and make explanations (Punch, 2013). Structured interviews are very strict and only require the interviewees to answer some questions using yes or no answers. The main demerit of the structured interview is that it collects small amounts of information that cannot be adequate for the study. Unstructured interviews allowed the participants to provide as much details as possible about the phenomena being investigated. However, the unstructured interview collected many irrelevant data that was unrelated to the subject of investigation. It also made the data analysis difficult due to the large volumes of data collected through the unstructured interviews (Denscombe, 2014).

The aim of the study includes an investigation on how radio professionals in Ghana and Finland defined talent in the radio business as well as identifying the impact of talent management activities in the radio business. Therefore, in this study, it was crucial that the author obtained a comprehensive and well-balanced understanding of the phenomenon, its bearing and further development from professional opinions. For that reason, qualitative research approach was applied.

Semi-structured interview method was, therefore, the most preferred research method that could be used in this research. This is because they empowered the researcher to control the investigation and ensure that only data that was relevant to the research questions and objectives were obtained from the participants.

## 3.2   Data collection process and sampling

Since this was a qualitative study, the author sought to obtain information from different angles and sources to have comprehensive findings. Similarly, secondary data can sometimes serve as a comparison instrument to easily interpret and understand primary data (Ghauri, & Grønhaug 2002, 78). However, the researcher should keep in mind that, the existing data was collected for another study and may have different objectives. Thus, the researcher must examine its usefulness to their research before using such data (ibid. , 78). Despite the disadvantage, Ghauri, & Grønhaug (ibid.) encouraged the combination of both secondary data and primary data and clearly stated that "begin with secondary data and only when it is exhausted proceed with primary data".

In this study, secondary data is used to examine the key concepts and processes of talent management from earlier research as well as listenership levels in both countries. For example, if an interviewee stated that the talent accounted for high listenership, such information can be compared to a listener focused study to get an understanding of why listeners chose to listen to their station.

According to Ghauri, & Grønhaug (ibid. , 81-82), primary data is collected when secondary data is not accessible or fully help answer the research questions. However, the researcher should understand that it can be time consuming since they have less degree of control in the data collection process. For example, the unwillingness of target respondents to participate due to lack of interest in the topic, busy schedules or sensitive issues related to the research. This implies that the data is fully dependent on the willingness and availability of respondents hence, a major weakness of primary data.

In this study, data is collected qualitatively as aforementioned. The research problem was clear thus, making it easy to know the appropriate people to interview and what

information to ask (ibid. , 102). The desired people for the research were radio professionals from diverse fields in the Ghanaian and Finnish radio industry with over ten years of experience. In total, thirteen people were interviewed. However, only ten files were analysed due to data corruption. Ghanaian interviewees contacted included:

- ⬚ An award-winning broadcast journalist with 21 years experience in commercial and radio broadcast;

- ⬚ One of the pioneers of private broadcast, over 21 years experience in radio broadcast and experience in music producing;

- ⬚ DJ with experience in commercial and public radio business;

- ⬚ CEO of a radio advertising company, co-founder of an online marketing solution network, radio programs manager for a famous radio and TV;

- ⬚ Radio and TV presenter with experience in newspaper writing;

- ⬚ Radio host with 14 years of experience in the radio broadcast.

Finnish interviewees contacted included:

- ⬚ One of the pioneers of commercial radio in Finland with over 13 years experience in radio journalism, owner of a media company, producer of Nestle Rally radio( identified with permission);

- ⬚ Head of daily radio and TV operations. Head of internet radio with over 38 years of experience in journalism. Experience in newspaper industry;

- ⬚ Radio team manager with 30 years in the radio industry;

- ⬚ Radio producer, a music producer with 13 years of experience;

- ⬚ Radio journalist, radio host and on-air producer with 14 years experience in commercial and public radio;

- ⬚ DJ and radio host with 10 years experience in commercial radio, 3months experience in public radio;

- ⬚ Head of two offices for a large media corporation with over 13 years experience in commercial and public radio, owner of a media company.

The recruitment plan aimed to have a variety of the respondents thereby, many perspectives were given from both commercial and public radio. To collect data from the interviewees, the researcher contacted the management of the media houses and for some, the author recruited from recommendations by initial participants. The respondents were contacted through emails, Instagram, telephone calls and walkin.

In Finland, Yle radio, Bauer Media and MediaTakojat OY were contacted however, only Yle agreed to the research. Peace FM, Starr FM, City FM, Live FM and Joy FM stations in Ghana were also contacted hence, one to two people agreed from each radio station. Once the request was granted, an invitation letter was sent to the respective respondents explaining in detail the purpose of the research and the appropriate time to undertake the interviews. (Appendix 2&3) The interview lasted thirty to forty minutes depending on the willingness of the interviewee to continue talking. Notes were also taken during the interview as Ghauri & Grønhaug (2002, 107) explains that it "demonstrates interest and keeps you awake and alert.

The researcher self-administered the interviews through face to face meeting with the participants. However, the radio professionals in Ghana were by phone or skype for business at a time that was convenient for each interviewee. The participants were informed that they had to consent to being participants in the study and that they were free to discontinue the interview if they felt that it was compromising their personal information or did not have their consent. The interviewees were further informed that the interviews were to be recorded using a phone recorder.

The author drafted interview questions (Appendix 1) to ensure consistency in the data ((Ghauri, & Grønhaug 2002, 102). The interview questions were pre-tested to help estimate how much time each interview will take (102-103). The interview questions were designed from warm up questions to specific research questions. This helped to establish a rapport with the interviewee and introduce the research topic. Permission was sought from respondents to use their direct quotations in the research.

**Sampling**

Sampling is the method used by the researcher to select the research participants from a huge population of interest (Saunders, Lewis and Thornhill, 2009).

In this study, convenience sampling was the most preferred sampling strategy. This is because convenience sampling mostly entailed choosing participants and interviewees based on their convenience and availability to participate in the study (Pickard, 2007). Due to time limitations of the study, convenience sampling allowed the researcher to select research participants based on their availability and willingness to participate in the study.

The sampling frame selected to participate in the study were a sample size of nine employee and manager participants. This was based on the fact that the radio had an approximate of twenty full time employees who acted as presenters or producers. A ratio of 1: 4 was used to select the participants in each radio station hence five professionals were to be selected from each radio station.

## 3.3   Data analysis

Once the data was collected, the next step was the analysis of the collected data. According to Crowther and Lancaster (2012), the most appropriate data analysis method for interviews was content analysis. In this study, content analysis was used. The interviews were recorded on a phone recorder and transferred to google files. The files were then transcribed into text within two days in order to make it easy for the researcher to analyse the interviews.

The written interviews were analysed through summative content analysis that involved identifying patterns and frequency of words used by the participants to explain the concept of talent management in radio. Positive words and descriptions such as good, happy, better, dynamic, improved, talent, change, indicated that the variables being investigated were perceived positively while negative words such as bad, worse, unhappy, unhelpful indicated that the variable was negatively perceived by the participants.

## 3.4   Research ethics and results verification

According to Ghauri, & Grønhaug (2002, 18), Churchill (1999) defined ethics as all circumstances and activities which are likely to cause harm of any kind to anybody. Ghauri, & Grønhaug (2002, 18) noted that ethics are moral principles and values that

impact a researcher's investigation. One major area of research ethics is the relationship between the participant and the interviewer. The researcher should be honest about the purpose of the study to participants. For a research to be considered ethical, it must assure participants of their anonymity and confidentiality if necessary (19-20).

In this study, the author adhered to the research ethical principles at every stage of the research process. Besides, all ideas that were not from the author were appropriately referred and acknowledged. All participants in this research were anonymous unless permission was granted to identify them. This was done by ensuring that personal names and any identifying information about the participants were not recorded. Interviewees were informed in advance that participation in the interview proved that they had provided their consent. The author ensured that no form of harm or stress ensued during the interview. The strengths and weakness of the study are honestly discussed.

This research ensured quality through validity and reliability. Validity is a process of ascertaining the appropriateness of the research tools. In this research, validity was enhanced through verifiability of the research process (Creswell, 2013). Validity also denotes whether the research answered the research questions (Kananen 2011, 66). This research adequately answered the three research questions set. To ensure that the study was verifiable; transcriptions are available from the author at justified request for research checks only due to anonymity and privacy concerns.

This was done through audit trail of the research process where all records of the research were preserved by the researcher as a guarantee that the investigation utilised the research tool and the data sources that had been highlighted in the research method.

Transcripts were derived from thirteen audio files that were recorded from thirteen interviewees. However, one threat to reliability was data corruption. One file was corrupt and three of the interviewees were not audible enough and were excluded from the analysis thus, limiting data.

Nevertheless, the selected data can be argued to be valid because the author was keen on quality, not quantity as a result, corrupted data was not examined. Furthermore, the selected data covered the research questions broadly hence, making the conclusion drawn valid.

Reliability refers to the coherence in a research result (Kananen 2011, 126). In this research, reliability was achieved with the interview questions (See Appendix 1) by ensuring that answers collected were related to the research. The author wrote down notes during interviews to check repetitive words or phrases used to describe the issue investigated. Also, by structuring the collected data in the same form as interview questions, it helped the author to be consistent in the report. Material sources used for the research were broad and up to date.

# 4 Results

The following were the findings of the research that was carried out as specified in the methodology section. The first section expounds finding on what was talent management and whether the radio stations applied talent management principles such as talent planning and recruitment, talent development and talent engagement. The other part presented findings on the implications that talent management had on radio industry and the future of radio industry. Each section included a section that discussed the findings and how they compared with other previous studies. The interviewees from Ghana was treated as the main data points while the interview responses from Yle were treated as control responses which implied that they were used to make a comparison between different contexts and to identify new issues that could be generalized or applied to the industry. Interview questions can be found in Appendix 1. Majority of the respondents were eager, objective, positive, calm and demonstrated emotions during the interview when these questions were asked;

**How talent is defined in radio business**

This research sought to identify how talent was defined in the radio business by beginning the interview with general questions (see Appendix 1.) The findings indicated that, seven interviewees out of the selected ten identified radio presenters and DJ's as the main talent in the radio business. It was interesting to discover that, most of the interviews naturally referred to radio presenters and DJ's as the face of their media house. Hence, identifying them as the main talents in the radio business because they interacted directly with the audience. However, some the interviewees referred to talent as the whole team that prepared for a live broadcast.

They indicated that the radio hosts were the ones that were most valued by the radio management due to their capacity to attract audiences and advertisers to their radio shows and programs. However, there are other talents who work in the radio other than the presenters and DJs who include marketers, program planners, the radio engineers but the focus of this study was on the radio hosts and DJs. See Figure 6 for an overview of some of the words radio professional used to define talent in the radio business.

Figure 6. Radio professional's definitions of talent in the radio business

**Talent management in Ghana and Finland**

The researcher also sought to identify whether talent management practices were done in Ghana. The researcher established whether there was talent management in Ghana radio ecosystems by interviewing radio industry practitioners from Ghana. Interviewee G1 indicated that talent management was:

"*Daily and systematic plans of managing unique abilities that you exhibit in your professional career as a broadcaster or as a presenter. It means that you have to constantly improve and develop the unique abilities that you have because it is a competitive business*."

Interviewee G2 expressed that talent management was:

"*Yes, they outsource from the neighboring countries and at times we have in-house training*."

Interviewee 4 also agreed that talent management and noted that:

*"Just like in any other organization, there is talent management because the way you present yourself out there (image) should have a positive influence on the organization."*

Interviewee G3, however, disagreed that there was talent management and noted that:

*"Talent management has not been well harnessed in most media houses. Most managers just spot the talent but most of the talent management is handled by the individual. There was lack of a talent manager responsible for the talent, plans out activities to enhance exposure or a brand manager."*

In regard to whether there was talent management in Finnish radio industry, the researcher interviewed practitioners from radio Yle and most of the participants highlighted that there were talent management activities in the organizations although they were not referred as talent management. The employees indicated that talent management was mostly handled by the development manager. For instance, interviewee 1 from Yle indicated that:

*"When I was doing it, mostly air checking by listening to shows and checking with the host so that they can improve how they are as hosts. It is not every time, it was about every month. Mostly it involves everyday communication with the producer."*

Interviewee 2 indicated that talent is:

*"It is the ability to build a connection with the audience. Talent goes along with content. In commercial radio, you have to serve a specific community. Here we try to be more journalistic. As a public radio, we take a neutral position."*

Interviewee 4 said that talent management was:

*"We have good DJs but we have to tell more about useful things because we work in the newsroom. The news can't be boring news. They must be funny or interesting so we have to find someone who can communicate clearly."*

However, Interviewee Yle 5 held that:

*"Not yet. Of course, we give feedback of everything that we do in TV and radio on a radio basis. This is the only I do it in my job."*

Altogether, four of the five interviewees indicated that there were talent manage-ment practices in Yle.

**Talent planning and recruitment in Ghana and Finland**

The research also investigated if there was talent planning and talent recruitment as-pect of talent management in Ghana radio ecosystem by asking the interviewees from Ghana radio stations what they thought about talent planning and recruitment in Ghana radio industry. Interviewee 1 indicated that:

 *"Yes, we encourage talents planning system, it involved encouraging new talents for a certain target function even in public functions, events and programmes even if you do not have a media background but have talent will train and develop you (Train, fine tune, polish, build your confidence)"*.

Interviewee 2 held that a talent planning and recruitment because it happened at the top management level. Interviewee 3 indicated that talent planning was a responsi-bility of programming department but also noted that there were talent recruitment and selection that involved several approaches:

 *"There are several approaches; those who apply for job after undergoing formal training; those who are spotted because of their talent even though they lack formal training; poaching competitive people who have great following."*

 Interviewee 4 indicated that there was talent planning and recruitment because: *"People are recruited based on how they have been effective over the years. Do not hire fresh graduates but people with certain personalities. It also involved Poaching some of the very best and scouting for people with promising futures"*.

To understand whether there was talent recruitment in Yle, Finnish participants from Yle FM indicated that there were talent recruitment activities. The recruitment activi-ties involved recruiting students from the universities, the university students acted as interns. The other recruitment strategy applied by Yle was recommendations and referrals. This helped the station to recruit the best talent for public radio. For in-stance, interviewee 1 indicated that:

 *"Yle considered intelligence and ability to engage the audience as some of the most important skills that potential employees should have"*.

**Talent learning and development**

To assess whether there was talent development in Ghana the researcher asked the interviewees whether there were talent learning and development. Interviewee 1 responded that there were opportunities for learning and development for employees. Interviewee 2 also agreed and noted that there were regular and frequent training for the employees. Others such as indicated that there were only occasional trainings. Interviewee 3 indicated that there were regular professional courses offered to employees. Interviewee 4 and 5 likewise agreed that radios in Ghana had employee learning and development.

To determine whether there was talent development in Yle, the interviewees from Yle indicated that there was talent development in the radio station. The talent development involved activities such as providing employees with frequent feedback and other off-the-job training such as seminars as explained by the following interviewees. These were some of the responses from the interviewees. Interviewee Yle 2 indicated that:

 *"We have a development chief of radio. She is the best positioned to answer. We have a team that scouts for talent. It is very difficult talent through applications. We have it in Helsinki. We now have a producer who does air checking and provides feedback to radio hosts on how to improve their shows and does it every day."*

 Interviewee 3 supported this:

 *"We have them. We do it every day. Like now I have talked to Djs, we talk about what should we do and what can we do a little bit better. We mix them with the radio hosts. The best way is by discussing with the DJs and not so often."*

 Interviewee Yle 5 also affirmed this and noted that:

 *"We take journalist students from the university to do practice. We also do some demos on the streets and it was very good and we found people who can speak and speak fluently in live situations. But we stopped that. We now get students from the university."*

This implies that there were talent development activities in Yle radio.

**Talent engagement and retention Ghana and Finland**

The investigation also sought to establish whether there were talent retention practices that were present in Ghanaian radio stations. The interviewees had various responses with interviewee 2 indicating that engagement strategies were mostly monetary and provision of travelling opportunities and provision of end year bonus. However, other participants did not respond to this question.

In regard to talent retention, most of the participants from Yle indicated that the radio had minimal employees' retention strategies. The major employees' retention that was applied by the radio was job security. The job security helped the company retain employees as indicated by these responses from Yle interviewees. For instance, interviewee 1 indicated that:

 *"Yle is a good employer. If you compare Yle with commercial radio, the working condition, the salary is far much better than the commercial radio. The commercial radio outside Helsinki is bad and the salary is not that appealing. The fact that you are in Yle makes one want to continue working with Yle. However, with Yle being a top radio, there not much done with improvement. The much that is done is not formal but everyday feedback."*

 Interviewee 2 indicated that:

 *"Actually, we cannot do it with money. Here we cannot pay better. Sometimes we give bonuses for good stories sometimes every four years."*

**The impact of talent planning and recruitment on the future of radio**

The investigation also considered the impact that talent management had on the employees, most of the interviewees concurred that talent had a positive effect on the future of radio. For instance, interviewee A from Ghana explained that:

 *"It keeps you at the top of your game. Set a certain benchmark for our organizations and even the entire radio business in Ghana. Anyone joining the organization must meet certain standards."*

Interviewee K also in Ghanaian also affirmed that talent planning and recruitment had a positive on future of radio and expressed that talent planning:

*"Leads to empowerment, increased confidence, aware of market trends, more competitive thus be on top of your game."*

Interviewee B likewise noted that talent planning had a positive impact on the future of radio and highlighted that:

*"It has a positive effect when everybody is involved i.e. teamwork thus making the organization more competitive, relevant thereby increasing revenue."*

Therefore, all the interviewees from Ghana indicated that talent planning and recruitment had positive impact on the future of radio.

Also, those from Yle indicated that although talent planning had a positive impact on the future of radio. Interviewee 1 said that:

*"It is especially important for radio hosts because you are working much with your personality and you may feel like it is who you are and you don't want to develop. I think it will affect our radio in that we will get better ratings and more listeners."*

**Impact of talent learning and development and talent retention on the present and future of radio business**

Concerning the impact that talent learning and development could have on future of radio, Interviewee 2 also said that:

*"I think the hosts and all the people on-air look for feedback and would want support...* Interviewee 3 said that *"Yes it could be very good and useful and it could help the business. It would make our products interesting and make our audience more pleased."*

Interviewee K from Yle radio also said that:

*"We now have a journalist who produces different content for radio and television but nowadays we are specializing more talents instead of journalists. This is because people are not listening to the radio as a habit and commercial radio is increasing competition."*

Interviewee 2 from Yle also affirmed that training helped them, to develop on demand radio services:

*"Training has helped us at Yle as now Yle has different channels which we are fixing in order to serve different channels such as Youth channel, news content radio for middle-aged group, we also classical music radio. This will help us cover all people in Finland. We are putting our content on arena service as content cannot die and we are doing on-demand services."*

# 5 Conclusion

 This chapter concludes this discourse by summarizing the study and by pointing out the findings and by discussing how talent management impacts the present and future of radio. This research set out to investigate whether talent management could affect the present and future of radio. Specifically, the research sought to establish how talent was defined in the radio business, how talent management in the radio business was practiced and how talent management practices such as the talent planning and recruitment, talent learning and development, talent engagement and retention influenced the present and future of radio.

The study established that talent in the radio business was mostly considered as the host and the DJs. This confirmed earlier research by Vaiman (2010) who considered talents as people who had exceptional skills that were highly valued by fellow talents, customers and owners of the talent and in radio these were the presenters and DJs. The author observed how radio producers and managers spoke highly of radio presenters as some even referred to them as the face of the company.

The study also established that there were talent management practices in both Ghana and Finland. However, in some of the radio stations, talent management practices were introduced recently. Talent management practices include: planning and recruiting talent, learning and development as well as employee engagement practices. The research established that both the Finnish and the Ghanaian radio ecosystems had talent planning and recruitment activities that included offering internship to university students, and through other informal recruitment practices such as scouting, poaching and recommendations and referrals.

Talent development practices included providing feedback to the radio hosts and helping them to improve their programs were instrumental in preparing radio ecosystems for the future. Talent engagement was moderate and included the provision of better salaries in commercial radio stations and provision of job security in public radio. The findings were in line with the previous study of Ajayi (2010) who noted that talent management in radio mostly focused on recruiting the best staff and then training and developing them to meet the future needs of the business.

 This study answered the research question on how talent management practices such as planning and recruitment, training and development, engagement and retention affected the future of radio. The study established that talent planning and recruitment positively influenced the future of radio. The talent planning and recruitment helped the radio talent to be at the top of the game and attract listeners.

The study identified that talent planning and recruitment positively impacted the present and future of radio by helping the radio to receive and have the most qualified talent that kept their listeners glued to the radio. It enabled the radio systems to hire the most suitable staff who had the capability to deliver relevant content that was needed by the radio audiences. This meant that future radio station must enhance their talent planning and recruitment in order to remain competitive and relevant to their audiences.

The participants further added additional knowledge to the body of knowledge by highlighting that radio industry, unlike other industries, did not use formal recruitment methods such as advertisements or recruitment agencies. Instead, they recruited talents using informal methods such as scouting, internships, recommendations and poaching talent. Such recruitment practices enabled to recruit talents that were in line with their objectives be they commercial objectives or community objectives for public or community radio. This finding was in agreement with the previous study of Anderson (2013) that talent planning and recruitment were essential in the radio industry because it helped in anticipating the talent needs of the radio and assisted the radio to have talents that were aligned with their objectives.

According to the findings, talent development and retention positively impacted the present and future of radio. The study established that talent learning and development were critical as they helped the radio hosts and DJs improve on their talent and become more competitive and very good at engaging their listeners. Talent development practices such as training, providing feedback to the radio hosts and helping them to improve their programs were instrumental in preparing radio ecosystems for the future.  The training equipped the staff with the knowledge on the latest trends as most of the participants indicated that they were aware of the new trends that were facing radio such as the rise of the on-demand content.

They indicated that learning and development helped them to learn ways of responding to listeners needs as well as evolve and apply the latest technologies to build a connection with their audiences. This was in line with the extant literature of Anh and Kleiner (2005) who identified that talent training enhanced the quality of radio programs and shows and attracted loyal listeners.

# 6 Discussion

**Talent management in Finnish and Ghanaian radio**

Concerning talent management in Ghana ecosystem, there was talent management as most of the interviewees from Ghana radio stations, that is three out four indicated that there was talent management in Ghanaian radio ecosystems. They also indicated that talent mostly consisted of the radio hosts and DJs. Therefore, radio talent mostly dealt with the radio and the resources of the company. This implied that Ghanaian radio applied talent management principles in the radio management and it could be attributed to the fact that it was a commercial radio which needed to be competitive. Even those from Finland's Yle FM agreed as four out five interviewees concurred that there were talent management practices in radio.

This implied that radio Yle had moderate talent management that could be perceived by some of the interviewees and not by others. This could be because talent management was not referred as talent management and there was no department in the company that was fully entrusted with talent management. All these sentiments on talent management were in line with Bhatia (2017) had highlighted this by noting that many organizations do not consider humans resources as talents.

**Talent planning and recruitment in Finnish and Ghanaian radio**

About talent planning and talent recruitment in Yle and Ghana radios, most of Ghanaian participants from various radio stations in Ghana indicated that radio stations in Ghana had talent recruitment activities as four out five interviewees affirmed this. The planning and recruitment activities for the Ghanaian radio included practices such as scouting for talents, formal training and poaching the talents. Talent planning was mostly done by the top management in the organization. Likewise, interviewees from Finland's Yle radio indicated that there were talent planning and recruitment activities that mostly included providing interns with an opportunity to learn as well as scouting and receiving recommendations about a talent from other hosts. There were similarities between talent planning and recruitment in both Peace FM and Yle in that both emphasized on training their talent or scouting for talents. However,

there were differences in how talent recruitment was done in the two radio ecosystems as Ghanaian ecosystem engaged in more competitive methods of recruitment such as poaching compared with Finnish ecosystem which mostly used referrals. These findings were in concurrence with the previous study of Freyens (2012) that identified talent management planning and recruitment as an essential component of talent management because talent cannot be effectively managed and utilized without a talent management plan in place. They identified that talent recruitment could also involve both formal and informal talent recruitment methods which were applied by the two radio ecosystems in Finland and in Ghana.

**Talent learning and development in Finnish and Ghanaian radio**

On whether there were talent learning and development in both Yle and Peace radio stations. Those from Ghana radios also concurred that there was talent learning and development as there were occasional training which was offered to the employees. The study also found that Finland's Yle had talent development activities as all interviewees confirmed that there were talent development activities that included proving talent with feedback, as well as through formal training that included occasional seminars and workshops with trainers. The finding concurred with the prior finding of Ajayi (2010) who noted that training was very necessary for radio employees as it was an effective means of skills transfer as they empowered the employees to easily learn about the company culture, objectives and expectation within a short time and at a minimal or no costs to the organization.

**Talent engagement and retention in Finnish and Ghanaian radio**

Regarding talent engagement and retention, the study found that for Ghana ecosystem employee retention was not popular in Ghana as only one of the interviewees who indicated that the salaries, travel and money were meant to retain employees in the radio. Likewise, those from Yle indicated that job security was the only practice carried out to retain talents. This implied that there were little or no talent retention strategies applied by Finnish and Ghanaian radios. It was possible that they did not offer favorable benefits to the employees especially wages that were above the industry were moderate talent engagement and retention activities that mostly involved job security for Yle radio talents. Also, some of the interviewees felt that

there were no talent retention programs in the company and employees were free to leave if they wished to. This is because organizations that offered below industry average wages were likely to experience a high level of disengagement and employee turnover. Nevertheless, the employee engagement and retention was likely to be influenced by other non-material benefits such as opportunities for growth and work-life balance. This can explain why Anitha (2014) had noted that that employee retention was low in the radio industry as it was rife with employee poaching practices.

**Talent planning, recruitment and selection, talent learning & development and talent retention practices influence on the present and future of the radio business**

Concerning the impact that talent planning and recruitment had on the present and future of radio, all the interviewees from both radio stations indicated that talent planning and recruitment positively impacted current radio operations and subsequently the future of radio. They noted that talent planning activities ensured that radio recruited the best talent in the industry which positively impacted listenership and ratings. The finding agreed with the prior study of Anderson (2013) that talent planning was also essential in the radio industry because it helped in anticipating the talent needs. For instance, with talent planning it was possible to anticipate and budget or wage increase in the industry based on the industry data hence provide employees with competitive perks and benefits that would make the organization very competitive and attractive.

**Impact of talent learning & development and retention on the present and future of radio**

On the implications that talent learning and development as well as talent retention practices had on the present and future of radio, most of the participants from both Finnish and Ghanaian radio stations indicated that talent development and talent retention positively impacted the present and future of radio. Interviewees especially those from Ghana noted that application of talent management practices kept them on top of the industry and made them set high standards that anyone else seeking to join the industry had to meet very high standards. It also empowered the talents to be competitive and to generate revenues for the radio station. Also, most of the interviewees from both Ghanaian and Finnish radios highlighted that talent learning

and development and talent management practices had positive impact on the present and future of radio. They noted that training opportunities enhanced their skills and made them relevant to the audiences. Even those who had indicated that there were no talent retention strategies indicated that the implementation of talent retention strategy could positively impact the radio operations and enhance talent productivity.

Some of the interviewees indicated that talent training made them knowledgeable and skilled in the content provision. They were more likely to engage listeners' thus increasing loyalty of the listeners. They were also likely to be more knowledgeable in using technologies such as social media in attracting listeners to listen to their shows. Anh and Kleiner (2005) noted that the other than increasing listenership, the employees who were engaged were more productive than the employees who were not engaged. They attracted more advertisement to their programs compared to the employees who were not engaged. This was advantageous to the success of radio because it increased revenues made by the radio station.

**Listener's perspective**

This section considered secondary data that examined the radio listenership and recent trends in radio that indicated the kind of talents that impact listeners. The figure below how radio listenership was throughout the day for the fourth quarter of 2016.
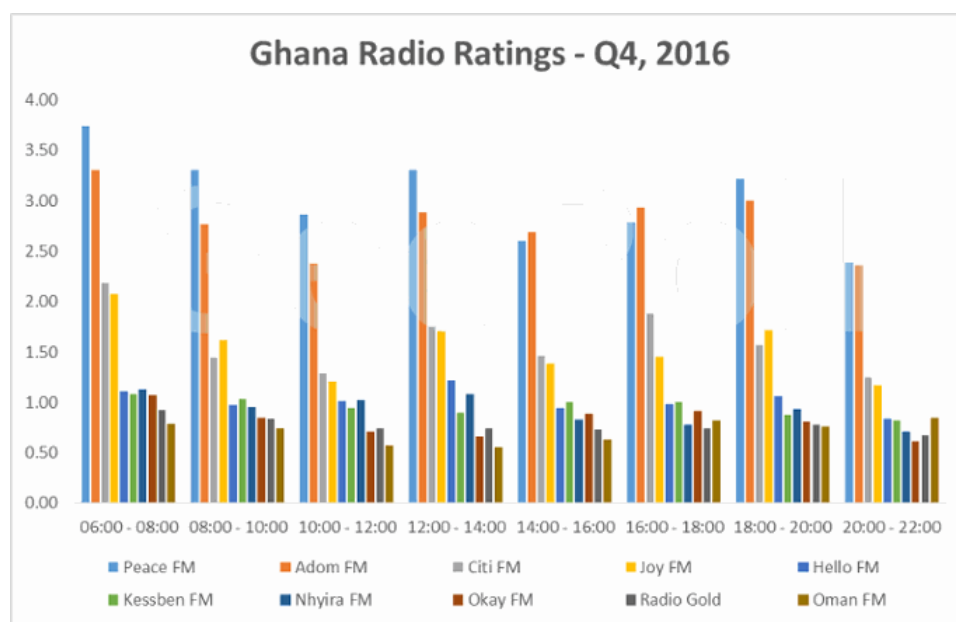


Figure 7.  Listenership in Ghana (Business Ghana,2016)

Regarding Finland, the daily radio reach was 76% across all ages as shown below:

| Daily radio reach by age 2008-2015 (PPM and DIARY surveys)* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | Daily reach (%) [1] | | | | |
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| **Finland** (Diary) [2] | | | | | | | | |
| *All 9+* | 78 | 78 | 78 | 78 | 77 | 76 | 76 | 76 |
| *Age* | | | | | | | | |
| 9-14 | 60 | 60 | 59 | 58 | 57 | 55 | 54 | 52 |
| 15-24 | 67 | 69 | 67 | 66 | 65 | 64 | 62 | 61 |
| 25-34 | 70 | 74 | 72 | 71 | 70 | 69 | 69 | 70 |
| 35-44 | 77 | 77 | 77 | 77 | 76 | 75 | 75 | 75 |
| 45-54 | 83 | 82 | 83 | 82 | 81 | 81 | 80 | 79 |
| 54-64 | 87 | 86 | 87 | 86 | 86 | 86 | 84 | 85 |
| 65+ | 89 | 87 | 88 | 87 | 87 | 87 | 87 | 88 |

Figure 8. Daily radio reach (Nordicom,2018)

Also, radio Yle Suomi was the most popular radio in Finland as shown below.
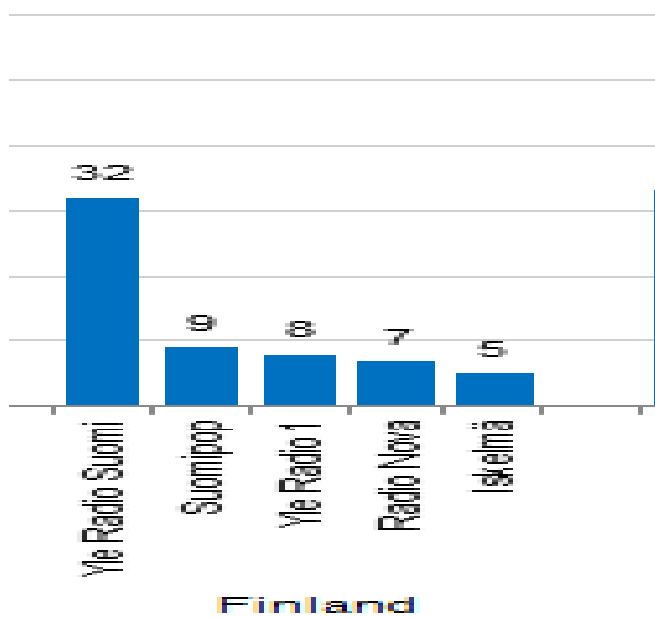


Figure 9. Most popular radios in Finland. (Nordicom ,2018)

This means that there was high radio listenership in both Ghana and Finland which indicated existence of radio talent in the two countries. It indicated that talent management practices in the two radios had impact on listeners because radio had high listenership as shown above where Radio Yle had the largest listenership in the country.

Based on these findings, it is evident that the people who go **live** with broadcast or entertainment are people with the **skill** to talk, excite and draw attention. Therefore, it is imperative that their skills are managed effectively to encourage development. Radio is a **communication business** (Denevan 2011, 81). And as long as the core talents (those who communicate) in the business are constantly being developed, radio can be said to have a successful future.

## 6.1  Limitations

One of the limitations to this study was that, it was a small sample of a wider population. Hence, the author investigated professional views from two different countries with different cultures and different work models for an understanding on how the issue being discussed can be applied by other people in the industry.

Another limitation was that it collected a lot of exploratory information which was not related to the research objectives. As a study that used interviews, the interviewees tended to digress on issues that were of interest to them. Therefore, issues that were not related to the research were gathered. Discussion on talent and its management brought up issues such as; radios position among TV and the Internet, whether radio is indeed a dying medium, the establishment of more media schools in Finland as well as governments licensing systems in Finland. These issues if researched, could provide information that may be used to solve or answer these matters. Admittedly, these matters raised depicts a growing interest in the future of radio business. Hence, an important factor for radio managers to consider.

The other challenge was language problems especially when interviewing Yle radio. Some employees did not easily comprehend the interview questions and a lot of explanations had to be made.

## 6.2  Further considerations

This research recommends that future study should utilize quantitative study instead of qualitative research in order to have a scientific evaluation of the impact that talent management has on the future of radio. Future research can also investigate why

radio does not trust or use raw talents from universities and graduate schools frequently. It should also assess whether using formal recruitment would enhance the quality of talent in radio as well as the future of radio. The future studies should also investigate the impact that talent management practices have on the other types of talent in the radio industry such as the marketers, the radio engineers, and the program planners. This is because this research focused only on radio hosts and DJs yet the other talents like the radio engineers and marketers play a significant role in the success of radio. Future researchers should endeavor to translate interview questions in to the language of interviewees so that there will be better understanding.

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# Appendices

Appendix 1 Interview Protocol

**Before the interview starts:**

Review questions and content of the interview.

Reasearchers background and state reason for the  graduate research.

Remind participant that all answers given are confidential answers, unless the interviewee gives the permission to be non confidential.

Permission to record interview. Audio recorder will be visible during the interview.

**Warm up questions**

Introduce yourself, work experience and your current position and duties.

How did you get started? Why did you get into radio?

Your view on radio today?

**Section A: Talent planning on the present and future of radio ecosystems**

1. Does talent play a role in radio business?

2. What is talent management in radio in your opinion?

3. Does your media house practice talent planning? if you do, what specific planning activities do you undertake, if not why?

**Section B: Talent recruitment and future of radio**

4. What is talent recruitment and selection in your opinion?

5. How do you scout for talent in your organization?

**Section D: Talent learning and development**

6. How would you define talent learning and development?

7. In what specific ways does your organization improve the value of existing talents?

**Section E: Talent engagement and retention**

8. What is talent engagement and retention in your opinion?

9. Does your radio have talent engagement and retention activities? If yes please explain the kind of talent engagement and retention activities undertaken by your organization?

**10. What do you think will be the impact of talent planning, talent recruitment and selection, talent learning and development, talent engagement and retention activities on the future of radio business in your oreganization ?**

11. Radio is being perceived as a dying medium. Do you think radio will 'die' soon?

Your final thoughts, any questions?

Permission to use direct quote in the research?

Is there anyone you will like to recommend for my research?

## Appendix 2 Recruitment letter for management

13.3.2018

Dear Management,

I am a final year student at the JAMK University of Applied Sciences researching perspective and insight on the role of **talent management in determining the present and future of Ghana and Finnish radio business ecosystems.** I will like to interview 10 Finnish radio professionals from your media house (producer, radio host, DJ etc.) with over ten years' experience in the radio business.

 I will desire 30 minutes to hear their experiences, views, and predictions on radios future focusing on talent management. I will like to know if they think this can "save" radio and how, or if, the radio industry will make the needed changes for its future.

Participation in this interview is voluntary. There are no wrong or right answers, therefore, it is expected that they provide honest answers. If there are comments that they wish to share for the sake of honesty, but are uncomfortable to attribute their name, then their comments will be used as aggregate data, with no attempt to identify them directly or indirectly.

At your request, I can send an executive summary of my findings which may benefit your reputable media house.

I look forward to meeting with you and hearing your opinions.

Kind Regards

Helena Tetteh

Researcher

JAMK University of Applied Sciences

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# Appendix 3 Recruitment letter for individuals

13.3.2018

Dear……,

 I am a final year student at the JAMK University of Applied Sciences researching perspective and insight on the role of **talent management in determining the present and future of Ghana and Finnish radio business ecosystems.** I will like to interview you considering your work experience in the radio business.

 I desire 20 - 30 minutes of your time to hear your experiences, views and predictions on radios future focusing on talent management. I will like to know if you think this can "save" radio and how, or if, the radio industry will make the needed changes for its future.

Participation in this interview is voluntary. There are no wrong or right answers therefore it is expected that you will provide honest answers. If there are comments that you wish to share for the sake of honesty, but you are uncomfortable to attribute your name to them, then your comments will be used as aggregate data, with no attempt to identify you directly or indirectly.

At your request, I can send an executive summary of my findings which may benefit your reputable media house.

I look forward to meeting with you and hearing your opinions.


Kind Regards

Helena Tetteh

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