

**Talent Management in Emerging Economies: Study in Mining Multinational  
Corporations in sub-Saharan Africa**

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Philosophy (International Business).

Date: November 2024

## **1 Plagiarism Declaration**

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Philosophy (International Business) at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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November 2024

## **2 Abstract**

Governments are increasingly emphasising the need for multinational companies (MNCs) to invest in developing local talent in the pursuit of developing the sub-Saharan African region. The extractive industries, particularly mining, are under growing pressure to reduce their dependence on expatriates. As a result, many mining companies are adopting talent management as a strategic initiative to meet local content regulations and ensure long-term business sustainability in the region. While talent management practices are extensively studied and implemented in developed countries, their application in emerging economies remains under-explored. MNCs operating in these contexts must account for the unique local challenges and contextual factors.

This study responds to the academic call to investigate whether the talent management frameworks developed in the Western context are sufficient to address the specific talent-related challenges faced by mining MNCs in emerging economies. The research uses qualitative methods to draw on the insight from HR executives, HR practitioners and operational leaders across six sub-Saharan African countries through a 14 semi-structured interviews.

The outcome confirms that contextual variations factors including economic and market constraints, educational and skill development gap, regulatory and compliance requirement and infrastructure and security challenges influences local talent management practices.

The study finds that talent management strategies is driven by local content law in sub-Saharan Africa offering a recommendation to management talent in sub-Saharan Africa

### **Keywords:**

Multinational Corporation, sub-Saharan Africa, Mining, Talent management,

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## 6 List of Acronyms

CEO	chief executive officer
CSR	corporate social responsibility
DRC	Democratic Republic of the Congo
FSP	foreign service premium
HR	human resources
ITM	inclusive talent management
LCR	local content requirements
MNC	multinational corporation
RBV	resource-based view
TM	talent management
STEM	Science, technology, English and Maths

## **1 Chapter 1: Introduction to the Research Problem**

### **1.1 Background to Research**

According to Gallardo-Gallardo et al. (2020), talent management has been one of the most challenging issues facing organizations in the recent years. It is also defined by Collings et al. (2019) as a methodical identification of the critical positions that have the highest impact on the organization's competitive advantage. This needs a talent management approach for developing a talent pool of high-potential and high-performing individuals for organizations to fill these roles using human resources process for identifying, developing, motivating and managing the talent.

### **1.2 Talent Management Approaches**

Dries & Gonzalez, (2013, p.8) point out two main strategies to talent management: the "differentiated" and "inclusive" models. In a differentiated approach, an effort is made to locate top-performers to develop, retain, and reward them. The inclusive approach aims at using the potential of all the workforce at all levels in the organisation. In actuality, many organizations adopt a mixed strategy: they maintain broad-based development programs, benefiting all employees while, at the same time having elite programs for high-potential performers. This combination makes for an organisation having a robust pipeline of talent.

### **1.3 The Importance of Context in Talent Management**

One has to understand the environment in which an organization operates, to effectively implement TM (Gallardo-Gallardo et al., 2020). TM practices are highly contextual and are influenced by factors such as industry, geographical location, cultural norms, and specific business challenges faced. MNCs usually face the challenge of reconciling local demands with global HR strategies and performance standards. Customisation of training programs to address local skills gaps, tailoring of performance management systems, and the development of tailored retention programs, may be required.

### **1.4 Resource Based View Theory and Talent Management**

Resource-Based View (RBV) theory, finds that competitive advantage of an organisation is a function of its distinct resources, which include human resources. According to Ambrosius (2018), in the RBV application, there would be a focus on inclusive talent management in obtaining a competitive advantage by identifying, developing, and exploiting unique skills and competencies that are valuable, rare, and imperfectly

imitable. Pereira et al. (2022) have mentioned that the success of MNC operating in an emerging economy depends on their talent pool or human capital significantly, and the quality of its HR practices within an organisation.

### **1.5 Challenges in Emerging Economies**

Dynamism, major government influence, cultural norms, and the urge for rapid capacity building and expansion are the characterising features of the emerging economies. These demand major adaptations of theories and practices from the developed economies (Alferaih, 2018). Developing economies characteristic differ from that of the advanced economies and bear major implications for the theory and practice of TM. MNCs in emerging economies have to confront some of the major challenges including an inadequate education system, dysfunctional institutions, and restrictive migration policies affects the availability and development of local talent (Song et al., 2023).

### **1.6 Gaps in Western Talent Management Frameworks**

Gallardo-Gallardo et al.(2020) ask a very important question regarding whether assumptions underlying talent management frameworks by Western institutions' are satisfactory to address the specific talent management issues organizations face in emerging economies. Considering the high contextual sensitivity of the TM practices, more research is required on the way MNCs localize their talent management in their host countries. Ghosh et al. (2023) recognises that to succeed in such a setting, it becomes important to tailor the approach in light of specific cultural, institutional, and economic conditions of the host country.

### **1.7 Research problem**

Anand et al. (2021) interpret emerging economies as countries that have undergone remarkable development in terms of technological and economic advancement and are in a process of sustaining the achieved momentum to bridge the gap with developed economies. The dynamism and transitional nature create unique challenges in developing and retaining competent human capital relevant for sustaining economic growth.

Some of the factors which shapes the labour market conditions in sub-Saharan Africa include adequate systems, ineffective institutions, and restrictive migration policies. According to Song et al. (2023), low technical competency, in some areas, particularly in respect of local labour, makes many MNCs operating in these areas depend on expatriates to fill most of high-level or critical positions. The reliance on expatriates poses

many issues, such as heightened operational costs and a discrepancies between skills requirements of expertise and the capability of the local workforce.

Moreover, expatriates are usually less interested in supporting and developing local talent; therefore the questions about the efficiency of this strategies for talent development driven by expatriates arise (Al Jawali et al., 2022). Managers and expatriates would also prefer to hire people from their own networks, thus creating barriers to organisational diversity for local talent.

In response, countries in sub-Saharan African like the DRC and Ghana have issued policies for local employment prioritization, including restrictions on expatriate employment duration and setting quotas for foreign workers (Ablo, 2018). For example, Ghana requires that a majority of Ghanaians be employed by foreign companies in the extractive sector after ten years (see Table 1.1).

**Table 1.1: Duration and percentage of local employment per job category**

Job categories	Duration and percentage of local employment <sup>I</sup>		
	Start	5 years	10 years
Management staff	30%	50–60%	70–80%
Technical core staff	20%	50–60%	70–80
Other staff	80%	90%	100%

Source: (Ablo, 2018, p. 184; Ministry of Ghana, 2013).

These polices are most likely to intercept the current expatriate-dependent approach used by MNCs and force them to develop local talent (Farndale et al., 2022). Besides, the cost of sending expatriates is significantly higher compared to the cost of hiring locals, and there is a considerable salary difference between expatriates and local managers (Rubbers, 2019).

The challenge is further compounded by the rapid changing technology in the mining industry, sometimes referred to as the "Mine of the future," further exacerbate the challenge. There has been increased recognition that the conventional mining engineering education system in sub-Saharan Africa will not be adequate to respond to the requirements of the industry in the future (Oshokoya & Tetteh, 2018). The educational sector in the region trail behind the developed countries, arousing the fear and danger of continued dependence on expatriate service.

Therefore local content attainment and reduction in the dependence on expatriates are important for the sustainability of mining MNCs operating in emerging economies. Atan and Aina (2020) observed that organizations put in TM strategies and practices to gain their sustainability.

Sub-Saharan Africa's fast growing population presents both opportunities and challenges. The population in the region will grow to constitute 12 - 23% of the world's population by 2050 (Yeboah & Jayne, 2018). An average of more than 17 million young sub-Saharan Africans will enter working age annually up until 2035. This demographic trend offers considerable opportunity for economic development if the governments and MNCs manage to develop the local talent efficiently. Sub-Saharan Africa ranks trails all the other regions of the world on the human capital index (World Bank, 2021), which will go a long way in emphasizing the high stake involved in investing in education and skills development (see table 1.2)

**Table 1.2: Human Capital Index, 2020**

<b>Regions</b>	<b>Human Capital Index</b>
East Asia & Pacific	0.59
Europe and Central Asia	0.68
Latin America & Caribbean	0.56
Middle East, North Africa	0.49
South Asia	0.48
Sub-Saharan Africa	0.48

Source: (World Bank, 2021, p. 195-205).

The migration by highly skilled individuals out of Africa only serves to slow economic growth. According to Immurana (2022), this is attributed to poor working conditions coupled with low wages and security challenges that force them into OECD countries. This worsens the problem of a shortage in skills, and thus mining MNC have the obligation of creating strategies that can help them to attract, retain, and develop local talents.

## **1.8 Research Questions**

The main research question is anchored in Gallardo-Gallardo et al. (2020) highlights the need to investigate further whether assumptions underlying talent management frameworks from Western institutions are sufficient to understand and address the unique talent management issues that organisations in emerging economies face.

The main that directs the research is: **How do emerging economy conditions affect talent management strategy in mining multinational corporation subsidiaries in achieving local content?**

The following sub-questions were explored:

- A. How do mining multinationals attract, retain, and develop local talent in sub-Saharan Africa?
- B. What contextual variations influence the implementation of talent management across different sub-Saharan countries?
- C. How do MNCs address national constraints or leverage enablers to optimise local talent management practices?

### **1.9 Research Gap**

While TM practices in developed economies have been clearly reviewed, there is still a gap in understanding how such practices are adapted and effectively implemented in emerging markets in the mining sectors of sub-Saharan Africa (Pereira et al., 2022). Existing research mainly focuses on general themes such as talent acquisition and retention, leadership development, and mostly takes for granted the universality of the frameworks developed for developed economies. Such a “one-size-fits-all” approach is unable to consider the unique economic, cultural, and regulatory complexities of emerging markets (Farndale et al. 2022).

In fact, very few studies have focused on how mining MNCs address such critical regional issues as acute skills shortages, localisation policies, and socio-political instability. In fact this is more relevant to sub-Saharan Africa, where the mining industries are central to economic development but perennially face challenges related to poor infrastructure and heavily dependence on expatriates to provide specialised skills (Cooke et al., 2019).

### **1.10 Research Purpose**

It is the aim of this study to explore the implementation of talent management practices by mining MNCs in sub-Saharan Africa in developing local talent. Understand how variation in contextual factors affects the implementation of TM and strategies the MNC employ to navigate these challenges to successful implement TM practices. Cooke (2018) points out that it is important to have more inductive and inclusive research from less developed and less researched countries, which may present different contexts in human resources management (HRM). He also shows that there are more challenges

to talent management in emerging economies. Collings et al. (2019) underline the importance of understanding talent management at societal, individual and organizational levels within the context of emerging markets. The specific aim will be:

**Talent management Practices:** identify the TM practices of mining MNCs in emerging economies.

**Identification of Strategies:** explore concrete strategies adopted by mining MNCs to attract, develop, and retain local talent.

**Influence of contextual factors:** identify the way in which contextual factors, such as weak institutions, cultural differences, and economic instability, shape the localisation of global talent management strategies at the local level.

**National enablers and strategies to overcome national constraints:** discuss the various strategies that mining MNCs use to overcome national constraints in building a sustainable business and discuss the national enablers, if any, that mining MNCs leverage on. Suggest propositions that mining MNCs might consider toward developing local talent in a sustainable manner, ensuring alignment between corporate objectives and local needs: consider innovative approaches to training, development, and retention effective in sub-Saharan Africa.

### **1.11 Academic Contribution**

By providing empirical evidence and theoretical insights into the challenges in adopting western TM strategies by mining multinationals in sub Saharan Africa, the paper contributes to the growing body of literature by expanding the TM theories. This research has enhanced the understanding of effective TM frameworks that are applicable and sustainable in emerging markets. Contextual understanding is crucial for developing comprehensive TM theories that account for variability across different economic contexts (Gallardo-Gallardo et al., 2020).

### **1.12 Practical contribution**

There is a persistent need for more focused study in existing literature on the issue of talent management on an organisational level in emerging markets as stated by (Pereira et al., 2022).

The present study provides practical strategies and best practices for practitioners to manage the talent in challenging situations in general, and in mining industry specifically.

By understanding the TM practices and talent management development approaches used by various mining organizations, the research investigate the challenges and opportunities of executing talent management development in emerging economies. This would in turn assist organizations operating in or intending to operate in sub-Saharan Africa, develop their talent more effectively in order to contribute to their competitive advantage and sustainable growth.

### **1.13 Research Context: State of African Mining Industry**

In 2023, the mining sector accounted for 4.5% of Africa's gross domestic product (GDP), representing more than a third of African' exports (Vukani mining 2024). The global drive towards energy transition in an effort to address climate change is redefining the mining landscape in Africa. In the near term, demand from Europe for natural gas from has risen following the current crisis between Ukraine-Russia. In the longer term, the global clean energy transition is driving increased demand for Africa's minerals and metals (Deloitte 2023).

Tiamgne et al. (2022) estimated that in excess of US\$ 350 billion was generated from the mining activities on the entire sub-Saharan Africa the year in 2018. These minerals include "cobalt and tantalum in the Democratic Republic of the Congo (DRC), diamonds in Botswana, gold in Burkina Faso, Tanzania, and Ghana, bauxite in Guinea, copper in Zambia, uranium in Namibia, iron ore in Liberia and Guinea, and platinum in South Africa" (p.1), among others.

The supply of demand for critical minerals such as copper, nickel, manganese and graphite lags behind; Copper is expected to see 9.9Mt by 2035, a factor likely to elevate the prices high for decades. Africa has the large informal workforce and as part of the energy transition, Africa needs to reskill its skilled workforce. There is a need for public and private institution to work together to identify future skills and develop training programs to upskill and reskill workers (Deloitte 2023)

According to Deliotte (2024), hiring and retaining highly skilled employees in resource based business such as mining is one of the greatest challenge facing organizations today. In their 2022 survey, 50% of executives see talent acquisition as a leading challenge while 56% of executives do not feel that their organizations have the right mechanism in place to retain employees. According to the survey, the focus in today's world is more on critical skills and capability rather than roles.

### 1.14 Scope of research

The study focuses on multinational mining organizations operating in sub-Saharan Africa, a region endowed with natural resources, especially minerals. However, it is recognized that the institutional contexts and economies of various countries in sub-Saharan Africa make their situations unique, hence demanding different approaches or strategies (Ambrosius, 2018). As such, this research will draw on practitioners operating in selected countries with different indices of human capital, as shown in Table 1.3.

**Table 1.3: Selected Countries and Expected Human Capital Index (2020)**

Country	Expected human capital (2020)*
Ghana	0.45
Madagascar	0.39
Dr Congo	0.36
Guinea	0.37
South Africa	0.44
Mozambique	0.38

Source: (World Bank, 2021, p. 195-205).

### 1.15 Chapter outline

Chapter 1 introduces the research problem through overview of background of study, followed by addressing the problem statement, questions, and identified gap. Further, the section elaborates on the purpose of the research through presenting academic and practical contributions. The research scope is defined at the end of the chapter, as well as providing an overview of the outline for the subsequent chapters.

Chapter 2 provides the Literature Review of the study. First, it provides an overview of talent theories before considering talent and talent management. Then, an overview of talent management practices is presented with a consideration of talent management in emerging economies. Next, sub-Saharan African contextual factors are outlined before considering two success stories from the Nigerian oil and gas industry and the Debswana Diamond Company.

Chapter 3 identifies the principle the study's primary and secondary research questions of the study.

Chapter 4 details methodological considerations. It begins by unpacking the research design, where the research philosophy and choice, research assumptions, purpose of

design, research strategy, methodological choice, and time horizon are presented. The applicable techniques and procedures where the outline of target population, level and unit of analysis, sample and sample size, research/measurement instrument, data collection, and data analysis are presented. Then, the chapter reflects on data quality ethical considerations and reflects on the study's limitations.

Chapter 5 presents the findings of the study in line with the data analysis performed on the data collected.

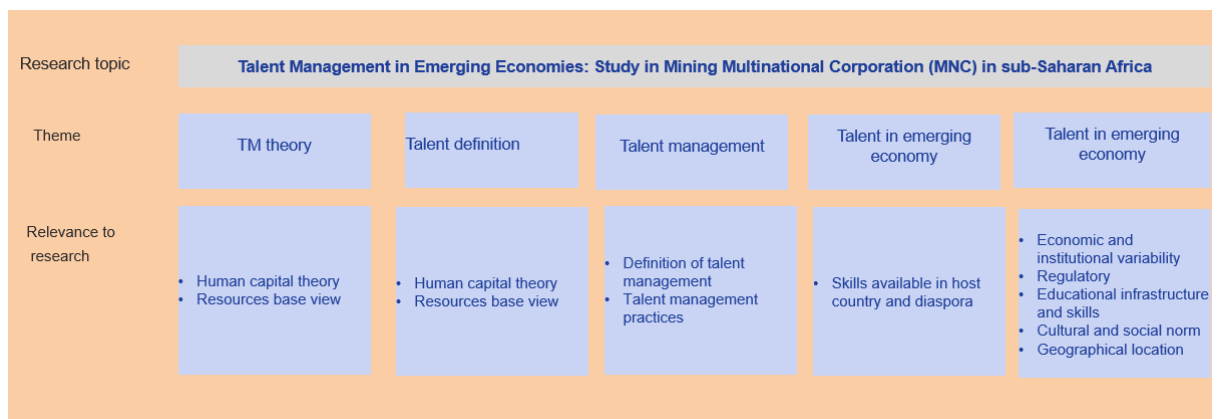
Chapter 6 presents the discussions of the study in which the individual research questions are considered in light of the literature reviewed in Chapter 2.

Chapter 7 concludes the study by presenting the main findings, recommendations, areas for future research and study limitations.

## 2 Chapter 2: Literature Review

### 2.1 Introduction

In particular, especially in the increasingly turbulent global business environment, talent management has emerged as one of the most focuses point of organizations in their quest to achieve a sustained competitive advantage, particularly in the increasing turbulent global business environment. This chapter therefore reviews the literature on talent management, with a particular focus on emerging economies. The review seeks to critically analyse the existing theories, definition, practices, and contextual factors influencing talent management in these regions. By closely looking at the gaps in the literature and by exploring successful case studies, the chapter provides the ground for answering the research questions posed about talent management strategies in mining MNC operating within emerging markets. The outline of the literature review are presented below.



**Figure 2.1: Literature Review**

Source: Author's own.

### 2.2 Theory Underpinning Talent Management

Understanding talent management necessitate a critical look at some of the key founding theories underpinning this concept. These core theories include Human Capital theory (HCT) and the Resource-based View (RBV), generally enduring varying perspectives on how organizations can successfully employ human resources to gain a competitive advantage.

#### 2.2.1 Human Capital Theory (HCT)

Human capital theory, initiated by Becker in 1962, encompasses the accumulated competencies, knowledge, expertise, skills, and relationships acquired over time by

organisations and individuals through education or experience, to create income and social benefits. Ployhart et al. (2014) expand further by stating that human capital is the unit level, individual ability of entities to create economic value for an organisation. Despite its historical importance, more recent criticism of human capital theory point out its inability to represent cognitive and noncognitive abilities and individual personal characteristics underlying organisational human capital (Demirtas et al., 2017).

Becker (1992) makes a clear distinction between specific human capital, which is acquired via firm-specific on-the-job training, and general human capital, for which the training costs are incurred by the employee. He states that the organisations usually invests in specific training and retain the employees through policies whereas the individuals invest in general training, these specific skills may be the industrial as well as firm-specific skills. Generic skills are easily transferable whereas the industry skills are transferred within the specific industry, it is, therefore beneficial that the human capital developed over the years is transferred. Human Capital Theory emphasizes the importance of recognising high potential employees and investing in their development, with the expectation that they will play vital role in driving organisational success (Mujtaba & Mubarik, 2022).

Human capital theory is widely used in talent management, but, as explained, it aims to enhance performance and motivation of employees (Isah Leontes & Hoole, 2024). It does not therefore have the appreciation of identifying and developing critical talent that will be linked to the business strategy in pursuit of competitive advantage. HCT provides a basis for individual development but does not consider wider strategic and contextual factors.

### **2.2.2 Resource-based View Theory (RBV)**

Kaliannan et al. (2023, p.2) defined the talent development of an organizations as "practices of developing talent, skills and competency of employees" , in agreement with the resources-based view theory. RBV theory assumed that the development of talent is rare, imitable, and value generating. The theory infers that an organization must consider developing the internal resources other than the competitive environment to create the competitive advantage. The unique talent of an organization an organization creates the differentiation to achieve the organizational success. Farndale et al. (2022) argue that organisational according RBV, the organizational success is achieved by aligning the management practices with the corporate strategy along with matching the organizational objective with the skills of employees.

Rothwell (2011) believes that organizations can only get to competitive advantage when they have enough right people with the right ability to achieve the organizational objectives. He stress that organizations today rarely have regular workforce planning. Vacancies are filled as there are openings, and the opening of positions is added when overtime is high. The other challenge is that organizations experiences downsizing in order to save money when the business cycle falls.

In emerging economies, institutional factors on the subsidiary level affects MNCs competitive advantages. Resource-based value focuses on internally based resources developing competencies to manoeuvre these local challenges (Beamond et al., 2016). To be competitive, resources will require tacit knowledge of the local context reflecting the law, regulation, culture, and language.

RBV focuses mainly on internal resources and thus may not consider the external environment, such as market dynamics or institutional constraints (Liu & Meyer, 2020). moreover, RBV fails to take into consideration how external partnerships and networks may have a positive impact on acquiring and utilising resources (Thunnisen, 2016).

### **2.2.3 Integrated Theoretical Framework**

Given the shortcoming of RBV and HCT, integrating resources dependency theory or RDT into these theories yields broader insight into talent management. RDT view organizations as being deficient and needing to obtain resources from the external environment. As such, RDT fuels dependencies which may impact strategic decisions. Jiang et al., (2023) supports it. Specifically for talent management, RDT points out the significance of external talent pools, partnerships, and institutional linkages. By integrating RBV and RDT, an organization can capitalise on internal talents but still value external resources. The hybrid model ensures that talent management approaches align with the organisational goals as well as operational realities, particularly in a resource-constrained environment (Farndale et al., 2022).

According to King & Vaiman (2019), arguing that talent management is both internal organisational factors but also external contextual and environmental factors that influence it. Talent management activities such as attract, and manage talent occurs within a broader context that include national and regional influences. These external factors include everything from macro-level elements such as government policies on education, immigration, and labour legislation, to some degree shaping the environment in which an organizations operates. The investment in human capital that takes the form of policies impact the development, quality, and availability of talents at both national and

regional levels. Talent management in organisations, therefore, must be put within the larger socio-economic perspectives that shape the talent pool and labour market.

## **2.3 Defining talent in an Organisational Context**

Defining “talent” is essential for creating effective talent management practice, as the term’s varied interpretations shape the approaches organisations take to cultivate their human capital (Bagheri et al., 2020). These differing definitions highlight ongoing debates in talent management over whether universal models or context-specific strategies best meet organisational needs. While universal frameworks offer a foundational approach, different sectors' unique goals, values, and operational contexts often call for customised strategies.

The meaning of talent also differs greatly between organizations and culture with various conceptions on what constitutes valuable human capital. Historically, the term “talent” originated from the Latin word *talentum*, which originally meant money or wealth belonging to only the rich. During the middle ages, it had evolved to mean an individual innate or developed capability (Stevenson 2010), suggesting how the evolution could reflect an ever-growing regards for human competences as organisational and social assets.

### **2.3.1 Objectives and Subjective Perspectives**

#### **2.3.1.1 Objective Perspective**

The objective defines talent as a measurable personality trait, focusing on attributes such as skills, abilities or potential that can be assessed and quantified. This perspective defines talent as a collection of attributes inherent to an individual, unaffected by context or external perceptions (Dries & Gonzalez, 2013). Talent is viewed as abilities or competencies that can be measured and quantified. Talent refers to employees' "skills and capabilities" that are critical to the operational process to generate excellent output and contributes to the organization's competitive advantage (Wiblen et al., 2012). This perceives that individuals have specific strengths which can create any potential value for an organisation.

Gallardo-Gallardo & Thunnissen (2016) describe a talented employee as one who demonstrates "excellent input (high potential/excellent abilities) with an outstanding output (excellent performance and value creation)" (p. 13). This definition emphasises the dual aspects of potential and performance, suggesting that talent is not only about current achievements but also about an individual's inherent abilities and future potential.

This perspective is particularly relevant in dynamic and competitive sectors where the ability to adapt and innovate is crucial for sustained success.

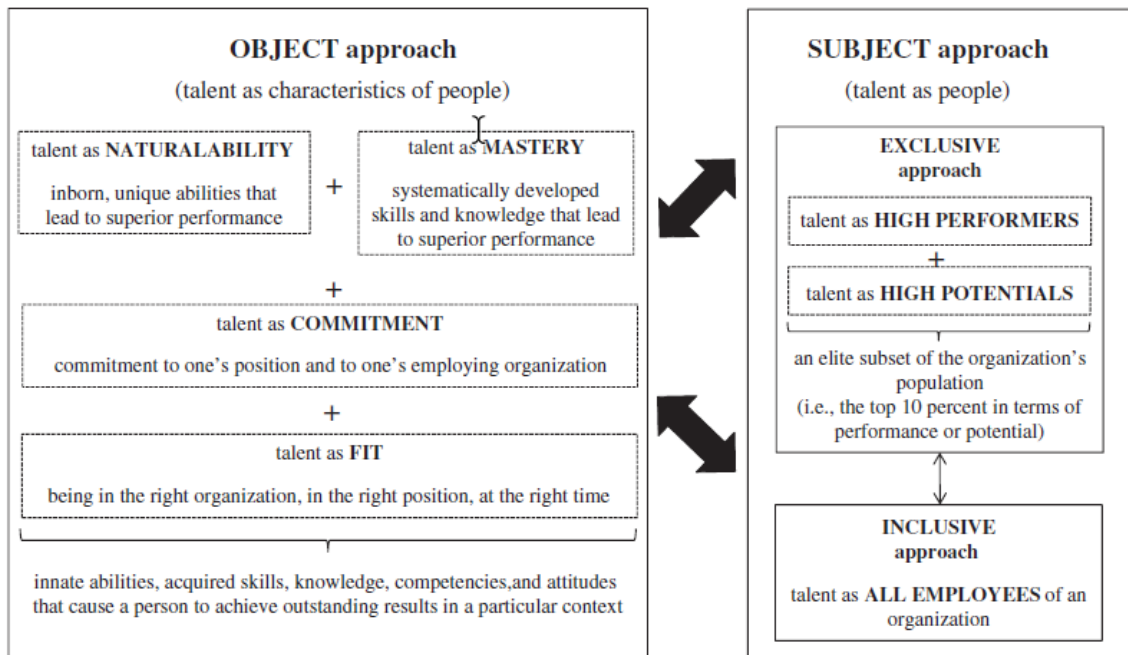
### **2.3.1.2 Subjective Perspective**

The subjective perspective characterizes talent as a person; one's talent is not just about possessing certain traits but also about being recognized as talented within one social or organizational context or another (Dries and Gonzalez 2013).

Within organisational settings, Wiblen and McDonell (2020) reinforces that within organizations and their stakeholders meaningful construct and socially constitute their notion of talent in light of unique social histories, operational imperatives, and strategic aims. Kravariti and Johnston (2020) extends this to provide an organisational-specific definition, with particular relevance to the public sector. They refer to public sector talent as individuals with competencies, knowledge, and values compatible with the essential principles of public service and promotion of common good.

TM could be either an inclusive or exclusive approach depending the subjective approach. The inclusive approach focus on utilising talent throughout all organisational levels, with emphasis broad development opportunities. This methods ensures equity in resources for growth among employees and foster a culture of continuous learning across the organisation. Each individual's career development is developed through training, irrespective of individual performance, to meet the organisational requirement in the talent pipeline (Kaliannan et al., 2023). Generally, this philosophy is also largely rooted in the Western context and tends to be more prevalent in smaller organisations (Tansley, 2011).

Exclusive recognises high performers or those with potential who significantly impact organisational goals. Management believes that less than 20 percent of the employees. These individuals are placed in a talent pool and rated. Dries and Gonzalez (2013) summarise the two perspectives of talent in Figure 2.2.



**Figure 2.2: Summary of talent management perspective**

Source: (Dries & Gonzalez, 2013, p. 8).

### 2.3.2 Conceptual Definitions of Talent

The recent perspective has been channelled towards positions and roles that have significantly consequence on the organisation. Jooss et al. (2021) opinion that talent should focus on positions by which employees can make an impact on organisational performance. These strategic positions should comprise leadership and management positions and must exclude line employees. McDonnell et al. (2017) indicated that the definition of talent should be aligned with the organisational strategic objectives and operational requirements.

Regardless of how talent is defined, having clear and informed understanding of its meaning is essential for creating effective talent management practices and policies (Tansley, 2011). Wiblen and McDonnell (2019) stress the importance of moving beyond universal definitions and best practices to embrace more context-specific interpretations. Practitioners are encouraged to adopt a reflexive approach that acknowledges the context nature of talent and aligns it with the operational and strategic goals.

## 2.4 Defining talent management

### 2.4.1 Evolution of talent management definitions

#### 2.4.1.1 Early Critiques

Lewis and Heckman (2006) criticise the field for its lack of clarity and consensus on what constitutes talent management. They further critique the field's lack of rigour, coherence, and clear value, suggesting that talent management often functions merely as a rebranded HR process. They believe talent management encompasses planning and managing employees' acquisition, selection, and career progression. They mention that the existing definitions of talent management are incoherent and imprecise, which contributes to the confusion and the lack of standardization within the discipline.

#### 2.4.1.2 Strategic Approach

Scott & Revis, (2008) TM Characterised by its dynamism and evolving over time as the organisational priorities changes. Talent management is an integrated policy, strategy, and practice to deliver the development, deployment, and retention of talent to achieve strategic business objectives. TM applies directly to an organisation, its industry, and the jobs nature.

Collings and Mellahi (2009) have identified a well-articulated and detail definition of the concept of talent management, describing it as a series of activities and process that include;

- **Systematically identifying key positions:** Identifying positions in the organization which make a significant difference to an organization's competitive advantage, meaning that some positions are critical than others in ensuring success of the organisation's and therefore should receive more focused regarding talent management.
- **Development of a diverse talent pool:** This involves developing a pool of talent that can fill up these key positions; therefore it involves the recruitment of people with appropriate skills and potential that is followed by granting continuous development to get them ready for the future.
- **Creation of differentiated human resources architecture:** Developing customized HR strategies and practices that match the needs required for skills placement and talent development. Specialized training programs, leadership development initiatives, and strategic workforce planning are all part of this.
- **Organizational commitment to societal well-being:** Ensuring that the

organization's talent management practices align with broader societal goals and consider both local and international contexts. This aspect emphasizes organizations' ethical and social responsibilities in their talent management efforts.

#### **2.4.1.3 Recent Development**

Jooss et al. (2021) provide evidence that approaches there is no uniform approach to talent management are not uniform across organisations. Outcome and effectiveness can therefore vary. The inconsistency may be particularly problematic in dynamic and often unpredictable environments of emerging economies where standardized practices may not be applicable or effective.

Pereira et al. (2022) recognized that MNC success significantly depends upon on its talent pool, which underlined the quality of its human resources. They indicated that there is little known regarding the way talent is managed various levels; country, industry and organisation.

#### **2.4.2 Talent Management in Emerging Economy**

It was established in a recent literature review that there is a significant gap in the existing research on TM within the context of an emerging market. Most of the current literature predominantly focuses on practices and theories developed by Anglo-Saxon institutions, which may not be entirely applicable or effective in emerging market contexts. Gallardo-Gallardo et al. (2020) raise a critical question about whether the assumptions underlying talent management frameworks from these Western institutions are enough to understand or capture and address the unique talent management issues faced that organisations in emerging markets face. Indeed, review postulates that such a one-size-fits-all approach to TM based on Western paradigms may neither be effective nor appropriate for emerging markets.

According to Vaiman et al. (2019) there is still a dearth of research on how talent is managed across the levels of country, industry, and organisation in emerging economies. The implication then is that there should be one comprehensive effort from both researchers and practitioners to create new knowledge and insights which can inform the development of more effective talent management in such diverse and rapidly evolving market contexts.

Cooke et al. (2019) challenge that the unique economic, cultural and institutional factors necessitate a tailored talent management approach in emerging markets. Insufficient

institutional infrastructure, low availability of skills and changing market conditions make it a challenge for MNCs to manage talent in emerging markets (Beaumont et al., 2016).

## **2.5 Talent Management Practices**

Effective talent management is a series of interrelated practices that, taken together, supports the talent planning, identification, attraction, acquisition, development, and retaining of talent (Esmer & Yildiz, 2022).

### **2.5.1 Talent Planning**

Planning is the initial point of talent management, involving a detailed plan, detailing the process, resources and the strategies of how the organization forestalls in attracting, acquiring, developing, deploying, and retaining talent in relation to the organisation's approach. This is a strategic process of forecasting talent needed, assessing the current capabilities within the organisation, and developing tactics to bridge gaps in alignment with organisational goals (Collings et al., 2015).

In emerging economies, market conditions complicate long-term talent planning (McDonnell et al., 2017). Effective planning requires integration with business strategy, considering both current and future organisational needs (Farndale et al., 2017).

### **2.5.2 Talent Identification**

Talent identification enables the organisations to spot employees with high potential that enhance the organisation's overall talent pool. This process reinforces an organisation's capability for developing and retaining skilled employees and promoting inclusiveness within the talent development programs. The development programme ensures there is a pipeline for future leadership by ensuring there are right people in the right place to meet the organisations objectives and operational needs (Jooss et al., 2019).

Organisations often make huge investments in talent identification practices, driven by the belief that these efforts will help identify and develop future leaders. This approach assumes that early identification of high-potential employees allows the organisation to nurture their skills, align them with strategic goals, and prepare them for leadership. Dries et al. (2021) also added that investing in such a practice is uncompromising necessary for long-term success, since leadership development forms the basis of organisational sustainability within a competitive economy. Balancing inclusive practices with the need to focus resources on key talent remains a challenge. Suppose the talent identification process relies too heavily on current performance or certain personality traits. In that

case, they may overlook individuals with untapped potential or those who excel in different areas of leadership, such as emotional intelligence or adaptability.

Tyskbo (2021) criticises that the very different organisational, institutional logic and culture impact on the criteria and methods of identifying talents. According to him, these institutional logics-essentially the norms, values and guiding principles, differ across headquarters and subsidiaries as each may have different views on what's important in terms of talent attraction criteria.

### **2.5.3 Talent Attraction**

Talent attraction describe a frame work for attracting possible applicants and communicate value proposition of the organizational (Theurer et al. 2018)

According to Harsch and Festing (2020) talent attraction depends on activities which include employee value proposition (EVP) and extensive employer branding is critical in attracting external candidates. Excellent workplace perception attract top talent. In an era where candidates have greater access to increasing volume of employer information through variety of platforms, a well design brand and positive image can enhance an organisation's transparency and credibility. Yu et al. (2022) explains employer brands as how the external audience perceives the attractiveness of an organisation as a place of work. These perceptions influence the understanding of potential applicant about an organisation and the role it offers, which leads decision on showing interest in application and making their job choices. Employer branding serves as a differentiator that facilitates differentiations the offers of an organisation within a competitive labour market based on associations with unique values and desirable attributes.

Cooke et al. (2020) highlight that a supportive work environment and positive culture are play a significant role in attracting individuals who look forward to more than just financial rewards in a work place. They hunt for a places where they can be personally and professionally affluent, find career development opportunities, leadership quality, and work-life balance.

According to Cooke et al. (2021), Emerging markets face tremendous demand for competition for talent, and need innovative attraction strategy.

### **2.5.4 Talent Acquisition**

Cooke et al. (2014) define talent acquisition as a process of critical identification of roles within an organization and creating of a talent pool comprising a high potential and high

performing group of individuals. The talent pool is developed and maintained to ensure that right candidates ready to fill the key roles, on requirement to support support long-term strategic objectives.

Resource base theory focuses more on developing internal resources to achieve competitive edge. On the other hand, focuses on how the external macro environment, as Farndale et al. (2022) explain, determines the supply of essential resources that either enable or hinder an MNC from achieving competitive advantage. This theoretical approach proves beneficial because it evokes the realization that organisation exist within interdependent network. However, they depend on external resources – external talent pool, particularly crucial in case of market with a skills shortage.

### **2.5.5 Talent Development**

Following Rezaei and Beyerlein (2018), talent development covers the design and delivery of appropriate programs and practices aimed at boosting skills and competences of the workforce. It is, therefore, directly linked to the overall strategy of the organization in managing its talent to develop within employees, the competencies that will address the strategic objectives of the organization. The emphasis on growth and continuous development of talent will guarantee that the organisation has a competent and capable workforce prepared for long-term success.

Kravariti and Johnston (2023) have also pointed out that line managers are highly important in developing talent. One finds that employees performance improves based on the development support the employee receive from their line managers.

### **2.5.6 Talent Deployment**

Talent deployment involves placing the right employees in the right strategic positions to deliver an organizational strategy by utilising employee's skills and potential. Talent deployment can be done through detail succession planning and structured HR systems to fill critical positions with the right type of talent. Succession planning is defined by Rothwell (2011, p.88) as "developing a pool of people for promotion", which requires taking into all ranks within the organisation, to spot the talent required to prepare for future challenges and opportunities. This is done to ensure that at all times, the organisation will have a steady supply of competent individuals who are ready to assume the key positions when they become vacant. Atwood (2020) further defines this by stressing the importance of getting the right people in the right place at the right time, thus signifying that talent is aligned strategically to meet organizational needs.

The financial impacts of turnover are dreadful. Hom et al. (2017) estimate that the cost of hiring replacements for highly talented employees ranges from 90 to 200 percent of the employee's annual salary of an employee. This high cost underlines the importance of succession planning as a turnover minimising method with its costs.

Moreover, Griffith et al. (2019) argue that aligning organisational succession planning with the organisation's and individual employees' core needs creates a comprehensive leadership pipeline. This alignment helps reduce employee turnover by ensuring that succession plans are strategic and considerate of employees' career aspirations and development needs. A well-aligned succession plan can enhance employee engagement and loyalty, reducing turnover rates and improving organisational performance.

### **2.5.7 Talent Retention**

High-potential employees with valuable talent are scarce, and organisations must strive to retain them to maintain competitive advantage (Rodríguez-Sánchez et al., 2020). Organisations employ various strategies to keep these employees engaged and ensure their long-term retention, including mentoring, training, and coaching (Younas & Waseem Bari, 2020). These strategies are designed to enhance career development, thereby improving job satisfaction and loyalty.

Ambrosius (2018) therefore concluded that with more support coming from MNCs its employees in emerging markets is willing to stay longer with the organisation. These supports can be in various forms such as professional development opportunities, clear career progression paths, and robust performance management systems. He further indicates that should set mechanism allowing for flexible and timely compensation for employees' achievements, ensuring that their efforts are recognised and rewarded promptly. Besides, the author identifies that general human capital investment may lead to higher turnover rates compared to specific human capital which directly relates to the organisation. Bianca et al. (2024) recommend encouraging flexibility and mobility to enhance retention.

Retaining talent in emerging markets poses a big challenge for MNCs. MNC compete with other local organisations and also state agency for a limited pool of highly skilled workers. When economic is booming, skilled workers tends to move more between firms. As pointed out by Rubbers (2019) for instance, mining sector employees tend to use their networks to discuss job conditions comparatively in relation to other firms offering better opportunities after which they do not hesitate to resign. Collings (2014) highlights

the high turnover of international assignees as they form part of MNC's global talent pool. He also suggests that due to the high level of investment in developing international assignees, this must be a strategic issue for MNCs.

Reward and compensation are generally critical in motivating employees to accept international assignments, filling positions unavailable locally, and transferring knowledge to the host country. Maley et al. (2020) stresses the risk of sustaining expatriate compensation due economic uncertainties. Shorthand (2018) states that the foreign service premium (FSP) added to an expatriate's basic salary ranges from 50-60 percent in specific African regions. This is in addition to raft of other allowances, including car allowance, rotation allowance, the cost of living allowance, and home travel expenses, and sometimes children's education allowances. The comprehensive nature of expatriate compensation packages underscores the significant financial commitment required from MNCs. Balancing the need to attract and retain employees for international assignments with the financial constraints imposed by economic uncertainties is a delicate task; hence, it is critical for MNCs to develop more local talent for critical positions.

According to Gilani and Cunningham (2017), perceived organisational culture, rewards, benefits, and leadership, from employer brand management contribute much to employee commitment. A strong employer brand will uplift employee loyalty and reduce turnover by through positive perceptions of the organization as a good place to work. This encompasses competitive salaries and benefits, a supportive working environment, personal and professional growth opportunities, and leadership that inspires employees in their daily engagement.

## **2.6 Talent Challenges in Emerging Economies**

### **2.6.1 Skills Shortage and Brain Drain**

#### **2.6.1.1 Brain Drain**

Brain drain in sub-Saharan Africa is driven by poor working conditions, lack of opportunities, and individuals seeking better lives in developed countries. The emigration of skilled workers hampers local talent availability and organisational capabilities (Immurana, 2022). The average brain drain index of Africa according to the Global Economy (2024) is 6.01 compared to other continents, Europe (3.59), North America (5.46), Asia (4.73), South America (4.65) and Australia (5.53) (The Global Economy, 2024). The index indicates the impact of human displacement on a country's economic

impact. According to Capuano and Marfouk (2013), migrants from Africa are often better educated than those who remain in their home countries. This trend highlights the significant loss of highly skilled individuals from the region.

### **2.6.1.2 Skills Shortage**

Anetor (2020) in his literature stresses that government policies in sub-Saharan Africa do not adequately address the training and education of human capital, particularly human resources. He concludes that priority is not given to areas of skills and knowledge required by strategic sectors of the economy, including the extractive mineral sector.

Song et al. (2023) argued that shortage of skills in emerging economies could be attributed primarily to the rising supply of a great quantity of unskilled undergraduates. Low supply in talented skills lowers the employability level of the workforce, hence workers are not sufficiently prepared for the job market that requires specific skills. According to Marsh and Oyelere (2018) youth and students should have some motivation factors to go for studies in the developed countries. Their research indicates that students who receive scholarships or incentives from their governments or private institutions are more likely to return home after completing their studies but this heavily depends on the situation at home. When faced with difficult economic conditions and the lack of dynamism, talented individuals will continue to seek opportunities from the developed countries.

Insead's (2023) Global Talent Competitiveness Report analyses a country's competitive environment of talent. The data show that the majority of sub-Saharan African countries are less competitive in attracting talent. Out of 134 countries, most sub-Saharan African countries are found at the bottom of the rank, as shown in Table 2.1 below. The countries ranked higher have made considerable effort to create a conducive settings that will enable them to attract and grow their talent.

**Table 2.1: Insead Global Talent Competitiveness Report**

COUNTRY	SCORE	OVERALL RANK	INCOME GROUP	REGIONAL GROUP	REGIONAL GROUP RANK
Mauritius	48.77	51	Upper-middle income	Sub-Saharan Africa	1
South Africa	43.01	68	Upper-middle income	Sub-Saharan Africa	2
Botswana	42.28	73	Upper-middle income	Sub-Saharan Africa	3
Cabo Verde	41.11	78	Lower-middle income	Sub-Saharan Africa	4
Namibia	36.67	93	Upper-middle income	Sub-Saharan Africa	5
Ghana	32.97	95	Lower-middle income	Sub-Saharan Africa	6
Gambia	32.48	97	Low income	Sub-Saharan Africa	7
Kenya	31.66	98	Lower-middle income	Sub-Saharan Africa	8
Eswatini	30.87	100	Lower-middle income	Sub-Saharan Africa	9
Zambia	29.32	108	Lower-middle income	Sub-Saharan Africa	10
Rwanda	28.71	110	Low income	Sub-Saharan Africa	11
Côte d'Ivoire	28.67	111	Lower-middle income	Sub-Saharan Africa	12
Senegal	28.62	112	Lower-middle income	Sub-Saharan Africa	13
Benin	28.45	113	Lower-middle income	Sub-Saharan Africa	14
Nigeria	28.12	114	Lower-middle income	Sub-Saharan Africa	15
Zimbabwe	26.16	117	Lower-middle income	Sub-Saharan Africa	16
Cameroon	25.91	118	Lower-middle income	Sub-Saharan Africa	17
Uganda	25.71	119	Low income	Sub-Saharan Africa	18
Malawi	25.68	120	Low income	Sub-Saharan Africa	19
Tanzania, United Rep.	25.33	121	Lower-middle income	Sub-Saharan Africa	20
Lesotho	24.96	122	Lower-middle income	Sub-Saharan Africa	21
Burundi	23.46	124	Low income	Sub-Saharan Africa	22
Madagascar	23.10	125	Low income	Sub-Saharan Africa	23
Mauritania	23.09	126	Lower-middle income	Sub-Saharan Africa	24
Mali	22.02	127	Low income	Sub-Saharan Africa	25
Guinea	21.87	128	Lower-middle income	Sub-Saharan Africa	26
Burkina Faso	20.55	129	Low income	Sub-Saharan Africa	27
Angola	20.43	130	Lower-middle income	Sub-Saharan Africa	28
Mozambique	20.40	131	Low income	Sub-Saharan Africa	29
Ethiopia	19.77	132	Low income	Sub-Saharan Africa	30
Congo, Dem. Rep.	17.57	133	Low income	Sub-Saharan Africa	31
Chad	14.78	134	Low income	Sub-Saharan Africa	32

Source: (INSEAD, 2023, p. 16-18).

## 2.6.2 Diaspora Engagement

MNCs offer competitive incentives to attract highly skilled and talented diaspora members to return home (Auer and Schaub, 2023). These enticements are designed to attract individuals to take up management, leadership, and technical positions within the MNCs.

This strategic shift towards leveraging the diaspora offers several economic benefits to their country, communities and families. Firstly, it resolves the skill shortages in sub-Saharan Africa by bringing back individuals who possess advanced education and experience to facilitate knowledge transfer and innovation (Krishnan & Scullion, 2017). Secondly, it reduces the reliance on expatriates, who are often more expensive and may not fully understand the local context and cultural nuances. Thirdly, returning diaspora members can contribute to the local economy and serve as role models, encouraging further investment in education and skill development within the region. Moreover, this approach aligns with the broader goal of sustainable development by fostering local talent and reducing the economic and social cost of brain drain. It also highlights the importance of creating conducive environments that can attract and retain talent. Ensuring good working conditions, providing career development opportunities, and fostering economic dynamism are critical factors that can encourage highly skilled individuals to remain in or return to their home countries.

## **2.7 Contextual Factors Affecting Talent Management in sub-Saharan Africa**

The Sub-Saharan Africa region offers a set of unique challenges and opportunities with regards to the ability of MNCs to manage talent effectively. Various contextual factors influence the talent management approach in emerging economy, especially within this region that usually determine the success of developing local talent. Guallardo – Guallardo et al. (2020) stress the significance of considering contextual issues, noting that they play a crucial role in the overall effectiveness of talent management approach. This is especially pertinent in the context of sub-Saharan Africa, where there is a growing need to develop local talent to replace expatriates eventually.

A key challenge within sub-Saharan Africa is the incomplete understanding of how key macro contextual factors such as country-specific and regional conditions, impact the definition and implementation of talent management within organisations. While these factors have been acknowledged, their actual impact on talent management practices remains under-researched. Sparrow (2019) emphasize how a deeper exploration in these macro-contextual factors should be necessary to understand better the influence in shaping talent management strategies in sub-Saharan Africa. Understanding the local contextual factors, including the region's unique cultural, economic, and institutional conditions, may help respond to the institutional void. Therefore, MNCs must adapt their talent management strategies to these local contexts prior to implementing them (Yakubu, 2020).

The next section discusses some of the relevant macro contextual factors that are likely to alter the way MNCs apply talent management in the mining industry in sub-Saharan Africa.

### **2.7.1 Economic and Institutional Variability**

The institutional variability for sub-Saharan countries comprises the regulatory environment, educational institutions, and workforce development, and infrastructure or institutional support which also varies from country to country or region to region. Meyer and Xin (2018) raise an important question about the impact of home country institutions on operations. The institutional framework in most sub-Saharan countries is highly varied and impacts economic performance and development.

The fact that emerging economies often create complex challenges for businesses, does not automatically undermine their strength. For example, although national training and development systems in many emerging economies are often under-resourced or fragmented, some regions excel in specific areas, such as technical education or tertiary training. Though limited in scale, these localised strengths can offer valuable opportunities for businesses to access specialised skills or niche expertise (Pereira et al. (2022).

Economic and institutional variability may therefore prove both a challenge and an opportunity when it comes to talent management. For instance institutional voids, including a lack of formal labour markets and limited educational infrastructure, complicate the recruitment and retention of skilled professionals (Collings et al., 2019). As a result, MNCs operating in sub-Saharan countries invest heavily in talent development to build a skilled workforce.

### **2.7.2 Regulatory Environment**

Sub-Saharan African governments are eager to develop their countries. Crowley-Henry and Ariss (2019) cite the growing demand for corporate social responsibility (CSR) in employing migrant workers in emerging economies. This, including other labour regulations, may constitute a barrier to skilled migrant development in a host country. For example, countries are now implementing local content regulations, creating tension between social corporate responsibility and the requirement for specialised foreign expertise.

Ovadia and Hilson (2020) emphasized that 44 countries, which including most of the extractive industries in sub-Saharan Africa, such as Ghana, Angola, Nigeria, and

Botswana, have already adopted LCRs to stimulate local economic growth, building skills, and increasing employment for citizens. Local Content Regulation (LCRs) objective is to reduce the dependency on foreign expertise with the aim of enhancing sustainable development through requiring MNCs to invest in the local workforce and source from local suppliers.

### **2.7.3 Cultural and Social Norms**

According to Montalvo and Reynal-Querol (2021), Sub-Saharan Africa is the most ethnically diverse region in the world. They noted that the more ethnically diverse, the more the economic growth. This growth is partly attributed to the geographic proximity of ethnic groups, which enhance a great level of social interaction and a strong sense of community. Unfortunately, the economic growth has not been realised in sub-Saharan Africa

In the context of talent management, this diversity may present both opportunities and challenges for organisations, especially MNCs operating in the region. Boso et al. (2019) emphasise the importance of developing cross-cultural management and leadership capability when internationalising in African countries. The success of talent management strategies in this diverse region hinges on an organisation's ability to navigate the complex cultural landscape.

Organisations must be sensitive to cultural and linguistic differences, stereotypes, varying work ethics and acceptable work behaviour across different African countries. Language, as a key component of culture, affects communication and social cohesion between neighbouring communities. Most African countries have multiple languages and dialects, which may be a challenge with talent management practices.

### **2.7.4 Educational Infrastructure and Skills Development**

Access to quality education in most of the sub-Saharan Africa is a challenge. According to Acosta and Evans (2021), there has been significant gain in education access in sub-Saharan Africa. Despite the gains, a third of the children in the median African countries do not complete primary school, and three out of five do not finish lower secondary school. Their study indicates that Africa remains the lowest-performing region globally in terms of school access, with other regions far surpassing it.

### **2.7.5 Geographical**

Earlier research in talent management often assumes operates under the assumption that individuals across different regions and cultures would exhibit similar behaviour regardless of their political, economic or religious backgrounds. Pereira et al. (2022) view that uniformity in the approach towards talent management has resulted in the one-size-fits-all strategy, overlooking diversified expectations shaped by geographical and cultural factors. This critique is particularly relevant in today's global workforce, where talent management strategies must account for local nuances and regional variations in employee needs, motivation, and values. One key weakness of the size-fits-all strategy is that it fails to account for the significant cultural, economic and social difference that influences employees' expectations in geographical locations.

The geological differences also shape the labour markets, government regulations and educational systems, all of which directly impact the availability and development of talent. Talent availability may be concentrated in urban areas, limiting access to remote locations. The physical infrastructure challenges can impact mobility and deployment (Mensah 2019).

## **2.8 Success Stories**

Examining successful cases provides insights into effective talent management practices in emerging economies.

### **2.8.1 Nigerian Oil and Gas Industry**

In the Nigerian oil and gas industry, talent management has become a critical focus due to the need to localise expertise and reduce dependence on foreign expatriates. The industry recognised the technical and leadership skills gap within the local workforce and initiated strategic partnerships with local project operators to foster the recruitment and development of homegrown talent. According to Le Roes (2017), a key element of the strategy involves investing in institutions, particularly those specialising in technical and engineering disciplines. By partnering with local universities and vocational schools, the industry helped shape curricula to meet the needs of the oil and gas industry.

### **2.8.2 Debswana Diamond Company**

Ovadia and Hilson (2020) argue that the deliberate policy intervention, robust governance, and focus on local talent led to the creation of a 50% joint venture between

De Beers and the government, has transformed Debswana mining company to generate significant wealth and also contributing to the socioeconomic development of Botswana.

Over the years, Debswana invested in training programs, mentorships, and scholarship initiatives to build local talent. This has led to the emergence of a highly skilled workforce capable of managing and operating a complex mining process.

## **2.9 Chapter Conclusion**

The mining MNCs in Sub-Saharan Africa faces unique challenges related to critical skills shortages. This sector demands a variety of specific technical skills that are often scarce, primarily due to the region's limited educational and training opportunities. Addressing these shortages requires a comprehensive understanding of the local context and the development of tailored talent management strategies. According to Gallardo-Gallardo et al. (2020), devising and implementing such strategies must be highly contextual to effectively meet the industry's unique needs.

In particular, the mining industry must navigate a landscape where traditional educational institutions may not provide adequate training for the specialised skills required. This necessitates the creation of bespoke training programs and partnerships with educational institutions to bridge the gap. Moreover, retaining skilled workers is equally critical, necessitating competitive compensation, career development opportunities, and conducive working environments.

This literature review underscores the need for MNCs to adopt adaptive, contextually informed management practices that address the specific challenges of emerging economies. The insights gained lay the foundation for subsequent research to explore how mining MNCs in sub-Saharan Africa can effectively implement talent management strategies to achieve local content objectives and organisational sustainability.

### **3 Chapter 3: Research Questions**

#### **3.1 Introduction**

The chapter summarises the main question of how sub-Saharan Africa contextual conditions affect talent management practices by mining MNCs. The research questions delve into the knowledge gap left by existing literature. While the existing literature provides insight into talent management in developed markets, there is limited understanding of how MNCs should adapt their approach in dynamic, fast-growing economies. By examining this gap, this chapter aims to offer practical, relevant and theoretically motivated solutions, building on the works of Kross and Giust (2019).

#### **3.2 Primary question**

*How do emerging economy conditions affect talent management strategy in mining multinational corporation subsidiaries in achieving local content?*

Due to limited studies on talent management practices in emerging economies, the primary question seeks to address Gallardo-Gallardo et al. (2020) critical question about whether the assumptions underlying talent management frameworks from Western institutions are sufficient for understanding and addressing the unique talent management issues faced by organisations in emerging markets.

#### **3.3 Secondary Questions**

##### **3.3.1 Research Sub-Question 1**

*How do mining multinationals attract, retain, and develop local talent for critical roles in sub-Saharan Africa?*

This research question examines how mining corporations employ diverse approaches to talent attraction, talent development, and long-term retention. The focus was on understanding specific strategies organisations use to fill critical roles and methods to retain skilled local talent.

### **3.3.2 Research Sub-Question 2**

*What variations in contextual factors might influence the implementation of local talent management by MNC subsidiaries across different sub-Saharan countries?*

This research question is aimed at the specific contextual factors within each country that affect the talent management practices of multinational corporations (MNCs) operating in sub-Saharan Africa.

The question explores these unique challenges faced by multinational companies in emerging economic environments that may compel MNCs to rethink and adapt their talent management strategies (Datta et al., 2023).

### **3.3.3 Research Sub-Question 3**

*How are multinational corporations addressing national constraints or leveraging enablers that impact their talent management practices?*

This question is aimed at analysing into the management of MNCs in sub-Saharan Africa and how they manage country-specific challenges while maximising beneficial elements to boost talent management.

## **3.4 Chapter Conclusion**

This chapter explores the impact of emerging economic conditions on talent management by MNCs. It addresses the knowledge gap in existing literature and offers practical solutions. The research questions cover how MNCs attract, retain, and develop local talent in sub-Saharan Africa, the variations in contextual factors influencing local talent management implementation, and how MNCs address national constraints and enablers.

## **4 Chapter 4: Research Design and Methodology**

### **4.1 Introduction**

This research study seeks to investigate how MNCs mining organization apply the principles of talent management in sub-Saharan Africa, with specific attention to acquiring and managing indigenous talent. The objective of the research was to bring greater insight into how mining MNC negotiate the challenging demands of local talent management within a global framework while meeting challenges pertinent to emerging economies specifically sub-Saharan Africa

The research design and methodology employed to address the main research question and sub-questions presented in Chapter 3 is discussed in this chapter. It provides a detailed justification for the chosen research philosophy, approach, and methods, linking them closely to the study's objectives. The chapter also discusses the sampling strategy, data collection process, data analysis technique, measures taken to ensure validity and reliability, ethical considerations, and reflections on the study's limitations.

By providing a transparent and critical account of the methodological choices, this chapter aims to enhance the credibility and rigour of the research, offering insights into how the study's design supports the exploration of talent management practices in the context of sub-Saharan Africa's mining sector.

The research was carried out for six-month period, from June 2024 to November 2024. The first step was the assignment of a supervisor to the researcher, followed by a formal agreement with the supervisor. Ethical clearance was sought in August 2024, with approval granted in early September 2024. Data collection began in late September, with interviews conducted throughout October 2024. A total of fourteen participants from various sub-Saharan African countries were interviewed, with the final interview conducted on October 11, 2024.

Following the data collection, analysis of the interviews and conclusions of research was completed between October and November 2024. The final report, which integrates and draws conclusions on the research questions, was submitted at the end of November 2024. This chapter also outlines the limitations encountered during the research process and discusses how these were addressed in the study.

## **4.2 Research Design**

### **4.2.1 Research Philosophy**

The philosophy stance adopted by the research is interpretivist, which suggested that reality is socially constructed, subjective and outcomed by an individual's experiences and interpretations (Saunders et al., 2023). Interpretivism is suitable for this research because it seeks to understand the nuanced and context-specific practices of talent management within MNCs operating in sub-Saharan Africa. Given the diversity in the cultural, economic, and institutional environments, an interpretivist approach was adopted. It allowed the researcher to explore participants perceptions and experiences in depth (Creswell & Poth, 2018).

By embracing the interpretivism paradigm, the study acknowledges that social interactions, cultural norms, and organisational contexts shape the talent management practices. This philosophical position encapsulates a commitment to the complexities towards the capturing of the best way to manage indigenous talent in a multinational corporate settings, where multiple realities and perspectives prevail.

### **4.2.2 Research Approach**

In this case, a qualitative research approach is chosen for as it allows the exploration of complex phenomena through rich and detailed data (Denzin & Lincoln, 2011). Qualitative methods are particularly suited to understanding the "how" and "why" questions related to human behaviour, organisational practices, and social processes (Patton, 2014).

The decision to use qualitative methods is justified by the need to delve into the subjective experiences of HR executives, HR practitioners, and line managers involved in talent management. It makes provision for the collection of deep in-depth insights into the strategies, challenges, and contextual factors that influence talent management practices in MNC subsidiaries across different sub-Saharan African countries.

### **4.2.3 Research Strategy**

This study adopts a generic qualitative research approach, focusing on an in depth understanding of participants' experiences and views unencumbered by a specific qualitative tradition. This strategy is appropriate for exploring practical issues in organisational settings, such as talent management practices, where flexibility and adaptability are essential.

A semi-structured interview format was instrumental in achieving these insights. The open-ended questions encourage the participants to share detailed insights, giving the researcher access to rich, context-specific data about their talent management practices. Participants were able to elaborate on various aspects, such as talent attraction, retention, development strategies, and the role of expatriate and local employees in fostering operational continuity. The approach reflects Bell et al. (2022) notion that qualitative research aims to capture social phenomena through participants' lived experiences, providing a well-rounded view of what works, what challenges exist and what strategies are evolving.

#### **4.2.4 Methodological Choice**

The study primary objective is to explore, establish similarity and the difference if any of the TM practices used in the different regions by the mining industries. As suitable methodology to allow for in depth analysis and rigorous description to be selected. Most academics including Yin (2014) recommend the use of case study to answer the “how” questions.

Understanding the variation in context and TM practices in the different countries within sub-Saharan Africa, the methodology of a multiple case study is suitable. Adopting (Yin 2014) recommendation, the researcher opted for multiple qualitative case study approach, to explore, deduce similarity and differences, and explain how the different mining houses execute their talent management strategies in sub-Saharan Africa. This choice is justified by the researcher's focus on capturing in-depth insights from participants directly involved in talent management practices.

#### **4.2.5 Research Assumptions**

##### **4.2.5.1 Ontological Assumption**

The ontological stance adopted in the study is subjectivism, where reality is seen as a social creation and derived from shared meanings (Brough, 2019). Within the settings of talent management, this will entail the definitions of “talent” and practices related to the management of talent are an outcome of organizational cultures, stakeholder perceptions, and context that differs across settings (Thunnissen & Gallardo-Gallardo, 2017). This assumption benefits the interpretivist philosophy, emphasizing the multiple realities experienced by individuals in MNCs.

#### **4.2.5.2 Epistemological Assumption**

The study is epistemologically aligned to constructivism, which holds that knowledge is socially constructed. The research acknowledges that understanding talent management practices can be understood only by co-creating knowledge with individual through experience and meaning-making (Creswell & Poth, 2018). This assumption supports the use of qualitative approaches characterised by talking and reflecting, which creates a pathway for rich nuanced insights to unfold (Tracy, 2020).

#### **4.2.5.3 Axiological Assumption**

Axiology assumption pertains to a concern with the study of values related to ethics, morality, and personal beliefs, and how such values come to shape human behaviour, decision-making, and research practices (Ghauri et al., 2020). As applied to this study, axiology underscored the need for conducting the studies with a commitment to integrity, fairness, and transparency. This ensured that the values that the researcher hold would not unduly affect the process or outcomes. Researcher adhered to high ethical standards by ensuring the entire process was carried out honestly, transparently, and integrity. Ethical clearance was obtained before data collection, signalling the commitment to protect participants' rights and comply with Gibs guidelines.

#### **4.2.6 Time Horizon**

A cross sectional design was assumed for this study, focusing on a single point in time due to time constraints (Leedy & Ormrod, 2016). With the time constraint of the study, this approach allows for a snapshot of talent management practices as they exist within MNCs during the study period (Saunders et al., 2023). The data were collected between September 2024 and December 2024. The researcher will electronically store the data, including the transcript, for a minimum of 10 years.

### **4.3 Techniques and Procedures**

#### **4.3.1 Population Outline**

Mujere, (2016) defined population as the entire group of things, happenings or people that the researcher is interested in studying. The population was at the meso level and involved in multiple mining MNCs. The population for this study comprises managers and HR professionals involved in talent management within the subsidiaries of multinational mining companies operating in sub-Saharan Africa.

### **4.3.2 Target Population/Case Selection**

The target population/case includes MNCs mining companies subsidiaries operating in the sub-Saharan Africa. The mining companies with critical mineral for energy transition were selected for the case study. In emerging economies, there are different institutional contexts and huge disparities among the different countries, including language, culture, work ethics, etc. Strategies for one country may be transferred to limited countries (Ambrosius, 2018).

### **4.3.3 Level and Unit of Analysis**

The level of analysis was organisational to address the gap identified by Pereira et al. (2022), which is how emerging economic conditions impact TM practices. The unit of analysis for this study was the different mining companies in sub-Saharan Africa.

### **4.3.4 Sample and Sample Size**

Sampling is critical to research methodology, as it determines the individuals or cases from which data was collected (Majid, 2018). This study's population was at the meso level and involved in multiple mining MNCs. For this research, HR executives, HR practitioners and line managers per mine were interviewed to gather data. Line managers are responsible for the execution of specific talent management practices. HR practitioner's or managers' roles in TM are to defend the decision and champion the process. At the same time, the HR executive plays a central role in coordinating the operationalisation of global talent management in subsidiaries (Wiblen & Marler, 2021).

Given the qualitative nature of the study, a non-probability sampling technique was utilised to select participants (Mujere, 2016). Non-probability sampling allows researchers to select participants based on their judgment and discretion rather than using random selection methods (Saunders et al., 2023). This approach is suitable for qualitative research, as it enables the researcher to purposefully select participants who possess relevant knowledge and experiences related to the research topic (Barrett & Twycross, 2018). The selection criteria for participants included

- Direct involvement in talent management practices within MNC subsidiaries
- Representation from different organisational levels (strategic management, middle management, operational management)
- Geographical diversity across selected sub-Saharan African countries. The selection of the countries were guided by World bank human capital index (HCI) indicator. Countries with mineral deposit for energy transition were selected from

both high and lower ranked (HCI). The results are presented in chapter 5.

By employing a meso-level sampling approach and non-probability sampling technique, this study aimed to capture rich and diverse perspectives on talent management strategies and execution by mining industry in sub-Saharan Africa. Through in-depth interviews with key stakeholders, this study explored the complexities and nuances of executing talent management strategy in sub-Saharan Africa, thereby contributing valuable insights to the existing body of knowledge in this field.

#### **4.4 Data collection**

##### **4.4.1 Methods of collecting Data**

Collection of data could involve both secondary and primary data. One-on-one interviews or questionnaires are used to gather information directly from participants refers to primary data. These methods allow participants to share personal experiences, insight, or answers to specific questions based on their knowledge or life experiences. Secondary data, On the other hand, is collected from pre-existing, published sources such as books, reports, or journal articles (Taherdoost, 2022).

The researcher conducted a semi-structured interviews to collect primary data from participants. This method is appropriate for exploring participants' experiences, perceptions, and insights in a flexible yet guided manner. An interview guide was developed based on the research questions and relevant literature, ensuring that key topics were covered while allowing participants to elaborate on issues important to them. No secondary data was used.

##### **4.4.2 Collection of Data**

###### **4.4.2.1 Recruitment of Participants**

Upon receipt of ethical clearance, the researcher began contacting potential participants. Participants were recruited through professional networks, referrals, and direct outreach via email and professional platforms such as LinkedIn. The researcher reached out to potential participants through emails and WhatsApp messages, initiating contact with personnel through phone calls and Teams meeting to explain the study. These initial engagements also allow the researcher to evaluate if a participant fit the selection conditions. Informed consent forms were provided via email, giving participants time to review and decide on participation. Some participants declined to participate for several reasons, including;

- Being new to their roles and lacking company permission
- Being on rest and recuperation (R&R) leave and prioritising family time
- Having previously received multiple requests to support student research

#### **4.4.2.2 Conducting Interviews**

Since talent management (TM) is considered a social and subjective construct shaped by personal experiences, organisational practices and societal norms, the researcher selected one-on-one interviews as the primary data collection method. This approach was chosen to gather in-depth insights from participants with experience in talent management practices (Saunders et al., 2023). The Interviews were conducted online using Microsoft Teams. Interviews were recorded and transcribed for a duration of 30 to 45 minutes.

Semi structured interviews were employed, guided by the interview guide (Appendix C), allowing flexibility while ensuring that essential topics were covered. The participants were selected strategically to capture multi-level perspectives on talent management practices, enhancing both data quality and depth.

Due to the time zone differences and R&R rotation schedules, some interviews had to be rescheduled. Two participants experienced a network issue, which required further adjustment to the interview schedule.

Nearly 90% of the participants turned on their cameras during the interviews, creating a more engaging virtual environment. This enables the researcher to observe facial expressions and body language, particularly when the participants seek clarification or provide deeper insights, enhancing the virtual conducive interview discussion.

Each interview began with the research introducing the study objectives and using rapport-building questions to foster trust and encourage open conversation. Participants were given space to express their views without interruption, ensuring they could share their experiences freely. However, in one instance, the researcher had to gently steer a participant back to the topic to maintain focus.

A consistent set of interview questions was used across all sessions, with a concluding question inviting participants to share their final thoughts and reflect on the future of talent management in sub-Saharan Africa.

Fourteen 14 practitioners across various regions in sub-Saharan Africa were interviewed. The recordings were done on Microsoft teams linked with Otter.ai software

to transcribe while recording. The transcripts were cleaned up and subsequently uploaded to ATLAS.ti for analysis. The data was examined using thematic analysis techniques. These interviews provided a rich dataset consisting of 483 minutes of recorded conversations. The longest interview lasted 60 minutes, while the shortest was 28 minutes, averaging 35 minutes per interview.

**Table 4.1: Duration of interviews conducted**

<b>Participants</b>	<b>Country</b>	<b>Interview duration</b>
Participant 1	South Africa	28mins
Participant 2	South Africa	36 mins
Participant 3	South Africa	60 mins
Participant 4	Ghana	28mins
Participant 5	Ghana	60mins
Participants 6	Madagascar	30 mins
Participants 7	Madagascar	33 mins
Participant 8	DRC	38 mins
Participant 9	DRC	33 mins
Participant 10	DRC	28 mins
Participants 11	Guinea	36 mins
Participant 12	Guinea	40 mins
Participant 13	Guinea	32 mins
Participant 14	Mozambique	32 mins
<b>Total</b>		<b>483 mins</b>

Source: Authors own.

#### **4.4.3 Data analysis**

Data analysis is a critical phase in qualitative research that involves organising, interpreting, and making sense of the collected data. An inductive thematic analysis, as proposed by Braun and Clarke (2006), was utilised as the primary method for data analysis. Thematic analysis is a flexible and methodical approach allowing researchers to find and interpret pattern or themes in a data, enabling a comprehensive understanding of the research phenomenon (Lester et al., 2020). AtlasTi software was used by the research to analyse the data. Otter software was used for transcription and was later edited. The transcription was organised by the job title of the participants and the country to assist with triangulation.

Six steps of conducting thematic analysis as prescribed by Braun and Clarke (2006) was followed by the researcher as follows;

#### **Step1: Data Familiarisation**

- proofread the data to gain a thorough understanding
- Initial notes were taken to capture impressions and explore potential themes
- Immersion in data provided a deeper comprehension of content

#### **Step 2: Initial coding**

- A systematic approach was used to code the data rigorously
- Patterns, meanings and themes within the data were identified
- Codes were used to label and categorized segments of data

#### **Step 3: Initial Themes Generation**

- Codes were collated into potential themes based on identified patterns
- Relationships between codes were explored to create a thematic framework

#### **Steps 4: Reviewing themes**

- The thematic framework was reviewed and refined for coherence
- Themes were checked against the data to ensure they were data driven and theory driven
- Themes were refined to ensure they are distinct, coherent and meaningful

#### **Step 5: Themes Definition and names**

- Clear themes names and definition were completed
- Themes were aligned with research questions and broader context
- Their definitions accurately captured the essence of data

#### **Step 6: Producing the report**

- A coherent report was produced, integrating themes and research questions
- Examples from the data illustrate themes effectively
- Thematic findings were summarized and tabulated to highlight similarities and differences across countries.

Overall, the thematic analysis combined with the use of tables enables a rigorous and comprehensive analysis of the qualitative data collected in this study. By systematically identifying and interpreting themes and comparing strategies the researcher gains valuable insights into talent management and its execution by multinational mining companies in sub-Saharan Africa. The list of code are provided in appendix E

A saturation analysis was conducted post-interview using method proposed by Guest et al. (2020). New codes were tracked by the researcher from the interviews to assess if saturation could be achieved. Saturation point could not be reached when the researcher reached interview 14. For the purpose of this study, the results is deemed to be adequate.

#### **4.5 Data quality**

In qualitative research, ensuring data quality is important to maintain the credibility and trustworthiness of the research findings (Noble & Smith, 2015). Given the absence of standardised data analysis and presentation procedures, researcher must implement rigorous methods to uphold the quality of their data (Wood et al., 2020). Cuervo-Cazurra et al. (2020), highlights absence of established standards in qualitative research can lead to concerns about the reliability and validity of the findings. Therefore, the researcher employs robust strategies in addressing the concerns and enhance the quality of the data (Tracy, 2010).

#### **4.6 Reliability and validity**

The researcher maintained detailed records of interviews and data sources through the study process (Morse, 2015), allowing for transparency and accountability in data collection and analysis. This practice will enable other researchers to verify the findings and replicate the study if necessary (Saunders et al., 2023). By documenting the research process meticulously, the researcher demonstrates the consistency and accuracy of the data, thereby enhancing its reliability. In addition, the researcher ensured themes accurately represent the data.

Accuracy of data was addressed through several verification process. Several Iteration was done during the data analysis. The researcher moved back and forth between the

steps. A pilot interview with HR personnel involved in talent management was conducted to verify the applicability of the interview questions.

### **Triangulation**

According to Bell et al., (2019) triangulation is vital to improve the credibility and validity of the research findings by utilising multiple data source or theory, documents, or different method. The researcher in this study utilised data and theory triangulation. Triangulation was achieved by interviewing diverse group of people within the mine, including HR manager, HR executive and line manager who is the owner of TM. The only exception is Mozambique where participants declined to participate.

### **Interviewer bias**

Interview bias impacts data collection or findings through the researchers belief, and values (Saunders et al., 2023). The interview questions were aligned with the literature to avoid the risk of biasness. A pilot interview with HR personnel involved in talent management was conducted to verify the applicability of the interview questions. The pilot interview was also conduct to test the Microsoft teams recording and Otter Ai software for transcription. The interview recordings were used to verify and edit the transcripts to ensure accurate quotes were used in chapter 5.

### **Participants Bias**

Participant bias was mitigated by utilizing open-ended questions directed at experienced and knowledgeable individuals in talent management. The researcher ensured validation by paraphrasing participants' responses and seeking their confirmation to ensure accurate interpretation of their perspectives (Creswell, 2017).

## **4.7 Ethical considerations**

Ethical considerations are essential when conducting research involving human participants to ensure the individuals' safety, privacy, and autonomy (Arifin, 2018). This study adhered strictly to ethical protocols, with data collection commencing only after receiving ethical clearance on September 5, 2024. The drafted consent letters were submitted as part of the ethical clearance application process, demonstrating the commitment to ethical research conduct. Initially, the researcher applied for ethical clearance in August 2024. However, the application was rejected, with the review committee requesting formal written organisational consent. Given the project time

constraints, the researcher opted to secure individual consent from participants, ensuring compliance with ethical standards while staying within the study time frame.

To uphold ethical practices, the researcher followed the principles of informed consent by ensuring that participants were fully aware of their role in the study and the scope of the research (Bryman, 2016). Both verbal and written consent were obtained from all participants before conducting interviews, reflecting the researcher's commitment to voluntary participation. The written consent letters included all the relevant information about the study. The agreement was established on individual level, ensuring transparency and clarity regarding the study's purpose, the participants' potential roles, the anonymity of both the researcher and the organisation, the research objectives, and the intended use of the results. All interviews were voluntary, participants were afforded the right to stop the interview should they not be comfortable with the interviews, and every effort was made to protect participants' anonymity and confidentiality. The participants were also made aware of how data collected shall be stored. The data were stored in a password-protected computer and a password-protected folder on Microsoft One drive. Only authorised individuals involved in the study had access to data.

#### **4.8 Reflection on Study Limitations**

It is important to acknowledge the limitations of the study, particularly regarding the generalisability of findings. The limitation identify are as followed

- The study was limited to the mining industries operating in sub-Saharan Africa Talent management strategies are often generic, but the execution is organisational-specific, meaning that the findings of this study may not be directly applicable to industries beyond resource extraction or manufacturing
- The research is limited to the subsidiaries of multinational companies operating in sub-Saharan Africa

While the study provides valuable insights into talent management execution within these sectors, caution should be exercised when extrapolating findings to other industries with different contexts and requirements.

#### **4.9 Chapter Conclusion**

This generic qualitative study explores the talent management strategies employed and executed by MNCs in the mining industry in sub-Saharan Africa. The research philosophy is interpretivism, emphasising the importance of subjective understanding

and context in shaping individuals' perceptions and behaviours. The study employs a generic qualitative approach, interviewing individuals from various mining houses to gather information on their talent management strategies and how they execute them to ensure their operation's sustainability. The research employs a mono-method qualitative design, combining data collection methods to obtain information on different human capital models/strategies and support them through interviews. The study adopts a cross-sectional design, focusing on a single point in time due to time constraints. The target population consists of managers working in subsidiaries of multinational mining companies in sub-Saharan Africa who are responsible for implementing talent management strategies. A non-probability sampling technique was used to select participants, allowing for a diverse perspective on talent management strategies and execution within the mining industry in sub-Saharan Africa.

Data was collected through semi-structured interviews and a measuring scale for talent management. The research questions included the organisation's definition of talent, critical roles, and the impact of talent management on the organisation. The study also explored how mining multinationals attract, retain, and develop local talent for critical roles in sub-Saharan Africa. The study used inductive thematic analysis and tables to analyse the data, identifying similarities, differences, and patterns in strategies. Data quality was ensured through rigorous measures and detailed records of interviews and data sources. Ethical considerations were also taken into account, with informed consent obtained from participants. The study's limitations include the generalisability of findings, as talent management strategies are generic and execution is organisational-specific. MNCs may not have developed and documented talent management and execution plans.

## 5 Chapter 5: Findings

### 5.1 Introduction

This research sought to understand how the specificities of emerging economies affect the talent management processes of sub-Saharan African mining MNCs, especially with respect to local content aspirations. Given the important role of local talent development, this study analyses the approaches MNCs use to recruit, retain, and develop local people within the framework of international lead countries' policies and conditions. The study centres on the three research questions, which are:

How do mining multinationals attract, retain, and develop local talent for critical leadership, management, and professional-level positions in sub-Saharan Africa?

What variations in contextual factors might influence the implementation of local talent management by MNC subsidiaries across different sub-Saharan countries?

How are MNCs addressing national constraints or leveraging enablers that impact their talent management practices?

### 5.2 Overview of selected Countries and their Relevance

The selection of sub-Saharan African countries for this study was guided by the Human capital Index (HCI) and the strategic importance of these nations in the future of mining, particularly for critical minerals required for global energy transition. The HCI evaluates aggregate levels of education, training, skills, and health reflecting their contribution to productivity of the next generation of workers (world bank, 2021). It estimate the potential productivity losses a child born today might experience as a future worker and the income forfeited by a country due to gaps in human capital. Importantly it also highlights the speed at which these losses can be converted into gains through immediate action.

The selected countries represent a diverse range of contexts in terms of economic development, education system, and mining potential, with a focus on understanding how talent management practices align with the respective mining industry.

**Guinea:** host the largest high grade iron ore deposit and the current biggest mining project valued at \$20billion. The first iron ore to be shipped is planned for 2025,

contributing an additional 5% to the global seaborne supply (mining.com 2024). It is crucial to understand how talent is managed for the sustainability of the mine.

**Ghana:** with the history of mining dated back to 1900s during the gold rush, Ghana mining industry was revitalized after gaining independence in 1957 (Hilson, 2002). Recently, plans for Africa first lithium production mine (2.7 million tonnes per annum) by Atlantic Lithium is set for 2025 (Mining technology, 2023). The study is to understand how talent management has practices have evolved to support such emerging mining operation.

**Dr Congo:** The world largest producer of Cobalt, contributing over 70% of global is critical mineral used in electric vehicles, phones, and laptops (USGS, 2021). Talent management in this context is essential for sustaining the country's dominance in cobalt production amidst global demand for energy transition materials.

**South Africa:** A more developed and advance mining country with lots of critical minerals including copper, nickle, manganese, and mineral sands. Its inclusion in the study allows for comparative analysis with less advanced mining countries to identify best practices in talent management.

**Mozambique:** a growing significance in the mining of mineral sands, which are essential with a huge growing interest in mineral sands, which are essential for titanium production and paint and ceramics industries with mineral resources estimate of 4.4 billion tonnes at Mutamba, it is poised to become one of the largest mineral sand complexes in Africa (Mining technology, 2018). This study examines how Mozambique is addressing talent management to support this growing industry.

Madagascar: is a key producer of mineral sands and graphite. Its substantiate deposits make it a critical player in the global supply of minerals used in divers industries. This study investigates how talent management practices support the exploitation of these resource in a sustainable manner.

**Table 5.1: Selected Countries**

Host Country	Human capital (2020)*	Critical energy
Ghana	0.45	Bauxite, manganese and Lithium

Host Country	Human capital (2020)*	Critical energy
Madagascar	0.39	Mineral sand, Nickle, graphite
Dr Congo	0.36	Lithium ,Copper, Cobalt
Guinea	0.37	High grade Iron Ore, Bauxite
South Africa	0.44	Copper, Nickel, Manganese, Mineral sand
Mozambique	0.38	Mineral sand

Source: (World Bank, 2021, p. 195-201) and (Mining digital magazine, supply chain (2022))

### 5.3 Overview of Participants

Table 5.2 below provides a detailed overview of participants involved in talent management across different multinational mining corporations. It highlights their geographic distribution, job titles, organisational orientations, specific roles in TM and the commodity they work with.

The table provides a diverse range of roles and responsibilities of participants across different multinational mining corporations. Participants from South Africa, Ghana, Madagascar, DR Congo, Guinea and Mozambique have positions at the top, at management and even implementation levels, which shows the complexity of human resource management in the mining sector. Participants involved in strategic management are crucial in the high-level decision-making process while ensuring that the talent management strategies put forth are long-term. There are those who only focus on management and execution of the strategies that were laid down on a higher level, linking the high-level strategy and execution. The involvement of TM owners in more than one locus points out that one has to be designated to supervise the processes of TM so that there is no ambiguity in the processes of TM in an organisation. Overall, the table, in its entirety, depicts the rationale for adopting a sound strategy in dealing with TM by first developing a strategy, practising and executing the plan that is expected to translate the organisational goals into action in terms of management and development of talents in different regions.

**Table 5.2: Overview of Participant Roles and Talent Management Responsibilities Across Multinational Mining Locations**

Participant ID	Location	Participant job title	Organisational orientation	Talent management role	Commodity
1	South Africa	Head of HR	Strategic management	TM owner	Mineral sands
2	South Africa	Senior vice president	Strategic management	Execution	Gold
3	South Africa	Capability development manager	management	implementation	Mineral sands
4	Ghana	Vice president	Strategic management	Execution	Gold
5	Ghana	Vice President, HR	Strategic management	TM owner	Gold
6	Madagascar	HR manager	Management	Implementation & Owner	Mineral sands
7	Madagascar	Chief operating officer	Strategic management	Executioner	Mineral sands
8	DR Congo	HR director	Strategic management	TM owner	Copper
9	DR Congo	Senior HR Superintendent, Transformation	Management	Implementation	Copper
10	DR Congo	Manager leader, Engineering	Management	Execution	Copper

11	Guinea	GM operations	Strategic management	Execution	Iron Ore
12	Guinea	Senior manager, HR	Manager	implementation	Iron Ore
13	Guinea	GM HR	Strategic management	Owner TM	Iron Ore
14	Mozambique	Human capital manager	Manager	TM Owner & Implementation	Coal

#### 5.4 Understanding talent management practices of the mining companies

In order to understand the talent management practices of the mining companies, this study employed a set of framing questions which were transformed into key investigative themes. These themes lay the foundation for investigating strategic human resources practices, offering insights into how organisations manage talent within their respective firms for sustainability. They provide a baseline understanding of essential concepts and organisational perspectives across several critical areas (Table 5.3).

**Table 5.3: Understanding talent management practices in mining organisations**

Codes	Subthemes	Theme
<ul style="list-style-type: none"> <li>Holistic assessment of employee</li> <li>The entire pool of human resource</li> <li>Potential, learning and adaptability</li> <li>Local empowerment</li> <li>Comprehensive leadership and development attributes</li> </ul>	Talent assessment and development	Understanding Talent Management Practices in Mining Organisations
<ul style="list-style-type: none"> <li>Business generating roles</li> <li>Technical roles</li> <li>Metallurgy role</li> </ul>	Key Functional roles	

<ul style="list-style-type: none"> <li>• Organisational leadership role</li> <li>• Construction-specific roles</li> <li>• Operational readiness roles</li> </ul>		
<ul style="list-style-type: none"> <li>• 98-99% local</li> <li>• &lt;1% expatriates</li> <li>• 1-3% expatriates</li> <li>• 70% expatriates in critical roles</li> <li>• ~50% local in skilled roles</li> <li>• 10% expatriates, most with specialised knowledge</li> </ul>	<p>Localisation and Expatriate Deployment in Critical Roles</p>	

Source: Author's own.

#### 5.4.1 Talent Assessment and Development

The insights from participants suggest that mining companies consider the talent assessment and development process complex and fundamentally focused on potential, flexibility, values, and empowerment. Participants noted that the scope of assessing and developing individuals goes beyond performance metrics to include their motives, values, and goals.

**Participant 1(RSA)** discussed an intricate evaluation of talents, encompassing potential, performance and individual motivation of employees:

*"We looked at the individual's potential, whether medium-high or low and then we also judged that against how they were performing. Looking at what motivates them, their values and then most of all their aspirations." [Participant 1]*

This view towards the assessment of an individual enables the organisation to appraise not only what the individual can do at present but also what the individual is likely to do in the future, integrating both the individual's and the organisational perspectives of development.

Another theme was talent, which is viewed as a broader category, referring to all available human resources. This insight came from **Participant 5 (Ghana)** in this manner:

*"Talent is your entire pool of human resources that's available to you for the work to deliver on the work results that you want in the vision you want to pursue." [Participant 5]*

Since it is argued that everyone is part of the Organization, it is plausible that they will somehow contribute towards the organisational vision, which is in the interest of the firm.

The need for adaptability and the ability to develop were highlighted as key components in the process of talent development. The progression of the importance of learning and adjusting was stressed by **Participant 6 (Madagascar)**, who said:

*"I would say it's the potential to progress, ability to learn, ability to adjust and progress." [Participant 6]*

This portrays the idea that these companies target people who have the ability to learn and progress, something particularly important in the constantly changing landscape of the mining industry. A specific feature that stands out with regard to talent development in this context is the insistence on local empowerment. **Participant 8 (DRC)** stated that

*"Our biggest mandate in terms of people is to develop and hand over as many of our business processes to Congolese nationals." [Participant 8]*

This policy suggests a simultaneous two-pronged approach to talent development: improving internal capability and working towards local economic and capacity building of the communities in which they operate.

Moreover, leadership characteristics and the need to be self-improvement-oriented were also seen as essential qualities among the top talent. As stated by **Participant 11 (Guinea)**,

*"It's about leadership; it's about behaviour; it's about interaction with people. It is the ability of a person to develop his or her character." [Participant 11]*

This explains that talent development is concerned not only with the technical aspects of skills but also with the behavioural aspects and the willingness of a person to propel

himself/herself towards self-deepening and self-broadening in and out of the work context.

To sum up, the findings imply that in the mining sector, organisations wish to take a strategic approach with regard to the evaluation and development of talent whereby organisational targets can be achieved without losing the focus on what each individual wants to be in the organisation and where adaptability, empowerment, and leadership will be paramount.

#### **5.4.2 Key Functional Roles**

The insights presented in this section focused on the various specialised functions within the mining organisations and their significance. Such roles include a **focus on business generation, technical leadership, metallurgy, construction, and operational readiness**, which are equally important to the functional structure and productivity of the organisation. The participants noted that business-generating roles were key in maintaining the organisation's turnover and in its operations. **Participant 14 (Moz)** noted,

*"Mainly those that are repairing, and maintaining the equipment. We call them business generating positions." [Participant 14]*

This makes it clear that alongside outcomes being delivered in terms of other products, there is an equally important product for revenue generation, investing in and selling critical equipment. This especially includes all business components involved in generating revenue for a mining organisation, including a salesperson, but not limited to that.

Technical roles were also commissioned; however, there was a more precise detail on their operational influence. According to **Participant 2 (RSA)**,

*"The technical roles, which normally become your rock mechanics, your geology, your ventilation... very important, because they actually your elements into planning." [Participant 2]*

Mining engineering and geology are major enhancing factors and programmes that aid in the development of mining structures and safety, which are to be adhered to at the bottom of all planning and activities of a mined project. Additionally, metallurgy roles are also of major focus, especially in regards to maintaining the mining equipment for production. **Participant 4 (Ghana)** explained,

*"You would have your people within the mining and metallurgy team who are protocols to ensure that your equipment is in operation. Without these people, you won't have production." [Participant 4]*

This highlights the fact that production can only be done with the assistance of metallurgy experts who repair and maintain equipment, which is important for the continuity of operations. Leadership roles are vital to the organisation as culture setters and setters of performance standards, it has been reported. **Participant 7 (Madagascar)**, for instance, dampens the scepticism of leadership for all levels, inclusive of supervisors, managers and directors, stating,

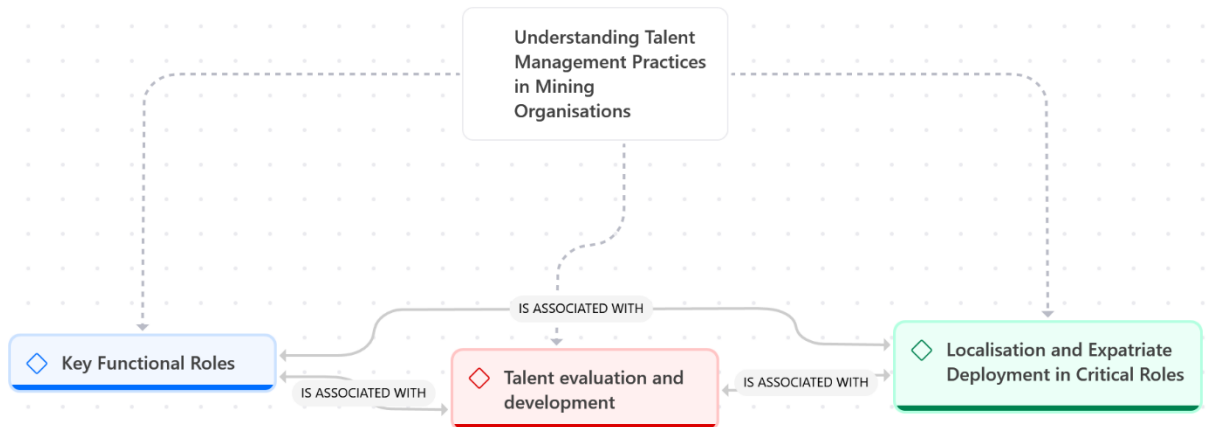
*"For me, it's any leadership roles that are critical from the MD to the supervisors....this is where you drive the culture you want in the organisation and the performance you want." [Participant 7]*

This is a strong argument that leaders are vital not only when a strategy is being formulated but also when the day-to-day activities of implementing the business are performed. Lastly, construction-specific and operation readiness roles turned out to be specialised ones. All the requisite phases that come prior to the initiation of projects and their execution were included. **Participant 12 (Guinea)** stated that these two roles are key in augmenting the organisation's infrastructure and in the startup phase of its operations:

*"We have two sets of critical roles, which are your kind of construction-specific type of roles and your operational readiness type of roles." [Participant 12]*

As such, they are responsible for ensuring the organisation can construct and maintain operations and, therefore, can be seen as critical enablers in terms of the organisation's longevity.

In a nutshell, the analysis indicates that any functional roles, business development or technical roles, leadership operational roles, construction or operational readiness roles are essential functions found in mining companies to solve operational issues and support company strategy (Figure 5.3).



**Figure 5.1: Understanding talent management practices in mining organisations**

Source: Author’s own.

### 5.4.3 Summary of Country Comparison

Table 5.4 below summarises the findings per each country with regards to the subthemes. The aim is to compare the practices per each country, highlight the similarities and the difference in practices.

**Table 5.4: Talent management practice comparison**

Countries	Talent Assessment and development	Key functional roles	Localization and Expatriate deployment
<b>Ghana</b>	Focus on developing local talent through a structured plans; competitive packages to retain talent	Critical roles include technical and managerial positions; emphasis on safety and productivity	High percentage of locals in critical roles due to localization laws; expat population reduced to 1-4%
<b>South Africa</b>	Strong emphasis on individual development plans; structured talent management reviews	Critical roles include engineering, management and technical positions	Low expat percentage(less than 1%);focus on developing local talent for critical roles.

<b>Mozambique</b>	Development programs for local talent; emphasis on upskilling and succession planning	Critical roles include artisans and business generating positions	Aim to nationalise critical roles; currently mix of locals and expatriates. 10% expat
Guinea	Focus on nationalisation of talent; intent to develop local for long term positions	Critical roles include geology and operational readiness; reliance on expatriate for complex roles	Significant expatriate (15%) presence currently, but aim to increase local talent
<b>DRC</b>	Emphasis on developing Congolese nationals for leadership and technical roles; structured development plans	Critical roles include decision making positions and technical roles; focus on local talent	very low expat percentage lower level; strong focus on local talent development. 30% in leadership role
<b>Madagascar</b>	Development strategies include job rotation and coaching; focus on career mapping	Critical roles include engineering and operational positions; emphasis on local talent	Low reliance on expatriate (10-15%); focus on developing local critical roles (lower level roles). 90% in SLT

**Source: Author's own**

### **Summary of similarities**

All countries prioritize the development of local talent and have established structure plans for talent assessment and growth. There is a shared emphasis on critical roles vital for operational efficiency, particularly in technical and managerial positions.

### **Summary of Differences**

The deployment of expatriate varies across countries, with Ghana and South Africa, significant progress towards localisation and marked reduction in expatriate roles. In contrast Guinea, Madagascar, DRC and Mozambique has continue to rely heavily on expatriates, particularly in complex operational management positions.

#### 5.4.4 Localisation and Expatriate Deployment in Critical Roles

For a long time now, multinational mining corporations have extended their reach across different frontiers, including the African continent. One of the key objectives that multiplies both investment and value to the business is still the integration of local talent for leadership, technical and operational roles, which is the focus of this study. In support of these initiatives, it is acknowledged that there exists a dual mandate for the organisation to meet its own sustainable workforce development objectives and for compliance with national requirements on local content. However, the balance between local content development and dependence on expatriate employees is delicate. The varying degrees of skill availability, as well as relevant legislation and operational requirements for the specific country, shape the matrix of this situation. Table 5.5 is a snapshot of insights into the proportion of local and expatriate workforce manning key positions in various African regions.

**Table 5.5: Localisation and expatriate deployment in critical roles**

Country/Role	Percentage of Locals	Percentage of Expatriates
<b>RSA (Head of HR)</b>	98-99% local, only four expatriates out of 2000 employees	<1% expatriates
<b>RSA (Senior VP)</b>	Emphasises localisation,	1-3% expatriates
<b>RSA (Capability Development Manager)</b>	100% local	0% expatriates
<b>Ghana (VP HR)</b>	<1% expatriates, about 700 employees	<1% expatriates
<b>Ghana (VP)</b>	1-3% expatriates, due to local content laws requiring <6% ex-pats in operations	1-3% expatriates
<b>Madagascar (HR Manager)</b>	10-15% locals in critical roles	85-90% expatriates in leadership roles
<b>Madagascar (MD)</b>	100% local in supervisors and lower management roles, 80-90% local in managerial roles	10-20% expatriates in senior leadership (SLT) roles

Country/Role	Percentage of Locals	Percentage of Expatriates
<b>DRC (HR Director)</b>	25% locals in leadership roles	75% expatriates in leadership roles
<b>DRC (Senior HR Superintendent)</b>	Around 30% of locals in critical roles	70% expatriates in critical roles
<b>DRC (Manager Leader Engineering)</b>	High number of locals in metallurgy (top to bottom), significant expatriate presence in engineering roles	High expatriate presence in critical engineering roles
<b>Guinea (GM Operations)</b>	70% local labor	30% expatriates
<b>Guinea (HR Manager)</b>	~50% local in skilled roles	~50% expatriates
<b>Guinea (GM HR)</b>	60-70% local in mid-management, 20% in C-suite roles, 80% expatriates in C-suite roles	80% expatriates in C-suite roles
<b>Mozambique (Human Capital Manager)</b>	90% local workforce, but localised only by 3-4% relevant specialists and 10% expatriates, who are mostly specialists	10% expatriates, most with specialised knowledge

Source: Author's own.

These enlist the key Themes and Observations in Localisation and Expatriate Deployment in Critical Roles. In a nutshell, the above table, Table 5.5, revealed, in broad outlines, the following three key themes and observations: advances in localisation and the role of legislative measures, challenges in the indigenisation of leadership and specialised knowledge gaps (Table 5.6).

**Table 5.6: Key themes and observations in localisation and expatriate deployment in critical roles**

Codes	Subthemes	Theme
<ul style="list-style-type: none"> <li>Strong Local Talent Pipelines</li> </ul>	Advances in localisation and the	

<ul style="list-style-type: none"> <li>• Effective nationalisation strategies</li> <li>• Reduced Expatriate Dependence on Technical Roles</li> </ul>	<p>role of legislative measures</p>	<p>Localisation and Expatriate Deployment in Critical Roles</p>
<ul style="list-style-type: none"> <li>• Inadequate local leaders for high-level roles</li> <li>• Limited leadership pipeline for senior roles</li> <li>• Scarcity of local talent for executive positions</li> <li>• High reliance on expatriates for senior positions</li> <li>• Difficulty in developing local executives</li> <li>• Local talent gap in top management</li> </ul>	<p>Challenges to the indigenisation of leadership</p>	
<ul style="list-style-type: none"> <li>• A gap in advanced technical skills</li> <li>• Need for specialised training programs</li> <li>• Shortage of technical skills</li> <li>• Insufficient specialised local knowledge</li> <li>• Technical expertise gaps in the local workforce</li> <li>• Skill transfer challenges in specialised roles</li> </ul>	<p>Specialised knowledge gaps</p>	

Source: Author's own.

#### 5.4.5 Advances in Localisation and the Role of Legislative Measures

Countries like South Africa and Ghana have been seen to scale up the degree of local expertise utilisation, especially in local technical and managerial positions. This is primarily because of strong local talent and sound policies driving nationalisation efforts.

According to one of the participants from South Africa, who envisioned the change rather well:

*"We used to have around 20-30% ex-pats in senior roles, but now that's dropped to about 1-3% as we've focused on localising" [Participant 1] (RSA)*

Similarly, the reasons for the successes in localisation in Ghana are understood in the context of the presence of strong local content laws. As noted by another representative:

*"Local content laws have been critical in keeping expatriate numbers low." [Participant 5] (Ghana)*

These views demonstrate the importance of local content laws in conjunction with targeted efforts to develop local human resource capabilities to achieve noticeable levels of localisation in these countries.

#### **5.4.5.1 Challenges to the indigenisation of leadership**

In many countries such as Madagascar, DRC and Guinea, localisation has been more effective for lower and mid-management levels, while for senior positions, the trend is still towards expatriates. This is confirmed by the Madagascar MD when he shares a very unbalanced representation.

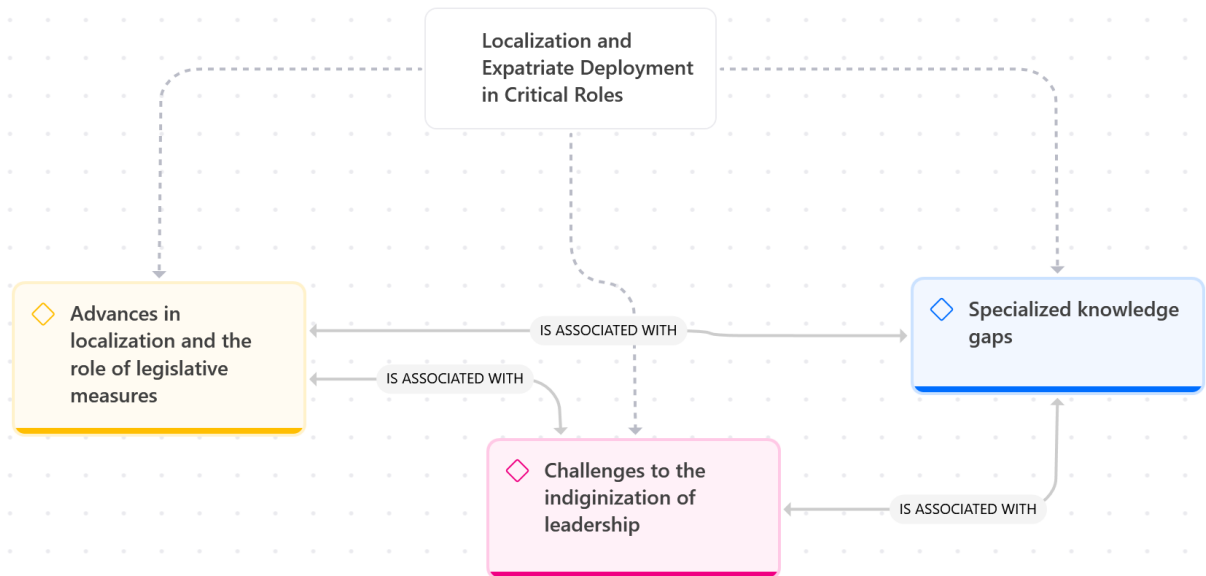
*"At the SLT level, only one Malagasy is present out of eight or nine members." [Participant 7] (Madagascar)*

#### **5.4.5.2 Specialised knowledge gaps**

In several regions, the shortage of local employees with the required skills to fill critical roles continues to be an issue. Mozambique is a good example where even a very high proportionality of local employees does not translate into possessing shallow specialisations fundamental to the functional positions. The Human Capital Manager in Mozambique observes that every member of the community

*"only 3-4% of locals have the specialised knowledge for critical roles." [Participant 14].(MOz)*

Figure 5.5 presents the *localisation* and deployment in *critical* roles, highlighting their association and *their* importance in understanding *how* specificities of emerging economies affect the talent management processes of sub-Saharan African mining multinational corporations (MNCs)



**Figure 5.2: Localisation and deployment in critical roles**

Source: Author’s own.

#### 5.4.6 Summary of Country Comparison

Table 5.7 below summarises the findings per each country with regards to the subthemes. The aim is to compare the localisation and deployment practices per each country, highlight the similarities and the difference in practices.

**Table 5.7: localisation and deployment comparison per country**

Countries	Advances in localisation	Role of legislation	Challenges to Indigenization of leadership	Specialised knowledge gaps
<b>Ghana</b>	Significant drives towards localisation, local content laws have reduced expat ration	Local content law require companies to prepare and submit localisation plans	High competition for talent from neighbouring countries and abroad	Need for continuous development of local talent to meet industry standards

<b>South Africa</b>	Strong focus on local talent development; companies are held accountable for localisation	Legislation frameworks support local content and skills transfer	Economic challenges and high unemployment rates create a competitive environment for talent	Gaps in technical skills among local workforce
<b>Mozambique</b>	Efforts to combine local training with international exposure; partnerships with universities	Government policies require skills transfer plans for expats	Language barriers hinder local talent development; competition from oil and gas sectors	Limited access to specialised training and development opportunities
<b>Guinea</b>	focus on local hiring in mining sectors	Legislative measures are less defined; reliance on partnerships for local content	Underdeveloped infrastructure and education systems limit local talent availability	Significant gap in technical education and training
<b>DRC</b>	Focus in developing Congolese nationals for leadership roles; training programs in place	Policies mandate local hiring for decision-making roles	High unemployment but lack of experienced candidates; competition for talent from other sectors	Need for specialised training in new technologies and processes
<b>Madagascar</b>	Limited information available; emphasis on local hiring in mining	Legislative support for local content is not well defined	Economic instability and lack of infrastructure hinder talent retention	Gaps in technical skills and education

Source: Author's Own

### Similarities:

All countries encounter challenges in localizing leadership roles, largely due to talent competition and gaps in specialised expertise. Legislative efforts are pivotal in supporting localisation; however, their effectiveness and enforcement differs across countries.

### Difference

The progress in localisation and the influence of legislative measures vary widely. Ghana and South Africa have more structured and effective localisation strategies, whereas Guinea and Madagascar have less developed legislative frameworks. Mozambique and the DRC demonstrate proactive effort in training and developing local talent, though they face distinct challenges, including language barriers and economic instability.

## 5.5 Attraction, development, and retention of local talent

Research question: How do mining multinationals attract, retain, and develop local talent for critical leadership, management, and professional-level positions in sub-Saharan Africa?

This research question examined how mining corporations employ diverse approaches to talent attraction, talent development, and long-term retention. The focus was on understanding specific strategies organisations use to fill critical roles and methods to retain skilled local talent (Table 5.8).

**Table 5.8: Strategies for local talent management: critical leadership, management, and professional level positions**

Codes	Subthemes	Theme
<ul style="list-style-type: none"><li>• Headhunting</li><li>• Employee value proposition</li><li>• Career growth prospects</li><li>• Internal-external attraction</li><li>• Vertical and horizontal development</li><li>• Clearly defined career path</li><li>• Limited employment opportunities</li></ul>	Local Talent Attraction and Development Strategies	Strategies for Local Talent Management

<ul style="list-style-type: none"> <li>• Providing meaningful roles for future growth and self-realisation</li> </ul>		
<ul style="list-style-type: none"> <li>• Valued and supportive environment</li> <li>• Long-term incentives</li> <li>• Competitive compensation and family time</li> <li>• Job stability and long-term company presence</li> <li>• Employee engagement and opportunity development</li> </ul>	<p>Local Talent Retention Strategies</p>	

Source: Author's own.

### 5.5.1 Local talent attraction and development strategies

The findings from the study show that multinational companies in the mining industry strategically design their talent management and employee growth practices in such a manner that they have people in key functional areas while allowing diverse and engaging career growth. A key tactic in talent acquisition and development which the organisation employs is headhunting and recruiting for the most important positions using a targeted approach. **Participant 3 (RSA)** claimed that the organisation takes a very proactive approach, which was,

*"Proactive about sourcing and headhunting our critical roles." [Participant 3]*

This highlights the strategic area of recruiting rather than waiting for people to apply for the positions. The approach also seeks to address the organisation's need to have qualified personnel for critical positions within the firm.

The **opportunity for career advancement** in several countries was particularly appealing to participants, especially in cases where the host countries had weak employment markets.

They would have seen such words by **Participant 1 (RSA)**, who said:

*"Career growth opportunities development, the fact that with us you can grow in 35 countries is already a very attractive package". [Participant 1]*

This international presence provides employees with comprehensive prospects for career growth, thus enhancing the company and fostering global employment for its skilled personnel.

This was also illustrated by **Participant 7 (Madagascar)** in the context of Madagascar people, where employment opportunities are very limited:

*"In Madagascar, there's not much; people would see our organisation as a way for them to grow, and even to some time, it's a window to the world for these people." [Participant 7]*

Here, the company offers a unique opportunity for global career advancement that is especially suited to people from underdeveloped regions where there are limited career advancement opportunities.

Participants have also voiced their opinions that the organisation offers unstructured careers with opportunities for both progression and lateral moves.

In the same vein, one of the participants, **Participant 4 (Ghana)**, specified,

*"You could look horizontally, vertically, within the spectrum, a one to a ten, b one to B ten, all over the place." [Participant 4]*

One could have people with different talents in the business work on different projects in the scope of such an approach. This perspective leads towards diversity of skills and adaptability since employees will work on different projects, advancing the notion that there are always growth opportunities in a career rather than an encumbered and rigid structure hierarchy.

The factor most participants were in agreement with, however, was the presence of a fulfilled and directed career, which was quite appealing when it came to looking for talents. **Participant 5 (Ghana)** spoke of this,

*"The other way of attracting talent is if people see a clear, well-developed career path." [Participant 5]*

If an organisation has a structured hierarchy, then for such people, there is an identified career path, which, in turn, could help recruit such candidates who prefer a more structured and orderly career advancement.

Further, **Participant 13 (Guinea)** stated that in order to engage such people, it is important to give them opportunities that they consider truly meaningful for self-actualisation,

*"First, you need to give them a role, a true role, and true perspective, for them to realise themselves in the future, in their life." [Participant 13]*

This also reverses the argument that such standard tasks should be beneath the employee and that employees should be given a clearer sense of what their future in the company will look like and seek out those roles that transform their self-concept but suit their contemporary tasks more closely.

### **5.5.2 Local talent retention strategies**

The findings offered a new perspective of employee retention in MNCs engaged in mining whereby a blend of respectful treatment, involvement, offering of competitive benefits, provision of long-term incentives, and job security as means of keeping talent within the organisation is adopted; these do not only nurture loyalty but also build an organisational culture that resonates with the values of employees as well as their aspirations for the future.

Participants gave special consideration to one of the most important approaches to retention, the one that was pronounced as a premise to any policy -appreciation and further growth of employees. For instance, **Participant 10 (DRC)** stated:

*"First of all is the way you treat them... there's the very, very first way of retaining the people. You need them to feel the environment where they are valued, where they are developed." [Participant 10]*

It shows the importance of the surroundings, where sane people treat employees and individuals promote their self-development.

Employee engagement, the act of ensuring that employees are committed towards the workplace culture, is critical as it is important in ensuring retention. In regard to this, **Participant 7 (Madagascar)** remarked,

*"Engagement is the best way to retain your talent. And then employee engagement...I mean, it takes a lot of care. It takes development opportunities." [Participant 7]*

With this perspective, it can then be assumed that engagement does not end after the focused employee has delivered the results. It is a continuous process where continuous development opportunities are provided to reinforce one's belonging to the organisation.

Financial stability and adjustable family time are further cited as some of the essential reparation factors for employees since they sideline their financial and family issues.

**Participant 8 (DRC)** said,

*"We offer competitive remuneration. We give our people enough time to go on rotation and spend time with their families." [Participant 8]*

It is also the policy of the organisation to provide monetary compensation and family policies because of the relevance of work-life balance when an industry like mining requires its workers to work in decentralised and remote places.

Retention is greatly influenced by the organisation's outlook and future prospects. For instance, **Participant 12 (Guinea)** said,

*"We're fortunate enough right now that we don't have a high turnover. The reason being is, you know, they know that the company will be around for years to come, decades. Okay, so the company's future is really appealing to the Guinean nationals and the local population." [Participant 12]*

In places where finding employment is not easy, job stability becomes an important consideration. This is why local employees are particularly drawn to an organisation that has a promising future.

Lastly, the formation and inclusion of long-term incentive plans that allow individuals at all levels to own shares are effective means of motivation. **Participant 1(RSA)** stated,

*"We also have quite cool, long-term incentive plans where you could actually have share ownership from the lowest level employee to the most, to the highest level." [Participant 1]*

Such a strategy gives the employees a feeling of participation in the company's performance (Figure 5.5). This develops a situation where employees are said to be engaged in the organisation's long-term success and sustainability.



**Figure 5.3: Strategies for local talent management**

Source: Author’s own.

### 5.5.3 Summary of Country comparison

Table 5.9 below summarises the findings per each country with regards to the subthemes. The aim is to compare the different strategies used in by participants in each country, highlight the similarities and the difference in practices.

**Table 5.9: Strategies for local talent management comparison per country**

Countries	Talent Attraction	Local Talent Development	Local Talent Retention
<b>Ghana</b>	<ul style="list-style-type: none"> <li>- National service programs to attract graduates</li> <li>- Competitive remuneration package</li> <li>- Economic and political stability as enablers</li> <li>- Local attraction is not difficult; finding the right fit</li> </ul>	<ul style="list-style-type: none"> <li>- Structured talent management plan with individual development plans</li> <li>- Training budgets and opportunity for exposure</li> <li>- Focus on localization plans</li> <li>- Focus on</li> </ul>	<ul style="list-style-type: none"> <li>- providing growth opportunities and competitive compensation</li> <li>- Regular talent reviews to track progress</li> <li>- Understanding employees need is crucial</li> </ul>

		internal and external measures	
<b>South Africa</b>	<ul style="list-style-type: none"> <li>- Recruitment challenges due to educational disparities</li> <li>- Investment in bursaries and internships</li> <li>- Strong brand reputation attracting talent</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on growing own talent through coaching and mentoring</li> <li>- Maths and science tutoring of local students</li> <li>- Development programs for technical and management skill</li> </ul>	<ul style="list-style-type: none"> <li>- High turnover due to better opportunities abroad</li> <li>- Creating supportive work environment</li> <li>- Understand employees demographics is essential</li> <li>- Competitive pay and salary</li> </ul>
<b>Mozambique</b>	<ul style="list-style-type: none"> <li>- Memorandum with universities</li> <li>- Company brand, normal recruitment</li> <li>- Local news papers and radio</li> </ul>	<ul style="list-style-type: none"> <li>- Combination of local and international training program</li> <li>- Succession planning for critical roles</li> </ul>	<p>Competitive pay and benefits to retain talent</p> <p>-retention is strained by high competition from oil and gas</p>
<b>Guinea</b>	<ul style="list-style-type: none"> <li>- Company brand and company with the biggest iron ore project in the world</li> </ul>	<ul style="list-style-type: none"> <li>- Development plans aimed at upskilling local talent</li> <li>- Reliance on external training</li> </ul>	<p>Retention is difficult due to high lack of competitive salaries and benefits</p>

<b>DRC</b>	<ul style="list-style-type: none"> <li>- Strict adherence to local hiring mandates</li> <li>- Use of internal recruitment teams and head hunters</li> <li>- Focus on attracting families not just individuals</li> <li>- Competitive remuneration</li> </ul>	<ul style="list-style-type: none"> <li>- Individual development plans for all local employees</li> <li>- Leadership development programs</li> <li>- In house coaching, job rotation and career mapping</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on family integration to improve employee satisfaction</li> <li>- Competitive remuneration</li> </ul>
<b>Madagascar</b>	Easy attraction due to limited job opportunities	<ul style="list-style-type: none"> <li>- Development plans tailored to local context; focus on practical training</li> </ul>	<ul style="list-style-type: none"> <li>- High retention rate due to job satisfaction and growth opportunities within the group</li> </ul>

Source: Author's Own

### Similarities

All countries emphasize the importance of developing local talent through structured training and development programs. Competitive salaries and benefits are common strategy to attract and retain across these countries. Providing clear paths and growth opportunities is shared strategy to attract and retain talent across these countries. Providing clear career paths and growth opportunities is a shared strategy to enhance retention.

### Differences

The ease of attracting talent varies significantly, with Madagascar having a unique advantages due to fewer job opportunities. The challenges in retention are more pronounced in countries like the DRC and South Africa, where competition for skilled

workers is fierce. Each country also has different approaches to development, with some focusing more on formalized plans while others emphasize local context and engagement. Mozambique faces unique challenges due to competition from oil and gas sector, while Guinea struggles with limited local opportunities and educational infrastructure. DRC has a unique way of retaining employees by looking cater for the family.

## 5.6 Contextual variations on local talent management

Research question 2:

What variations in contextual factors might influence the implementation of local talent management by MNC subsidiaries across different sub-Saharan countries?

This research question was aimed at the specific contextual factors within each country that affect the talent management practices of multinational corporations (MNCs) operating in sub-Saharan Africa. Considering **economic and market constraints, education and skills development gaps, regulatory and compliance requirements, and infrastructure and security challenges**, the purpose of the question was to determine how MNC subsidiaries enhance their recruitment, retention, and development strategies consistent with specific challenges and opportunities faced by individual countries. These considerations provide an opportunity to appreciate the contextual factors and their effects on talent management strategies as practised by the MNC, in this case operating in Sub-Saharan Africa.

**Table 5.10: Influence of contextual variations on local talent management per country**

Code	Subtheme	Theme
<ul style="list-style-type: none"> <li>Economic constraints on talent development</li> <li>Acceptance of the status quo</li> </ul>	Economic and Market Constraints	

Code	Subtheme	Theme
<ul style="list-style-type: none"> <li>• Weak basic education</li> <li>• Competition with local industries</li> <li>• Limited local educational institutions</li> <li>• Limited access to skilled talent</li> <li>• Lack of specialised training facilities</li> </ul>	Educational and Skills Development Gaps	Influence of Contextual Variations on Local Talent Management
<ul style="list-style-type: none"> <li>• Vague compliance legislation</li> <li>• Nationalisation requirements</li> <li>• Policy uncertainty</li> </ul>	Regulatory and Compliance Requirements	
<ul style="list-style-type: none"> <li>• Infrastructure limitations</li> <li>• Terrorism</li> <li>• Political instability</li> <li>• Regional conflicts</li> </ul>	Infrastructure and Security Challenges	

Source: Author's own.

The insights highlighted how various economic, educational, regulatory, and security factors create significant challenges for multinational mining organisations operating in sub-Saharan Africa. These constraints shape talent management strategies, affecting both the ability to attract and retain local talent and the reliance on expatriates to sustain their operations.

The lack of employment opportunities and other financial problems restrain employees and companies to the bare minimum. **Participant 1(RSA)** lamented about the high rate of unemployment and said,

*"The economic factors of our country. We've got an extremely high unemployment rate."*  
**[Participant 1]**

High unemployment seems to offer a large pool of job seekers. However, such a situation is often accompanied by the lack of adequately skilled employees. Besides, economic crises affect the performers' retention and growth, which is what **Participant 4 (Ghana)** described:

*"The economic situation is not great. So therefore, even if people are not being developed, people tend to accept, but that's the way it is because it's bread and butter, to begin with, forget development." [Participant 4]*

So many low-wage employees are driven by the need for a basic wage rather than career progression, which is an obstacle to conceptions of organisations that wish to nurture skilled employees. But these problems also concern corporations, which is obvious from **Participant 13's (Guinea)** words:

*"In the current economic situation, not only people are struggling, but also companies are struggling. We are struggling with our external debt." [Participant 13]*

The lack of access to higher-quality education also restricts the talent pool. Poor education systems impede the development of local workforces and compel organisations to recruit people from further afield. **Participant 13** said –

*"Weak, or late in the basic education... the young people with potential are turning and going either in the African universities, or they are going to outside international universities." [Participant 13]*

Such a trend is a cause for concern as it shows that men and women possessing skills are leaving the country in search of better opportunities. **Participant 1 (RSA)** recounted the predicaments in rural sites by stating –

*"When a rather rural area where there isn't necessarily quality STEM schooling system or provision. So just from a pipeline perspective, given where we are supposed to grow." [Participant 1]*

Such barriers in the local educational systems mean that organisations must depend on outside talent, which is often expensive and hard to maintain.

Also, **Participant 8 (DRC)** commented that there is a high rate of unemployment, yet many lack the requisite competence for the specific industry, which is the mining industry:

*"However, you find that some of them may be qualified, but they lack experience, or they lack such specific knowledge that is required for our mining operations." [Participant 8]*

Another issue that adds to the complexity of talent management is the regulatory framework and absence of consistent compliance. P9 explained,

*"So one of the things for me is there's definitely compliance rules or legislation that we need to comply with in terms of ex-pat ratios, etc. But there's also very vague legislation."*

**[Participant 9](DRC)**

Ambiguous policies and vague rules create bottlenecks, where organisations struggle to understand and comply with fluid and dynamic expectations. These problems are compounded by political instability, such as the one outlined by **Participant 2(RSA)**:

*"One is the political atmosphere... Mining investments take years to bear fruit. So if you want to put 10 billion capital in, you want to be very sure about the rules of the game."*

**[Participant 2]**

The stability of policies is important for long-term investments, but oscillating policies relating to ownership, skills transfer, and enterprise development restrict complete investment and hamper local capacity building.

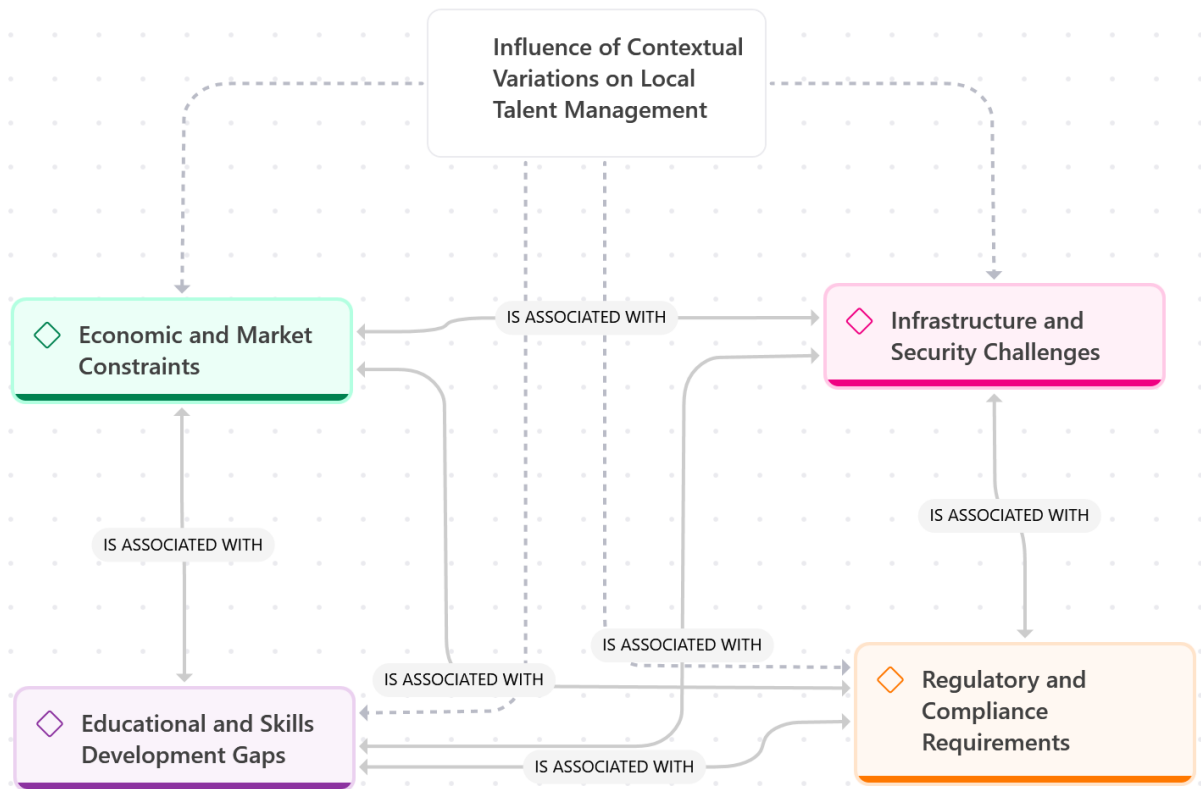
The problems of security and political instability provide the business environment with a more intricate dimension. For instance, **Participant 14 (Moz)** has been overwhelmed with security issues in specific countries,

*"The business environment is not healthy because we have these terrorist attacks in the north." [Participant 14]*

Such situations can be blamed on the high threat level perception, which has dire implications for workers and boundaries. **Participant 12 (Guinea)**, in this case, also mentioned the aspect of political instability and its direct effect on investment:

*"If at some point there's further political instability, there's less investment into the project, there's less commitment." [Participant 12]*

As such, these risks lead businesses to shy away from local training and investment in the required infrastructure, thus hampering the affected areas on a talent development and operational scale.



**Figure 5.4: Influence of contextual variations on local talent management**

Source: Author’s own.

### 5.6.1 Summary of Country Comparison

Table 5.11 below summarises the findings per each country with regards to the subthemes. The aim is to compare the contextual variation on local TM per each country, highlight the similarities and the difference in variation.

**Table 5.11: Influence of contextual variations on local talent management comparison per country**

Countries	Economic and Market Constraints	Educational and skills development Gap	Regulatory and Compliance Requirements	Infrastructure and security
<b>Ghana</b>	- Economic challenges due to inflation and talent migration to countries like	- Education system struggles to produce adequate skilled graduates for	- Local content laws require companies to develop local talent - Regular audits	- Infrastructure is developing but still lacks in some areas

	Australia	<p>mining sector</p> <ul style="list-style-type: none"> <li>- High competition for talent due to better opportunities abroad</li> </ul>	and reports on localization plans	<ul style="list-style-type: none"> <li>- Political is a concern but better than neighboring countries</li> </ul>
<b>South Africa</b>	<ul style="list-style-type: none"> <li>- High demand for skilled labour leading to poaching</li> <li>- economic inequality affecting market stability</li> </ul>	<ul style="list-style-type: none"> <li>- significant disparities in education quality between private and public schools</li> <li>- High dropout rates in subjects like maths and science</li> </ul>	<ul style="list-style-type: none"> <li>- Strict labor laws and requirements for skills transfer plans for expatriates</li> <li>- Compliance with local content regulations is essential</li> </ul>	<ul style="list-style-type: none"> <li>- infrastructure is relatively advanced but faces issues of maintenance</li> <li>- security concerns due to crime and unrest in certain areas</li> </ul>
<b>Mozambique</b>	<ul style="list-style-type: none"> <li>- Struggling economy due to external debt and terrorist attacks affecting business operations</li> <li>- High interest rate limiting access to loan</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Quality of education is low, affecting the availability of skilled labor</li> <li>- Language barrier hinders talent development</li> </ul>	<ul style="list-style-type: none"> <li>- regulatory environment is challenging due to bureaucratic processes</li> <li>- Skills transfer plans are required for expatriates work permits</li> <li>- retention is strained by high competition from oil and gas</li> </ul>	<ul style="list-style-type: none"> <li>- infrastructure is underdeveloped affecting business operations</li> <li>- security issues due to ongoing conflicts in the north</li> </ul>
Guinea	<ul style="list-style-type: none"> <li>- Economic instability and high levels of</li> </ul>	<ul style="list-style-type: none"> <li>- High literacy rates (approximately</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of clear regulatory frameworks</li> </ul>	<ul style="list-style-type: none"> <li>- Poor infrastructure limits</li> </ul>

	<p>poverty</p> <ul style="list-style-type: none"> <li>- Limited access to financial resources for business</li> </ul>	<p>70%)</p> <p>complicates training efforts</p> <ul style="list-style-type: none"> <li>- Lack of training facilities</li> </ul>	<p>complicates business operations</p> <ul style="list-style-type: none"> <li>- Compliance to international standards is often lacking</li> </ul>	<p>economic development</p> <ul style="list-style-type: none"> <li>- Security issues due to political instability</li> </ul>
<b>DRC</b>	<ul style="list-style-type: none"> <li>- High unemployment rate and competition for talent</li> <li>- Economic reliance on mining and agriculture</li> </ul>	<ul style="list-style-type: none"> <li>- Limited local talent due to low educational quality</li> <li>- Skills shortage in critical sector</li> </ul>	<ul style="list-style-type: none"> <li>- Complex regulatory environment with frequent changes</li> <li>- Compliance with local laws is often challenging</li> </ul>	<ul style="list-style-type: none"> <li>- Poor infrastructure and security issue due to ongoing conflict</li> <li>- Limited access to basic services</li> </ul>
<b>Madagascar</b>	<ul style="list-style-type: none"> <li>- One of the poorest countries globally, affecting investment</li> <li>- High level of corruption limits economic growth</li> </ul>	<ul style="list-style-type: none"> <li>- Low literacy rates and limited access to quality education</li> <li>- Lack of vocational training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Regulatory challenges due to corruption and inefficiency</li> <li>- Limited enforcement of labor laws</li> </ul>	<ul style="list-style-type: none"> <li>- Infrastructure is underdeveloped affecting business operations</li> <li>- Security concerns due to political instability</li> </ul>

## Similarities and differences

All six countries face economic challenges, but the nature and impact vary. Ghana and Mozambique are heavily reliant on the mining sector, while South Africa deals with high demands for skilled labor. Guinea and Madagascar struggle with economic instability and poverty, while the DRC faces high unemployment and reliance on mining.

Each country struggles with educational quality, particularly in STEM fields, which affects their ability to produce skilled labour. Guinea and Madagascar have particularly high illiteracy rates.

Ghana has specific local content laws, while South Africa has stringent labor laws. Mozambique faces bureaucratic challenges, Guinea lacks clear regulatory frameworks, and the DRC has a complex regulatory environment.

South Africa has better infrastructure but faces security issues, while Ghana and Mozambique are still developing their infrastructure and political instability further complicates their economic development.

### 5.7 Navigating National Constraints and Enablers

Research question 3: How are MNCs addressing national constraints or leveraging enablers that impact their talent management practices?

This question looks into the management of MNCs in sub-Saharan Africa and how they manage country-specific challenges while maximising beneficial elements to boost talent management. The following subthemes captured the strategies used by MNCs as they respond to challenges and opportunities across the different economic, regulatory, educational, and infrastructure contexts within which they operate.

**Table 5.12: Navigating national constraints and enablers**

Codes	Subthemes	Theme
<ul style="list-style-type: none"><li>• Continuous development</li><li>• Investment in training</li><li>• Trial and error</li></ul>	Ongoing Talent and Skill Development	Navigating National Constraints and Enablers
<ul style="list-style-type: none"><li>• Community and Economic development initiatives</li></ul>	Community and Socio-Economic Contributions	
<ul style="list-style-type: none"><li>• Stakeholder engagement</li></ul>	Collaborative and Inclusive Engagement	

<ul style="list-style-type: none"> <li>Market-related remuneration</li> </ul>	Competitive Compensation Strategies	
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Source: Author's own.

### 5.7.1 Ongoing Talent and Skill development

**Participant 12** highlighted the importance of continuous training to develop talent and stated,

*"If at some point you start not paying as much attention to the development of your people, and not really. How can I say I help people grow as much as possible? This is where you know you'll start losing some of some of your people." [Participant 12]*

**Participant 13** insisted on the same emphasis, especially in countries like Guinea, where training investment is viewed as very key to the smooth operation of the business:

*"Training is something that is absolutely critical in Africa, in Guinea in particular, but Africa in general, for such organisations like us." [Participant 13]*

This viewpoint captures the extra expenses as well as the responsibilities that MNCs take regarding not having enough local talent, which on a permanent basis needs to be funded to develop the necessary skills to utilise the workforce. Furthermore, the strategy of development in such organisations is quite often a trial-and-error strategy, which was described by **Participant 7** as,

*"It's trial and error. We try things, we launch initiatives, and then we check and look and see if it worked or not... once you start having some successes... it gives you a direction." [Participant 7]*

After some successes, it is much easier to see the overall strategy, build on this strategy, and work towards successful areas.

### 5.7.2 Community and Socio-economic Development

MNCs have community development impacts not only for CSR but also to create a conducive environment for developing human capital, as stated by **Participant 11**.

*"We do have a CSP team. We are basically sponsoring some schools within the surrounding area. We also have this group that we call the regional economic development team." [Participant 11]*

The organisation's investment in schools and community programs allows them to develop a skilled and educated workforce, which in turn helps with the sustained development of the nation.

### **5.7.3 Collaborative and inclusive engagement**

Positive relationships with national stakeholders such as the government, trade unions, and local society are fundamental resources that create a strategy to address structural constraints and regulatory barriers. **Participant 2** acknowledged the need for engagement between business and politicians, asserting that:

*"Well, you've got to engage. That's why we've got a Business Unity South Africa. We've got Business Leadership Councils where business leaders have to find a way to sit with government and talk openly about these things" [Participant 2]*

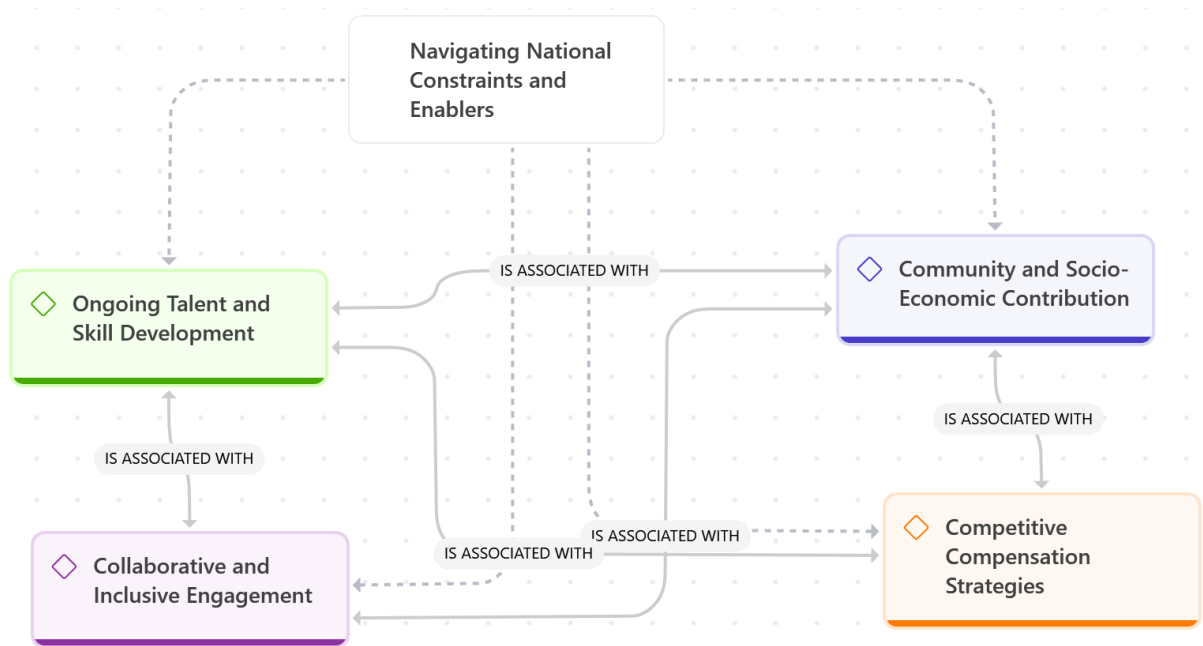
This partnership is important in areas where policies regarding talent management may change due to political reasons and affect the company's stability.

### **5.7.4 Competitive Compensation Strategies**

Aiming to remain in highly competitive markets, MNCs are more often than not reported to conduct a lot of benchmarking and using across industry average remuneration strategies. **Participant 5** was quite categorical about maintaining employee retention through competitive compensation; they said,

*We ensure that our packages are market-competitive. We go out and do a survey every year. We benchmark against other mining companies, other comparable industries, etc., to make sure that we are within a stated goal in terms of immunisation packages." [Participant 5]*

This type of annual benchmarking against other mining companies or similar industries enables organisations to offer enticing lures consistent with market conditions, which helps reduce the industry's talent retention problems caused by economic constraints (Figure 5.7).



**Figure 5.5: Navigating national constraints and enablers**

Source: Author's own.

### 5.7.5 Summary of Country comparison

Table 5.13 below summarises the findings per each country with regards to the subthemes. The aim is to compare how MNCs navigate national constraints and leverage on enablers to enhance local TM per each country, highlight the similarities and the difference in variation.

**Table 5.13: Navigating national constraints per country**

Countries	Ongoing Talent and skill development	Community and socio-economic contributions	Collaborative and inclusive engagement	Competitive Compensation strategies
<b>Ghana</b>	Focus on career paths and development plans; challenges with retention due to external competition	Engagement with local communities; focus on economic stability as an enabler	Collaboration engagement with local universities and organisations; focus on inclusivity in talent management	Competitive remuneration packages; challenges with external competition for talent

<b>South Africa</b>	Structured talent management with clear development plans; emphasis on leadership development	Active community engagement and development programs; focus on local economic contributions	Strong emphasis on inclusivity in talent management structured engagement processes	Competitive salary and benefits; focus on employee value proposition
<b>Mozambique</b>	Apprenticeship programs and partnerships with technical schools; challenges from competing industries	Sponsorship of local schools and community projects; focus on local economic development	Collaboration with local institutions for training; focus on community involvement	Struggles to compete with oil and gas industry salaries; focus on brand value
Guinea	Emphasis on career development and training programs for technical roles -	Engage in regional economic development activities and schools sponsorships; focus on local economic development	Community literacy programs; collaboration with local authorities and other mining organization; relationship with educational institutions	Competitive salary and benefit focus on providing roles that offer growth and development
<b>DRC</b>	Emphasis on local talent development; structured plans for individual development	Investment in local community development; partnerships for economic growth	Engagement with local communities and stakeholders; focus on inclusivity in talent management -	Competitive remuneration; focus on family –oriented benefits  Infrastructure challenges hinder development

<b>Madagascar</b>	Leadership training programs and mentoring initiatives; focus on local talent	Community engagement through educational programs; focus on local development	Collaborative programs with local organisations focus on inclusivity	Competitive compensation strategies; focus on employee development and growth
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**Similarities**

All countries emphasis on importance of ongoing talent development and community engagement. There is a common recognition of the need for competitive compensation strategies to attract and retain talent.

**Differences**

The specific strategies and challenges vary by country, particularly in terms industry competing for talent and local socio-economic conditions affecting talent management practices.

**5.8 Chapter conclusion**

In conclusion, while notable progress has been in localising workforces across Sub-Saharan Africa, many countries continue to face challenges in reducing reliance on expatriates, particularly in leadership and highly specialised roles. Strengthening training programs, improving skills transfer, and continuing to enforce local content regulations will be key to further advancing talent localisation efforts in these regions. The influences of contextual variations on local talent management included economic and market constraints, educational and skills development gaps, regulatory and compliance requirements and Infrastructure and security challenges in understanding how MNCs are addressing national constraints or leveraging enablers that impact their talent management practices. The results reveal that it can be done with ongoing talent and skill development, community and socio-economic contributions, collaborative and Inclusive engagement and competitive compensation strategies.

## **6 Chapter 6: Discussion**

### **6.1 Introduction**

This chapter discusses the findings presented in chapter 5 in relation to the study's research questions and the broader literature on talent management (TM) in sub-Saharan Africa. The aim is to understand how contextual factors unique to emerging markets shape the talent management processes employed by mining multinational corporations (MNCs) in sub-Saharan Africa, especially in relations to attracting, retaining, and developing local talent. The discussion is framed around the three research questions, and it integrates relevant theoretical insights, highlighting both practical implications and area of improvement. Key themes include variations in contextual factors across different countries, integration of local talent in critical roles, and strategies to overcome national constraints.

Chapter six is set out in the following structure

- Research Questions
  - Themes from data analysis
  - Propositions
  - Conclusion findings to each research question
- Conclusion to the chapter

### **6.2 General Understanding of Talent Management in Mining**

From the literature review shows that there are number of observations and approaches regarding talent management across different industries, of which mining is no exception. In particular, talent management in emerging markets like sub-Saharan Africa has its challenges and opportunities that make it multi-faceted. Authors such as Gallardo-Gallado, Thunnisen, and scullion (2020) indicate that there is a range of critical issues for organizations when it comes to talent management and its implementation, given that it needs to be adapted to the particular context in which the company operates. Mining operations are usually large-scale, capital intensive, and often located in the most remote areas. For these reasons, effective talent management is key to long-term success sustainability.

The introductory questions to the interviews aimed to frame a baseline understanding of talent management concepts as they applied specifically to mining industry. By understanding how participant define and conceptualize talent management, the researcher sought to uncover the underlying assumptions and guiding principles that

shape talent strategies in mining multinational corporations (MNCs). This was important to identify any gaps.

### **6.2.1 Talent Assessment and Development**

Participants highlighted that “talent” is broader and refers to all available human resources that contributes to value creation. There is not specific definition of talent which is in line with Bagheri et al., (2020), as highlighted in the literature. This also confirms with Wiblen & McDonnell (2020) argument that is defined by the stakeholders in accordance with their operational demands. In the DRC, the participant definition of talent is driven by the legislation hence the considered the talent pool to be Congolise. In Ghana, the entire human resources is considered as talent, which could be as a results of limited skilled people. In RSA, talent is defined as individual with high motivation, values and aspiration which could be as a result high number of skilled workforce in the country.

The findings reveals that mining companies in sub Saharan Africa adopt a strategic approach to talent management assessment and development, focusing on both individual potential and organisation needs. This is in line with the Resource Based View (RBV) accorded in chapter 1, where it has been highlighted that human capital constitutes a valuable resources and competitive advantage if developed on a systematic basis (Farndale et al., 2022).

Participants made it clear that assessment is more than performance metric to include adaptability, motivation, and values to reflect a more holistic view of talent. For example participant 1 from South Africa emphasized evaluating potential and aspirations alongside current performance, a practice that aligns with Collings and Mellahi’s (2009) assertion that high potential employees drive organisational sustainability when effectively developed. In contrast, countries like Guinue, Mozambique and Madagascar where educational quality hinders development, do not share the same view.

Local empowerment, says participant 8 from DRC, emphasizes the dual mandate of developing internal capabilities while contributing to the socio-economic development of the host communities. This is a reflection of the greater emphasis placed in the literature by Henry and Ariss (2019) whereby MNCs are bound to corporate social responsibility (CSR) and the responsibility of mining companies in terms of building local capacity. All the participants from the countries highlights the urgency of localisation as their mining rights/license are at risk of being revoked.

The literature review also highlights adaptability as a critical skill in dynamic mining sector in building cross cultural management capabilities as stressed by Chizema, Adeleye, and Boso (2019). Participant 6 from Madagascar reinforced this by stressing the importance of learning and progression, which are essential for navigating the sector's challenges including regulatory changes.

### **6.2.2 Proposition 1**

The strong sentiment around CSR, adaptability, values, behaviour, mobility from the participants indicate that talent assessment and development must not only be concern with technical skills but must encompasses with all the mentioned variables.

### **6.2.3 Key Functional Roles**

The study identifies critical functional roles – technical, leadership, and operational readiness roles – essential for the mining sectors' success. These roles aligned with theoretical perspectives discussed in chapter 1, particularly emphasis on aligning talent management practices with industry specific needs (Gallardo-Gallardo et al., 2020). Within the industry, it will depends on the stage/state of the organisation process as stated by participants from Guinea that they are in a process of ramping into production hence operational readiness role is critical.

Technical roles, such as mining engineers and geologists are pivotal for planning and operation. Participants highlights that these roles including metallurgical and maintenance are critical for the efficiency and sustainable operation of mining operations. Leadership roles were highlighted as equally importance with participants. Considering specific functional roles reflects the differentiated talent management approach by Stahl et al. (2012) and Dries & Gonzalez (2013), where positions are prioritised to maximise organisational impact.

Participants highlight that they implement broad base development programs that benefits all employees in all level and elite program for leadership roles. It can therefore be argued that, mining MNCs operating in sub-Saharan Africa utilize a hybrid of inclusive and exclusive talent management approaches in line with Stahl et al. (2012). The legislation requirement forces the mining house to adopt a hybrid approach.

#### **6.2.4 Proposition 2**

Mining companies when establishing long-term partnership with local universities and technical institutes as highlighted by participants, the training programs should not only be for technical skills but must include accelerated leadership programs.

#### **6.2.5 Localisation and Expatriate Deployment in Critical Roles**

The findings also discuss the balance between localisation and expatriate deployment in critical roles, highlighting the challenges and progress made by different mining companies across sub-Saharan Africa. Participants indicated that while there has been progress in localizing technical and managerial positions, significant reliance on expatriates persists, particularly for senior roles. This aligns with the observations of Jooss, Burbach, and Reul (2021), who note inconsistencies in talent management practices within multinational corporations, particularly in emerging economies. Ghana and South African have advanced more in reducing the dependency on expatriate as compared to the other countries.

Localisation remains a critical focus for mining companies in sub-Saharan Africa, driven by legislative requirements and organisational sustainability objectives. The study highlights a significant progress in countries like South Africa and Ghana where robust localisation policies have reduced expatriate dependency to below 6% in critical roles. This aligns with the literature where Ovadia and Hilson (2020) emphasize the role of local content laws in shaping workforce strategies. As emphasized by Atan and Aina (2020), localization is a key strategy for ensuring talent sustainability in emerging markets, where local talents can be developed to replace expatriates.

However, challenges persist in countries like Guinea and Madagascar, where leadership and technical roles are still heavily reliant on expatriates. Participant 7 from Madagascar noted that senior leadership teams remain predominantly expatriate. Underscoring the systematic barriers to leadership indigenization discussed in the literature (Gallardo-Gallardo et al., 2020). These barriers include inadequate access to advanced education and underdeveloped training infrastructure. The reason for such success in Ghana and South Africa is as a result of structured policy and rigorous monitoring by regulators. Participant 5 from Ghana highlights that “ the development plan is vetted by the regulator and signed off between the regulator and the mining company, submitted as such every year.”

Specialized knowledge gaps, particularly in engineering roles are another significant challenge noted by Song et al. (2023). For example participant 14 from Mozambique noted that only 3-4% of locals possess the technical expertise required for critical role. This reflects the mismatch between educational outputs and industry needs, as highlighted in the literature review (Cooke et al., 2019).

### **6.2.6 Proposition 3**

The mining houses depends mostly on expatriate for critical skills, this is as a results of poor quality of educational institution. Long term collaborating and investing into educational institutions and aligning curricula with sectoral demand will ensure this gaps are closed. Expatriate performance must be linked to the number of people they trained through shadowing. The renewal of their contract must not be linked to a duration but rather on their skill transfer performance.

### **6.2.7 Conclusion to General Understanding of TM in mining**

The finding reveal that while progress has been made in talent assessment, functional specialisation, localization, significant challenges persist in leadership indigenisation and specialised skill development. By aligning their talent management strategies with local context and leveraging collaborative partnerships, MNCs can achieve sustainable workforce development and contribute to socioeconomic growth of sub Saharan Africa. The integration of tailored leadership programs, legislative support, and targeted training initiatives will critical to overcoming these barriers and ensuring long term success

While significant progress has been made in localising technical and managerial roles, challenges remain in reducing reliance on expatriate, especially for senior positions. Future talent management strategies should focus on strengthening training program, improving skill transfer, and enhancing local leadership pipeline to further advance the localisation agenda in the mining sector.

## **6.3 Research Question 1: Attraction, Development, and *Retention of Local Talent***

*How do mining multinationals attract, retain, and develop local talent for critical role in sub-Saharan Africa?*

This question focuses on the similarities and differences in HR practices that organisations deploy to acquire, develop and retain local talents within the different mining MNCs. This question looks at various approaches towards talent attraction, talent

development, and long-term retention employed by the different mining corporations. It centres on grasping those specific strategies organisations use in filling critical roles and methods for retaining skilled local talents.

### **6.3.1 Local Talent Attraction and Development Strategies**

The study discovers that mining MNCs operating in sub-Saharan Africa have strategically planned their talent acquisition processes in order to meet both the local content aspirations and business needs. In talent management attraction, the key tactics include headhunting, promoting career growth opportunities, and showcasing a clear employee value proposition as suggested by Harsch and Festing (2020). This is in line with the theories of Collings, Mellahi and Cascio (2019) that the first step is systematic identification of critical roles and consequently an acquisition activity regarding required talents.

#### **6.3.1.1 Proactive Recruitment and Targeted Headhunting**

Participants have highlighted that targeted head hunting is one of the best practices, where they go proactively to search out high potential talent for the critical role. For instance participant 3 from South Africa commented, "We are proactive about sourcing and headhunting our critical roles." The resource based theory, discussed in the literature review, supports this approach, showing that an organisation's competitive advantage is directly linked to its ability to obtain valuable, rare, inimitable, and non-substitutable resources, such as a highly skilled talent (Kaliannan et al. 2023).

The focus on headhunting is consistent with Sparrow (2019), who argues that targeting skilled individual chasing is of essence in a resource-constrained setting like sub-Saharan Africa, where companies are confronted by huge challenges regarding skills inadequacy. Proactively seeking the right talent, mining organizations ensure that they stay competitive.

#### **6.3.1.2 Career Growth and Global opportunities**

The findings state that one of the strong attractors is underlined, including global career opportunities. Participant 1 stated, "With us, you can grow in 35 countries" - global mobility, therefore, it is one of the key attractions for ambitious professionals. The findings in the chapter by Immurana (2022), could also attribute to professional wanting a means to leave to countries with better leaving conditions. This may also be a detrimental factor to building local talent. As noted by participant 6, professional people leave

to join the parent company in search for better life for their children. “ people are leaving most of the times, it’s really for the kids.”

Cooke et al., (2019) argue that MNCs commonly fill the institutional void by providing avenues of employments growth in regions with weak labor market. In underdeveloped regions like Madagascar, where jobs opportunities are at scarcity, MNCs present themselves as an opportunity to look out into the world. In the words of Participant 7, “ In Madagascar, people see our organisation as a window to the world.”

#### **6.3.1.3 Proposition 4**

According to Yu et al. (2022) have identified that, a mining company should devote more to employer branding, showcasing global career opportunities and leverage partnerships with local educational institutions to improve the quality of their talent pipeline. Integrating regional internships and graduate programs can also attract top talent early.

#### **6.3.1.4 Local Talent Development Strategies**

Talent development, according to Rezaei and Beyerlein (2018), is done through the creation of programs and implementation of practices aimed at developing the skills of the employees. Results indicated that MNCs focus on both structured and flexible development programs for local talent development. For instance vertical and horizontal career development path, individual career tracks and substantial jobs would showcase the organization’s commitment to long term development. This finding also resonates with Dries & Gonzalez (2013) discussion of *inclusive talent management*, which argue that organizations could pursue the development of talent by mobilizing capability’s across all levels.

#### **6.3.1.5 Structured and Diverse Development pathways**

Collings and Mellahi (2009) emphasize for dynamic career route as means of retaining potential talents Respondents highlighted the need for a range of development. For example, Participant 4 identified “ You could look horizontally or vertically... advancing different skills in different projects” this facilitates employees’ adaptability and skill diversity.

#### **6.3.1.6 Importance Given to Meaningful Job Roles and Self Actualization**

Participant 13 reiterated that workers appreciated being involved in activities that actualize themselves, “you need to give them a role where they can realize themselves.” This is in line with the self-determination theory presented by Ryan & Deci (2024) where

work that is meaningful is identified as one of the motivators towards employee key motivator for employee engagement. This contradicts the statement made by participants.

#### **6.3.1.7 Proposition 5**

Development plans should include mentorship programs, cross-functional rotations, and international assignment to further enhance employees growth and retention.

#### **6.3.2 Local Talent Retention strategies**

Results provide new light on the retention strategies that MNCs involved in mining industry in sub-Saharan Africa pursue. In particular, respectful treatment, employee involvement, competitive pay, long term incentives and job security are retention strategies adopted. The interaction of these practices not only enables the development of employee loyalty but also leads to the creation of an organizational culture that is relevant and meets the needs and expectations of employees.

##### **6.3.2.1 Respectful Treatment and Employee Appreciation**

An important issue emanating from the data is one treating staff with respect and appreciating them as means to employee retention. Participant 10 further elaborates on the same to mean an environment where employees are valued and supported in their development. This concept is also highly resonated in the literature on psychological safety and engagement. The literature identifies employees who consider their workplace a truly caring and supportive place are more likely to continue with the organisation (Younas & Waseem Bari, 2020).

##### **6.3.2.2 Employee Engagement and Development**

Employee engagement was emphasized as a strong facilitator of talent retention. Engaging does not mean merely undertaking the task; it is about involvement-meaningful work, and opportunity for growth development opportunities. Participant 7 commented, "Engagement is the best way to retain talent... it takes a lot of care and development opportunities." The finding supports Sparrow (2019), who cites that better performance of employees and low turnover rates accompany high levels of engagement.

In mining, where the roles can be physically demanding and sometimes in isolation, it is important for organization to find ways to constantly engage their employees through career development and ensure their contributions are recognised.

### **6.3.2.3 Financial stability, Work-Life Balance, and Job Stability**

Other interesting factor mentioned by the respondents was competitive compensation with work-life balance especially in remote mining locations offering time off to be with their family and job security were mentioned several times as a way of ensuring retention employees. This is in line with the findings from the literature indicating that compensation and work-life balance go to enhance job satisfaction (Cooke et al. 2020).

Most of the mining activities necessitate several employees to work in remote locations, which may pose problems regarding maintaining a work-life balance. Therefore it is of essence MNCs to compensate adequately and provide flexibility for employees to spend time with their families members. The recommendation is concurrent with Bianca et al. (2024) recommendation to create flexibility and mobility to enhance retention. A well-structured compensation package with allowances for work in challenging environments, was an important factor reducing turnover, according various literatures (Rodríguez-Sánchez et al., 2020).

Finally, Job security is another determinant for employee retention, especially in economies where opportunities are limited. As may be noted from the literature, in countries where unemployment is at a high and economic turbulence is a norm, job security can be a strong incentive for retention Yu et al. (2022).

### **6.3.2.4 Long Term Incentive and Employee Ownership**

The competitive compensation emerged as one of the key themes in retention strategy. Participant 1 stated, “We also have quite cool, long term incentive plans where you could have share ownership from the lowest level employee to the most, to the highest level.” The importance of competitive compensation emerged as a prominent theme in retention strategy.

The use of long-term incentives, such as share ownership schemes of the share, give sense of ownership in the organization. Permitting employees from all levels to benefit from the success of the organization, mining companies encourage loyalty and engagement, which are important for retention in the industry that often sends workers remote and challenging areas. This strategy aligns well with inclusive talent management perspective, which suggests that empowering all employees at all levels can contribute to organizational success (Gallardo-Gallardo et al. 2020; Kaliannan et al. 2023)

### **6.3.2.5 Proposition 6**

Considering the similarities and the difference in attracting, developing and retaining employees in the different countries, the strategy of talent management should be done according to each country's socioeconomic background. For example, emphasize long term job stability in regions with limited local opportunities and focus on competitive differentiation in high demand markets.

### **6.3.3 Conclusion to Research Question 1**

In a nut shell, effective talent management encompasses a set of interdependent practices that add up to planning, identification, attraction, acquisition, development and retention of talent (Esmer & Yildiz, 2022). The findings reveal that mining MNC's in sub-Saharan Africa employ diverse strategies to attract, develop, and retain local talent. While proactively recruitment, structured development plans, and supportive work environments are effective, challenges such as educational gaps, competitive markets, and infrastructure limitations persist. Embedding approaches within regional contexts and responding to emerging trends will enable Organization to do in building a sustainable talent pipeline aligned with organizational objectives and local socioeconomic realities.

## **6.4 Research Question 2: Contextual Variations on Local Talent Management**

*How do variations in contextual factors influence the implementation of local talent management by MNC subsidiaries across different sub-Saharan countries?*

This research question was aimed at the specific contextual factors within each country that shape the talent management practices of multinational corporations (MNCs) operating in sub-Saharan Africa.

This section discusses the findings on how different in contextual factors are likely to impact the implementation of local talent management by multinational corporations (MNCs) across different sub-Saharan countries. Specifically, this section addresses the economic, educational, regulatory, and security challenges, and how these factors affect recruitment, retention and development of local talent.

### **6.4.1 Economic and Market Constraints**

Amongst these, the economic challenges faced by most of the sub Saharan countries are seen to strongly impact the nature of local talent management practices. The findings show that high unemployment rates do not necessarily translate into an adequately

skilled talent pool, but instead create a large pool of job seekers. In the view of participant 1, “the economic factors of our country”. “We’ve got an extremely high unemployment rate.” This is a reflection of the lack of access to quality education and training opportunities which would in turn hamper the development of a competitive workforce. This is taken from the literature review done by Acosta and Evans (2021) findings in the literature. The poor quality of education is linked to governments’ inability to prioritise education to build skilled workforce as highlighted by Anetor (2020) in the literature. The attribution of the highlighted poor technical skills as highlighted by Song et al. (2023) is that it is because of lack of access to a quality education.

The economic challenges also impact employees’ retention and growth prospects. As noted by participant 4, “the economic situation is not great. So therefore, even if people are not being developed, people tend to accept it... because its bread and butter.” This suggests that most employees are more hungrier for survival than for career development, which poses a very significant challenge for companies trying to develop the talent base.

The resource base view theory contextualizes these findings by emphasizing that organizations have to develop internal resources in order to attain a competitive advantage. However, the finding highlights that in resource-constraint environments, developing internal talent pool does become a challenge, confirming Liu & Meyer, (2020) gaps in the theory.

#### **6.4.2 Educational and Skills Development Gaps**

Accordingly, limited access to quality education and vocational training became one of the main obstacles of the talent management in sub-Saharan Africa. Poor educational systems reduce the availability of the talent pool, making it harder for the MNCs to find the high-skilled local worker. Therefore, the finding agrees with Song et al., (2023) and Alferaih (2018), where the scholars established that a talent management practices must be performed in accordance with local context in terms of education. The lack of access to quality education means that MNCs have to depend on expatriate talent, which is both costly and limits the opportunities for local development.

Additionally, the lack of local educational facilities result in a “brain drain” in that the skilled individuals have to emigrate from the country in search of higher educational and professional opportunities, which reduce the pool of available local skills even further (Immurana, 2022). This is in contrast to South Africa, who suffer from brain drain problem due to the high skill level.

### **6.4.3 Regulatory and Compliance Requirements**

The regulatory environment is also another major test for the talent management in the region. Participants verified that the local content regulatory law enacted by the respective government to drive economic growth, enhance skill development and provide more opportunities for local workforce (Ovadia and Hilson 2020). The findings showed that ambiguous legislation and inconsistent national policies can cause bottlenecks, which make it harder for the organisations to comply with the local regulations. As participant 9 explained, “There is definitely compliance rules or regulation that we need to comply with in terms of expatriation ratio, etc. But there’s also very vague legislation.”

Resource dependence theory (RDT) provides a framework within which a number of these challenges can be understood. Under the lens of RDT, organisations depend upon the resources in their external environment, including regulatory conditions which directly impacting their operations. The findings align with the view of King & Vaiman (2019), that the external dependencies of MNCs in emerging markets create significant uncertainties while trying to navigate through the regulating requirements.

#### **Proposition 7**

Government should develop clear and consistent regulatory frameworks with defined localisation requirements and enforcement mechanisms. This can be assisted by MNCs collaboration with policy makers to align regulations with the needs of the industry providing feedback on practical implementation challenges.

### **6.4.4 Infrastructure and Security Challenge**

Issues of security and underdeveloped infrastructure add more challenges to the process of talent management in sub-Saharan Africa. Respondents indicated that political instability, terrorism, and regional conflicts make the region less attractive for talent development. Participant 14 pointed to constant terrorist attacks, which makes some regions hardly accessible for mining operations. Political instability, as according to participant 12, hits at the very essence of willingness to invest in training and development of MNCs of local talent. Such findings are supported in the literature, where Sparrow (2019) indicates that weak institutional environments inhibit MNCs from establishing sustainable talent management practices. In this case, there is lack of stable infrastructure and political certainty that discourages companies from investing in local

talent development; hence, their dependency on expatriates is far stronger in filling up critical positions.

#### **6.4.5 Country Specific Insights**

Ghosh et al. (2023) emphasize that the success of TM in a resource-constrained environments requires a more tailored approach towards the host country's specific cultural, institutional, and economic preconditions. The findings identify significant contextual difference among the six countries.

**Economic Contexts:** Ghana and South Africa lose their talents due to the migration of their human capital to countries with higher potential and opportunities. Systemic poverty and high unemployment create bleak future scenarios for Madagascar and DRC.

**The Educational Gap:** Apart from the general challenges with, technology, English and maths (STEM) education faces in these countries, there exist additional issue, Mozambique's language barriers and Guinea's of vocational training.

**Regulatory Difference:** while Ghana and South Africa have relatively clear localisation laws, Guinea and Madagascar have ambiguous regulatory frameworks.

**Infrastructure and security:** South Africa's has relatively developed infrastructure but it suffers from maintenance, whereas countries like Mozambique and the DRC have underdeveloped infrastructure and continuous conflicts.

These differences again provide the evidence that tailored talent management strategies are required to handle the country challenges as indicated by Sparrow, (2019) and Joos, Burbach, & Reul, (2021). Having a tailored approach, however is not a guarantee of success without a strict commitment to execution and monitoring suggested by Ghosh et al. (2023).

#### **Proposition 8**

Multinational mining companies should implement flexible, localized approach to talent management, integrating country-specific strategies that address economic, educational, regulatory, and infrastructural challenges.

#### **6.4.6 Conclusion to Research Question 2**

These findings demonstrate that contextual differences have a huge impact on local talent management practices in sub-Saharan Africa. It therefore corroborates the

literature indicating that adaptation of talent Management strategies to local conditions within emerging economies is very significant (Sparrow, 2019; Joos, Burbach, & Reul, 2021). Economic situations, educational gaps, regulatory inconsistencies, and the infrastructure challenge required nuanced approaches toward issues of recruitment, retention, and development. only when proper localized approaches are made, along a struggle against systemic barriers with stakeholders, could MNCs delineate resilient workforces and adaptability that could enable both organizations and local context.

### **6.5 Research Question 3: Navigating National Constraints and Enablers**

*How are multinational corporations addressing national constraints or leveraging enablers that impact their talent management practices?*

This question aims to explore how the various MNCs deal with the constraints or leverage the enablers to implement TM to benefit their organisation. It looks into how MNCs in sub-Saharan Africa manage country specific challenges while maximising beneficial elements to boost talent management.

It thus follows that success in developing a sustainable workforce will require MNCs to adapt to various contextual factors such as economic, regulatory, educational, and infrastructural challenges. The following discussion elaborates the strategies of such organization for overcoming such challenges and leveraging enablers for across different contexts.

#### **6.5.1 Ongoing Talent and Skills Development**

Continuous training and developing talents has become a strategic factor for MNCs operating in sub-Saharan Africa. Participant 12 reiterated that such ongoing training is necessary to develop talent within an organisation and that it is one of the most vital things that guarantee the growth and retention of employees within organization. Similarly participant 13 asserted that, investment in training is the very foundation that guarantees smooth business operations in regions such like Guinea.

Skill development finds a good fit in the literature, where Kaliannan et al. (2023) affirm that emerging markets MNCs should invest in training and development as part of their inclusive talent management approach. The training programs not only covers the gap in skills but also help to reduce the reliance on expatriate by letting local employees emerge into critical positions within the organization. However, the trail-and-error approach spoken by participant 7 reflects the inbuilt problems associated with

implementation of training programs in the region, therefore demonstrating the uncertainty and added expenses involved that might result from untested initiatives.

While training and skills are relevant, it is crucial to understand that the cost involved in such method is considerable, more so in regions where quality education and infrastructure are at a premium. While citing Marsh and Oyelere (2018), the participants noted that employees are even sent outside the country for skills development. It follows that MNCs have to balance between the cost of ongoing skills development and long term benefits of building a skilled workforce. The development of effective training programs is further challenged by economic constraints, infrastructure limitations, and lack of specialized local training facilities as highlighted by participants – issues that are commonly across sub-Saharan Africa (Meyer and Xin, 2018).

### **Proposition 9**

To reduce the cost of training while building localised talent pipeline, MNCs should advocate for regional collaboration with technical institutions to form a centre of excellence in the regions. The centre of excellence will continuously provide technical support to the industry reducing the skill gap.

### **6.5.2 Community and Socio-Economic Development**

The findings also point to community and socio-economic development initiatives as vital strategies adopted by MNCs to enhance their talent management practices. In this respect, participant 11 explained that, these MNCs invest in schools and other community programs to help a skilled and educated workforce. This resonates with the corporate social responsibility (CSR) initiated and highlighted by Sparrow (2019), where community investments by MNCs are viewed as a means of creating a positive environment for workforce development.

Community development not only favours the local population but also has a direct effect on talent availability and retention. By supporting educational initiatives and providing training opportunities, the MNCs are able to develop a local talent pool that is more prepared to respond to their needs. This echo the call by Jiang et al. (2023) call that organizations are not self-sufficient and have to acquire resources from the external environment. This strategies facilitates the development of a more sustainable work force and enables MNCs to minimize their dependency on expatriates. However, long term investment and corporation from local memebbers are the two critical success factors for such community programs.

## **Proposition 10**

Community development should form an essential part of MNCs talent creation strategy through investing in local education and vocational training infrastructure.

### **6.5.3 Collaborative and Inclusive Engagement**

The findings indicate that the engagement with national stakeholders, especially the government bodies, trade unions, and the local communities is important. Participant 2 expressed that engaging with politicians and government entities is considered fundamental to address structural constraints and regulatory challenges. This becomes quite relevant for the regions where political instability in politics and fluctuating policies may affect their talent management practices. Gallardo-Gallardo et al. (2020) stress the fact that stakeholder collaboration will align organizational objectives with those of society therefore ensuring that talent management practices are sustainable.

The finding is supported by the literature of King & Vaiman (2019) who argues that talent management takes place within a greater environmental context shaped by national and regional factors. Understanding and addressing these external factors, requires effective stakeholder engagement. Corporative engagement assists MNCs in managing their policy uncertainties, adapting to regulatory changes, and instil sense of trust within the communities wherein they are located. Such relationships with transparency, would reduce risks emanating from political instability and policy fluctuations that would affect the continuance of talent management strategies.

### **6.5.4 Competitive Compensation**

Competitive compensation strategies is another key factor that was found crucial for talent retention. Participant 5 stressed that the market-related remuneration is crucial in having the best skilled employees in the highly competitive market, a factor agreed by Collings et al. (2019), when arguing that a well-designed employee value proposition, including competitive compensation, is crucial to attracting and holding onto talent. However, participants indicated that the inclusion of family benefit may suggest the difficulty of attracting talent into a remote location, especially those with families.

Offering competitive compensation makes a huge difference in talent retention sub-Saharan Africa, where economic instability and lack of employment are prevalent. Annual benchmarking against other mining companies or similar industries enables MNCs to stay competitive in the labor market and help resolve challenges in retaining their top talents. With competitive remuneration, MNCs are able to attract people with

talent from diaspora to fill leadership and technical roles. This goes to corroborate the view of Auer and Schaub, (2023) that the MNCs necessarily have to have a competitive compensation structure to attract members from the diaspora.

Compensation alone may not be good enough to retain the best of the talents if, for one thing the working conditions and job security are not guaranteed. MNCs must therefore, ensure that compensation is complemented with other benefits work-life balance and job security to create a holistic value proposition for the employees.

### **Proposition 11**

To attract talent into the remote mining site, MNC should investigate and invest in initiatives supporting remote working.

#### **6.5.5 Country Specific Insight**

The finding indicates a considerable divergence with regards to how MNCs navigate constraints and leverage enablers across different countries;

**Ghana:** workforce localization has been enhanced through active community engagement and structured stakeholder partnership have improved workforce localization, but external competition for talent remains a challenge

**South Africa:** strong leadership development initiatives and regulatory support workforce localization, though talent migration to global markets hinders retention.

**Mozambique:** Apprenticeship programs and collaborations with technical schools address skills shortage, but competition from oil and gas sector limits retention.

**Guinea:** investment in education and regional economic development have improved local capacity, though infrastructure challenge persists.

**DRC:** Structured development plans and family oriented benefits improve retention, yet security risks and frequent policy changes, creates considerable difficulties

**Madagascar:** Management training and mentoring initiative demonstrates a focus on building local talent, which bolstered by community outreach programs.

#### **6.5.6 Conclusion to Research Question 3**

Base on the foregoing, it would appear that MNCs operating within sub-Saharan Africa grapples with an array of challenges in relation to talent management, including

economic issues, educational gaps, regulatory obstacles, and security-related concerns. Mining MNCs try to balance these challenges against a combination of talent development initiatives, community engagement, collaborative stakeholders relationships, and competitive compensation strategies. While these have proven successful in a certain context, they are not without challenges, and mining MNCs will need continued adaptation and refinement of their strategies to ensure a long term success is underpinned.

The findings contribute to the broader understanding of talent management in emerging economies and highlights the importance of global approaches to fit local contexts. MNCs should tailor their talent management strategies to specific socio-economic, regulatory, and competitive conditions of each country, leveraging local strengths while addressing contextual barriers (Gallardo-Gallardo et al., 2020).

## **6.6 Chapter 6 Conclusion**

To conclude, the discussion exposes that mining MNCs in sub-Saharan Africa apply a mix of established talent management strategies adapted to the local contexts in order to attract, retain, and develop talent. These strategies are affected by a range of contextual factors including, economic constraints, educational infrastructure, and the regulatory environments themselves. The findings confirm that while established frameworks such as resource-based view and inclusive talent management are applicable, the unique challenges of emerging economies require tailored approaches, as noted in the literature (Pereira et al., 2022; Gallardo-Gallardo et., 2020).

The findings contribute to an understanding of the nuanced ways in which talent management practices can be adapted to different national contexts, and they have further highlighted the role that local socioeconomic and regulatory environments could play in informing effective talent management strategies in emerging economies.

## **7 Chapter 7 : Conclusion and Recommendations**

### **7.1 Introduction**

This is by understanding if the assumptions underlying the talent management frameworks of Western institutions' are adequate to address the unique talent management issues affecting by organizations in emerging economies. Gallardo-Gallardo et al. (2020) attempted to have understanding of how the MNCs in the mining industry in sub-Saharan Africa apply the principles of talent management to attract, develop, and retain local talent. It addresses these challenges relating to skill shortages, regulatory requirements and socio economic complexities in alignment of the western talent management frameworks with regional realities.

Drawing on the resource-based view (RBV) and resources dependency theory (RDT), this research has underlined the interaction between global frameworks and local contexts, thereby informing how talent management strategies are shaped by emerging economies. The findings contribute to both theoretical knowledge and practical strategies for sustainable talent development in emerging economies.

### **7.2 Theoretical Conclusion**

#### **7.2.1 Conclusion to General Understanding of Talent Management in Mining**

The research revealed that mining industry talent management reflect specific sector demands, mainly technical professional and compliance with local content laws. Various Western frameworks states universal principles; however, their application in sub-Saharan Africa need a huge contextual adaptation owing to economic, regulatory, and cultural variations (Gallardo et al., 2020; Collings et al., 2019). Effective practices in the region include targeted training programs, employee value proposition, and partnership with local institutions to develop a sustainable talent pipeline have been effective practices in the region, as stated by (Cooke et al., 2019; Debswana case 2020).

#### **7.2.2 Conclusion to Research Question 1**

##### **How do Mining Multinationals Attract, Retain, and Develop Local Talent?**

This research question focused on how mining corporations apply different ways of attracting talent, developing, and retaining them for long periods. It focused on the strategies that organisations have used to fill crucial skill gaps and methods for retaining skilled local talent.

Mining MNCs adopt a mixed of approaches to attract and retain local talent, such as competitive compensation, career progression possibilities, and strong employee engagement initiatives. As such, local talent development depends hugely on mentorship programs, apprenticeships, and partnership with educational institutions to resolve skills gaps (Ambrosius 2018; Rezaei & Beyerlein, 2018). However, local challenges remained and include high turnover rates in some regions driven by to inter-firm competition and institutional voids.

### **7.2.3 Conclusion to Research Question 2**

#### **What contextual factors influence Talent Management Practices in Sub-Saharan Africa?**

This research question was targeted at the specific contextual factors within each country which affect the talent management practices of multinational corporations (MNCs) operating in sub-Saharan Africa.

Contextual factors such as regulatory frameworks, cultural diversity, and institutional variability significantly impact talent management. For example, local content laws mandate workforce localization, compelling MNCs to invest in local talent development (Ovadia & Hilson, 2020). Cultural nuances, including ethics and linguistic diversity, require organizations to adopt culturally sensitive practices (Montalvo & Reynal-querol, 2021). Economic instability and infrastructure deficits further complicate talent acquisition and retention (Pereira et al., 2022)

### **7.2.4 Conclusion to Research question 3**

#### **How do MNCs address national constraints or leverage enablers to optimize local talent management practices?**

This question was designed to delve into the management of MNCs in sub-Saharan Africa and how they handle the country-specific challenges while maximizing the positive aspects to enhance talent management.

MNCs navigate constraints by entering into strategic partnerships with governments and local educational institutions. These collaborations aim to improve technical education and aligning training programs with industry needs (Le Roes, 2017; Kaliannan et al., 2023). To leverage enablers, organizations tap into diaspora talent, provide competitive incentives, and use public-private initiatives to improve infrastructures and workforce readiness (Auer & Schaub, 2023).

## **7.2.5 Conclusion to Main research question**

### **How do emerging economy conditions affect talent management strategy in mining Multinational Corporation in achieving local talent?**

The emerging economy conditions create a demand for the shift from expatriate dependence to localized talent strategies. Several factors are at play, which binds MNCs into adoption of adapted approaches such as localized training, community and stakeholder engagement, leveraging government partnerships to align talent management policies with both corporate and national objectives (Collings et al., (2019); Ambrosuis, 2018). In short, localization drives talent management in sub-Saharan Africa.

## **7.3 Contribution to Literature**

### **7.3.1 Theoretical contribution**

This research contributes significantly to theory by extending and contextualizing existing talent management frameworks to the unique challenges and opportunities of emerging markets, in particularly, in sub-Saharan Africa.

#### **7.3.1.1 Extending the Application of Resource-Based View (RBV)**

This study broadens RBV applicability by in showing how MNCs in resource constrained settings can exploit local talent as a source of competitive advantage. In this regard, RBV emphasizes that the localized talent, if nurtured and retained effectively, could be a rare, inimitable, and valuable resource for MNCs, that would help an MNC to ensure its sustainability in the competitive environment (Farndale et al., 2022)

#### **7.3.1.2 Challenging the Universality of Western Framework**

As Gallardo-Gallardo et al. (2020) say, traditional western frameworks tend to assume homogeneity across contexts and lack consideration for unique economic, cultural, and institutional challenges that marks regions such as sub-Saharan Africa. This study reveals that;

- A one size-fits-all approach to talent management would be entirely inadequate; rather, a tailored strategies such as localized training programs and contextually sensitive retention policies, have become crucial for success in emerging markets (Cooke et al. 2019)
- The focus on universal measures should be balance with local criteria since there are regional differences in skills availability, cultural value system, and employee

expectations (Farndale et., 2022).

### **7.3.2 Practical Contribution**

The practical contribution of this study is in good agreement with the discussions, that points out the operational challenges and opportunities the MNCs face in developing local talent sub-Saharan Africa. Precisely, the study emphasizes the following actionable frameworks which companies can adopt;

#### **7.3.2.1 Integrate Regulatory Compliance with workforce development**

The local content laws dictate that MNCs should develop and utilize the local talents with major priority. The findings have actually supported this through the success of co-development of talent development plans in the collaboration with local governments as well as ensuring consistency with national objectives through an unequivocal monitoring mechanisms. This is not only ensuring compliance but also builds trust and cooperation with the regulatory bodies (Ovadia & Hilson, 2020).

#### **7.3.2.2 Applying Global Best Practice to Local Cultural and Economic Context**

The importance of adapting global talent management frameworks to address the diverse cultural and economic conditions of sub-Saharan Africa has been highlighted in the study. The study builds on this by advocating for cross cultural management training for leadership teams and tailoring employee value propositions to reflect local norms and expectations. These practices enable MNCs to navigate cultural complexities and align their strategies with local workforce needs (Gallardo-Gallardo et al., 2020). Improve local employee engagement and retention through innovative HR practices

The study identifies employee retention as the backbone of building talent pipeline that can be sustained. This study contributes by recommending that to reduce turnover and improve employees' loyalty, long-term incentives, mentorship programs, regular employees' engagement, and a family-supportive work environment as practical solutions (Ambrosuis, 2018).

### **7.4 Recommendations for Firms and Other Stakeholders**

This research suggests that localisation is the driver of talent management in sub-Saharan Africa. For mining companies interested in expanding into sub-Saharan Africa, should;

- Partner with educational institutions to bridge the local gaps and design curriculum with industry needs; establishing center of excellence for the region that can allow technical expertise and shared resources for mining companies
- Improve retention by introducing long-term incentives, mentorship programs, and flexible working conditions with family support to minimize employee turnover
- Provide to the leadership in managing cross-cultural teams to ensure an inclusive environment and improving their effectiveness within a diverse setting.
- In liaison with relevant authorities, develop an all inclusive local talent development plan, with clear monitoring mechanism. Company leadership must prioritize local talent development, formally endorse the plan, and ensure its thoroughly implemented.

## 7.5 Areas For future Research

Six research suggestion area were identified

**Firstly**, the study identifies the influence of localisation on talent management. It does not research into the long term impact of localized talent development strategies on employees' retention and organizational performance; thus this leaves a gap that future research might delve into.

**Secondary**, the research focuses only mining MNC in sub-Saharan countries. Future research will better off investigating the talent management practices across other industries including technology or agriculture, to determine what strategies could be transferable.

**Thirdly**, future study may evaluate regulatory frameworks affect the approach towards talent localization, concerning compliance issues and business implication.

**Fourthly**, application of stakeholder's theories in talent management within emerging economies.

**Fifth**, future study can explore how digitalization and artificial intelligence can enhance talent management in emerging markets.

**Lastly**, the research highlighted three successful cases of Ghana, South Africa and Botswana. Future research will benefits from a case study into these successful and how other countries could benefits.

## **7.6 Study Limitations**

Qualitative research has its inherent flaws or common criticism as highlighted by Bell et al., (2022). The research limitation identified include

The focus on mining in the sub-Saharan Africa study may not fully capture sectoral or regional variations within the broader emerging economy context.

This research was limited to a sample of 14 participants across six countries; generalising the findings is restricted. In the case of Mozambique, only one participant was interviewed as other candidates declined to be interviewed.

The cross sectional design captures talent management practices at a single point in time, limiting insights into long-term impact.

The study does not take into account the effect of head office on talent management of subsidiary companies.

## **7.7 Study Conclusion**

This study underlines the need for global talent management frameworks to be aligned with the specific socio economic, regulatory, and cultural environment of sub-Saharan Africa. It is localising training, inclusive retention strategies, and regulatory alignment that emerge as crucial elements in fostering sustainable talent pipelines. These findings enrich the theoretical advancement in resource based and contextual dependency theories while providing actionable insights for practitioners. Future studies should overcome the limitation of this study to further develop the concept of talent management practices in emerging economies.

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## **9 List of Appendices**

Appendix A: Invitation to Participate in the Study

Appendix B: Informed Consent Letter



Appendix C: Interview Guide


Appendix D: Ethics Approval

Appendix E: List of Codes

## 10 Appendix A: Invitation to Participate in the Study

Invitation to Participate in Research Interview External Inbox x ↕ 🖨 📧

  📧 Mon, 23 Sept, 13:23 (2 days ago) ☆ ↩ ⋮




I hope this message finds you well. I am writing to invite you to participate in my research interview as part of my study on talent management. Your insights and experience would be highly valuable in contributing to a deeper understanding of this subject within sub saharan Africa.

The interview will take approximately 30mins and can be scheduled at your convenience. I would be grateful if you could confirm your availability or suggest a suitable time for the interview.

Please note that all responses will be kept confidential and used solely for academic purposes. Should you have any questions or require additional information about the study, feel free to reach out to me.

Thank you for considering my request, and I look forward to your positive response.

Regards  


## 11 Appendix B: Informed Consent Letter

### Request to Conduct an Interview for Research Purpose

Dear research participant,

My name is [REDACTED], and I am a Master of Philosophy (International Business) student at the Gordon Institute of Business Science (GIBS) in South Africa. I am conducting research on Talent Management in Emerging Economies: A Study in Mining Multinational Corporations (MNCs) in Sub-Saharan Africa. Our interview is expected to last 30 minutes and will help us understand, How emerging economy conditions affect the implementation of talent management strategy in mining multinational cooperation (MNC).

Your responses will be treated with the strictest confidentiality, and your anonymity will be protected. The results of the data gathered will be communicated in my thesis. You will neither be advantaged nor disadvantaged, and there are no foreseeable risks in participating in this research. Your participation is voluntary, and you can withdraw at any time without penalty. The research is being conducted under the supervision of Professor [REDACTED]. By signing this letter, you are indicating you have given permission for:

- The interview to be recorded;
- The recording to be transcribed by a third-party transcriber, who will be subject to a standard non-disclosure agreement;
- Verbatim quotations from the interview may be used in the report, provided they are not identified with your name or that of your organization;
- The data to be used as part of a report that will be publicly available once the examination process has been completed; and
- All data to be reported and stored without identifiers.

Thank you for considering my request. Should you require any further information, please do not hesitate to contact me at +[REDACTED] and [REDACTED], supervisor, [REDACTED]

#### **Signature of Research Participant**

Research Participants

Signature

Date

[REDACTED]

#### **signature of Researcher**

Signature

Date: 17/9/2024

## 12 Appendix C: Interview Guide

### Semi structure Interview Questions

Research Question	Interview Questions	Literature supporting interview questions
Background	<ol style="list-style-type: none"> <li>1) What is your role in the organisation?</li> <li>2) How long have you been in your role?</li> </ol>	N/A
Framing questions	<ol style="list-style-type: none"> <li>3) How does your organisation define talent?</li> <li>4) In your opinion, what are the roles that are considered critical to your organisation?</li> <li>5) In your opinion, what percentage of locals make up these critical roles?</li> <li>6) Do you think that your organisation have a well-documented local talent management plan?</li> <li>7) In your view, what impact does talent management have on your organisation?</li> </ol>	Bagheri et al. (2020); Gallardo-Gallardo et al. (2020); Jooss et al. (2021); Wiblen and McDonell (2021).
<i>How do mining multinationals attract, retain, and develop local talent for critical leadership, management, and professional-level positions in sub-Saharan Africa?</i>	<ol style="list-style-type: none"> <li>8) How does your organisation attract and develop talent in critical roles?</li> <li>9) How does your organisation retain local talent?</li> <li>10) In your opinion, what challenges does your organisation face in attracting talent?</li> </ol>	Datta et al. (2023); Dries et al. (2020); Esmer and Yildiz (2022); Farndale et al. (2022); Harsch and Festing (2020); Rodríguez-Sánchez et al. (2020); Tyskbo (2021), Yakubu (2020).
<i>What variations in contextual factors might influence the</i>	<ol style="list-style-type: none"> <li>11) In your experience, what are the country's situational factors that affect the</li> </ol>	Datta et al. (2023); Dries et al. (2020); Esmer and Yildiz

<b>Research Question</b>	<b>Interview Questions</b>	<b>Literature supporting interview questions</b>
<i>implementation of local talent management by MNC subsidiaries across different sub-Saharan countries?</i>	<p>execution of talent management strategy?</p> <p>12) How do they affect the execution of talent management strategy?</p>	(2022); Farndale et al. (2022); Harsch and Festing (2020); Rodríguez-Sánchez et al. (2020); Tyskbo (2021), Yakubu (2020).
<i>How are MNCs addressing national constraints or leveraging enablers that impact their talent management practices?</i>	<p>13) How is your organisation navigating these country situational challenges?</p> <p>14) Do you feel that there are national enablers that your organisation can leverage to enhance your talent management practices?</p>	Datta et al. (2023); Dries et al. (2020); Esmer and Yildiz (2022); Farndale et al. (2022); Harsch and Festing (2020); Rodríguez-Sánchez et al. (2020); Tyskbo (2021), Yakubu (2020).
Conclusion	15) Based on my questions, is there anything that comes to mind about talent management to achieve local content in the country?	N/A

## 13 Appendix D: Ethics Approval

**Gordon Institute  
of Business Science**  
University of Pretoria

**Ethical Clearance  
Approved**

[REDACTED]

Please be advised that your application for Ethical Clearance has been approved.  
You are therefore allowed to continue collecting your data.  
We wish you everything of the best for the rest of the project.

[Ethical Clearance Form](#)

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.

### STUDENT RESEARCHER/APPLICANT:

29. I affirm that all relevant information has been provided in this form and its attachments and that all statements made are correct.

Student Researcher's Name in capital letters:	[REDACTED]
Date:	03 Aug 2024
Supervisor Name in capital letters:	[REDACTED]
Date:	03 Aug 2024
Co-supervisor Name in capital letters:	[REDACTED]
Date:	03 Aug 2024

**Note:** GIBS shall do everything in its power to protect the personal information supplied herein, in accordance to its company privacy policies as well the Protection of Personal Information Act, 2013. Access to all of the above provided personal information is restricted, only employees who need the information to perform a specific job are granted access to this information.

### Decision:

Approved

### REC comments:

Date: 05 Sep 2024

#### 14 Appendix E: List of Codes

1. Journey and Career Development	2. Departmental talent plans	3. Inability to retain talent	4. Staff retention
5. Workforce Composition	6. Statutory requirement	7. Remuneration	8. Impact of Competitive Compensation on Talent Retention
9. Employee value proposition	10. Balancing internal promotion with external recruitment	11. Reputation	12. Tailored Employee Needs Assessment
13. Career growth prospects	14. Internal staff perception of the organisation	15. Location	16. Economic Challenges on Talent Retention
17. Competitive remuneration and benefits	18. Importance of corporate brand	19. STEM	20. Market-related remuneration
21. Development programs	22. Public perception of the company	23. Depleted talent reserves	24. Dual-axis assessment
25. Across the board, share options	26. Importance of organisational culture	27. 100% local	28. Potential, learning and adaptability
29. Inclusive culture	30. Education system limitations	31. Talent segmentation	32. Continuous Investment in People Development
33. Psychological safety	34. Limitation on work permits	35. Metallurgy	36. Remote location
37. Monetary driven incentives	38. Balancing education outcomes with strict legislation	39. Less than 1%	40. Talent exodus

41. Long-term incentives	42. Relationship building	43. Succession planning	44. Emigration for Better Opportunities
45. Social license	46. Importance of a healthy workplace environment	47. Horizontal promotion	48. Low literacy rate
49. Talent Pipeline Challenges Due to Limited STEM Education in Rural Areas	50. Political uncertainty	51. The strategic value of talent management	52. Organisational leadership roles
53. Impact of crime and political ineptitude	54. Legislation on local ownership	55. Risk of failure	56. Variation in local talent representation
57. Support schooling	58. Recent legislation on prospecting	59. Difficult to get the right people	60. Ease of Talent Attraction
61. Funded tutoring and mentorship programs	62. Trade union activity	63. Invest in on-the-job training	64. Limited employment opportunities
65. Undergraduate Bursaries	66. Stakeholder engagement	67. Empower through attachment	68. Employee engagement and opportunity development
69. University career days	70. Structured systems	71. Formalised implemented plan	72. Talent development through trial and error
73. African government's appetite for investments	74. Women empowerment	75. Organisational culture	76. Congolese nationals

77. Social license to operate	78. Transformation agenda	79. Economic hardship	80. Local empowerment
81. Potential for growth	82. Government of National Unity	83. The entire pool of human resource	84. Local talent availability vs. Skills and experience gap
85. Holistic assessment of employee motivations and aspirations	86. Good tertiary institution	87. Emphasis on developing technical skills	88. International training for specialised skills
89. Neglect of frontline employees	90. Strategic talent capability	91. Training for local talent in expert roles	92. Diverse retention drivers
93. Employee-Employer Relationship	94. Scarcity of specialised roles	95. Pecuniary attraction	96. Competitive remuneration and family time
97. Perceived growth	98. Lack of leadership understanding of talent management	99. Clearly defined career path	100. Paying market-related salaries
101. Sense of worth	102. Ageing workforce	103. Individualised development plans	104. Vague compliance legislation
105. Extensive experience	106. Lack of skills transfer	107. Project-based short-term assignments	108. Inefficient outcome
109. Technical roles	110. Headhunting	111. Courses	112. Stakeholder engagement
113. Limited role of expatriates in senior positions	114. Internal staff development	115. Training	116. Engineering, Maintenance, and Operations
117. Legacy issues of foreign workforce	118. Departmental talent plans	119. Opportunity for growth	120. Support Services for Operational Continuity

121. Individual Development Plan(IDP)	122. Community and economic development	123. Continuous development	124. Providing meaningful roles for future growth and self-realisation
125. Valued and supportive environment	126. Construction-specific roles	127. Local growth opportunities	128. Theoretical workforce
129. Competitiveness	130. Operational readiness roles	131. Participation expectation	132. Weak education system
133. Comprehensive leadership and attributes	134. Job stability and long-term company presence	135. Rapid promotion expectation	136. Investment in training
137. Anti-poaching rule	138. Growth opportunity	139. Retention challenges with returning nationals	140. External factors in talent management
141. Remote location	142. Remuneration and benefits package	143. Political instability	144. Scarce skills
145. Business generating roles	146. Paying market-related salaries	147. Terrorism	148. External debt